

STUDENT CATALOG

FALL 2011 - SPRING 2013



THUNDERBIRD
SCHOOL OF GLOBAL MANAGEMENT



**TECNOLÓGICO
DE MONTERREY®**

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 agency for American schools of business, and the NCA is the primary accrediting agency for universities in its region of the United States.

TECNOLÓGICO DE MONTERREY

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ACCREDITATION

Tecnológico de Monterrey is accredited by the Southern Association of Colleges and Schools (SACS).

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A NOTE FROM THE PRESIDENT



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

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

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

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

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

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

A handwritten signature in black ink, which appears to read "Ángel Cabrera". The signature is written in a cursive style and is positioned above a horizontal line.

Dr. Ángel Cabrera
President

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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THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT

Founded in 1946, Thunderbird is the first and oldest graduate management school focused exclusively on global business. It is regarded as the world's leading institution in the education of global managers and has operations in the United States, Switzerland, the Czech Republic, Russia, Central and South America, Singapore and China. Ranked No. 1 in international business by *The Financial Times* and *U.S. News and World Report*, Thunderbird is dedicated to educating global leaders who create sustainable prosperity worldwide. The school's programs facilitate the development of the global mindset which is critical to managing effectively in different social, economic and political environments. More than 40,000 students have graduated from Thunderbird, and its alumni live and work in more than 141 countries. Thunderbird is accredited by [AACSB](#) International—The Association to Advance Collegiate Schools of Business and [North Central Association](#) for Colleges and Schools.

THUNDERBIRD MISSION STATEMENT

Our Mission – We educate global leaders who create sustainable prosperity worldwide

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

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

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

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

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

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

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

SCHOOL NAME CHANGE

The School was founded under the name American Institute for 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.

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.

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 student or to participate in a Winterim or Summerim received a 30% discount on tuition. The discount only applies to courses that are not used to earn a second degree. If the individual decides to apply 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.

TECNOLÓGICO DE MONTERREY

<http://www.tecvirtual.itesm.mx/>

Tecnológico de Monterrey is the best-known school in Mexico with highly renowned programs in engineering and business. Expansión ranked Tecnológico de Monterrey's EGADE Monterrey as one of the top school of business in Mexico for four consecutive years and a top ranked MBA program in Latin America according to AméricaEconomía.

Tecnológico de Monterrey is a private institution with a main campus in Monterrey and 32 campuses throughout Mexico with more than 287,000 graduate and undergraduate students.

The Global MBA is delivered through the Virtual University (Universidad Virtual) and supported academically by the EGADE Business School. The EGADE Business School is accredited by the AACSB—The International Association for Management Education, Southern Association of Colleges and Schools (SACS) and the European Quality Improvement System (EQUIS). Tecnológico de Monterrey has over 20 years of experience in distance learning in Mexico and Latin America.

MISSION STATEMENT

The mission of Tecnológico de Monterrey is to form persons with integrity, ethical standards and humanistic outlook, who are internationally competitive in their professional fields; at the same time, they will be good citizens committed to the economic, political, social, and cultural development of their community and to the sustainable use of natural resources.

Through its educational, research, and development programs, Tecnológico de Monterrey prepares individuals and transfers knowledge to:

- Promote the international competitiveness of business enterprises based on knowledge, innovation, technological development, and sustainable development.

- Develop business management models to compete in a global economy.
- Create, implement and transfer business incubator models and networks in order to contribute to the creation of enterprises.
- Collaborate in professionalizing public administration; and analyze and propose public policies for Mexico's development.
- Contribute to the sustainable development of the community with innovative models and systems for its educational, social, economic and political improvements.

With this mission, Tecnológico de Monterrey and its community are committed to contribute to the educational, social, economic, and political improvement of Mexico.

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION AND LEADERSHIP

For the 10th consecutive year, the EGADE MBA program at the Tecnológico de Monterrey has been ranked as one of the top in Latin America according to AmericaEconomia magazine. The Tecnológico de Monterrey has committed itself to consolidate its leadership position in Latin America and to become one of the leading business schools in the world. To fulfill this goal, the Graduate School of Business Administration and Leadership Business School (EGADE Business School) was created. Its mission is to educate graduate students to become experts in the theory and practice of business administration at the master's and doctoral levels, as well as continuing education. EGADE Business School accredited by AACSB International—The Association to Advance Collegiate Schools of Business and EQUIS—European Quality Improvement System.

For over 30 years, the Tecnológico de Monterrey has offered graduate programs in business administration. Its outstanding academic quality has allowed it to train students who have become leaders in the Mexican business community.

VIRTUAL UNIVERSITY

The Tecnológico de Monterrey's Virtual University was created more than two decades ago to strengthen its educational system by developing new educational models based on the use of telecommunications, computer networks and multimedia.

GOALS

- Support the constant improvement of the educational process of the different campuses.
- Extend the educational services to other participants, nationally, and internationally.
- Enrich and extend the student's learning allowing them flexibility in time and space.
- Promote the development of multi-disciplinary and collaborative groups in the analysis of educational programs.

THE GLOBAL MBA NETWORK

Origin Sites

- Glendale, AZ
- Monterrey Campus

5 Transmitting Sites

- Mexico City Campus
- Mexico State Campus
- Monterrey Campus
- Santa Fe Campus
- Guadalajara Campus

Sites outside of Mexico

- Miami, FL
- San Jose, Costa Rica
- San Salvador, El Salvador
- Bogota & Medellin, Colombia
- Lima, Peru
- Buenos Aires, Argentina
- Panama, Panama

4 Satellite Channels

- 1,430 Receiving Sites
- 1,270 in Mexico
- 160 in 10 different countries in Latin America

Academic Programs

- 132,745 Students enrolled (CLAUDIA–TC)
- 15 Master's programs
- 1 Ph.D. program

BACKGROUND

The Interactive Education Satellite System (SEIS) was created in 1989 and eventually became the Virtual University that currently provides simultaneous interaction between teachers and students throughout the Tecnológico de Monterrey system.

In March 1996, the Virtual University (UV) was expanded and began transmitting courses to many universities and firms in Latin and South America. Satellite, videoconference, multimedia and the Internet help maintain this transmission among more than 91 reception sites.

Tecnológico de Monterrey's Virtual University came about as a strategy to complement the mission of Tecnológico de Monterrey for the year 2005. The Virtual University strives to support the constant improvement of the educational processes of the different Tecnológico campuses and to extend education services to other persons both nationally and internationally. These programs enrich and amplify student learning, by providing flexibility in both time and space, and by creating and diffusing a new concept of learning that uses technology to promote further development of multidisciplinary and cooperative education.

EDUCATION MODELS

To help students develop the ability to generate knowledge and develop their skills, the Virtual University has put into practice in all courses educational models that transform the professor-centered process into a group-learning process. Rather than just teaching, the instructor designs experiences, exercises and activities that allow for, and encourage group work. Through group learning the goal is for student to:

- Learn on their own
- Learn from their classmates through dialogue
- Solve problems as a group

GMBA FOR LATIN AMERICAN MANAGERS PROGRAM STRUCTURE

The objective of the Global MBA program is to deliver live, via distance learning technology, a superior graduate global management education to high-potential individuals in Latin America. The program has been designed to prepare Latin American Managers for success in the highly competitive and dynamic global business environment.

Administered by Thunderbird and the Tecnológico de Monterrey, the program is presented in a virtual academic environment where students learn from professors drawn from both institutions, as well as from their fellow students throughout Latin America. The Global MBA program offers an education with an international focus in business management, cross-cultural and executive communication and international relations. The Global MBA degree is jointly granted by both institutions.

The Global MBA coursework has a particular orientation and focused on conducting business globally from a Latin American perspective. The case method and other active exercises (e.g. simulations and negotiations) are emphasized.

The GMBA program is taught in English. Applicants who did not graduate from an English-speaking university must achieve a minimum TOEFL score of 550 (paper-based), 213 (computer-based), or 79-80 (internet-based). Only test taken within the past two years will be accepted. No additional languages are required.

TRIPARTITE CURRICULUM

The Global MBA for Latin American Managers provides a tripartite curriculum with instruction in these three areas:

- Basic and advanced global business strategy, management and leadership
- Cross-cultural and executive business communication
- International relations with a focus on global and Latin American business issues

“LOCK-STEP” SEQUENCE

Students advance through the program in a prescribed sequence. Students who drop out of the sequence must restart their coursework with a subsequent class (the next generation of the program).

PROGRAM FORMAT

The program begins with a one and a half day orientation and five-day, 40 hour foundations seminar at Thunderbird in Glendale, Arizona. The seminar on “Global Business Leadership for the 21st Century” is a five-day course covering 40 hours of instruction. This seminar develops the necessary concepts, framework, and vision needed to manage a global enterprise successfully. Led by Thunderbird faculty, the seminar’s key elements include the globalization of business. Students are required to apply some of the distance interaction tools they will be using late in the program. The program continues with 640 hours of distance education via live satellite and on-site classes. The classes are offered on Friday afternoons and Saturdays every other weekend, except between semester breaks. During each term, students take the equivalent of 8 semester hours.

A one-week Global Business Interim Seminar will take place between Term 2 - Term 3 and Term 4 – Term 5. Students must participate in one of the two Global Business Interim Seminars. The Interim seminar will take place on site at different locations around the world.

The program concludes with a 40-hour Capstone seminar at Thunderbird. This seminar, called “Latin American Business Leadership for the 21st Century,” is an integrative capstone course, led by the Tecnológico de Monterrey faculty, which focuses on Latin American regional management issues. At the end of this seminar, a graduation ceremony is held with the program instructors and school officials. Students who successfully complete The Global MBA program receive the Global Masters of Business Administration degree, granted jointly by Thunderbird School of Global Management and Instituto Tecnológico y de Estudios Superiores de Monterrey.

CAMPUS LOCATIONS

The Global MBA program is offered at select Tecnológico de Monterrey Campuses in Mexico and sites in El Salvador, Columbia, Costa Rica, United States, and Peru. However, recognizing that the Tec’s satellite signal footprint covers all of Latin America, other countries are expected to be added to the network in the future.

The combination of live satellite broadcasts, local class facilitation, and virtual interaction, offered in a 24-course, lock-step format, provides for a virtual campus environment that encourages students to interact with others in different locales and with their faculty on a regular basis.

OFFICIAL LANGUAGE

English, which is the official language of the international business community, is the program’s official language. Instruction will be delivered in English; however, occasional guest lectures and presentations may be given in Spanish.

TIME PERIOD

The Global MBA program can be completed in 21 months. Students who temporarily drop out of the sequence are able to restart their coursework with a subsequent class.

The total Global MBA program is equivalent to 43.5 credit hours of classes. Each credit hour is equal to 15 hours of instruction. The equivalent of 6.5-10 credit hours is taught each term which stretches over 15 weeks. The program observes official American and Mexican holidays. Unfortunately, it is not possible to accommodate holidays of other countries without encountering major scheduling difficulties.

TECHNOLOGY REQUIREMENTS

To participate in the program effectively, every Global MBA student will be required to have an advanced computer system and related software. The student’s computer provides access to the Internet for interaction with faculty, other students, and the Global MBA administration. The student’s computer must be multimedia compatible. The computer hardware must meet or exceed the following standards:

Minimum Standard	Recommended Standard
PC Desktop or PC Laptop (Mac not supported) Pentium 166 Mhz Processor 32 MB of RAM 1.66G Hard Drive 3.5" Floppy Disk Drive CD ROM 12x 28.8k Modem E-mail account Internet Explorer 5.0	PC Desktop or PC Laptop (Mac not supported) Pentium 233 Mhz Processor 64MB of RAM 8G Hard Drive 3.5" Floppy Disk Drive CD ROM 24x 56k Modem 7MB E-mail account Internet Explorer 6.0

The Microsoft Office Suite 2002 software and Windows XP are used in most courses and students must be proficient in their use. It will be necessary to have the most current version of Microsoft Word, Excel, PowerPoint, and Access installed on their computers. Global students are also responsible for Internet provider access fees and access fees to on-line research.

Students are responsible for maintaining a useable e-mail address server. Occasionally, e-mails "bounce back" to us because of insufficient storage to receive incoming e-mail. Sometimes this happens because the receiving server has limited storage capacity and/or the user has saved too many e-mail messages. Because of this, student's permanent e-mail address must have a minimum storage capacity of 5MB.

E-MAIL COMMUNICATIONS WITH STUDENTS

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

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

TUITIONS AND FEES

Tuition for the Global MBA program covers:

- Tuition for all courses
- Orientation and Graduation Seminars on-campus (dorm room and meals; airfare not included).
- Interim Seminar on location (includes shared hotel room, some meals, and activities; airfare not included)
- Course materials (textbooks, readings and case studies) for all Global MBA courses
- Graduation regalia attire

The course materials are delivered to students before the start of each term, allowing them time to prepare for classes while meeting their personal obligations.

Students are required to maintain Internet connections throughout the program's duration. Fees for Internet connection, computer equipment and computer software are the responsibility of the student.

All financial information is determined by the Department of Finance & Accounting.

GLOBAL MBA FOR LATIN AMERICAN MANAGERS ADMISSIONS REQUIREMENTS

Students must complete Thunderbird and Virtual University's requirements.

THUNDERBIRD ADMISSION

Submit the following required documents to the Global MBA office at your campus:

- A completed online Global MBA for Latin American Managers Admission form.
- Student legal name form.
- A US \$125 application fee (no waiver/refund granted)
- Official notice of the score received on one of the following two exams:
 - Prueba de Admisión a Estudios de Posgrado (PAEP) administered by Tecnológico de Monterrey
 - Graduate Management Admission Test (GMAT)
- Official notice of the score received on the Test of English as a Foreign Language (TOEFL), for applicants whose university instruction was not in English and whose native language is not English. TOEFL minimum score: 550 paper-based, 213 computer-based, and 79-80 internet-based.
- Two official transcripts in English, from each college attended, indicating courses taken, grades received, and, if applicable, the degree(s) and date(s) awarded.
- Copy of official undergraduate degree diploma
- A copy of birth certificate
- Two letters of recommendation from persons who have known the applicant in a professional or academic role and can testify to an ability to succeed academically and professionally
- Work Experience: minimum 2 years
- Undergraduate GPA, minimum 3.000
- Interview with Administration may be required
- An up-to-date résumé in English.
- One essay(s) describing international motivation and accomplishments. A one- to two-page essay in response to the following:
 1. *What are your educational and professional goals for the future and in what ways will the Thunderbird Professional Oath of Honor be a guiding factor in your future plans? In responding to this question, describe your plans for transferring the combination of your background and the Global MBA experience to the job market and specifically which area of business interests you the most. (Please limit responses to 1,500 words.)*
 2. *OPTIONAL: Is there anything that you think the Admissions Committee should know about you which might not have been covered by the rest of your application? If you believe your credentials and your first essay represent you fairly, do not feel obligated to answer this question.*

The evaluation process for admission weighs the cumulative grade point average with the test scores along with other factors, especially professional and international experience and exposure. Extra-curricular and community activities are also considered.

Admission decisions are made within eight weeks. Applications received after the April 30, 2011 priority deadline are considered on a space-available basis. A space in the class is not reserved until the tuition deposit of US\$3,800 is received. Admitted foreign nationals requiring a student visa must arrange and give proof of financing for the U.S. in-residence period before needed documents will be issued.

TECNOLÓGICO DE MONTERREY ADMISSION

Submit the following requirements to the Admissions Department at your nearest local coordinator:

- A completed official Tecnológico de Monterrey application form. The students should register in the Maestría en Administración de Negocios Globales (MNL)
- Four ID size photographs
- Official notice of the score received on one of the following two exams:
 - Prueba de Admisión a Estudios de Posgrado (PAEP) proctored by TECNOLÓGICO DE MONTERREY
 - Graduate Management Admission Test (GMAT)
- Notarized copy of undergraduate degree diploma (Include graduate degree diploma, if applicable)
- Official notice of the score received on the Test of English as a foreign language (TOEFL), if applicable. TOEFL minimum score: 550 paper-based, 213 computer-based, and 79-80 internet-based.
- Official transcript in Spanish from each college attended, indicating courses taken, grades received, and, if applicable, the degree(s) and date(s) awarded
- Original copy of birth certificate
- Notarized copy of professional license (Cedula Profesional)
- Carta extranjero (if applicable)

NOTE: Additional requirements for admission must be met at your local campus. For more information, contact your campus coordinator.

SCHEDULE CHANGES

At any time, the School reserves the right to make whatever changes it deems appropriate in course scheduling, course descriptions, assignment of instructors, and prerequisites. Some courses are offered in alternate terms or as demand warrants. If a required course is not offered, an approved substitute course will be made available.

In the advent of a course being cancelled, Thunderbird will find a suitable course to replace the cancelled course. When a program is cancelled, the students will be allowed to complete their program under the enrollment agreement.

ACADEMIC CALENDAR

Orientation Week (3 credits)

GM 6001 Global Business Leadership for the 21 st Century (3) – Phoenix, AZ

Term 1 (7 credits)

First Module	Second Module
GM 6880 Cross-Cultural Communications (2)	GM 6880 Cross-Cultural Communications (cont.)
GM 6099 Accounting Fundamentals (1.5)	GM 6101 Financial Accounting (1.5)
BC 6001 Business & Managerial Communications (2)	

Term 2 (7 credits)

First Module	Second Module
GM 6000 Global Political Economy (2)	GM 6000 Global Political Economy (cont.)
GM 6770 Int'l Negotiations & Bargaining (2)	GM 6770 Int'l Negotiations and Bargaining (cont.)
GM 6404 Entrepreneurship & Family Business (1.5)	GM 6464 Competing Through People (1.5)

Business Interim (1 credits)

GM 6902 Business Interim Seminar (1) *
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Term 3 (6.5 credits)

First Module	Second Module
GM 6210 Fundamentals of Managerial Finance (2)	GM 6210 Fundamentals of Managerial Finance (cont.)
GM 6102 Managerial Accounting (1.5)	GM 6143 Profit Planning (1.5)
GM 6468 Competing Through Strategy (1.5)	

Term 4 (8 credits)

First Module	Second Module
GM 6260 Advanced Managerial Finance (3)	GM 6260 Advanced Managerial Finance (cont.)
GM 6212 Global Economics (1.5)	GM 6211 International Trade (1.5)
GM 6060 Reg Bus Environment - North America (2)	GM 6060 Reg Bus Environment - North America (cont.)

Business Interim (1 credits)

GM 6902 Business Interim Seminar (1) *
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Term 5 (8 credits)

First Module	Second Module
GM 6510 International Marketing Management (3)	GM 6510 International Marketing Management (cont.)
GM 6030 Reg Bus Environment – Latin America (2)	GM 6030 Reg Bus Environment – Latin America (cont.)
GM 6320 Production Operations Management (3)	GM 6320 Production Operations Management (cont.)

Graduation Week (3 credits)

GM 6900 Latin American Business Leadership for the 21 st Century (3) & Graduation – Phoenix, AZ
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* Students are required to select 1 Business Interim Seminar.

Required credit hours for graduation:

Face-to-Face	7.0
Distance Learning	<u>36.5</u>
Total	43.5

COURSE NUMBERING SYSTEM

6000-6400 level courses - Provide common foundation for students to move to the 6500+ level courses.

6500-6900 level courses - Advanced courses

BC - Business Communications courses

GM - Core curriculum courses

COURSE DESCRIPTIONS

BC 6001 BUSINESS COMMUNICATIONS FOR EXECUTIVES

(2 hours.) This course focuses on effective management communications for personal and corporate leadership development and illustrates how core concepts of communication strategy inform the various channels of management. Students analyze the components of effective communication with regard to theme, audience, style, clarity, cross-cultural sensitivity, structure and organization in both oral and written forms. Its thematic approach includes leadership, ethics, mergers and acquisitions, e-commerce, public language and corporate culture, teaming, and project management. The course includes instruction on oral presentation, career management, and interviewing techniques.

Prerequisites: None

GM 6000 GLOBAL POLITICAL ECONOMY

(2 hours.) This course offers an introduction to the fundamentals of the international business environment and its three major aspects: (1) the institutional framework and policy management of international 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 twofold: (1) to provide the international manager with an informed perspective on the institutions and policy process that shape economic blocs as foundation for further study in the Thunderbird tripartite programs, and (2) to provide the international Manager with the substantive base and analytical tools necessary for acquiring an informed perspective.

Prerequisites: None

GM 6001 GLOBAL BUSINESS LEADERSHIP FOR THE 21ST CENTURY

(3 hours) This seminar will develop the concepts, framework, and vision necessary to successfully manage a global enterprise. Key elements will include the globalization of economic and political systems, as well as the globalization of business. Students will be required to apply the distance interaction tools they will be using later in the program. Thunderbird faculty will lead this seminar.

Prerequisites: None

GM 6030 REGIONAL BUSINESS ENVIRONMENT: LATIN AMERICA

GM 6060 REGIONAL BUSINESS ENVIRONMENT: NORTH AMERICA

(3 hours) The Regional Business Environment courses deal with the political and social contexts in which business activities take place. This includes consideration of the factors that shape or reflect the operational realities of management and business, including: Patterns of historical development cover political, social and economic events and structures. Geographic environment involves human and economic geography, covering population and natural resource distributions, regional financial and trade center, 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. International environment includes regional organizations, regional political and economic trends, regional peace and conflicts, and the place of the region in the global system. For economic environment, economic policies, current economy patterns, and major industries are discussed. Under legal environment, major regional trade barriers, investment policies, and intellectual property protection issues are covered. There are also discussions on major current issues.

Prerequisites: GM-4000

GM 6099 ACCOUNTING FUNDAMENTALS

(1.5 hours) 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 international financial statements and an introduction to inter-corporate investments.

Prerequisites: None

GM 6101 FINANCIAL ACCOUNTING

(1.5 hours) 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 international accounting standards are covered.

Prerequisites: GM-6099

GM 6102 MANAGERIAL ACCOUNTING

(1.5 hours) This course covers the process of creating and using accounting information for long- and short-run decision making. Topics include cost allocations and their uses, cost behavior, relevant costs, and decision making.

Prerequisites: GM-6101

GM 6143 PROFIT PLANNING

(1.5 hours) This course covers the role of accounting information in controlling domestic and foreign operations, and strategic decision making. Topics include strategic cost analysis, management controls systems, budgeting, and control of foreign operations, including the effects of translation of foreign currencies on performance evaluation.

Prerequisites: None

GM 6210 FUNDAMENTALS OF MANAGERIAL FINANCE

(2 hours) This course presents the basic principles and analytical techniques of financial management. Topics include financial analysis and planning; capital markets theory; cost of capital and capital budgeting; and long-term financing, decisions.

Prerequisites: None

GM 6211 INTERNATIONAL TRADE

(1.5 hours) This course investigates the nature of trade theory; commercial policy; and selected trade and finance problems of developing countries.

Prerequisites: None

GM 6212 GLOBAL ECONOMICS

(1.5 hours) This course investigates the nature of international financial markets; balance of payments; foreign exchange markets and hedging instruments; alternative international monetary arrangements and institutions; the respective adjustment mechanisms in fiscal and monetary policy changes.

Prerequisites: None

GM 6260 ADVANCED MANAGERIAL FINANCE

(3 hours) This course presents an advanced treatment of the theory and practice of financial decision making in the firm. Topics include efficient markets, portfolio theory, capital-market theory, capital-structure theory, the cost of capital, capital budgeting, and dividend policy. Pedagogy involved lectures, textbook readings, and case studies.

Prerequisites: GM-6210

GM 6320 PRODUCTION AND OPERATIONS MANAGEMENT

(3 hours) This course investigates the quantitative and analytical tools and techniques used by modern operations managers. Though most often used in production areas, these concepts have become central to the service disciplines as well. Topics include capital budgeting, linear programming, forecasting, inventory models, quality control, scheduling, analysis of some queuing models, PERT, CPM and decision theory.

Prerequisites: None

GM 6404 GLOBAL ENTERPRISE: ENTREPRENEURSHIP AND FAMILY BUSINESS

(1.5 credits) In global economies, entrepreneurship is the engine of economic growth and prosperity. As emerging global leaders, it is important for you 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. Required core course in the Traditional and Accelerated programs.

Prerequisites: None

GM 6464 COMPETING THROUGH PEOPLE

(1.5 hours) 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; organizational culture; leadership; employee skills and motivation; reward systems; and change management.

Prerequisites: None

GM 6468 COMPETING THROUGH STRATEGY

(1.5 hours) This foundation course in strategy covers a range of Core concepts and analytical techniques relating to competitive advantages in global organizations. It deals with both classical and contemporary issues of importance such 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 framework to understand complex strategy issues.

Prerequisites: None

GM 6505 INTERNATIONAL MARKETING MANAGEMENT

(3.0 hours) This course provides a managerial orientation to the topic of global marketing in today's complex, rapidly changing international 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 international arena. The major tactics/tools used by global marketers to facilitate the management of their international 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.

Prerequisites: None

GM 6770 INTERNATIONAL NEGOTIATION AND BARGAINING

(2 hours) This course examines the essentials of negotiation and bargaining processes with repeated exercises to develop these skills. The first half of the course is devoted to increasingly complex negotiations in small groups. During the second half, students assume negotiating positions on a variety of international issues that are currently being negotiated and present them before the entire class.

Prerequisites: None

GM 6880 CROSS-CULTURAL COMMUNICATION FOR INTERNATIONAL MANAGERS

(2 hours) This course provides an intellectual and experiential forum for developing the interpersonal-intercultural communication and interaction skills necessary for international managers. While learning to identify cultural aspects of verbal and nonverbal behavior of persons from different cultures and themselves, students come to recognize cultural differences that can cause difficulties in management situations.

Prerequisites: GM-6000

GM 6900 LATIN AMERICAN BUSINESS LEADERSHIP FOR THE 21ST CENTURY

(3 hours) An integrative capstone seminar led by the Tecnológico de Monterrey faculty. It is intended to examine issues related to management strategies, human resource management. 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 class fulfills educational requirements for the Project Management Professional Certification exam.

Prerequisites: None

GM 6902 INTERNATIONAL BUSINESS INTERIM

(1 hours) This intensive course will be held in different locations worldwide. Each location will provide a seminar focused on a specific focus area. Students have the opportunity to meet with company managers and other experts in the field.

Prerequisites: None

ACADEMIC DATES AND DEADLINES

WEEK	TERM 1	TERM 2	TERM 3	TERM 4	TERM 5
1					
2					
3					
4	Deadline to Withdraw from 1 st Half courses*	Deadline to Withdraw from 1 st Half courses*	Deadline to Withdraw from 1 st Half courses*	Deadline to Withdraw from 1 st Half courses*	Deadline to Withdraw from 1 st Half courses*
5					
6					
7	Exams	Exams	Exams	Exams	Exams
8	Deadline to Withdraw from 3 credit hour courses*	Deadline to Withdraw from 3 credit hour courses* Deadline for Students to submit required assignments to faculty in order to resolve incomplete grades from previous term	Deadline to Withdraw from 3 credit hour courses* Deadline for Students to submit required assignments to faculty in order to resolve incomplete grades from previous term	Deadline to Withdraw from 3 credit hour courses* Deadline for Students to submit required assignments to faculty in order to resolve incomplete grades from previous term	Deadline to Withdraw from 3 credit hour courses* Deadline for Students to submit required assignments to faculty in order to resolve incomplete grades from previous term
9				Graduation Petition <i>(always term before actual graduation)</i>	
10					
11	Deadline to Withdraw from 2 nd Half courses*	Deadline to Withdraw from 2 nd Half courses*	Deadline to Withdraw from 2 nd Half courses*	Deadline to Withdraw from 2 nd Half courses*	Deadline to Withdraw from 2 nd Half courses*
12					
13					
14	Exams	Exams	Exams	Exams	Exams

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

^a Please refer to the Grading Regulations section of the Catalog for more information on discharging incomplete grades.

ACADEMIC REGULATIONS

LAT AM policies, regulations and graduation requirements apply to all students who matriculate under this Student Catalog. These policies are the result of coordinated effort with Tecnológico de Monterrey

The Registrar of both institutions is responsible for maintaining the policies and integrity of the Global MBA 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. Students are encouraged to consult the Global MBA LAT AM Office or Registrar's Office regarding academic policies, procedures, and regulations in this Catalog. **An individual employee (staff or faculty) of Thunderbird or Tecnológico de Monterrey does not have the authority to override or change the policies, course prerequisites, graduation requirements or regulations.**

MICROECONOMICS / MACROECONOMICS WAIVERS

Thunderbird requires all GMBA Latin American Managers program students to satisfy microeconomics and macroeconomics by the end of their first term of enrollment at Thunderbird. Failure to meet the program prerequisites will result in academic withdrawal from the program until the program prerequisites have been met. Students may satisfy these requirements in one of the following 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 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 Fall term each year. There is a charge for this boot camp.

TRANSFER OF CREDITS

The Global MBA curriculum is delivered in a lock-step format. For this reason, no transfer credits are accepted at Thunderbird.

The transferability of credits from Thunderbird to other institutions may be based on the other institution's policies and guidelines. It is the student's responsibility to confirm whether or not credits will be accepted by another institution of the student's choice.

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 a five-calendar years to satisfy graduation requirements. Breaks in enrollment must be registered with and approved by the Thunderbird and Tecnológico de Monterrey Registrar's Office.

GRADING REGULATIONS

GRADING SYSTEM

Letter grade	Credits for GPA	Numerical grade (ITESM)	Numerical Rank (ITESM)
A	4.0	100	94 to 100
A-	3.7	93	89 to 93
B+	3.3	88	84 to 88
B	3.0	83	79 to 83
B-	2.7	78	75 to 78
C+	2.3	74	72 to 74
C	2.0	71	69 to 71
C-	1.7	68	65 to 68
D+	1.3	64	62 to 64
D	1.0	61	58 to 61
D-	0.7	57	53 to 57
F	0	52	0 to 52
P	-	-	-
W	Withdrawal	Withdrawal	-
R	-	AAA	-
Z	-	SC	10
I	Incomplete	IN	-
AD	-	Academic Dishonesty	10

Grading System is only applicable for the exchange of grades between the two institutions. Grading system does not apply to the grading of a course assignment. Faculty is permitted to develop a grading scale for their courses.

- 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.

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 term (Fall, Spring, or Summer) for the course(s) in question.
- Grade changes will not be accepted after the end of the next term.
- 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 term that are not resolved within 30 days of their 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 only 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 course.
- A student may not appeal to the Academic Standing Committee until all grades of “I” are discharged.
- Grades of “I” may be discharged upon completing the course requirements to the satisfaction of the instructor. Grade changes must be recorded in the Registrar’s Office no later than the last day (graduation day) of the next term (Spring, Summer, or Fall) for the course(s) in question regardless of students enrollment status. If the requirements are not fulfilled according to this schedule, the Incomplete is converted to a failing grade (F) which can not 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 term that are not discharged within 30 days of their anticipated graduation will not have their degree conferred until the next official graduation date.

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

THUNDERBIRD-DELIVERED COURSES

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.

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 grade 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 the 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 the course.
- 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 Distance Learning, 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 within 14 days of being contacted by electronic mail or request for an appointment, the student may move to step 2.

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

Step 3: If still unresolved, the student should submit a formal appeal to the Registrar or designee. The formal complaint 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 Registrar or designee will appoint an individual to gather all pertinent information to be presented to a committee. The Registrar 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 in avoiding conflicts of interest. The Dean of Faculty, Vice President of Distance Learning and all other staff members involved are non-voting members. The committee will review the complaint, and the Registrar will send a written decision to the student within ten (10) business 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 appeals process.

Step 4: If, after receiving the writing decision from the Registrar 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 & Dean. The role of the Chief Academic Officer & Dean in the appeal process is to rule on the validity of purported procedural errors only.

Potential Outcomes

- The Chief Academic Officer & Dean determines that no procedural error occurred; the ruling of the Academic Appeals Committee stand
- The Chief Academic Officer & Dean 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, RM 260
Phoenix, AZ 85007
602-542-5709
Fax: 602-542-1253
Web site: <http://azppse.state.az.us>

TECNOLÓGICO DE MONTERREY DELIVERED COURSES

Based on the Virtual University Academic Regulation, Article 45, the student could file with the Program Director a written application to appeal a final grade(s) in which she or he was enrolled, appealing for what her or his rights confers.

The period of time to submit this review is up to 5 business days before the next term starts.

The Program Director will name a committee to analyze this application and will announce the final and undisputable resolution. The Program Director will report the committee's resolution to the Campus or site responsible, to the professor involved, the student and to the Virtual University Registrar Department.

Those students who are candidates who apply for a grade appealing, could not graduate until the final resolution is issued.

This application cannot be valid once that the student is an alumni.

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 term (standings are not calculated mid-term or following Interim courses). Academic standing status can be applied retroactively to a term if circumstances, such as a grade change, warrant.

ACADEMIC GOOD STANDING

A student is in good academic standing when s/he has completed nine hours or more 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 sanction action pending to remain in good academic standing.

ACADEMIC PROBATION

A student in good standing is placed on academic probation when, at the conclusion of a term, 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 course; or
- received a grade of No-Credit (NC) in a requirement for graduation; or
- received a sanction from judicial, disciplinary or honor council proceedings.

A student on academic probation:

- may be required to repeat any course(s)
- may be restricted to a maximum course load
- must communicate with the Global MBA Director
- may jeopardize his/her financial aid eligibility.
- may forfeit scholarship support for term on probation
 - Students who do not maintain the applicable GPA stated in the Award Detail or who are placed on probation forfeit scholarship support for the term with the lower GPA or on probation

Students may not be placed on or removed from probation during a term as the result of completing a half term class. The only exception to this policy is if courses will satisfy a remaining graduation requirement.

Students may not be placed on or removed from probation as a result of an Interim 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 a 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 probationary 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 LAT AM 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.

A suspended student seeking readmission may reapply for a term that begins at least 12 months after:

- the end of the last term of enrollment, or
- the final disposition of appeals, if any

Students who are academically suspended may appeal the decision by submitting a letter to the Registrar's Office addressed to the Academic Standing Committee (ASC) within 3 school days of the date on the suspension notification letter. The ASC will not consider an appeal unless the student has resolved all incomplete "I" grades.

In the appeal the student should address any mitigating circumstances that may have caused them to do poorly in the course (the ASC reserves the right to require supporting documentation, i.e. note from the 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 reference 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 & Dean. The role of the Chief Academic Officer & Dean in the appeal process is to rule on the validity of purported procedural errors only. If the Chief Academic Officer & Dean determines that no procedural error occurred, the ruling of the Academic 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 School 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 5 business days of the date of 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 reference 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 & Dean. The role of the Chief Academic Officer & Dean in the appeal process is to rule on the validity of purported procedural errors only. If the Chief Academic Officer & Dean determines that no procedural error occurred, the ruling of the Academic Committee will stand. The student's academic standing/enrollment will remain unchanged until the academic appeals process is completed.

SCHEDULE PROCEDURES

CANCELLATION

Student must officially cancel from a course before the start of the term the course is offered in. No grade will be recorded for the course.

DROP

Student must officially drop from a course before the end of the 1st session of class in the current term that is in session. No grade will be recorded for the course.

WITHDRAWAL

Student must officially withdraw from a 1.5-credit course before the 2nd session of classes and 2-credit & 3-credit courses before the 4th session of classes.

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).

For a transcript given by Tecnológico de Monterrey, the withdrawn course will not appear.

REPEATING COURSES

- The Registrar may permit a student to retake courses for the purpose of meeting graduation requirements or improving grade point average.
- Only one retake per course is permitted.
- The original enrollment and grade remain permanently on the transcript, noted as repeated. The grade assigned for the second enrollment will also appear on the transcript, and is used in calculating cumulative grade point averages.
- No course with a grade of B or higher may be repeated.
- Federal Financial Aid is available to repeat the 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 by 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.

If a course from a previous academic program is not available through TECNOLÓGICO DE MONTERREY or Thunderbird, the student may enroll in the course through the TEC, if offered. Upon completion of the course, the Tecnológico de Monterrey must send a constancy of the student to verify course completion.

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.
- Students who do not attend the first course session must contact the instructor and campus coordinator by the second course session to indicate their intent to remain enrolled in the course. The faculty member has the option of dropping the student from the course if s/he does not hear from the student within this timeframe.
- Excused and unexcused absences which exceed 25% of instruction time will be considered grounds for dismissal from the course

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

AUDITING

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

MISCONDUCT

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

EXCUSED ABSENCES

ABSENCES DUE TO FAMILY / MEDICAL EMERGENCIES

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

UNEXCUSED ABSENCES

- Absences will be deemed unexcused when any of the following occurs:
 - Student fails to provide documentation to the Registrar's Office prior to leaving campus location 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 non School-sanctioned event that requires the student to miss class(es)
- The Registrar's Office will not notify the faculty of unexcused absences

- Faculty are not obligated to provide special arrangements for students with unexcused absences

GRADUATION REGULATIONS

PETITION TO GRADUATE

- To be approved for graduation, students must petition to graduate by the end of December 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 term.

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 the Global MBA for Latin American Managers program.
- 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 Office if this occurs.

GRADE CHANGES IN THE FINAL TERM

- Incomplete grades ("I") received in the term which a student intends to graduate must be resolved no later than 30 days following the petitioned graduation date.
- Students who do not resolve Incomplete grades within this timeframe will not have their degree conferred until the next official GMBA LAT AM graduation date.

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'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 on new revelations about issues including, 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, diplomas will be given to the students at the graduation ceremony. For those students with incomplete grades in the last term beyond the 30 day allowance or balances on accounts, conferral of the degree will be made at the next GMBA LAT AM conferral date.

Diplomas will not reflect Honors or Distinction awards as they are printed in advance of those determinations.

For the students who require a registered diploma at the Secretaría de Educación Pública in México, will need to fill their petition out through the Virtual University Portal.

A copy of the Diploma and 2 transcripts are apostilled by the State of Arizona and sent to ITESM which then forwards these documents to the students via their campus distribution.

NAME CHANGE REQUEST ON A PREVIOUSLY ISSUED DIPLOMA

- US citizens: Certified copy of a marriage license, court order or dissolution decree reflecting the new name in full.
- Non-US citizens: Current passport or official proof of identity certified by US embassy abroad or by the appropriate foreign embassy in the United States.

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

HONORS AND DISTINCTION

A numerical score is used to determine which candidates will graduate with special recognition. A computed cumulative average of 3.800 or above must be attained for graduation With Distinction; and an average of 3.700 to 3.799 for graduation With Honors. The numerical cumulative GPA score is completed at the time the degree is conferred. In the graduating term, 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. Grade changes are not accepted after the 30 days.

To earn a special recognition or award such as: distinction, honors or valedictorian, candidates must not have any AD (Academic Dishonesty) on their academic records.

GRADUATION CEREMONY

Commencement ceremonies the Global MBA program is held at the end of the Latin American Business Leadership for the 21st Century Seminar.

OFFICE OF THE REGISTRAR REGULATIONS

THUNDERBIRD TRANSCRIPT

Two complete Thunderbird transcripts of record are provided to the student, free of charge, upon graduation. Additional transcripts may be obtained at 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 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 THUNDERBIRD TRANSCRIPT PURPOSES

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

- US citizens: Certified copy of a marriage license, court order or dissolution decree reflecting the new name in full
- Non-US citizens: Current passport or official proof of identity certified by US embassy abroad or by the appropriate foreign embassy in the United States

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

TECNOLÓGICO DE MONTERREY TRANSCRIPT

Virtual University will emit a transcript upon the student's request, either as an independent request or as a part of a legal transaction at the Secretaría de Educación Pública in Mexico. Students must fill their petition through the Virtual University Portal. No diplomas, transcripts, or certification/verification of attendance will be released to students who have not met their financial obligations to the School.

The current, complete, accurate and official record of a student's academic work is made available by the University where courses were completed.

LEAVE OF ABSENCE

The School does not have a formal Leave of Absence policy as defined by federal financial aid regulations. All Leaves of Absence are official and must be requested in writing and approved by the Registrar. 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 term (excluding Interim) must follow all regulations in effect for students entering in that term. 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 email 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 term before they intend to return to Thunderbird.
- A formal request for reinstatement must include a record of the candidate's activities since their last registration supported by a third party validation and a non-refundable deposit of \$200.00 to be applied to tuition for the term the candidate intends to return.
- 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 of each institution shall be the records manager for academic records maintained by the central administrations by both Schools.

- The Director of Alumni Affairs at each institution shall be the records manager for the records maintained by the Alumni Office.
- The Director of Operations of the Career Management Center at each institution shall be the records manager for records maintained by the Career Management Center.
- The Controller at each institution shall be the records manager for records maintained by the Finance and Accounting Office.
- The Registrar at each institution shall be the records manager concerning discipline.
- The Vice President of Distance Learning at each institution shall be the records manager for the records maintained by the Financial Aid Office.
- The Academic Program Directors at each institution shall be records managers for the records maintained by their programs.
- The Director of Academic and International Advising shall be the records manager for the records maintained by the Academic and International Advising Office.
- The Director of Health Services shall be the records manager for the records containing health information. Note: Health records are personal and confidential and will not be released except as applicable under state law.

STUDENT RECORD CONFIDENTIALITY

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

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

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

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

FERPA: DIRECTORY INFORMATION

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

- Name
- Date and address (local, permanent home address and campus box number)
- Local telephone number
- Email address
- MTB photo
- Hometown (for graduation)
- Citizenship (for graduation)
- Dates of attendance
- Thunderbird Degrees 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 classes in a given term.

NOTE: It is still permissible for the School to release information to lenders, guarantee agencies, or the Department of Education concerning the enrollment status or address of any student who has obtained a loan under the Federal Perkins Loan, Federal Stafford Student Loan Federal Graduated PLUS Loan and/or Private Alternative Loan Programs. Thunderbird & TECNOLÓGICO de MONTERREY do not release student information to a third party for commercial use.

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

ACCESS TO STUDENT RECORDS

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

- Anyone who has the written, notarized permission of the student.
- School officials, including faculty members, who have been assigned classroom or advising responsibility to the student.
- Members of the Board of Trustees, School officials and teachers and their subordinates, including part-time and temporary, as long as the intended use of the data is consistent with their respective powers and responsibilities.
- Officials of other colleges or universities in which the student intends to enroll, upon the condition that the student be notified of the transfer, receive a copy of the record if desired, and have an opportunity to challenge the contents of the record according to the procedures set forth in this document.
- Bona fide researchers who explain in writing the nature of the research project and the relevance to it of the records sought, and who assure the Registrar or designee, in writing, that the records will be used under such conditions of anonymity and confidentiality that the identity of individual students cannot be discovered.
- Subpoenas or orders from any court of law or any government agency provided a reasonable effort is made to notify the student in advance. However, the Department of Homeland Security's Immigration and Custom Enforcement does not require international students to be notified in advance.
- Specifically designated educational and governmental officials as required by Public Law 93-380 (Educational Amendments of 1974).
- Persons considering a student's application for receipt of financial aid.
- Such other persons as may be required by law.
- Information from School records may be released without consent to appropriate persons in connection with an emergency necessary to protect the health or safety of the student or other individuals. Factors to be considered in determining an emergency include:
 - The seriousness of the threat to the health or safety of the student or other individual.
 - The need for the information to meet the emergency.
 - Whether the parties to whom the information is disclosed are in a position to deal with the emergency.
 - The extent to which time is of the essence in dealing with the emergency.

Information disclosed, as permitted above, may not be disclosed to a third party without written consent of student.

PROCEDURE FOR INSPECTION OF RECORDS

- Students may request, in writing, the opportunity to inspect personal records. The request should be made to the records manager or designee in the department in which the records are on file.
- Such requests must specify records to be inspected. A request to inspect the pertinent records will be granted within a reasonable period of time, but such time is not to exceed forty-five (45) days after the request has been made. Records will be inspected by the student, or other authorized individual, in the presence of the records manager or designee.
- A notation will be placed in the file each time it is inspected by anyone other than the 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 Distance Learning. 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 Distance Learning, or designee, shall create a review panel composed of the Dean of Faculty, the Academic Director and one faculty member. 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 (4) weeks after being notified of such appeal, or longer should the appellant request delay, conduct a fair hearing to decide the issues presented by the appellant.

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

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 FINANCIAL AID RECORDS INSPECTION

- The general procedure for inspection of records also applies to financial aid records and follows the same procedure for inspection.
- The records and conversations between any aid applicant, his/her family and the staff of the Financial Aid Office are confidential.
- As a rule, all currently enrolled and former students have the right to review their financial aid records to determine their content and accuracy with the exception of those records including parental information and confidential references or recommendations for scholarships received from prior institutions attended, other individuals or from faculty and staff of Thunderbird.
- A student who wishes to obtain access to his/her financial aid records is able to do so in the presence of a Financial Aid Office full-time employee.
- Information may be disclosed to other institutional employees, if deemed appropriate, and representatives of federal and state agencies and accrediting organizations.

FEE AND PAYMENT REQUIREMENTS

THUNDERBIRD FEE SCHEDULE:

Latin America: USD \$45,800

U.S.A: USD \$60,400 (Miami, Florida and Phoenix, Arizona programs)

Students can choose to pay Thunderbird or Tecnológico de Monterrey (TEC). Students who choose to pay Thunderbird, rather than TEC, will be billed on a per-credit-hour basis for tuition and materials fee on an academic term basis. Students who choose to pay TEC will be offered various payment plan options.

Tuition and payment plan options and payment due dates can be requested in writing to accounting@thunderbird.edu and are available at:

http://www.thunderbird.edu/prospective_students/working_prof_degrees/gmba_latam/admissions/tuition_fees.htm

http://www.ruv.itesm.mx/portal/estructura/dad/dt/alumnosgmba/payment_plans/homedoc.htm

Students are responsible for airfare to and from all interims, orientation, graduation, and any other travel associated with this academic program.

Other fees associated with Interim courses such as books, hotel accommodations, and other costs may be billed separately and must be paid by the communicated deadline. Students who withdraw from the Interim program past the communicated deadline will forfeit all or part of these Additional Fees. Students who change/cancel their scheduled interim program past the communicated deadline will be assessed an \$800 cancellation fee per instance of cancellation.

All charges and fees are subject to Accounting Office verification and are subject to change without notice. The Tuition and Fee schedule is guaranteed for the length of the program. All communications from the Accounting office will be sent to each student's Thunderbird-assigned (lifetime) email account.

NOTE: The statements above are provided in accordance with the institution's business license agreement with the Arizona State Board for Private Post-Secondary Education and the Florida State Commission for Independent 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 Business Office and approved by the Thunderbird Board of Trustees.

For questions, please contact:

Thunderbird School of Global Management
1 Global Place
Glendale, AZ 85306-6000
Accounting Office
PH: 602-978-7140

PAYMENT REQUIREMENTS

- Payments to Thunderbird are due on the published payment deadlines as communicated by the Accounting office. Payments to TEC are due according to the approved payment plan schedule selected and as communicated by TEC. Interim program fees are due on the published deadline, as communicated by the GMBA program office.
- For financial aid recipients paying Thunderbird: Only prepayment of tuition and fees not covered by financial aid is permissible. **Students on U.S. federal financial aid must choose an academic term disbursement frequency.**
- All payments made to Thunderbird must be in US dollars and on a term payment basis. Payments made to TEC may be in US dollars or Mexican pesos. If payments are made in Mexican pesos, the payment is subject to foreign currency conversion rates communicated by TEC.

Students who apply for and are awarded Revolving Scholarships must choose Tec as a payment location.

The program registration fee of \$3,800 includes a non-refundable residence week fee of \$1,784. Payment of this program registration fee can be made by accessing the on-line Information Payment form emailed to all admitted applicants. Late payments for the program registration fee may cause additional costs or deferment of admission.

In order to be eligible for registration, students must select a location to make payments (either to Thunderbird or to TEC), and a payment plan option if paying TEC. These payment selections can be made through an online Payment Information form, which will be sent to students with enrollment information. This form must be received by the communicated deadline in order to be eligible for registration. Payment plans can be changed only at the beginning of each academic year.

POLICIES AND METHODS FOR PAYMENTS MADE DIRECTLY TO TEC

Payments made to TEC may be in US dollars or Mexican pesos. If payments are made in Mexican pesos, the payment is subject to foreign currency conversion rates communicated by TEC.

Payments in Mexican pesos can be made via credit card (Visa, MasterCard, or American Express) or a Mexican bank deposit.

Payments in US dollars can be made via wire transfer to a Wells Fargo account (USA), or a wire transfer to a Bancomer account (Mexico). Students are responsible for any banking service fees/wiring fees associated with electronic funds transfers.

Students will be assessed a fee equivalent to 20% of the stated check value for checks that are returned to TEC due to non-sufficient funds.

CORPORATE SPONSORSHIP OF STUDENTS AND TUITION PAYMENTS

If a student is being sponsored financially by their employer and is paying to TEC, the student must communicate payment due dates to the appropriate company personnel. It is the responsibility of the student to ensure their sponsor pays all tuition and fees in a timely manner. 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. Late payments will result in late payment penalties charged to the student account (interest and fees).

PAYMENT OF REVOLVING SCHOLARSHIPS

Repayment of revolving scholarships begins in July 2013 for all students in the 2013 graduating cohort without exceptions and includes students who do not attend the final seminar or graduation. Prior to graduation (during April 2013), the ITESM Treasury Department will send students a promissory note (or "PAGARÉ") for the amount of his/her revolving scholarship that each student must sign. Students must provide ITESM with a guarantee (or "aval") for the revolving scholarship payment along with a copy of an official identification document.

Late revolving scholarship payments will result in interest and fee penalties (please see Late Payment Policy below). If a student withdraws from the program, he/she must repay the revolving scholarship in full prior to withdrawal.

INVOICES

All invoices are issued in US dollars. Students who need an invoice for payments must indicate so and complete the invoice information section in the online Payment Information form prior to registration for classes.

Invoices will be generated and sent to students via email (to TEC official student email account) for students who request invoices using the online Payment Information form prior to registration for classes and make their payments on time. Students who make late payments must send an e-mail to pagosglobal.uv@servicios.itesm.mx to request a late payment invoice.

Students who have received their invoice will have 5 calendar days to ask for changes. Students are required to inform TEC of any changes to invoice information.

TEC payment information can be found at:

http://www.ruv.itesm.mx/portal/estructura/dad/dt/alumnosgmba/payment_plans/homedoc.htm

POLICIES AND METHODS FOR PAYMENTS MADE DIRECTLY TO THUNDERBIRD

All payments to Thunderbird must be in US dollars.

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

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

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 payment penalties.

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

PAYMENT OF REVOLVING SCHOLARSHIPS:

Students who apply for and are awarded Revolving Scholarships must choose Tec as a payment location.

INVOICES

Thunderbird provides students with a registration statement each trimester via email to the Thunderbird student email account (xxxx@global.t-bird.edu). Invoices are provided to students who are employer sponsored and have provided necessary documentation (please see below). Thunderbird cannot indicate a Mexican company tax ID on invoices due to US regulations.

CORPORATE SPONSORSHIP OF STUDENTS AND TUITION PAYMENTS:

If a student is being sponsored financially by their employer and is paying to Thunderbird, documentation must be signed with the employer outlining the planned schedule for tuition payments (company voucher/letter of credit or Thunderbird Sponsorship Agreement). Such documentation must be submitted to the accounting@thunderbird.edu at least 30 days prior to the published payment due date. Accounting requires a minimum of 10 business days to process sponsorship invoices. It is the responsibility of the student to ensure their company pays the tuition in a timely manner. 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.

LATE PAYMENT POLICY

Because tuition and related fees are due on the published payment deadline each term to Thunderbird, any unpaid balances after such published payment deadline will result in the student being dropped from his/her courses. New students (who have never been enrolled in a Thunderbird academic program) will be allowed a ONE-TIME, 30 day grace period (starting on the payment due date) 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 who pay to TEC on a payment-plan basis will be assessed a fee of \$250 MXN (for calendar year 2011) for each instance of a late payment. Additionally, monthly finance charges of 1.13 percent (for calendar year 2011) will be charged to the student account for late payments. TEC reserves the right to adjust late payment penalty amounts and percentages semiannually (January and August). Students who fail to make a payment on time may be removed from the program.

Students who are expecting US/Thunderbird or Mexican (FIDERH, IJJ or other) financial aid are expected to apply for financial aid in a timely manner in order to pay tuition upon the published due date. If financial aid funds are not received by the published due date, the student will be responsible for making a payment using his/her own resources. Late payment penalties apply to all students, including financial aid recipients.

All remaining balances must be paid before a student will be permitted to register for any subsequent classes. Failure to make full restitution on any unpaid balance will result in student account restrictions that prevent registration for classes, access to MTB/life-time email, as well as the School withholding transcripts and diplomas. Additionally, The School will not confer a student's degree until the past due account balance is paid in full.

Should a degree conferral be delayed due to non-payment 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.

The School (either Thunderbird or TEC) 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 FOR PAYMENTS TO THUNDERBIRD

The applicant may cancel the enrollment agreement and receive a full refund of all monies paid to date, except for the \$1,784 non-refundable residence week fee, if cancellation is made in writing to the Registrar's Office and mailed/delivered to the institution at the address stated herein within three (3) business days after the date of signature on the enrollment agreement (AAC R4-39-404 (D4)).

Financial aid refunds are processed as needed throughout the trimester via ACH electronic funds transfer or via paper check. Checks are sent to a student's address on record. Thunderbird does not charge students to process a refund via U.S. domestic ACH transfer into a U.S. checking account.

The Accounting office requires 5 business days to process a refund request once the funds are posted to the student account. Refunds are processed via ACH electronic funds transfer or via paper check. Checks are sent to a forwarding address on record. Thunderbird does not charge students to process a refund via domestic ACH transfer into a checking account.

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

Outgoing U.S. Domestic Wire Transfer Fee \$25

Outgoing International Wire Transfer Fee \$40

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:

TERM TUITION REFUND SCHEDULE

<u>Student Status from Start of Class</u>	<u>Percent of Tuition to be Refunded</u>
Before start of term	100%
First class day	75%
Second class day	25%
More than two class days	0%

REFUND POLICY FOR PAYMENTS TO TEC:

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 above. All refunds are processed in the same currency as the received payments (Mexican pesos or US dollars). Refunds will be sent only to Mexican or foreign bank accounts, no refunds will be issued to credit cards.

FINANCIAL ASSISTANCE

The Financial Aid Office assists in administering student loans for U.S. citizens and U.S. permanent residents as well as qualified non-U.S. citizens and non-U.S. permanent residents – international students. Our goal in the Financial Aid Office is to assist students make the cost of attending graduate school as financially feasible as possible, utilizing government and private resources, as a complement to your resources, to maximize the financial aid options available to the Global MBA for Latin American students for education-related expenses.

We invite you to contact us at any time when you have questions or concerns. We are available via email, phone or in person on a walk-in basis or appointment when you are in Glendale.

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 for specific programs of study. The cost of attendance is determined based figures approved by the Board of Trustees or set by the institution, information from other organization as such as the College Board or research completed by the Financial Aid Office and are published each year. Financial Aid representatives are available to assist students and to answer questions regarding financial aid eligibility, awards and the application process.

SCHOLARSHIPS

To find out if scholarships are available through this program, contact the Global MBA for Latin American Managers Office.

PERSONAL RESOURCES

- Savings/Assets
- Relatives
- Personal Budget/Expense Reductions
- Employer support

STUDENT LOANS – AID THAT MUST BE REPAID

Student loans are the major funding source to help cover educational expenses associated with your enrollment. Thunderbird participates in a variety of student loan programs that must be repaid. General information may be found below, on the Thunderbird external website (www.thunderbird.edu) and select Distance Learning MBA – Latin America followed by Financial Aid or on the MyThunderbird Financial Aid page (<https://secure.thunderbird.edu/financialaiddataform.aspx>) or

U.S. GOVERNMENT PROGRAMS – U.S. CITIZENS & U.S. PERMANENT RESIDENTS

The U.S. government has three types of federal student loan programs in which Thunderbird participates. The Financial Aid Office will determine eligibility for these loans based on the information on the federal (FAFSA) aid application. Regardless of whether loans are need-based or non-need-based, total financial aid may not exceed the published cost of attendance.

Federal loan programs fall under government regulations with oversight by the U.S. Department of Education and are subject to change.

In order to apply for any loan processed through the Thunderbird Financial Aid Office, you must understand that financial aid funds are submitted to Thunderbird, applied toward your student account charges and disbursed term by term per federal regulations.

FEDERAL SUBSIDIZED STAFFORD LOAN (NEED-BASED AID – FAFSA REQUIRED)

- Fixed 6.8% interest rate
- \$8,500 maximum per loan year; \$65,500 aggregate loan limit (undergraduate & graduate)
- Six (6) month grace period upon graduation, withdrawal or less-than-half-time enrollment
- Government pays interest during the in-school (at least 6 credit hours), grace and authorized deferment periods
- There is a 1% origination fee, with a 0.5% rebate if the first 12 monthly payments are made on time once in repayment. Because of this fee, **the actual Direct Loan amount applied to your Student Receivables Account will be lower** than that listed on your award notice.
- First-time Federal Subsidized Stafford Loan borrowers at Thunderbird must complete Entrance Counseling on-line prior to our office processing/certifying any loan awards that you have accepted
- First-time Federal Subsidized Stafford Loan borrowers at Thunderbird must complete a Federal Direct Stafford Loan Application/Master Promissory Note (done electronically in most cases).
- 10-year repayment; \$50 minimum per month (likely higher based on amount borrowed)
- Other repayment options may be available

FEDERAL UNSUBSIDIZED STAFFORD LOAN (NON-NEED-BASED AID – FAFSA REQUIRED)

- Fixed 6.8% interest rate
- \$20,500 maximum per loan year MINUS the amount borrowed from the Federal Subsidized Stafford loan. \$138,500 aggregate loan limit including amount borrowed from the Federal Subsidized Stafford loan (undergraduate & graduate)
- Six (6) month grace period upon graduation, withdrawal or less-than-half-time enrollment
- Interest accrues from time of disbursement, on amount disbursed. 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.
- There is a 1% origination fee, with a 0.5% rebate if the first 12 monthly payments are made on time once in repayment. Because of this fee, **the actual Direct Loan amount applied to your Student Receivables account will be lower** than that listed on your award notice.
- First-time Federal Unsubsidized Stafford Loan borrowers at Thunderbird must complete Entrance Counseling on-line prior to our office processing/certifying any loan awards that you have accepted
- First-time Federal Unsubsidized Stafford Loan borrowers at Thunderbird must complete a Federal Direct Stafford Loan Application/Master Promissory Note, if done as part of Federal Subsidized Stafford application process, no further action required (done electronically in most cases).
- 10-year repayment; \$50 minimum per month (likely higher based on potential amount borrowed)
- Other repayment options may be available

FEDERAL 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
- 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:
 - 90 days or more delinquent on the repayment of any debt.
 - any debt discharged in bankruptcy during the five years preceding the date of the credit report.
 - a default determination on any debt, foreclosure, tax lien, repossession, wage garnishment, or write-off of a Title IV debt any time during the five years preceding the date of the credit report.
- **Repayment** of principal and interest begins 60 days after loan disbursed; however, payments can be deferred while borrower is enrolled at least half-time (borrower must **request** an in-school deferment).
- Interest accrues from time of disbursement, on amount disbursed. Accrued interest is added to principal at repayment. Borrowers are strongly encouraged to make payments on the accruing interest (or any amount available) to save money over the long term. However, payment of interest can be deferred until repayment begins.

- There is a 4% origination fee, with a 1.5% rebate if the first 12 monthly payments are made on time once in repayment.
- First-time Federal Graduate PLUS Loan borrowers at Thunderbird must complete Entrance Counseling on-line prior to our office processing/certifying any loan awards that you have accepted (part of the Stafford/Graduate PLUS Entrance Counseling)
- First-time Federal Graduate PLUS Loan borrowers at Thunderbird must complete a Federal Direct Graduate PLUS Loan Application/Master Promissory Note (done electronically in most cases).
- 10-year repayment; \$50 minimum per month (likely higher based on potential amount borrowed).
- Other repayment options may be available

STEPS TO APPLYING FOR FEDERAL STUDENT LOANS:

STEP 1

Apply for a PIN at www.pin.ed.gov or link via www.fafsa.ed.gov so you will be able to e-sign your 10-11 Free Application for Federal Student Aid (FAFSA) and loan applications. You may also begin to complete your FAFSA at www.fafsa.ed.gov and save your data until you receive your PIN.

STEP 2

Complete the 10-11 Free Application for Federal Student Aid (FAFSA) once you have finished your 2009 federal income tax return. The FAFSA is the key document for determining eligibility and must be completed on-line and submitted to the Federal Processor as early as possible using your 2009 federal tax information. It may not be too late to apply for the upcoming or current⁰ trimester (check with Financial Aid). Thunderbird will receive the information electronically as long as our school code (G01070) is listed. Within 72 hours you will receive an email from the Federal Processor with a link to your electronic Student Aid Report (SAR). Review the report and your responses carefully. If the SAR letter questions anything on the information you submitted, follow the instructions on the form and make the corrections or contact the Financial Aid Office for assistance. Once the SAR is correct, print a copy for your records. If you do not receive your email notification about your SAR within two weeks call 1-800-4FEDAID to check the status.

FAFSA priority filing dates: Fall 5/1; Spring 10/1; Summer 3/1

Submitting your FAFSA by the priority date ensures adequate time to process your request based on following the steps.

STEP 3

Complete the Financial Aid Data Form located on the External Resources page on the external website (www.thunderbird.edu). Go to External Resources from your Degree Program or via the Financial Aid area of MyThunderbird.

Data Form priority submission dates: Fall 5/1; Spring 10/1; Summer 3/1

Submitting your FAFSA by the priority date ensures adequate time to process your request based on following the steps.

STEP 4

Follow Up. All discrepancies or conflicting data indicated on your SAR must be resolved in order to continue the financial assistance process and receive your financial aid award letter. This may include verification documents. The Financial Aid Office communicates with you what information and documents are required to resolve any issues. If the SAR does not find any discrepancies or conflicting data, this step may be skipped and your file is considered complete for the award period.

****Please note you must be an admitted student to move beyond this step.****

STEP 5

Receive Welcome Email. This email introduces the Financial Aid staff and provides you some other preparatory information.

STEP 6

Online Student Loan Entrance Counseling

All federal financial aid recipients are required to complete an entrance counseling session (one time per school). Thunderbird will not certify a loan if loan entrance counseling has not been done. To complete the Entrance Counseling for the Federal Stafford and Federal Graduate PLUS Loans go to the following link.

<https://www.dl.ed.gov/borrower/EntrCounselingComboPage.do?cmd=doStart>

STEP 7

Receive File Complete Email. This e-mail will outline tasks that we encourage you to do in preparation for receiving your aid eligibility letter, such as to complete entrance counseling and review the New Student Website. You will also be sent a user name and password for Access Thunderbird, by our I&IT department, which will allow you to view, accept and/or reject your financial aid awards once you receive your Award Notification Letter. This will be sent to you soon after you receive your File Complete Letter.

STEP 8

Receive Financial Aid Award Notification Letter via email. When you receive notification that your Financial Aid Award Letter is available, it describes the assistance for which you are eligible. You will be asked to review the award information online through Access Thunderbird. Your specific awards, for which you are eligible, will be listed. Follow the instructions in the notification email to accept and/or reject the aid offered to you for all the awards listed. To ensure you receive funds by the first day of classes or as quickly as possible after the first day of classes, you must accept your awards within 14 days of receipt of this email as well as all items noted in the checklist in a timely manner. If, after you receive your award notification, you no longer need financial aid, please reject the awards listed.

STEP 9

Complete MPN

If you accepted the Federal Direct Stafford Loan (Subsidized & Unsubsidized) and the Federal Direct Graduate PLUS Loan, you will need to complete two separate Master Promissory Notes – one for each loan program. <https://dlenote.ed.gov/empn/index.jsp>

STEP 10

Follow up - Master Promissory Note & Loan Entrance Counseling. If you have not taken action on your awards via Access Thunderbird and/or we have not been notified that you have completed the Master Promissory Notes, for the Federal Direct Stafford and Federal Direct Graduate PLUS loans – as applicable, and/or the Loan Entrance Counseling within 21 days of receipt of your Financial Aid Award Notification email, you will be sent a reminder notice of what must be completed before our office is able to complete the loan process. Should timely action not occur, you may be required to pay your bill even if financial aid funds are expected but not received by the first day of classes.

STEP 11

Loan Application Processing/Certification (Origination with the Department of Education). When the Financial Aid Office receives confirmation that you have completed your Master Promissory Note(s), obtains your decision of the accept/reject results of your awards through Access Thunderbird and verifies that you have completed loan entrance counseling, your loan(s) will be certified and the information shared with the Department of Education

STEP 12

Funds Received & Posted. Once the Department approves the loan(s), Thunderbird will post funds to student accounts shortly before classes begin or usually within 10 days of processing (originating) the loan(s). Student eligibility is reconfirmed (enrollment, etc.) and the Accounting Office is informed. You are sent a notice from Financial Aid indicating which funds have been received and the amount posted to your account. A hold on these funds may occur if there are any discrepancies that need to be resolved. If this happens, we contact you to resolve the discrepancies and handling of the funds.

STEP 13

Refund of Credit Balances (Excess Funds)

If financial aid funds posted to your student account create a credit balance, a refund will be processed during the second week of classes or within 5 business days once the trimester gets underway. However, if financial aid funds are not covering all charges, you will need to make arrangements with the Accounting Office regarding payment by the first day of classes.

NON U.S. GOVERNMENT PROGRAM (NON-NEED BASED AID) SELF-HELP AID

PRIVATE EDUCATIONAL LOANS- INTERNATIONAL AND US STUDENTS

Some students may find it necessary to borrow through private education loan programs to help cover a portion of their educational expenses. The terms and conditions of these loans vary considerably, and students should carefully review all information before choosing a program. These loans are available to U.S. citizens and U.S. permanent residents and may be available 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 (non-government) student lending organizations – banks and other entities. Most of the same organizations that lend under the Federal Stafford and Graduate PLUS loans also lend under a private education loan program. These lenders make the final decisions on the loans based on credit and/or debt levels.

Private loans are still considered educational loans even though they are from a private source and are not subject to the same federal financial aid regulations but the cost of attendance per the institution is still considered. Students may borrow from these sources as a supplement to other financial assistance, including federal financial aid, up to the published cost of attendance or international students may borrow to assist with their expenses that they are unable to cover with their personal resources.

- This loan would be possible for reimbursement of the deposit
- 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 (based on lender approval)
- Loan fees vary, for example, 0% to 12% based on lender policy
- Grace period begins upon graduation, withdrawal or less-than-half-time enrollment as determined by lender - usually 6 months

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

STEPS TO APPLYING FOR A PRIVATE LOAN

STEP 1: COMPLETE THE FINANCIAL AID DATA FORM (AVAILABLE ON EXTERNAL RESOURCES)

To meet the priority filing date, the financial aid data form should be submitted by:

- 75 days prior to the period funds are needed to pay Thunderbird, excluding deposit

Submitting your financial aid form by this time ensures adequate time to process your request. However, you may apply after this point in time for aid but you will still be required to make your payment by the first day of classes

You do not need to be admitted to Thunderbird to begin the financial aid process but you must be admitted and pay the deposit for us to certify and accepted loan aid.

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

The Private Lender Information section on the Thunderbird Financial Aid MTB page is where you are able to review lender information and choose a lender from our Neutral Lender List or research other lenders on your own and apply for the funds, normally on line. You are required to complete a Self-Certification Form, either provided by your lender or by Thunderbird, on which details pertaining to your costs and financial aid are required.

STEP 3: LOAN APPLICATION PROCESSING/CERTIFICATION

Thunderbird will be informed of the approval and perhaps, the denial of your loan request. If approved, part of the school certification process includes confirmation of your eligibility and provide similar information to the lender on the amount Thunderbird approves based on the cost of attendance and when to disburse the funds to the school to make the payment to Thunderbird as well as enrollment data.

STEP 4: FUNDS RECEIPT

When the funds are received from the lender, your eligibility is reconfirmed (enrollment, etc.) and the Accounting Office is informed. Funds are then electronically transmitted to your student account from the financial aid system. You are sent a notice from Financial Aid indicating the funds have been received and the amount applied to your account. If financial aid does not cover all charges, you must make arrangements to pay the balance due immediately. Payment is required no later than the first day of classes or you are subject to being dropped from classes. Funds are applied to charges due for the current trimester, then any prior balance before any refund may be made.

STEP 5: REFUND OF CREDIT BALANCES

If financial aid funds posted to your student account create a credit balance, a refund will be processed during the second week of classes or within 5 business days once the trimester gets underway. However, if financial aid funds do not cover all charges, you will need to make arrangements with the Accounting Office regarding payment by the first day of classes.

CONSIDERATIONS FOR TRIPS ABROAD

Although some of your expenses are covered for your trips abroad, the transportation as well as some other expenses are not. Once for your you have selected Should you wish to borrow funds to assist with the costs not covered for the International Business Interim, you may apply once the site has been determined. You will need to **submit a Loan Request Form which is available from the Financial Aid Forms area on MyThunderbird.**

FINANCIAL AID REGULATIONS, POLICIES, AND PROCEDURES

SCHOLARSHIPS

Students who have been awarded a scholarship should have those funds posted to their student accounts during the first few weeks of each academic year or within a week of being notified of an award by the Distance Learning or Accounting Office.

FEDERAL FINANCIAL AID ELIGIBILITY

- Federal financial aid is available for meeting graduation requirements only any may not be used for any repeat classes.
 - A student must be enrolled for a minimum of 6 credit hours of unrepeat coursework to qualify for federal financial aid so if 6 credit hours of required courses are being taken but 3 credits are for a repeated class, federal financial aid is not available, regardless of the number of courses taken.
 - Example: a student is taking 9 credits, 6 credit hours are new courses and 3 credits hours are for a repeated class. Only 6 credit hours of expenses are eligible for federal financial aid. Any costs associated to the other three credit hours must be funded through personal funds or a private educational loan.

WITHDRAWAL FOR FEDERAL FINANCIAL AID RECIPIENTS

RETURN OF FUNDS POLICY FOR TITLE IV AID RECIPIENTS WHO WITHDRAW

The Higher Education Amendments of 1998 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.

Please note that course material fees for courses dropped from the student's will be non-refundable.

It is important that you contact a Financial Aid Representative prior to withdrawing from all classes. Students who withdraw are required to have an exit interview that reviews rights and responsibilities. We are also able to inform you how you may be affected by the withdrawal. Your change in status may affect your financial aid awards and may affect your personal finances.

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

1. Determine percentage of enrollment completed by student. Divide the number of days attended by the number of days in the enrollment period. If the calculated percentage exceeds 60%, then the student has earned all Title IV aid for the enrollment period.
2. Calculate the amount of earned Title IV aid. Multiply the percentage of the enrollment period by the total Title IV aid disbursed (or could have been disbursed as defined by late disbursement rules).
3. Determine amount of unearned aid to be returned to Title IV aid program accounts. Subtract the amount of earned federal aid from the total amount of federal aid disbursed. The difference must be returned to the appropriate Title IV aid program(s).
4. Return of Title IV funds by institution and student:
 - Thunderbird will return unearned Title IV aid up to an amount that is equal to the total institutional charges for the payment period multiplied by the percentage of the Title IV aid that was unearned.
 - The student will be responsible for the balance of unearned Title IV aid. In most cases, this will be the amount of federal aid funds a student received in the form of a refund for non-institutional expenses multiplied by the percentage of Title IV aid that was unearned.

If the student's portion of aid to be returned is a loan, then the student is not immediately required to repay the loan. The terms of the original loan repayment agreement will apply. That is, you make scheduled payments to the holder of the loan over a period of time.

1. Unearned Title IV Funds will be returned to federal programs in the following order:
 - a. Unsubsidized Federal Direct Stafford Loan

- b. Subsidized Federal Direct Stafford Loan
- c. Federal Direct Graduate PLUS loan

RETURN OF FUNDS - REDUCTION IN CREDIT HOURS

Students receiving financial assistance who reduce their enrollment in a given trimester after classes begin may no longer be eligible for the full amount of aid awarded and may end up owing Thunderbird for any refunds that were based on enrollment in a higher number of credit hours. Financial aid monies used to pay for allowable expenses while attending Thunderbird are subject to recalculation in eligibility as well as the refund schedule in conjunction with both institutional and federal policies due to a change in credit hour enrollment. A student who reduces his/her credit hours should inform or see a Financial Aid Representative so a recalculation of eligibility prior to dropping credit hours to be fully aware of the financial effect that dropping hours will have. The refund schedule is located in the Payment Regulations section of this Catalog. A reduction in credit hours **may result in the return of funds** to the appropriate federal loan program. This depends upon the point in time in the trimester and the program when registration changes occur.

Please note that course material fees for courses dropped from the student's schedule will be non-refundable.

If a refund is provided to you in error, you are responsible to repay Thunderbird upon request.

SATISFACTORY ACADEMIC PROGRESS FOR FINANCIAL AID

To be eligible to receive financial aid from any source of assistance from loans or the institution, students must maintain Satisfactory Academic Progress as outlined in the standards below.

GENERAL REQUIREMENTS

- Maintain academic good standing (cumulative GPA of 3.000 or higher) for the Global MBA Latin America program.
- Successfully complete a minimum of 24 credit hours of unrepeatable coursework during Terms 1 through 3.

CREDIT HOUR INFORMATION & REQUIREMENTS

- All students will be required to successfully (3.000 GPA or better) complete all courses per trimester to maintain progress toward renewal of federal aid eligibility.
- Global MBA Latin America students are eligible for aid up to completion of 46 credit hours.
- Repeat courses are not counted in the total number of credits for that trimester and not eligible for federal financial aid. Example: A student does not receive a passing grade for a class and will take that class again in another trimester. The student has 6 credits of new courses and the one class as a repeat. The total number of credits that will be considered for federal financial aid eligibility is 6.
- Students with scholarships must maintain a Cumulative GPA above 3.3. A student placed on probation for a Cumulative GPA below a 3.0 is permitted to maintain his/her scholarship and has one module/term to raise their Cumulative GPA above 3.3.
- Loan and scholarship awards are voided in the case of academic suspension and may not be reinstated.

ACADEMIC STANDING & GRADE POINT REQUIREMENTS

In order to maintain eligibility for financial aid, students must maintain good standing. Good standing status is jeopardized when students fail to complete the number of credit hours for which they have received aid or the cumulative grade point average falls below 3.000. Students admitted provisionally have a lesser GPA requirement. The Financial Aid Office determines financial aid standing for credit hour completion related to federal aid eligibility.

- Academic standing is determined by the Registrar's Office and based on academic standing regulations set forth by the Registrar's Office. Review the Academic Standing Regulations section of this Catalog for applicable policies and regulations.
- All students' cumulative grade point averages will be monitored by the Registrar's Office.
 - Students placed on academic probation may still qualify for financial aid; records will be reviewed each trimester.
- Students placed on probation must make progress toward regaining good standing status. Failure to do so may result in suspension (loss) of aid.
- Students placed on probation should review Credit Hour Information & Requirements and should contact a Financial Aid Representative to discuss any potential financial aid implications in relation to their funding status.
- Students placed on suspension are not eligible for any financial aid.
 - Awards are voided in the case of academic suspension and will not be reinstated.
 - Students who are on academic suspension are not eligible to maintain scholarships.

SATISFACTORY ACADEMIC PROGRESS REVIEW

The Financial Aid staff reviews financial aid files each trimester, at least, at the point of request for financial assistance, when the certification request for funds is completed and forwarded to the lender and at the point that funds are received. Students who fail to meet the applicable requirements may lose part or all of the awarded assistance and/or may be required to repay funds received. The Financial Aid Office review is separate and may override any decisions made by the Registrar's or the Distance Learning MBA for Latin American Managers Offices.

RIGHT TO APPEAL

Future aid will be terminated for students who fail to meet Satisfactory Academic Progress Standards. Students falling into this situation may submit a written appeal for an exception from the termination of financial aid to the Director of Financial Aid. The final decision will be made by the Director of Financial Aid and/or the Student Services Action Committee which would include a representative from the Distance Learning Department. There are certain conditions for which students may submit an appeal.

CONDITIONS FOR APPEALING POLICY

Only written appeals will be reviewed. Students who do not successfully complete the required number of credit hours due to illness, death in the family or serious personal concerns may submit an appeal. The appeal must be well and plainly documented (accompanied by a letter from an attending physician or counselor addressing the specific problem, dates the student is/was unable to attend courses and comment on the student's current condition and ability to continue future coursework). Conflicts with work and/or personal schedules are not considered extenuating circumstances. There is no guarantee that an appeal will be approved. Appeals must be submitted, with all supporting documents, within 30 days of notification of aid termination.

APPEAL PROCESS

A student with a credit shortage must:

- a. Write a detailed letter stating the extenuating circumstance that prevented satisfactory academic progress and the student's plan for future success.
- b. Have a representative from the Registrar's Office run and review a degree audit verifying that you are completing the required coursework, stating the expected graduation date and noting any applicable comments on the document.
- c. Submit this document along with any supporting documents to the Director of Financial Aid for review.

It is the responsibility of the student to be aware of the conditions of satisfactory academic progress as it pertains to financial aid and to ensure compliance to avoid any surprises.

Questions concerning satisfactory academic progress and aid eligibility should be directed to the Financial Aid Office staff.

VERIFICATION FOR FEDERAL AID APPLICANTS

The federal processor or Thunderbird may choose to verify the information you reported on the Free Application for Federal Student Aid (FAFSA). Federal regulations require that at least 30 percent of our aid applicants selected by the federal processor and attend go through the verification process. The Thunderbird Financial Aid Office follows certain policies in its selection of applications to verify. Students will be selected if the applicants is not filing a tax return or if something appears to be odd on the FAFSA.

If you are selected for verification, complete the verification form we send you and return it with the documents requested within 30 days:

- Signed copy of federal tax return (including schedules) for year(s) requested on verification form, or overseas income verification
- Copies of W-2 forms
- Verification of certain untaxed income and any other documents requested to support your verification Non-filer statement, clearly explaining how you survived during the tax year including any cash and non-cash equivalent support (if someone else is paying bills, etc. on your behalf), the sources and amounts for 2009. This is an explanation of how you met your monthly financial obligations.
- Verification Worksheet or Non-Filer Verification Worksheet

Note: If you do not have access to your federally filed documents, contact the IRS

Any discrepancies in information may cause delays in release of funds. You may be responsible for paying your bill to the school if your funds are delayed due to verification issues.

Each time a correction is submitted to the federal processor, the results are returned as transactions and each transaction is sequentially numbered. You receive a SAR each time a result or transaction is produced. If we have already provided you with Financial Aid Eligibility Awards (and your record was not originally chosen for verification) and a subsequent transaction is received that has chosen you for verification, the verification process will need to be completed in order for the awards to be valid. If the process changes the eligibility for your awards you will be provided an amended Financial Aid Eligibility Award within two weeks of your file being verified.

STUDENT RESPONSIBILITIES FOR VERIFICATION

You are responsible for providing the requested documents within 30 days of the request. If the 30-day deadline cannot be met, please make a written request for an extension. The extension may affect your eligibility for certain types of federal aid.

Should the verification process require a correction to your FAFSA data, we will notify you of those corrections and recalculate your expected student contribution through the federal processor or internally. When Thunderbird recalculates your expected contribution due to corrections, we send you an EFC Change letter via email. If we are unable to make the correction, we will provide you with the information and ask that you make the correction.

Once the verification process is complete, your file continues to the next step in the process.

GENERAL APPLICATION INFORMATION

APPLICATION FORMS

- FAFSA-Free Application for Federal Student Aid form, which is in effect for the Fall, Spring and Summer terms, is required for Federal Loans. A new FAFSA must be filled out each **academic** year but not each term.
- The Financial Aid Data Form is requested at least annually.

PRIORITY FILING DATES

To be considered for financial aid and meeting the priority filing date, the FAFSA and the financial aid data form should be submitted to the federal processor/Thunderbird by:

FAFSA priority filing dates: Fall 5/1; Spring 10/1; Summer 3/1
Data Form priority submission dates: Fall 5/1; Spring 10/1; Summer 3/1

Submitting your financial aid forms by the priority filing date ensures adequate time for any follow up from you and to process your financial aid award package and receipt of funds by the first day of classes. You may apply for aid after the priority filing date, as well as during the trimester for which funds are needed. In this case, finance charges will apply for any balance due.

GENERAL AWARD INFORMATION, POLICIES & PROCEDURES

- On time files: Students having complete financial aid files within six (6) weeks of the priority filing date, and have Accepted their awards, completed the Master Promissory Note(s) and required Entrance Counseling six weeks prior to the beginning of the trimester should have loan funds applied to their accounts by the first day of classes.
- Late files: Students with files that were not complete within (6) weeks of the priority filing date, and/or have not accepted their awards and/or have not completed their Master Promissory Note(s)) and/or have not completed the required Entrance Counseling six weeks prior to the beginning of the trimester may not have loan funds arrive until after classes have begun. Students are required to pay their bill prior to financial aid funds being received in order to meet the payment due date of the first day of classes regardless of the date they have been admitted or applied for financial aid.

- Excess funds: Funds received on behalf of a student that exceed institutional charges for the current trimester will be issued to the student in the form of a refund check or wired to the student's bank account via the ACH process by the Accounting Office. It is necessary to provide permission for this by completing and submitting the Wire Transfer Form to the Accounting Office. The Accounting Office issues refunds within 5 business days of funds posting to the student account. Students having questions regarding the status of your refund should contact the Accounting Office. For questions regarding receipt of financial aid funds or status of a financial aid file should contact the Financial Aid Office.
- Any refund would be for transportation/travel expenses and miscellaneous costs not covered as part of the tuition charge.
- **Students wishing to apply for funds to assist with transportation expenses associated to two of the three RBE courses must submit a request for these funds using the Loan Request Form (located in the Financial Aid Forms & Web Links section of MyThunderbird).** Please note that an original signature is required so the form may be scanned and emailed to finaid@thunderbird.edu or faxed to 602.978.7787, attention Financial Aid.

ENTRANCE COUNSELING

- Mandatory for all first-time Federal Loan borrowers at Thunderbird before the Financial Aid Office will process/certify your Federal Stafford (Subsidized and Unsubsidized) and/or Federal Graduate PLUS Loans you accepted. This is done on line and covers the rights and responsibilities for the Federal Direct Stafford Loan as well as the Federal Direct Graduate PLUS loan programs as a combined counseling session. Should you have any questions, you may always contact our office.
- You may 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.

COST OF ATTENDANCE

The cost of attendance information can be found on the Financial Aid department page of MTB for your program of study. The average annual cost of attendance is approximately \$28,000 for year one (including one trip abroad for 2010 – 2011) and \$29,400 for year two.

Tuition charges are approved by Thunderbird's Board of Trustees while transportation and other miscellaneous fees are determined based on research by Financial Aid at the time the cost of attendance is developed.

ANTICIPATED INDEBTEDNESS & FINANCIAL PREPARATION

The average indebtedness of Thunderbird students in the Latin American program was about \$1,500 for all graduates in the class of 2009 or \$30,685 for those that borrowed. The minimum annual salary required to pay off this amount of debt within a standard 10 year repayment period is US\$53,000. In some cases, the length of repayment may be extended. This calculation assumes that the average interest rate for this debt is 7.4% and that no more than 8% gross of earnings/income is required to make the minimum payment of \$365.

Students are expected to come to Thunderbird prepared to meet pre-existing financial obligations with their own savings, family assistance, or other personal resources. Financial aid is for educational expenses of the Thunderbird student associated to the period of study. Financial aid, including private loans, is not provided to meet pre-existing needs, replace salary, protect assets, or become the means for family support. Any questions pertaining to the availability of aid and personal circumstances should be directed to the Financial Aid Office.

CONDITIONS OF AWARDS

Financial Aid is a federally regulated program. Therefore, it is important that you are aware of the many policies and procedures governing all the aspects of financial aid. It is your responsibility to understand and comply with these rules and regulations.

Review your award email and information carefully. By accepting any award you are indicating you understand that:

1. You will complete the requested items on the checklist.
2. The most current award supersedes any previous award. If you do not attend Thunderbird, you will reject the offered award(s) so the Financial Aid Office may award the aid to another student.
3. You must be a United States citizen or a permanent resident of the U.S. and meet the other criteria outlined in the Free Application for Federal Student Aid (FAFSA) to apply for federal financial aid.
4. The information provided on your FAFSA is subject to verification upon request. Should you not provide written verification, you will not be eligible for federal financial aid. You also understand that the Financial Aid Office reserves the right to review and revise or cancel the award at any time due to changes in financial or academic status, discovery of incorrect or falsified information or errors in original applications.
5. You must be admitted to and pay the tuition deposit to have your awards processed and enroll in a degree-seeking program at Thunderbird to receive the awards listed.
6. As your awards are based on enrollment according to the number of credits you are taking in your academic program, you must maintain that enrollment as outlined for your academic program or you may be subject to loss of some or all of your financial aid. You agree to notify the Financial Aid Office **immediately** if you withdraw from any classes. You will also arrange for the repayment of aid advanced to you for which you are no longer eligible, if applicable.
7. You understand that you must maintain satisfactory academic progress to receive federal financial aid. Federal Stafford loan eligibility is based on completion of a minimum of 24 credits and the beginning of a term before eligibility is available again under this loan program. Satisfactory academic progress also refers to how much federal financial aid is available to a student while enrolled and pursuing degree requirements. Financial aid may be withheld or canceled for failure to make satisfactory academic progress. This means that you must complete your degree within an established time frame as stated in the *Catalog*, maintain a minimum 3.000 cumulative grade-point average and successfully complete the applicable number of credits as outlined for your program of study. See the section on *Satisfactory Progress* in this document.
8. You agree to accept the responsibility for timely repayment of any loans awarded to you, complete the on-line entrance counseling (as directed in previous financial aid correspondence) prior to the Financial Aid Office processing/certifying your first loan at Thunderbird, and complete exit counseling prior to graduation or withdrawal so that the terms of loan payment can be further communicated. You will keep Thunderbird and your servicer(s) with whom you have an outstanding loan informed within 10 days of your current address.

9. This offer of aid is dependent on federal and institutional regulations. Insufficient allocation and/or changes in regulations may result in a reduction in the amount of aid or a change in the type of aid offered to you.
10. You agree to report to the Financial Aid Office any additional scholarships or other funds you may receive after accepting your awards. This includes all scholarships, corporate support, vocational rehabilitation, or any other source of support. You understand that such additional resources may result in a reduction of awards and/or require repayment of financial aid already received.
11. You agree to permit your award(s) to pay tuition, fees, and any other charges on your student account that are permitted to be covered with the financial aid funds for the aid period before any funds will be refunded to you.
12. Awards are not automatically renewed from year to year or trimester-to-trimester. Refer to Access Thunderbird for your award information to see if you have funds forthcoming for a trimester in the current academic year. You may also look at the MyDocuments section to determine what forms you have submitted or may need to submit. A new federal application (FAFSA) is required annually, effective each Fall, and a counseling appointment or email to check in may be of benefit for each new aid/loan period.
13. You do not owe a refund on any grant or loan, are not in default on any loan and have not borrowed in excess of the loan limits under Title IV programs at all institutions attended.
14. You understand that you are responsible to be aware of the information in this *Catalog* regarding financial aid processes, policies and other specific details discussed.

EXIT COUNSELING

- Required for all Federal Loan recipients prior to separation from Thunderbird.
- A group session will be held just prior to graduation at which time information regarding loan debt and repayment, repayment options, deferments, consolidation, etc. are provided.
- Students are provided history of borrowing from Thunderbird at the group session.
- Several loan repayment topics are addressed in the Loan Repayment & Consolidation section on MTB.
- Contact a Financial Aid Representative with questions regarding repayment options, estimated monthly payments, etc. if needed prior to the group sessions.

MyThunderbird

See the Financial Aid department page on MyThunderbird for announcements, published cost of attendance, forms, policies and procedures, conditions of awards, student loans, related topics and more.

The Financial Aid Office team is happy to assist you with any questions.

CAREER MANAGEMENT CENTER REGULATIONS

POLICY ON STUDENT 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.nacweb.org. The purpose of these standards is to assure that both students and employers appropriately conduct their employment-related activities.

All students are responsible for following these standards and conducting their job search in a professional and ethical fashion at all times. When in doubt, a student should seek the assistance of a Career Management Center staff member to ensure that their choices are consistent with these standards.

Any breach of these standards will automatically lead to a temporary suspension of recruiting privileges for a student, and a timely review of the situation by the Sr. Vice President for Academic Programs 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 Sr. President and/or the Associate Vice President will have the authority to impose appropriate sanctions, including the permanent suspension of future recruiting privileges for the student. Examples of offenses that may lead to such a suspension include, but are not limited to, the following:

- Declining an internship or full-time job offer after accepting the initial offer.
- Engaging in any act of intentional misrepresentation designed to convey false information to an employer concerning job-related qualifications.
- Engaging in any unprofessional conduct which intentionally seeks to defame, disqualify or otherwise harm the job prospects of other Thunderbird students or alumni in the job-search process.
- Engaging in any unprofessional conduct which harms or damages the employer relationship with Thunderbird or the CMC.
- Failure to attend confirmed initial interviews.
- Failure to attend confirmed 2nd (or fly back) interview.
- Failure to attend required CMC sponsored workshops or presentations.

Upon permanent suspension of recruiting privileges, a student will have the right to appeal the decision to the Vice President for Student Services and Program Support.

Following this policy will reinforce the professional reputation and high standards that are associated with the Thunderbird degree in the international marketplace. The standards and sanctions outlined in this policy were established in 1997 by the Career Management Student Task Force.

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.

The above statement is provided in accordance with the institution's business license agreement with the Arizona State Board for Private Post-Secondary Education as of January 1998.

JOB SEARCH OPTIONS FOR STUDENTS NOT AT 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.

MERLE A. HINRICHS INTERNATIONAL BUSINESS INFORMATION CENTER (IBIC)

The IBIC provides library resources to support all of Thunderbird's programs, no matter where students are located. As long as you have a connection to the internet you can watch an orientation lecture on how to use IBIC from a distance, access the IBIC to get information through our 50 databases, read any of our 20,000 electronic books, ask the librarians for help, and take advantage of many other services designed for remote users who are not on campus. Your gateway to finding and using what IBIC has available for distance learners is the IBIC page on MTB. These are listed under four headings: IBIC RESOURCES, RESEARCH ASSISTANCE, SERVICES, and ABOUT THE IBIC.

Here are some of the most useful features for students who are working at a distance or online:

AskIBIC

Find the link to AskIBIC under "RESEARCH ASSISTANCE" on IBIC's MTB page, or under the "discussion" tab from the main MTB page. This is where students can post questions 24/7 and get help with using specific sources and finding where to look for information. The librarians check the site many times during the day and evening hours and on Sunday. This is the fastest way to get assistance with a question about where to find information.

QUICK START Q&A

Find the link to Quick Start Q&A under "RESEARCH ASSISTANCE" on IBIC's MTB page. This automated, interactive tool provides a space where you can enter a question or key words, such as financial ratios, GDP, or case studies, and it will give you an answer or direct you to the database or other resource where you can find the information. It is online so it is available 24/7.

THUNDERBIRD LibGuides

Use the custom designed online interactive guides that can help you do specific assignments or explore topics. The guides take you to the most relevant databases and resources, and provide links to take you directly to the sources. Find these on the IBIC MTB page under "RESEARCH ASSISTANCE".

ONLINE INSTRUCTIONAL TUTORIALS (audio and visual: use your speakers)

For programs done by the Instructional Programs Librarian that include a general orientation for distance students and other programs, select this link on IBIC's MTB page under "RESEARCH ASSISTANCE".

THOR: THUNDERBIRD ONLINE RESOURCES

This is the IBIC's catalog where you can access the databases and check for books and other materials. You can connect to THOR in two ways from the IBIC MTB page:

Look under "SEARCH and FIND" and click on "Off campus Access to IBIC Databases" or use the large THOR button at the top of the page, and then select "off campus access"

EBRARY

Ebrary is listed under databases. It is a collection that provides over 20,000 electronic business books. Students need to download a small reader program to use Ebrary, which is available when you open the database. Books in this collection will also appear if you search for a book in THOR. With this service, you will be able to read entire books, highlight specific lines, use the online dictionary to look up words, link to maps to identify locations of places, and save the book on your personal bookshelf for future reference.

INTERLIBRARY LOAN

While using an electronic book may be faster for students who are at a distance, the IBIC can send books to you as long as you are in the US. You should use the interlibrary loan form that is on IBIC's MTB page to have us send books to you if they are not in Ebrary or to get journal articles that are not in our databases.

POPULAR BUSINESS PUBLICATIONS

For quick links to the current issues and backfiles of the most popular business newspapers and journals, use this tool. It includes direct links to *Business Week*, *The Wall Street Journal*, *Harvard Business Review*, *The Financial Times*, *the Economist*, and other most frequently used business publications.. Find it under SEARCH and FIND on the IBIC MTB page.

IF YOU COME TO THE GLENDALE CAMPUS

The IBIC is open seven days a week and you are welcome to come and use any of the student workstations, the wifi network, and take advantage of all the resources available in the building including newspapers, journals, books and DVDs. You can check out materials for use during the time that you are in Glendale or the greater Phoenix area. Several group study rooms and ample other study space is available.

Information on loan periods is posted. IBIC sends email reminders about due dates and checking for those can help avoid fines. Books and DVDs can also be renewed online; use the "my account" feature on THOR.

THUNDERBIRD COMMUNITY REQUIREMENTS

THUNDERBIRD CODE OF HONOR AND CONDUCT

Upon matriculation at Thunderbird, each student must actively abide by and support the Thunderbird Honor Code. More detailed information about the Honor Code and Conduct, its procedures, and organization can be found under the Honor Code page of *My Thunderbird (MTB)*. Students can click on the Honor Council button on the left-hand side of their MTB home page.

STUDENT CONDUCT

Thunderbird is a graduate level institution. Students are preparing themselves for careers in which they will likely be given supervisory responsibilities at a senior corporate level. They are, therefore, expected to demonstrate maturity and self-discipline through the period of their study. In doing so, the student helps protect the institution and their investment in education.

Students are expected to treat all students, faculty, staff, employees of the School, and any company/organization representative on campus for recruiting, presentation or recognition purposes with courtesy and in a professional manner. Verbal and/or physical threats or actions will not be tolerated at Thunderbird. Students who have concerns or complaints about the behavior of students, faculty or staff should submit a written letter to the Vice President of Distance Learning programs. Students may also submit concerns anonymously through an ethical hotline which can be found either as a button on the left hand side of your home page or on the Honor Council's web page.

A student's continued enrollment, the receipt of academic credits, graduation, and the granting of any degree or certificate are strictly subject to the disciplinary authority of the School. **The School may cancel a student's registration at any time for conduct deemed inconsistent with the maturity expected of an international executive.**

Students whose inappropriate behavior comes to the attention of the School may be subject to disciplinary measures including reprimand, suspension, fines, and dismissal. The Thunderbird Honor Code provides a method for adjudication of disciplinary/Honor Code violations that will be used in most situations. The Vice President for Distance Learning or designated representative retains the authority to act expeditiously whenever immediate action is required to assure the safety and security of the campus and the community.

BEHAVIORAL WITHDRAWAL POLICIES

RESTRICTED ACCESS / IMMEDIATE-ACTION WITHDRAWAL

If it is determined that a student's condition or behavior and continued presence on the School's campus or overseas modules pose an immediate threat to any individual (including the student in question), School property or School function, the Chief Academic Officer & Dean 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 shall be provided an opportunity to respond to the allegations of misconduct to the Vice-President responsible for the academic program no later than three (3) school days following the effective date of the interim action.
- The immediate-action withdrawal or restricted access shall remain in effect until a final decision has been made on the matter unless, before a final decision is made, the Provost or designee determines that the reasons for imposing the sanction no longer exist.

VOLUNTARY WITHDRAWAL

Once notified of a behavior-related incident (excluding immediate-action withdrawal), a behavioral intervention team (BIT) will discuss the circumstances with the student (and family, if appropriate) and may encourage a 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 effected, an involuntary withdrawal may be initiated.

INVOLUNTARY WITHDRAWAL

A student may be considered for involuntary withdrawal when:

- the student has demonstrated behavior which is a substantial impediment to the lawful activities or basic rights of other students, School employees or visitors;
- there is substantial evidence that the student's condition demonstrates an apparent threat of harm to her/himself or others; or
- there is substantial evidence that the student's condition interferes significantly with the student's ability to understand the impact of or control his/her behavior or that the behavior is disruptive to either her/his or other's educational process
- the student, while enrolled in a Thunderbird program, is convicted of a felony offense and sentenced to one year or more, including probation

Student involuntary withdrawal procedures will be used with caution and in recognition of the School's responsibility to protect the physical safety, health, and welfare of members of the Thunderbird community through prescribed due process standards. Questions regarding this policy should be directed to the Chief Academic Officer & Dean, 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 (3) school days following the posting or personal delivery of the written decision. The written appeal has no formal format but should be addressed to the Chair of the Disciplinary Appeals Committee, attn: Registrar. Committee procedures are defined in the Honor Council Procedures. Restricted access to the School's campus may remain in effect during the period of review except for the student's appearance before the appeals committee.

EFFECT ON ACADEMIC STATUS

A notation of Withdrawal will appear on the student's transcript for the appropriate trimester. Tuition and fee refunds shall be based on the effective date of the withdrawal determined by the Registrar or designee.

In the event of restricted access, the student will typically have access to course material and is responsible to ensure coursework is submitted on time until the appeal process is complete.

EFFECT ON ACADEMIC SERVICES

Academic Services may be suspended during a withdrawal period unless the Behavioral Intervention Team determines that special services are needed.

READMISSION

A student removed from the school under these policies may be considered for readmission only with the written approval of the Registrar.

A student wishing to be considered for readmission should contact the Registrar and provide appropriate documentation of behavioral change, problem control, resolution of the initial problem, including compliance with the written conditions of readmission.

The Vice-President responsible for the program, or designee, and the Registrar will:

- consult with the Behavioral Intervention Team, including the Health Center
- consult with appropriate faculty, staff and community agencies
- contact parents, if appropriate
- arrange for an appropriate review process
- receive, investigate, and examine appropriate records and documentation
- provide an opportunity for the student to meet with the Registrar or designee to discuss readmission and initiate the readmission process
- if appropriate, provide the student with written conditions for continued attendance

ALCOHOL AND CONTROLLED SUBSTANCES POLICY

As an institution of higher education, Thunderbird has a responsibility to establish and maintain a safe, healthy academic environment for all students. The purpose of this policy is to promote and educate about the lawful and responsible use of alcohol by students, and to educate students about illegal drugs in order to maintain an environment that is consistent with the educational focus of Thunderbird. Thunderbird's policy concerning the possession and/or use of alcohol and illegal drugs is in compliance with the Drug-Free School and Community Act amendment of 1989, enacted by Congress as Law 101-226, and the Controlled Substance Act (21 U.S.C Chapter 13).

Each member of the Thunderbird community should be involved in the implementation of and compliance with this policy. Unless otherwise stated by law, each individual retains responsibility for his or her actions at all times regardless of his or her mental or physical state, even if altered by alcoholic beverages, prescription drugs or other drugs. This policy applies to all Thunderbird programs or as a part of any School-sponsored or School-affiliated activity both on-campus and off-campus.

Thunderbird will maintain strict compliance with all federal, state, and local laws and policies on the abuse of alcohol, abuse of prescription drugs and other controlled substances by its students. The term "Controlled Substances" is defined as drugs whose general availability is restricted; any one of a number of drugs or other substances which are strictly regulated or outlawed because of their potential for abuse or addiction. Such drugs include those classified as narcotics, stimulants, depressants, hallucinogens, and cannabis. The definition includes prescription drugs but does not include alcohol. The classification of Controlled Substances are defined by schedules in 21 U.S.C Chapter 13 (www.usdoj.gov/dea/pubs/csa/812.htm#c).

Students found to have violated the School's policy regarding alcohol and drugs, as described below, are subject to appropriate disciplinary action, counseling, education, probation, suspension, expulsion, and referral to proper law enforcement authorities for prosecution. Under appropriate circumstances, the School may refer violations to the Glendale police department, or appropriate District Attorney for investigation and/or prosecution. A new law suspends federal student aid eligibility for students convicted under federal or state law of possession or sale of drugs (not including alcohol or tobacco).

HEALTH RISKS ASSOCIATED WITH ALCOHOL AND CONTROLLED SUBSTANCES

***THERE ARE NO GOOD REASONS FOR ABUSING DRUGS OR ALCOHOL
THERE IS ABSOLUTELY NO REASON TO COMBINE DRUGS AND ALCOHOL***

The health consequences of alcohol and controlled substance abuse may be immediate and unpredictable, such as fatalities associated with alcohol poisoning and drug overdose, or more subtle and long term, such as liver and brain damage associated with the prolonged use of alcohol. In addition to health related problems, alcohol abuse and substance use are associated with financial difficulties, interpersonal conflicts, domestic violence, deterioration of the family structure, accidental injuries or fatality, and may significantly impact academic and work performance. All students should take a moment to become aware of the health risks caused by the use of alcohol and by the illegal use of controlled substances.

ALCOHOL-RELATED HEALTH RISKS

- Consumption of more than two average servings of alcohol in several hours can impair coordination and reasoning and make driving unsafe.
- Consumption of alcohol by a pregnant woman can damage the unborn child. A pregnant woman should consult her physician about this risk.
- Regular and heavy alcohol consumption can cause serious liver problems, damage to the nervous and circulatory systems, mental disorders, and other health problems.
- Drinking large amounts of alcohol in a short time may quickly produce unconsciousness, coma, and even death.

CONTROLLED SUBSTANCE-RELATED HEALTH RISKS

Use of controlled substances can result in damage to health and impairment of physical condition, including:

- impaired short-term memory or comprehension anxiety, delusions, and hallucinations
- loss of appetite resulting in general damage to the user's long-term health
- a drug-dependent newborn, if the mother is a drug user during pregnancy (pregnant women who use alcohol and/or drugs or who smoke should consult their physicians);
- AIDS, as a result of "needle-sharing" among drug users
- death from overdose

A more complete description of the types of controlled substances can be found on the Honor Council Web page.

INHALANT (GAS, AEROSOLS, GLUE, NITRITES, NITROUS OXIDE) RELATED HEALTH RISKS

Inhalants are breathable chemical vapors that produce psychoactive effects. A variety of products common in the home and in the workplace contain substances that can be inhaled:

- can lead to stimulation
- reduced inhibition
- ultimately loss of consciousness
- heart failure and death
- cause severe damage to the brain, liver, and kidneys

STANDARDS OF CONDUCT AND SANCTIONS

Thunderbird students must be aware that their behavior with respect to alcoholic beverages is constrained by federal law, Arizona state law, and the School's own policies that reflect its concern for the health and well-being of its students.

Participants in Interims are bound by the policies set forth in this Catalog regarding alcohol usages 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.

POSSESSION OF WEAPONS

Thunderbird strictly prohibits the possession of illegal or dangerous weapons on the campus and satellite locations. 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 Student Affairs Office, the School's Judicial Board, or the appropriate law enforcement agency.

SEXUAL ASSAULT, HARASSMENT AND RAPE PREVENTION

The scope of policy includes any student, staff, faculty, and third party participating in Thunderbird programs and activities.

Thunderbird will not condone any form of sexual assault. Sexual harassment creates a hostile environment that, if sufficiently serious, interferes with or limits a student's ability to participate in or benefits from the School's program.

Sexual harassment is unwelcome conduct of a sexual nature. It includes unwelcomed sexual advances, request for sexual favors, or 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 688, Subpt. D, App.A.)

Thunderbird defines rape as sexual assault involving an act of penetration and considers it to be an especially serious offence. 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 Schools campus, outside a 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 ASSAULT PROCEDURES AND REPORTING

Any student, employee, or visitor who is the victim of a sex offense, forcible or non-forcible, is encouraged to report the assault to campus authorities 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 a 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:

- (a) Oral allegations that are not reduced to writing;
- (b) Anonymous correspondence;
- (c) Courtesy copies of correspondence or a complaint filed with others;
- (d) 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.

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 non-forcible 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 Security and Safety Department at extension 7223. An officer will respond and accompany you to a vehicle or classroom on campus.

THUNDERBIRD CAMPUS SAFETY & SECURITY

Thunderbird is concerned about the safety and welfare of all students, faculty, staff and guests and is committed to providing a safe and secure environment. Since no campus is isolated from crime, a series of policies have been developed to ensure that precautionary measures are taken to protect everyone on campus.

The Safety 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 the 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. If a security officer is not immediately available, dial 911 for the metropolitan area emergency services network. Contact Thunderbird Safety & Security as soon as possible following your call to 911 so Safety & Security can direct emergency personnel to the desired location.

SECURITY IN RESIDENCE HALLS

Exterior doors of on-campus residence halls should be locked 24 hours a day.

The cooperation, involvement, and personal support of students and staff in a campus safety program are crucial to its success. Students and staff must assume responsibility for their own personal safety and the security of their personal belongings by taking simple, common sense precautions:

- Exterior doors to residential areas and office buildings should never be propped open.
- Room doors should be locked even when a student leaves for a short period of time.
- Residents should ask visitors to identify themselves before allowing access to the building or to individual rooms.
- Cars should be locked at all times. Valuables in cars should be concealed.
- Suspicious-looking individuals or unsafe conditions should be reported immediately to Thunderbird Safety & Security.
- No firearms are allowed on campus.
- Personal belongings should be secured at all times.
- If you plan to go off-campus jogging, hiking or bicycling, let someone know where you are going and what time you plan to return.

OTHER SECURITY MATTERS

LOST AND FOUND

The campus Lost and Found is located at the Safety & 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 & Found immediately.

All unclaimed items at the Lost & Found are held 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 speed limit on campus is 156 mph. There are stop signs located at intersections. Speeding or failure to stop at stop signs may result in fines. The operation of a motor vehicle on campus is a privilege granted by the administration and is revocable at any time. Parking and traffic regulations are provided to students when vehicles are registered.

OUT-OF-STATE STUDENTS

All out-of-state students are encouraged to become familiar with Arizona traffic laws. Information concerning Arizona traffic laws is available at any office of the Department of Motor Vehicles (DMV). For general information regarding traffic laws and aut registration, call 602-255-0072.

SECURITY POLICIES IN FOREIGN COUNTRIES

Students, faculty and guests who travel overseas will be responsible for the following:

- Review Thunderbird's General Travel Safety policy on the Finance and Administrative Services Department page prior to planning travel.
- Abiding by all local rules, regulations or laws which may govern the conduct of citizens and visitors in that country.
- Understanding special health regulations and concerns for all countries to which you will be traveling, and taking necessary precautions to ensure your well-being.
- Making sure you have contacted a physician prior to traveling if you have an existing illness/disability (allergies, heart disease, etc.). Be aware that medical services in other countries are not always the same as service 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.

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 with any type of disability or those who require special accommodations should report to the Human Resources Office and Housing Services.

EQUAL OPPORTUNITY POLICY

Thunderbird School of Global Management is committed to creating a positive educational environment that includes the talent and diversity that exists globally.

Therefore, in compliance with Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments Act of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1992, the Family and Medical Leave Act of 1993, and the Age Discrimination Act of 1975, the School does not discriminate on the basis of race, color, national origin, religion, sex, sexual orientation, disability, or age in any of its policies, procedures or practices; nor does the School, in compliance with the Age Discrimination in Employment Act of 1967, amended in 1978 and 1986, and as amended with the older workers' Benefit Protection

Act of 1990, and the Vietnam Era Veterans Readjustment Act of 1974, discriminate against any employees or applicants for employment on the basis of their age or because they are disabled veterans or veterans of the Vietnam Era.

This non-discrimination policy covers admission and access to, and treatment and employment in, the School's programs and activities. In conformance with School policy and pursuant to executive orders, pertinent laws and regulations, the School is an affirmative action, equal opportunity employer.

Inquiries regarding the School's equal opportunity policies and the filing of grievances, and requests for a copy of the grievance procedures covering discrimination complaints may be directed to:

*Marilyn Lueders
Human Resources Office
Title VI, Title IX and Section 504 Coordinator
Thunderbird School of Global Management
Glendale, AZ 85306-6000
Telephone 602-978-7164*

Inquiries regarding Federal Laws and Regulations concerning non-discrimination in education and the School's compliance with those provisions may also be directed to:

*Office for Civil Rights/Denver
U.S. Department of Education
1244 Speer Boulevard
Cesar E. Chavez Memorial Building, St.e 310
Denver, CO 80204
Tel: (303) 844-5695
Fax: (303) 844-4303*

GRIEVANCE PROCEDURE

This procedure is intended to provide the means to resolve any complaints of discrimination in any School program or activity. The procedure is for the use of any student or applicant for admission, employee or applicant for employment who believes there has been unlawful discrimination on the basis of race, religion, color, national origin, disability, age, sex or sexual orientation. It is the intent of the School to include sexual harassment as a prohibited aspect of sexual discrimination.

INFORMAL PROCEDURE

Individuals who believe they have been discriminated against may choose to attempt to resolve the matter informally with the person alleged to have committed the violation or with the appropriate supervisor/administrator. An informal resolution may occur at any time.

FORMAL PROCEDURE

If the person making the complaint is unsuccessful in obtaining an informal resolution or chooses to file the initial complaint formally, the following procedures should be followed:

The complaint should be presented in writing to the compliance officer within thirty (30) days of the date on which the person making the complaint could reasonably be expected to know of the alleged violation. The complaint will be investigated by the compliance officer and a written determination given within two (2) weeks of receipt of the complaint.

If the complaint is not resolved, a committee composed of the Vice President for Student Services and Program Support, the Associate Vice President for Admissions and Financial Aid, and the Chairperson/Manager of the department involved, with the compliance officer serving as non-voting Chairperson, will hear the complaint. A written decision will be given to the complaining person within ten (10) working days after hearing the complaint.

Based on a finding of discrimination, the compliance officer will take the necessary steps to provide for an appropriate remedy. Steps will be taken to overcome the conditions that caused the complaint. If the complaint cannot be resolved after exhausting the institution's grievance procedure, the student may file a complaint with the Arizona State Board for Private Post-Secondary Education. The student must contact the State Board for further details.

ARIZONA LOCATION

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>

FLORIDA LOCATION

Licensed by the Commission for Independent Education, Florida Department of Education. Additional information regarding this institution may be obtained by contacting the Commission at:

325 West Gaines Street, Suite 1414
Tallahassee, FL 32399-0400
Telephone: 888-224-6684
Fax: 850-245-3233/3234

Thunderbird and Tecnológico de Monterrey follows the Fair Consumer Practice Rule.

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 Distant Learning and obtain appropriate approvals.

It is understood that, by registering as a student, you hereby assign to Thunderbird any and all right, title, and interest you may have in such Work Product, together with all intellectual property therein. In addition, you agree 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, you hereby grant Thunderbird your 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 Distant Learning and to seek appropriate written agreements.

USE OF DEGREE DESIGNATION

Degree designation may not be used on any official document until degree confirmation has occurred.

NAME TRADEMARK

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.

BOARD OF TRUSTEES

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT

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TEC

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Dn. Héctor Lazo Hinojosa

ADMINISTRATION

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT

PRESIDENT

Dr. Angel Cabrera

CHIEF ACADEMIC OFFICER

Dr. David Bowen

CHIEF FINANCIAL OFFICER

Mr. Tim Propp

DEAN OF FACULTY

Dr. Dale Davison

VICE PRESIDENT & CHIEF DEVELOPMENT OFFICER

Ms. Joan Neice

TECNÓLOGICO DE MONTERREY

CEO

Dr. Rafael Rangel Sostmann

PRESIDENT

Dr. David Noel Ramirez Padilla

ADMINISTRATION & FINANCE

Dr. Jose Andres Sierra Hernandez

ACADEMICS

Dr. Carlos Mijares López

AUDITING

C.P. Humberto Rubio Valdez

INSTITUTIONAL DEVELOPMENT AND INTERNATIONALIZATION

Ing. Carlos Cruz Limón

VIRTUAL UNIVERSITY

Ing. Patricio López del Puerto

WESTERN RECTORY

Ing. Alfonso Pompa Padilla

MEXICO CITY RECTORY

Dr. Arturo Molina Gutierrez

SOUTH RECTORY

Lic. Sergio Martínez Flores

NORTH RECTORY

Dr. Alberto Araujo

MONTERREY RECTORY
Dr. David Garza Salazar

EGADE BUSINESS SCHOOL and EGAP
Dr. Maria Lourdes Dieck Assad

GLOBAL MBA LATIN AMERICAN MANAGERS PROGRAM ADMINISTRATION

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT

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Dr. Humberto Valencia

ASSOCIATE DIRECTOR, GLOBAL MBA
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PROGRAM DIRECTOR, GLOBAL MBA
Ms. Patricia Breceda

TECNÓLOGICO DE MONTERREY

DEAN—EGADE—MONTERREY
Dr. Lourdes Dieck-Assad

DIRECTOR, GLOBAL MBA
Dr. Miguel Moreno Tripp

FACULTY

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT

More information can be found on Thunderbird faculty at:

http://www.thunderbird.edu/knowledge_network/faculty_bios/faculty_alphabetical/index.htm

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Ph.D., Business Administration, U. of Glasgow, Scotland

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B.S., Economics, U. of Tampa

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Ph.D., Political Science, U. of Hawaii, Manoa

M.A., Political Science, U. of Delhi, India

B.A., Political Science & Psychology, Utkal University, India

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B.A., Economics & French, Princeton U.

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M.S., Management, Alfred P. Sloan School of Management - Massachusetts Institute of Technology (MIT)

B.S., Organization and Management, Yale University

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M.S., Spanish Linguistics, Georgetown U.
A.B., Spanish, Ohio State U.

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Ph.D., Finance, Arizona State U.
M.S., Engineering Management, Polytechnic University, New York
B.S.M.E., Mechanical Engineering, Manhattan College

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Director, The Garvin Center for Cultures and Language of Global Management
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TECNÓLOGICO DE MONTERREY

More information can be found on Tecnológico De Monterrey faculty at <http://www.itesm.mx>.

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Professor of Finance
Ph.D., Finance, Tulane U.
M.A. Finance, Tulane U.
M.B.A., Business Administration, IPADE
B.S., Mechanical Engineering, Universidad Panamericana

TREVINO, SALVADOR, Ph.D.

Professor of Competing through Strategy
Ph.D., Business Administration, U. of Memphis
M.A., Business Administration, The State University of New York, Buffalo, NY
B.S., Marketing, ITESM Campus Monterrey, N.L.

TYLER, MICHAEL, Ph.D.

Professor of Accounting
Ph.D., Business Administration, Florida International U.
B.S., Human Affairs, Florida State U.

AZARANG, MOHAMMAD, Ph.D.

Professor of Productions and Operations Management
Ph.D. Engineering Management , City University of London, England
Master Industrial Engineering, Queen's University of Belfast, Northern Ireland
M.A. Administration, ITESM
B.S. Electronic Engineering (*Honors Degree*), Oxford Polytechnic, England

CAMPUS LOCATIONS

Mexico

Guadalajara



Campus Guadalajara was founded in 1991. It covers over 91 acres and has the capacity for 5,000 students. The quality of its educational services and installations has earned the campus national and international prestige. Many Mexican features and traditions originated in Guadalajara, Mexico's second largest city.

Location Address: Ave. General Ramón Corona #2514
Col. Nuevo México
Zapopan, Jalisco 45201
MEXICO

Cd. De Mexico



The Mexico City Campus represents an exciting chapter in the history of the Tec de Monterrey, not only by its community of students and competitive professors, but also by the explosive growth in the development of the Institute. This success has been achieved through 25 years of continuous effort. In 1990, CCM expanded by opening campus installations in the south of the city. Through such efforts, the CCM Campus continues to contribute to the history and value of a superior education in Mexico.

Location Address: Calle del Puente #222
Colonia Ejidos de Huipulco
México, Distrito Federal 14380
MEXICO

Santa Fe



To be successful in today's global business environment, managers need to achieve a balance between academic training and industry experience. Because Campus Santa Fe is situated in the most important business area in Mexico City, it provides the perfect opportunity to advance your educational career, while pursuing professional endeavors. The entry requirements for our courses and the diverse background of the Global MBA's teaching staff reflect this imperative.

Location Address: EGADE: Ave. Carlos Lazo #100
Col. Santa Fe, Aulas V
México, Distrito Federal 01389
MEXICO

Estado de Mexico



The Mexico State Campus began operations in September 1976. In 1998, the Campus achieved the National Quality Award, being the first educational institution to receive such recognition. Campus Mexico State focuses on maintaining a mutual respect on the part of the students, faculty and staff. Emphasis on the appreciation of local culture, and a continual commitment to the health of the student body makes the Mexico State campus the perfect location to work, study and play.

Location Address: EGADE—Dirección de Profesional y Graduados

Km. 3.5 Carretera Lago de Guadalupe
Col. Margarita Maza de Juárez
Atizapán de Zaragoza
Estado de Mexico, 52926
MEXICO

Monterrey - EGADE



Surrounded by the Eastern Sierra Madre mountain range, the Monterrey campus is the main headquarters of the Tec de Monterrey System. It is located in northeastern Mexico, only 174 miles south of the Texas border. The modern Monterrey Campus opened in 1947, fulfilling the dream of Don Eugenio Garza Sada ...”to educate professionals to succeed in the business world.” The Monterrey Campus is now the largest campus in the Tec de Monterrey System as well as one of the most recognized.

Location Address: ITESM: Ave. Eugenio Garza Sada #2501 Sur

Monterrey, Nuevo León 64849

EGADE: Ave Fundadores y Rufuni Tamayo
Valle Oriente, Garza Garcia
MEXICO

USA

Glendale – Arizona



The Glendale campus is an originating site for the Distance Learning MBA for Latin American Managers program. Thunderbird main campus is regarded as the world's leading institution in the education of global managers - and unique in its commitment to producing global leaders who contribute to sustainable prosperity world

Location: 1 Global Place
Glendale, AZ 85306
USA

Miami – Florida



This campus is strategically located in the Miami area, thus providing a convenient site for business executives and corporations to receive the education needed for today's international business environment.

Location Address: 3625 NW. 82nd Ave., Suite 205
Miami, Florida 33166 USA
Phone: 305-592-8306
Fax: 305-592-8312

The Global MBA program licensed to operate in Florida by the Commission for Independent Education, Florida Department of Education, 325 West Gaines Street, Suite 1414, Tallahassee, FL 32399-0400, Phone (888) 224-6684 or fax (850) 245-3233/3234.

CENTRAL AMERICA

San jose – Costa Rica



In today's global business environment, it is important to remain open to the multiple business opportunities available. The Costa Rica campus is situated near the heart of San José. With the varying business types in the surrounding area, it is the perfect location for someone interested in international business to continue their studies, and the Global MBA program is the perfect masters' degree to provide such an education.

Av. Oficinas Ejecutivas Dent. San José, Costa Rica
200 mts Norte y 25 mts Este del Centro Cultural
Norteamericano
San Jose – Costa Rica

San Salvador – El Salvador



Escuela Superior de Economía y Negocios (ESEN) was founded in 1993 with a mission to educate future leader in El Salvador and Central America so the they develop with a dynamic vision and professionalism in the private and public sectors. To contribute, with academic excellence, to the creation of a mass body of professionals who promote the development of the region

Km.12 ½ carretera al Puerto de La Libertad, calle nueva a Comasagua, Santa Tecla La Libertad, El Salvador
EL SALVADOR

Panama City – Panama



The Tec de Monterrey Panama location provides support to the general public in the areas of education and training. At the same time the site offers the face to face graduate degree program of Master of Administration and the distance learning graduate degree program of Global MBA. Their mission as an International Site of the Tec de Monterrey, is not only to act as a liaison with our university in Mexico, but to establish and maintain long term relationships with public and private institutions and to contribute to the development of the country and its individuals.

Location: Tecnológico de Monterrey - Sede Panamá
Ocean Business Plaza (Torre Banesco) Piso 14 Ofic.10
Ave. Aquilino de la Guardia y C. 47 Marbella
Panama City – Panama

SOUTH AMERICA

Bogota – Colombia



Tec de Monterrey established its presence in Colombia in 1989 and since then has offered distance learning and face to face programs. In 1994 Tec de Monterrey established locations in Bogota and Medellin to offer graduate distance learning programs from Tec de Monterrey's Virtual University with the idea of educating and training professionals from these cities. Additionally with a joint venture with Red Mutis (network of Colombian Universities) managed to deliver to the different universities the Masters in Administration and Computer Sciences degree program.

Bogota Campus
Carrera 68 D No. 25 B - 86 Oficina 507 Bogota Colombia

Medellin Colombia – Open August 2011



Eleven years ago, Tec de Monterrey has had presence in Medellin Colombia offering academic programs of international prestige. Tec de Monterrey is located in one of the most popular financial and business area in Medellin. Their infrastructure allows for the delivery and offering of programs such as graduate degree, diplomados and seminars, while at the same time providing excellent customer services. At the same time support and guidance is provided to those who wish to study their undergraduate degrees in Mexico.

Medellin Campus
Carrera 43 A #1-50??
San Fernando Plaza - Torre 2 Piso 4
Medellin – Colombia

Lima – Peru



The Tec de Monterrey Sede Lima is located in the San Isidro district, which is a strategic area for the commercial and industrial life of the country. Founded in 1998, Sede Lima provides a unique educational environment that facilitates virtual learning.

Location Address: Av Victor Andrés Belaunde 147
Vía Principal 119
Torre Real 1—Primer Piso Centro Empresarial
San Isidro, Lima
PERU

Buenos Aires – Argentina - Open August 2011



The Tec de Monterrey began its educational offerings in Buenos Aires Argentina in 2009. Programs currently offered in Buenos Aires are diplomados, graduate degree programs such as the Global MBA and MA in Business, seminars in engineering. Programs are offered in a variety of educational models such as distance learning, face to face and in-company.

Juana Manso 555 - Piso 7A - Edificio Madero Center
Capital Federal - Puerto Madero (C1107CBE)
Buenos Aires – ARGENTINA

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