



Fall 2011-Summer 2012

Student Catalog

GLOBAL MBA ON-DEMAND & IUKD DUAL DEGREE



KELLEY SCHOOL OF BUSINESS

INDIANA UNIVERSITY
Kelley Direct Programs



THUNDERBIRD

SCHOOL OF GLOBAL MANAGEMENT

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ACCREDITATION

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

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ACCREDITATION

Indiana University–Kelley Direct is accredited by the AACSB—The International Association for Management Education, and the NCA—North Central Association of Colleges and Schools. The AACSB is the primary accrediting association for American schools of business, and the NCA is the primary accrediting agency for universities in its region of the United States.

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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 the printed name.

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*

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT

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

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.

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.

ACADEMIC DEGREE AND CERTIFICATE PROGRAMS

Thunderbird offers five “Working Professional” degree programs: the Global MBA On-Demand, the Masters of Global Management (M-GM) degree program for Post-MBA On-Demand and Indiana University–Kelley Direct/Thunderbird Dual Degree program, Certificate of Global Management for Purdue program, and the Global MBA for Latin American Managers program.

The GMBA On-Demand is designed to be completed as a lock-step program in 19, 28, and 36 months. The Indiana University–Kelley Direct/ Thunderbird program is designed to be completed in 28 months.

Completion time for both the Global MBA On-Demand and M-GM (online) may be extended if a student elects to reduce the course load during any of the scheduled modules.

E-MAIL COMMUNICATIONS WITH STUDENTS

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

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

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 a non-degree seeking students 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 the course(s) toward a second degree the student will be responsible for the full cost of the course at the time the individual enrolled in the course as a non-degree seeking student.

INDIANA UNIVERSITY–KELLEY DIRECT

Indiana University’s Kelley School of Business started its highly regarded online program in 1999 under the guidance of faculty program chair, Dr. Richard Magjuka. The program was launched at the request of the Kelley Executive Partners, who wanted to create a way for their managers to obtain an MBA from the Kelley School, while offering the flexibility they needed to maintain current job responsibilities.

A second impetus for the program came about after students and faculty in the Evening MBA Program expressed an interest in pursuing their education online. At the time, work and travel demands were making it difficult for students to attend courses twice weekly. Kelley Direct started developing online elective options to meet this need.

The pilot program enrolled 15 students, including managers from BAA, Federal Express, Rolls Royce-Allison, Kimball International and Cinergy. Since that time, the program has enjoyed 100 percent growth. Today, Kelley Direct’s public and corporate enrollment tops 1500 students. The program provides students from all over the world a flexible opportunity to pursue their degree without diverting from their career paths.

THE KELLEY DIRECT MISSION

We advance the careers of working professionals by providing a flexible world class business education delivered through a distance format that emphasizes a high level of student, faculty and staff interaction.

We fulfill this mission in our words and actions by embracing the following values:

Excellence – We create high quality academic programs and student-focused services to train tomorrow’s business leaders. Our excellence is firmly founded on the Kelley School’s long history of excellence in business education.

Student Needs Focused – In everything we do, that our primary goal is to improve the lives of our students and alumni by helping them to advance their careers.

Innovation – We leverage research, technology, and the creative, can-do, entrepreneurial spirit of our faculty and staff to provide our students and partners with a relevant and transformational curriculum.

Strong Ethics and Social Responsibility – We believe that success is not only measured in results but in the way in which it is achieved. In all of our interactions and decisions we display and expect respect, trust, character, and honesty.

Respect – We value the various forms of diversity present in all of our relationships and engage others without judgment or bias. In all matters, we will treat others with dignity and fairness and expect nothing less from them.

Flexibility – We recognize the personal and professional needs of our Kelley Direct community. In so doing, we provide an experience that is supportive, adaptable, and unique while remaining an efficient organization.

Global Perspective – We seek a world view in curricular design, partnership formation, student composition, and program outreach and course instruction.

Collaboration – One of our strongest assets is creating an environment of open communication, flexibility, teamwork and accountability while continually encouraging personal and professional growth. We encourage strong relationships with students, alums, faculty, staff, administration and corporate partners. We use the most value added technology available to augment face-to-face interactions and enrich our opportunities to learn from one another.

INDIANA UNIVERSITY–KELLEY DIRECT/ THUNDERBIRD DUAL DEGREE PROGRAM STRUCTURE

Indiana University Kelley School of Business and Thunderbird School of Global Management, offer a dual degree program for business professionals to develop their business skills and expand their global mindset. As both international and domestic companies face competition, such skills have become increasingly important to success.

Three on-site seminars provide the students face-to-face interactions with both professors and classmates. The orientation/on-site seminar will be held at Indiana University Kelley School of Business. The RBE seminar will be held in Beijing, China; Lima, Peru; Johannesburg, South Africa; and Prague, Czech Republic. The capstone and graduation/on-site seminar will be held at Thunderbird School of Global Management

The Indiana University/Thunderbird Dual Degree program can be completed in a twenty-eight month period. The program is equivalent to 66 academic credit hours of class. Upon completing the program, students will receive the Masters of Business Administration (MBA) from Indiana University Kelley School of Business and the Masters of Global Management (M-GM) from Thunderbird School of Global Management.

Students must maintain a cumulative Grade Point Average of 3.000 (B) or higher in graded courses to be eligible for the Indiana University Kelley School of Business/Thunderbird Dual Degree MBA/M-GM degrees. Only courses completed with a grade of C- or better are acceptable to satisfy any requirement for the Indiana University Kelley School of Business/Thunderbird Dual Degree program.

GLOBAL MBA AND POST-MBA ON-DEMAND PROGRAM STRUCTURE

The Global MBA and Post-MBA On-Demand program is specifically designed to fit the busy schedules of working professionals from every corner of the world. The blended-learning format combines classroom learning with state-of-the-art distance learning technology in order to bring you a program that is accessible anytime—anywhere.

Four on-site seminars provide the students face-to-face interactions with both professors and classmates. These seminars take place on Thunderbird's main campus in Arizona; Africa; Asia; Europe; Middle East, and South America.

Foreign nationals are required to have a B-1 visa to attend the on-site seminars in Arizona. For Europe, students may require a French (Archamps) and Swiss (Geneva) visa, depending on student's nationality. For Asia, all students (including U.S. citizens) need a Chinese visa.

The Global MBA On-Demand program can be completed in 19, 28, and 36 months. The total Global MBA On-Demand program is equivalent to 46.5 academic credit hours of classes. There are a total of five terms in the 19-month program, seven terms in the 28-month program and nine terms in the 36-month program. Each term stretches over a period of 14 weeks. Upon completing the program, students will receive the Global Master of Business Administration degree (Global MBA).

The Post-MBA On-Demand program can be completed in 19 months. The total Post-MBA On-Demand program is equivalent to 30 academic credit hours of classes. There are a total of five terms; each term stretches over a period of 14 weeks. Upon completing the program, students will receive the Master of Global Management degree (M-GM).

TRIPARTITE CURRICULUM

The Global MBA and Post-MBA On-Demand program provides a tripartite curriculum with instruction in these three areas:

- Global Business
- Global Studies
- Cross-Cultural and English Business Communication

The coursework is organized in a lock-step format. This means that students must take courses in sequence and progress through the program as a group with a prescribed coursework.

All Academic Directors, Administrators, and Faculty in the Global MBA and Post-MBA On-Demand program have a Doctorate's degree and prior experience in their related field.

PROGRAM FORMAT

The Global MBA and Post-MBA On-Demand is a blended learning model.

- 75% of the coursework is provided in an asynchronous format through the MyThunderbird/TLE intranet education portal.
- 25% of the coursework is delivered via on-site seminars

The program continues with both asynchronous learning as well as one-week on-site seminars in Asia, Europe, Sub-Saharan Africa and Latin America. For a complete overview of the program curriculum visit the Academic Calendar page.

One orientation week and one graduation week will be held at the Glendale, AZ Campus

The GMBA and Post-MBA On-Demand programs are taught in English. Applicants who did not graduate from an English-speaking university must achieve a minimum TOEFL score of 600 (paper-based) or 250 (computer-based). No additional languages are required.

Students must maintain a cumulative GPA of 3.000 (B) or higher in graded courses to be eligible for the GMBA On-Demand degree/M-GM degree for Post MBA's. Only courses completed with a grade of C- or better are acceptable to satisfy any requirement for the GMBA On-Demand/Post-MBA On-Demand.

ACADEMIC OVERLOAD

The maximum number of credit hours for any given 19 month program module is 7.5 credits, 28 and 36 month program module is 6.0 credits, except for the onsite RBEs (3 credits) in the middle of modules.

POST-MBA

Students who already hold an MBA degree from another institution may earn a Master of Global Management (M-GM) degree in the Post-MBA On-Demand program. This advanced program allows qualified students the opportunity to internationalize their knowledge of business practices and business environments. Eligibility is restricted to those with MBA degrees from:

- AACSB-accredited programs, and/or
- MBA programs outside the United States, as approved by the Senior Vice President of Programs or designee.

The statute of limitations for Post-MBA On-Demand is five years between the start of the first MBA and matriculation into the Thunderbird Post-MBA On-Demand.

Any graduate level coursework used to fulfill the M-GM degree requirements must be completed within 5 years of program initiation.

Courses with a grade below a "C-" do not meet graduation requirements.

All students who are not residents/citizens of the U.S. must submit TOEFL scores as part of the application documentation UNLESS English is the legal native language of their country of citizenship OR if they have completed an undergraduate degree in a country where English is the legal native language AND the instructional language of the school was English.

CERTIFICATE OF GLOBAL MANAGEMENT STRUCTURE

The Certificate of Global Management offers qualified students from Purdue Master of Science in Engineering with specialization in Engineering Management and Leadership program the opportunity to enroll in twelve (12) credit hours of Thunderbird coursework. The certificate's coursework includes a selection from Thunderbird's global studies and global management curriculum that can enhance a student's degree program at their home institution.

Course requirements for CGM:

- GM4000 Global Political Economy
- GM4800 Cross-Cultural Communications
- GM4801 Global Negotiations

Course electives for CGM (6 credits):

- GM5486 Global Leadership
- GM5470 Global Strategy
- GM4464 Competing Through People
- GM4468 Competing Through Strategy
- BC4001 Business & Managerial Com.
- GM4100 Fundamentals of Accounting
- GM4102 Managerial Decision Making
- GM4319 Global Operations Management
- GM4505 Global Marketing

TECHNOLOGY REQUIREMENTS

DESKTOP/LAPTOP REQUIREMENTS

To participate in the program effectively, every Global MBA student will be required to have an up-to-date computer system and related software. The student's computer must provide access to the Internet for course information, as well as interaction with faculty, other students, and the Global MBA administration. Selected course materials may be distributed on CD-ROM's. The student's computer must be multimedia compatible. The computer hardware must meet or exceed the following standards:

<u>Minimum Standard</u>	<u>Recommended Standard</u>
PC Desktop/Laptop (Mac not supported)	PC Desktop/Laptop (Mac not supported)
350 Mhz Processor	1.2 Ghz Processor
64MB of RAM	256MB of RAM
6G Hard Drive	10G Hard Drive
CD ROM 12x	CD-RW Combo Drive
56k Modem	56k Modem or High Speed Network (LAN or Cable/DSL)
15" Monitor	17" Monitor
Speakers	Speakers
Headset with Microphone	Headset with Microphone
E-mail account	E-mail account (7.5MB)
Windows 2000 OS (Vista not supported)	Windows XP OS (Vista not supported)
Internet Explorer 5.5	Internet Explorer 6.0
Media Player 9	Media Player 10
MS Office Suite 2000	MS Office XP
USB Drive (Thumb Flash Drive) Recommended	USB Drive (Thumb Flash Drive) Recommended

The Microsoft Office XP software and Windows XP are used in most courses and students must be proficient in their use. Therefore, students must have the most current version of Internet Explorer, Microsoft Word, Excel, PowerPoint, and MSN Messenger installed on their computers. Global MBA On-Demand students will also be responsible for Internet provider access fees and access fees to online research.

Students are responsible for maintaining a useable e-mail address server. Occasionally, E-mails “bounce back” to the program administration 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 issue, it is recommended that your permanent e-mail address has a minimum storage capacity of 10MB.

SUMMARY OF INSTITUTIONAL REQUIREMENTS

GLOBAL MBA AND POST-MBA ON-DEMAND ADMISSIONS PREREQUISITES

An application for admission must include:

- A completed application form.
- A non-waivable application fee of \$125.
- An Official GMAT score report – Only applicable for Global MBA On-Demand.
- An Official TOEFL score report: All students who are not residents/citizens of the U.S. must submit TOEFL scores as part of the application documentation UNLESS English is the legal native language of their country of citizenship OR they have completed an undergraduate degree in a country where English is the legal native AND the instructional language of the school was English. The minimum score is 600 (paper based) or 250 (computer based).
- Official transcripts and/or mark sheets from all undergraduate and graduate school of attendance, including courses completed, grades received, and the degree(s) and date(s) awarded.
- 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.
- Two essays that describe international motivation and career goals.
- An up-to-date resume.

INDIANA UNIVERSITY–KELLEY DIRECT/ THUNDERBIRD DUAL DEGREE ADMISSIONS PREREQUISITES

An application for admission must include:

- A completed Dual Degree On-Demand Thunderbird and Indiana University application form.
- A non-waivable application fee of \$185.
- An official GMAT score report.
- An Official TOEFL score report: All students who are not residents/citizens of the U.S. must submit TOEFL scores as part of the application documentation UNLESS English is the legal native language of their country of citizenship OR they have completed an undergraduate degree in a country where English is the legal native AND the instructional language of the school was English. The minimum score is 600 (paper-based) or 250 (computer-based).

- Official transcripts and/or mark sheets from all undergraduate and graduate school of attendance, including courses completed, grades received and if applicable, the degree(s) and date(s) awarded. Foreign educational credentials must be accompanied by a complete English translation provided by a known translation service. Degrees earned in less than four years of university study may not be considered valid for admissions.
- Two letters of recommendation from persons who have know the applicant in a professional or academic role and can testify to an ability to succeed academically and professionally.
- Essays that describe international motivation and career goals.
- An up-to-date resume

In addition to the documents submitted during the Thunderbird application process, the following documents should be submitted directly to the Indiana University, Kelley Direct Admissions Office:

- An official GMAT score report.

Official transcripts from all undergraduate and graduate school of attendance, including courses taken, grades received and if applicable, the degree(s) and date(s) awarded. Foreign educational credentials must be accompanied by a complete English translation provided by a known translation service. Degrees earned in less than four years of university study may not be considered valid for admissions.

CERTIFICATE OF GLOBAL MANAGEMENT ADMISSIONS REQUIREMENTS

An application for admission must include:

- Must be currently enrolled in the Purdue Master of Science in Engineering with specialization in Engineering Management Leadership program
- Non-Degree Student Application for Admission
- \$125.00 non-refundable application fee
- Transcripts from all undergraduate and graduate coursework
- Current resume of academic and professional accomplishments
- Brief statement of intended goal(s) of enrollment as a non-degree student
- Letter from Purdue University defining and confirming Good Academic Standing
- If applicable, TOEFL score of at least 600 (paper-based) or 250 (computer-based)

SCHEDULE CHANGES

At any time, the School reserves the right to make whatever changes it deems appropriate in course scheduling, course descriptions, and assignment of instructors. Some courses are offered in alternate modules or as demand warrants.

ACADEMIC CALENDAR

GLOBAL MBA ON-DEMAND 19-MONTH

Orientation Week (3 credits)

GM 4450 Global Business Leadership for the 21 st Century (3) – Phoenix, AZ

Term 1 (7.5 credits)

First Module	Second Module
GM 4000 Global Political Economy (3)	GM 4000 Global Political Economy (cont.)
GM 4100 Fundamentals of Accounting (1.5)	GM 4101 Financial Accounting (1.5)
BC 4001 Business & Managerial Communications (1.5)	

Term 2 (6 – 9 credits)

First Module	Second Module
GM 4300 Data Analysis (3)	GM 4300 Data Analysis (cont.)
GM 4201 Finance Fundamentals (1.5)	GM 4201 Finance Fundamentals (cont.)
GM 4464 Competing Through People (1.5)	
GM 4640/4650 Regional Business Environment (3) – Between Modules *	

Term 3 (7.5 – 10.5 credits)

First Module	Second Module
GM 4202 Financial Management (1.5)	GM 4203 Global Financial Management (1.5)
GM 4505 Global Marketing (3)	GM 4505 Global Marketing (cont.)
	GM 4468 Competitive Strategy (1.5)
GM-4600/4620 Regional Business Environment (3) – Between Modules *	

Term 4 (6 - 9 credits)

First Module	Second Module
GM 4402 Global Enterprise (1.5)	GM 4800 Cross-Cultural Communications (1.5)
GM 4210 Global Economics (1.5)	GM 4102 Managerial Decision Making (1.5)
GM-46XX Regional Business Environment (3) – Between Modules *	

Term 5 (6 – 7.5 credits)

First Module	Second Module
GM 5486 Global Leadership (1.5)	GM 5470 Global Strategy (1.5)
GM 4801 Global Negotiations I (1.5)	GM 4802 Global Negotiations II (1.5)
GM 4319 Global Operations Management (1.5)	

Graduation Week (3 credits)

GF 5490 Global Management for the 21 st Century (3) & Graduation – Phoenix, AZ

* Students are required to select 2 of 3 Regional Business Environment offerings.

Required credit hours for graduation:

Face-to-Face	12.0
Distance Learning	<u>34.5</u>
Total	46.5

GLOBAL MBA ON-DEMAND 28-MONTH

Orientation Week (3 credits)

GM 4450 Global Business Leadership for the 21 st Century (3) – Phoenix, AZ

Term 1 (3.0 credits)

First Module	Second Module
GM 4000 Global Political Economy (3)	GM 4000 Global Political Economy (cont.)

Term 2 (6 credits)

First Module	Second Module
BC 4001 Business & Managerial Communications (1.5)	
GM 4100 Fundamentals Of Accounting (1.5)	GM 4101 Financial Accounting (1.5)
GM 4464 Competing Through People (1.5)	

Term 3 (6 credits)

First Module	Second Module
GM 4300 Data Analysis (3.0)	GM 4300 Data Analysis (cont.)
GM 46XX Regional Business Environment (3) – Between Modules	

Term 4 (7.5 credits)

First Module	Second Module
GM 4505 Global Marketing (3)	GM 4505 Global Marketing (cont.)
GM 4210 Global Economics (1.5)	GM 4468 Competitive Strategy (1.5)
	GM 4800 Cross-Cultural Communications (1.5)

Term 5 (7.5 credits)

First Module	Second Module
GM 4201 Finance Fundamentals (1.5)	GM 4201 Finance Fundamentals (cont.)
GM 4801 Global Negotiations I (1.5)	GM 4802 Global Negotiations II (1.5)
GM 5486 Global Leadership (1.5)	GM 5470 Global Strategy (1.5)

Term 6 (7.5 credits)

First Module	Second Module
GM 4202 Financial Management (1.5)	GM 4203 Global Financial Management (1.5)
GM 4319 Global Operations Management (1.5)	
GM 46XX Regional Business Environment (3) – Between Modules	

Term 7 (3 credits)

First Module	Second Module
GM 4402 Global Enterprise (1.5)	GM 4102 Managerial Decision Making (1.5)

Graduation Week (3credits)

GF 5490 Global Management for the 21 st Century (3) – Phoenix, AZ
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Required credit hours for graduation:

Face-to-Face	12.0
Distance Learning	<u>34.5</u>
Total	46.5

POST-MBA ON-DEMAND

Orientation Week (3 credits)

GM 4450 Global Business Leadership for the 21 st Century (3) – Phoenix, AZ

Term 1 (4.5 credits)

First Module	Second Module
BC 4001 Business & Managerial Communications (1.5)	
GM 4000 Global Political Economy (3)	GM 4000 Global Political Economy (cont.)

Term 2 (3 – 7.5 credits)

First Module	Second Module
GM 4402 Global Enterprise (1.5)	
GM 4319 Global Operations Management (1.5 Elective)*	
GM 4210 Global Economics (1.5)	
GM 46XX Regional Business Environment (3) – Between Modules #	

Term 3 (0 – 7.5 credits)

First Module	Second Module
GM 4505 Global Marketing (3 Elective)*	GM 4505 Global Marketing (cont.)
	GM 4203 Global Financial Management (1.5 Elective)*
GM-46XX Regional Business Environment (3) – Between Modules #	

Term 4 (1.5 – 7.5 credits)

First Module	Second Module
	GM 4800 Cross-Cultural Communications (1.5)
	GM 4102 Managerial Decision Making (1.5 Elective) *
GM-46XX Regional Business Environment (3) – Between Modules #	

Term 5 (6 credits)

First Module	Second Module
GM 5486 Global Leadership (1.5)	GM 5470 Global Strategy (1.5)
GM 4801 Global Negotiations I (1.5)	GM 4802 Global Negotiations II (1.5)

Graduation Week (3 credits)

GF 5490 Global Management for the 21 st Century (3) – Phoenix, AZ
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*Electives: Student may select one 3-credit hour elective or two 1.5-credit hour electives to meet the requirement of 3-credit hour electives.

Students are required to select 2 of 3 Regional Business Environment offerings.

Required credit hours for graduation:

Face-to-Face	12.0
Distance Learning	<u>18.0</u>
Total	30.0

INDIANA UNIVERSITY – KELLEY DIRECT / THUNDERBIRD DUAL DEGREE

Term 1 (12 credits)

BUKD-C511 Pre-Fall Leading Change (1.5) - IU
BUKD-C530 Economics (3) - IU
BUKD-C520 Quantitative Analysis (3) - IU
GM 4000 Global Political Economy (3) - Thunderbird
GM 4800 Cross-Cultural Communications (1.5) - Thunderbird
CS 1001 Career Management Seminar - Thunderbird

Term 2 (7.5 – 10.5 credits)

BUKD-C521 Managing Accounting Information (3) - IU
BUKD-C570 Strategic Marketing Management (3) - IU
GF 4463 Global Organizational Behavior (1.5) - Thunderbird
GM 46XX Regional Business Environment (3) * - Thunderbird

Term 3 (7.5 – 10.5 credits)

BUKD-C580 Operations Management (3) - IU
BUKD-C540 Financial Management (3) - IU
GM 4501 Global Marketing Strategy (1.5) - IU
GM 46XX Regional Business Environment (3) * - Thunderbird

Term 4 (7.5 – 10.5 credits)

BUKD-C522 Information Technology for Managers (3) - IU
BUKD-C512 Managing a Team Based Environment (1.5) - IU
GM 4203 Global Financial Management (1.5) - Thunderbird
GM 4210 Global Economics (1.5) - Thunderbird
GM 46XX Regional Business Environment (3) * - Thunderbird

Term 5 (9 – 12 credits)

BUKD-C550 Business Law (3) - IU
BUKD-C571 Marketing Research for Decision Making (1.5) - IU
BUKD-C515 Human Resources (1.5) - IU
GM 4801 Global Negotiations I (1.5) - Thunderbird
GM 4802 Global Negotiations II (1.5) - Thunderbird
GM 46XX Regional Business Environment (3) * - Thunderbird

Term 6 (7.5 credits)

BUKD-C562 Developing Strategic Capabilities (3) - IU
GM 4319 Global Operations Management (1.5) - Thunderbird
GM 5470 Global Strategy (1.5) - Thunderbird
GM 5486 Global Leadership (1.5) - Thunderbird

Term 7 (.5 credits)

BUKD-C563 Enterprising Capstone (3) - IU
GM 4403 Global Enterprise (3) - Thunderbird
GF 5490 Global Management for the 21 st Century (3) - Thunderbird

* Students are required to select 2 of 4 Regional Business Environment offerings.

Required credit hours for graduation:

Face-to-Face	13.5
Distance Learning	<u>52.5</u>
Total	66.0

COURSE NUMBERING SYSTEM

THUNDERBIRD COURSES

1000-Level Courses

Non-credit/professional development courses

4000-Level Courses

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

5000-level courses

Advanced courses

INDIANA UNIVERSITY-KELLEY DIRECT COURSES

300- through 900-level courses—The University Graduate School

COURSE DESCRIPTIONS

THUNDERBIRD COURSES

BC 4001 BUSINESS AND MANAGERIAL COMMUNICATIONS

(1.5 hours) This course focuses on effective management communication 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

GF 5490 GLOBAL MANAGEMENT FOR THE 21ST CENTURY

(3.0) An integrative capstone seminar led by a team of Thunderbird faculty. It is intended to examine issues related to management strategies, human resource management, services management, and the relationship to economic decision making.

Prerequisites: None

GM 4000 GLOBAL POLITICAL ECONOMY

(3 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 to provide the international manager with (a) an informed perspective on the institutions and policy processes that shape economic relations between international and national factors and among economic blocs as a foundation for further study in the Thunderbird program, and (b) the substantive base and analytical tools necessary for acquiring an informed perspective.

Prerequisites: None

GM 4100 FUNDAMENTALS OF ACCOUNTING

(1.5 hours) This course focuses on how economic events are reflected in a firm's financial statements including the balance sheet, the income statement, the statement of shareholders' equity, and the statement of cash flows. It also focuses on how financial state information is used by various stakeholders such as shareholders, creditors, employees, and customers in making decisions with regard to the firm, including credit decisions and/or valuing a firm's equity securities. The political process in which constituents, such as the International Accounting Standards Board, the Financial Accounting Standards Board, the Securities and Exchange Commission, the U.S. Congress, corporate management, and public accounting firms, establish the allowable set of accounting methods—known as generally accepted accounting principles, or GAAP—is also discussed in the course. Additional topics covered in the course include the effect of alternative accounting methods on a firm's financial statements, and the incentives corporate managers have in selecting specific methods within GAAP.

Prerequisites: None

GM 4101 FINANCIAL ACCOUNTING

(1.5 hours) This course focuses on the alternative generally accepted accounting practices (GAAP) available worldwide to value the various assets, liabilities, and shareholders' equity accounts found on corporate balance sheets. It also focuses on how those alternative GAAP impact the net income reported on the income statement and the cash flows from operations reported on the statement of cash flows. The course is designed for future managers whose primary involvement with accounting information is expected to be from a user or decision-making perspective. A unique feature of the course involves the construction of a three-year set of pro forma financial statements for a live company. Students are expected to demonstrate their cumulative knowledge from GM4100 and Gm4101 in the development of this group project.

Prerequisites: GM-4100

GM 4102 MANAGERIAL DECISION MAKING

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

Prerequisites: GM-4101

GM 4201 FINANCE FUNDAMENTALS

(1.5 hours) The first module will focus on the building blocks and the basic theories of Finance. Topics addressed include: Present Value (and Net Present Value) concepts; the basics of stock and bond valuation (including the NPVGO model); capital budgeting (various tools of capital budgeting, and derivation of cash flow for budgeting); portfolio theory; capital structure theory; financial forecasting and management of working capital.

Prerequisites: None

GM 4202 FINANCIAL MANAGEMENT

(1.5 hours) The second module of Finance picks up where the Fundamentals course leaves off. Topics covered include: extensions of asset pricing and capital structure theories (including agency/signaling issues and dividend policy); working capital management theories, and implications of financial market efficiency; financial and real options (including implications for capital budgeting).

Prerequisites: GM-4201

GM 4203 GLOBAL FINANCIAL MANAGEMENT

(1.5 hours) The third module of Finance examines corporate finance issues from managerial and strategic perspectives, and extends the concepts covered in the previous two modules to cross-border settings. Topics addressed include: cross-border capital budgeting; foreign exchange risk management (including currency swaps); domestic and cross-border corporate valuation; corporate valuation in high growth/high technology/dotcom settings).

Prerequisites: GM-4202

GM 4210 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; and the respective adjustment mechanisms in response to fiscal and monetary policy changes.

Prerequisites: None

GM 4300 DATA ANALYSIS

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

Prerequisites: None

GM 4319 GLOBAL OPERATIONS MANAGEMENT

(1.5 hours) This course provides an overview of the design, control, and improvement of manufacturing and service productions systems. Topics include operations strategy, product design and process selection, quality management and statistical process control, materials requirements planning, lean thinking, theory of constraints, service delivery and service quality, and global supply chain management.

Prerequisites: GM-4300

GM 4402 GLOBAL ENTERPRISE

(1.5 hours) This course focuses on the many aspects of creating and growing venture. The concepts of going to market, competitive sustainability and building a company to last are discussed along with the aspects and characteristics of global entrepreneurs and opportunity analysis are discussed in both an individual and corporate setting as are global ethics, citizenship and intrapreneurship (corporate venturing).

Prerequisites: None

GM 4403 GLOBAL ENTERPRISE

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

Prerequisites: None

GM 4450 GLOBAL BUSINESS LEADERSHIP FOR THE 21ST CENTURY

(3 hours) Foundations for Global Business Leadership serves as an introduction to the Global MBA On-Demand program. As such, we will examine the changing international business environment. Our goal is to begin the program's process of understanding the dynamics of the global political economy, examining its effects at the firm level, and identifying skills managers need to function effectively in this environment.

Prerequisites: None

GM-4463 GLOBAL ORGANIZATIONAL BEHAVIOR

(1.5) The objective of this course is to help students enhance their skills to become more effective managers. The course focuses on human behavior in organizations when people work independently and in teams.

Prerequisite: None

GM 4464 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; traditional and emerging models of organizations; organizational culture; leadership; employee skills and motivation; reward systems; and change management.

Prerequisites: None

GM 4468 COMPETING THROUGH STRATEGY

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

Prerequisites: None

GM 4501 GLOBAL MARKETING STRATEGY

(1.5 hours) This course focuses on developing competitive advantage by creating customer value. An understanding of customer relationships and their strategic implications is developed within the context of competitor and value-chain relationships. Emphasis is placed on: (1) developing an understanding of the analytical and managerial decision tools for creating competitive advantage, and (2) understanding the similarities and the differences in domestic and global marketing.

Prerequisites: None

GM 4505 GLOBAL MARKETING

(3 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 analysis, competitor analysis, 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 4600 REGIONAL BUSINESS ENVIRONMENT: ASIA
GM 4620 REGIONAL BUSINESS ENVIRONMENT: EUROPE
GM4640 REGIONAL BUSINESS ENVIRONMENT LATIN AMERICA
GM4650 REGIONAL BUSINESS ENVIRONMENT AFRICA

(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 eight factors that shape or reflect the operational realities of management and business, including: Patterns of historical development cover political, social and economic events and structures. Geographic environment involves human and economic geography, covering population and natural resource distributions, regional financial and trade centers, and transportation systems. Political environment includes government structure, state role, interest groups, political parties and the policy-making process. Cultural traditions cover religious traditions and socio-cultural dimensions that have a direct impact on business operations. 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.

Prerequisite: GM-4000

GM 4800 CROSS-CULTURAL COMMUNICATION

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

Prerequisites: GM-4000

GM 4801 GLOBAL NEGOTIATIONS (1)

(1.5 hours) This course will focus on the introduction of negotiating in the global context. Students will participate in a variety of hands-on activities, such as scenario-driven discussions, case discussions, and student-to-student negotiation exercises.

Prerequisites: GM 4800

GM 4802 GLOBAL NEGOTIATIONS (2)

(1.5 hours) This course will continue into the advanced skills of negotiating in the global context, with students participating in a variety of hands-on activities, such as scenario-driven discussions, case discussions, and student-to-student negotiation exercises.

Prerequisites: GM-4801

GM 5470 GLOBAL STRATEGY

(1.5 hours) This capstone course helps the student understand the problems faced by, and the decisions made by, executive managers who have to balance the needs and desires of shareholders, customers, and employees with the requirements of local country mores and government regulations. It requires consolidation of skills and knowledge from a variety of disciplines including management, finance, marketing, and ethics. The course uses the case study approach supplemented by readings and lectures. The cases are directed toward evaluating the conflicting pressures that managers encounter, rather than a detailed analysis of a particular facet.

Prerequisites: GM 4464 and GM 4468

GM 5486 GLOBAL LEADERSHIP

(1.5 hours) This course provides practical insights into those factors, both external and internal, which impact leadership effectiveness. Topics covered include the achievements of leaders, characteristics of leaders, leading across cultures, leading change and relationship between leaders and followers.

Prerequisites: GM 4464 and GM 4468

INDIANA UNIVERSITY–KELLEY DIRECT COURSES

BUKD-C511 LEADING CHANGE

(1.5) Today's business environment forces executives to use every tool at their disposal to create and maintain an effective and adaptable organization. A major source of effectiveness and adaptability is the way in which the company's efforts are organized—its systems, structures, management process, rewards and strategies. The primary job of senior management today is to design, build, and operate organizations that function effectively. What this means is that the organization is in a constant state of change. Understanding the change process is vital. Knowing the roadblocks to effective change is very important. The role of the manager as a change agent becomes critical. Often the problems arise not from the change itself, but the process of making the change. Individuals resist change. It is a natural phenomenon. How and why this change manifests itself is a central issue in this course. Developing the skills to move through the change process not knowing what roadblocks one might encounter is becoming incredibly valuable.

BUKD-C512 MANAGING IN A TEAM-BASED ENVIRONMENT

(1.5) In the search for sustained competitive advantage, firms have established "high-involvement organizational structures and processes that draw heavily upon employee efforts, skills and abilities to attain corporate objectives. In particular, managerial efforts have centered on the design, development, and administration of team-based initiatives. This course introduces students to key managerial practices and principles that help establish and maintain effective team-based organizations. Students learn how to manage team-based organizations designed to contribute to different types of performance objectives: cost reduction, quality improvement, new product development, mass customization, and process re-engineering. These lessons are applied to manufacturing, service and not-for-profit organizations. Finally, the "basics" of team management are covered: to staff teams, facilitate team development, and lead teams for effective performance.

BUKD-C515 HUMAN RESOURCES

(1.5) This course is designed to introduce and analyze human resources management utilizing an employment life cycle approach. Particular emphasis is placed on the legal environment inextricably intertwined with human resources management and the effect this relationship has on human resource practice. Human resources strategy and the function of human resources within the organization is also explored, focusing on employment law as a component in business strategy that should be utilized to solve issues both creatively and effectively.

BUKD-C520 QUANTITATIVE ANALYSIS

(3.0) In this course, we enhance the student's statistical and mathematical modeling skills covering the following topics: (1) probabilistic decision making, (2) regression analysis, (3) forecasting (4) simulation with @RISK (5) optimization modeling with the EXCEL Solver, (6) making decisions when multiple objectives are involved, and (7) using neural networks to improve forecasting. Applications from all major functional areas will be discussed.

BUKD-C521 MANAGING ACCOUNTING INFORMATION

(3.0) Provides a user-oriented understanding of how accounting information should be managed to ensure its availability on a timely and relevant basis for decision-making. The first part of the course reviews financial accounting and reporting while the second part of the course focuses on cost-benefit analysis for evaluating the potential value-added results from planning, organizing and controlling a firm's accounting information. The use of cases, forum discussions and computer support is used extensively.

BUKD-C522 INFORMATION TECHNOLOGY FOR MANAGERS

(3.0) Study of information systems management issues including enterprise support applications, systems acquisition and implementation practices, facilitating end-user support and telework and e-business opportunities. Readings and case analysis and one team project.

BUKD-C530 ECONOMICS

(3.0) Economic decision making in the business firm, the strategic interaction of business firms in industries, the purchasing and behavior of individual consumers and consumers as a group, and the influence of public policy on market outcomes. Development of a fluency with the language of economics and a strong "economic intuition," understanding of selected economics-based decision-making tools and the impact and interaction of the structure of an industry on competition, analysis of intra-industry rivalry, and improved understanding of public policy issues. Emphasis on the logical foundations of economic analysis and managerial decision making. Will promote understanding and application of various quantitative measures.

BUKD-C540 FINANCIAL MANAGEMENT

(3.0) Provides a working knowledge of the tools and analytical conventions used in the practice of corporate finance; establishes an understanding of the basic elements of financial theory to be used in application of analytical reasoning to business problems; and explores the interrelationship among corporate policies and decisions. Course work will include problem sets, study group preparation of executive summary memos and critiques, and use of PC spreadsheets to develop a planning model for a case focusing on funds requirement.

BUKD-C550 BUSINESS LAW

(3.0) The objective is to provide the student of management with a basic knowledge of the American legal system, the legal process and relevant substantive law which is necessary to making informed and effective business decisions. The law develops and evolves in response to changing social, economic, political, and technological forces, and business decisions often carry long-lasting as well as delayed effects. This course emphasizes the study of the law of torts, contracts, and product liability. It is hoped that consideration of a study of these legal principles will give prospective managers insight into the dynamics of the legal process to enable them to predict as soundly as possible the future legal environment in which their present decisions will bear fruit.

BUKD-C562 DEVELOPING STRATEGIC CAPABILITIES

(3.0) This course offers an introduction to tools for strategic management. It provides an introductory review of the complexities involved in determining long-term strategies. Rather than assessing the firm's environment in terms of broadly defined opportunities and threats, we will examine the dynamics of the competitive environment, how both the pace and direction of industry change are influenced by the resources, capabilities, and competitive interaction of rivals. The course uses discussion forums, team projects, and an interactive simulation.

BUKD-C563 ENTERPRISE CAPSTONE

(3.0) Business development and venturing is the vehicle for our integrative capstone courses. Employing the tools learned and practiced throughout their program, students will work in small teams to develop business plans for new businesses, or entrepreneurial activities within larger organizations. There is also a business computer simulation that is designed to integrate the knowledge, skills and abilities learned in the program. Readings and other course materials will be assigned by the faculty instructor.

BUKD-C570

STRATEGIC MARKETING MANAGEMENT

(3.0) An introduction to the process of creating a market-driven organization. Specific topics include marketing strategy, market research and analysis, and the development of products and services, pricing, distribution and promotion. The course employs lecture, classroom discussion through threaded discussion forums, case analysis and field research projects.

BUKD-C571 MARKETING RESEARCH FOR DECISION MAKING

(1.5) 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.

BUKD-C580 OPERATIONS MANAGEMENT

(3.0) Surveys the management of operations in manufacturing and service firms. Diverse activities, such as determining the size and type of production process, purchasing the appropriate raw materials, planning and scheduling the flow of materials and the nature and content of inventories, assuring product quality, and deciding on the production hardware and how it gets used, comprise this function of the company. Managing operations well requires both strategic and tactical skills. The topics considered include process analysis, workforce issues, materials management, quality and productivity, technology, and strategic planning, together with relevant analytical techniques. The course makes considerable use of business cases. Most classes will be spent discussing the cases assigned. For each case, students will be asked to review actual company situations and apply technical and managerial skills to recommending courses of action. Most cases will be taken from manufacturing, but some will be service-oriented. Several of the cases will focus on international companies or issues.

ACADEMIC DATES AND DEADLINES

WEEK	MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5
1					
2					
3					
4	Deadline to withdraw from 1 st half classes*	Deadline to withdraw from 1 st half classes*	Deadline to withdraw from 1 st half classes*	Deadline to withdraw from 1 st half classes	Deadline to withdraw from 1 st half classes*
5					
6					
7	Exams; Deadline to withdraw from <u>3 credit hour classes*</u>	Exams; Deadline to withdraw from <u>3 credit hour classes*</u>	Exams; Deadline to withdraw from <u>3 credit hour classes*</u>	Exams; Deadline to withdraw from <u>3 credit hour classes*</u>	Exam; Deadline to withdraw from <u>3 credit hour classes*</u>
8		Deadline for students to submit required assignments to faculty in order to resolve incomplete grades from the previous trimester	Deadline for students to submit required assignments to faculty in order to resolve incomplete grades from the previous trimester	Deadline for students to submit required assignments to faculty in order to resolve incomplete grades from the previous trimester	Deadline for students to submit required assignments to faculty in order to resolve incomplete grades from the previous trimester
9				Submitt Graduation Petition <i>(always a module before actual graduation)</i>	
10			Graduation Booklet		
11	Deadline to withdraw from 2 nd half classes*	Deadline to withdraw from 2 nd half classes*	Deadline to withdraw from 2 nd half classes*	Deadline to withdraw from 2 nd half classes;*	Deadline to withdraw from 2 nd half classes*
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 Bulletin for more information on discharging incomplete grades.

ACADEMIC REGULATIONS

Thunderbird policies, regulations and graduation requirements apply to all students who matriculate under this Student Catalog.

The Registrar is responsible for maintaining the policies and integrity of the Thunderbird degree. From time to time, the School may be required to make changes to policies outlined in the Catalog; the Registrar's Office will notify students if there are any changes to existing policies.

Students are encouraged to consult with Global MBA On-Demand Office or the Registrar's Office regarding academic policies, procedures, and regulations in this Catalog. **An individual employee (staff or faculty) of Thunderbird does not have the authority to override or change Thunderbird policies, course prerequisites, graduation requirements or regulations.**

CREDIT HOURS AND COURSE LOAD

The maximum number of credit hours per module that a student may take is 15 hours in the Fall, Spring and Summer modules. The maximum number of credit hours per half module is 9 hours.

FIVE-YEAR RULE

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

CROSS REGISTRATION

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

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

Students must submit a petition to cross register and course enrollment contract to the Registrar's Office a minimum of six (6) weeks prior to the start of the course. Eligibility to participate is subject to final approval by the academic director of the receiving program.

Per U.S. immigration policies, International students are limited to 3 credits of online courses per trimester. A student considering registering for an online course must consult with an AIS Advisor prior to enrolling to ensure adherence to academic and immigration guidelines.

Students on a registered internship are limited to 3 credits of online courses during their internship.

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

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

Students in the On-Demand and Post-MBA On-Demand programs must submit a petition to the Registrar's Office to begin the process. Students participating in Indiana University-Kelley Direct/Thunderbird and the Purdue programs are not eligible to transfer to the Full-Time program.

The deadline to submit the petition is ten (10) weeks in advance of enrolling in the new program's courses. The transfer will take effect at the beginning of the student's next term of enrollment.

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

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

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

TRANSFER OF CREDITS

The Global MBA On-Demand and Post-MBA On-Demand curriculum is delivered in a lock-step format. For this reason, no transfer credits are accepted into these programs.

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.

GRADING REGULATIONS

GRADING SYSTEM

Grades are given and recorded as follows:

A	=	4	C	=	2	P	=	Pass
A-	=	3.7	C-	=	1.7	W	=	Withdrawal
B+	=	3.3	D+	=	1.3	I	=	Incomplete
B	=	3	D	=	1	NC	=	No Credit
B-	=	2.7	D-	=	0.7			
C+	=	2.3	F	=	0			

- Only courses completed with C- or better are acceptable in satisfaction of graduation requirements.
- If a student receives a grade lower than C- in a required course or a prerequisite course, the student must repeat the course before going on to the higher level.
- Students are eligible to receive federal financial aid for up to two repeated courses. Students should be aware that this may have an adverse effect on future federal aid, their anticipated graduation date, and visa status.
- Students may consult their financial aid counselor so they are fully aware of their situation and are able to plan accordingly.

GRADE CHANGES

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

DISCHARGING INCOMPLETE GRADES

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

- A grade of "I" in a prerequisite course does not qualify as having completed that course for prerequisite purposes. The student will not be able to advance to the next level core 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 module (Spring, Summer, or Fall) for the course (s) in question regardless of a student’s enrollment status. If the requirements are not fulfilled according to this schedule, the Incomplete is converted to a failing grade (F) which cannot be changed.
- A degree or certificate may not be conferred to a student who has any grade(s) of Incomplete. Students with incomplete grades 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 removing the Incomplete within the scheduled timeframe. The instructor may impose additional restrictions, but may not allow additional time for completion of the course requirements or add additional requirements.

ACADEMIC/GRADE APPEALS

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

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

CONDITIONS FOR AN APPEAL

- Student acted in good faith per their Thunderbird Catalog and the faculty’s instructions to the class.
- Professor did not follow the grading process and criteria presented in the course syllabus. Any changes to the syllabus should be made by the beginning of the 2nd week of courses.
- There has been a significant departure from school policy or published schedule.
- Evidence of bias or prejudice.
- For all other situations the student should seek clarification from the Vice President of 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 with 14 school days after being contacted by electronic mail or request for an appointment, the student may move to step 2.

Step 2: If not resolved, or the faculty member cannot be contacted, the student should discuss the situation with the Dean of Faculty, who will try to help the student and the faculty resolve the situation. The Dean of Faculty will facilitate a response from the relevant faculty member(s) in the event that it is still necessary. The role of the Dean of Faculty, 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 Vice-President of Distance Learning Programs or designee. The formal appeal may be submitted either by letter or by electronic mail with a Word document attachment **Students seeking a grade change must make the formal appeal within 45 days of the beginning of the next module.**

The Vice-President of Distance Learning Programs or designee will appoint an individual to gather all pertinent information to be presented to a committee. The Vice-President of Distance Learning 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 faculty, care should be taken in avoiding conflicts of interest. The Dean of Faculty, Vice-President of Distance Learning Programs, and all other staff members involved are non-voting members. The committee will review the appeal, and the Vice-President of Distance Learning Programs 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 Thunderbird appeals process.

Step 4: If, after receiving the written decision from the VP of Distance Learning Programs, the student or faculty feels that a procedural error was made by the Academic 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 errors only.

POTENTIAL OUTCOMES

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

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

*Arizona State Board for Private Post-Secondary Education
1400 W. Washington, RM 260
Phoenix, AZ 85007
602-542-5709
Fax: 602-542-1253
<http://azppse.state.az.us>*

ACADEMIC STANDING REGULATIONS

This policy was approved by the Faculty Senate and pertains to all students regardless of degree program or admission status. Academic standing is official and effective when posted by the Registrar's Office at the end of the module/term (standing are not calculated mid-term or following Winterim/Summerim 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 academic good 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 cannot 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 module, the student:

- fails to achieve a cumulative grade point average of 3.000; or
- receives a grade of Incomplete ("I") in nine or more credit hours; or
- receives a failing grade ("D+" or lower) in one or more courses; or
- receives a grade of No-Credit ("NC") in a requirement for graduation; or
- receives a sanction from judicial, disciplinary or honor council proceedings

A student on academic probation:

- may be required to repeat courses
- may be restricted to a maximum course load
- must contact the Registrar or designee to sign an Academic Standing Enrollment Contract indicating the courses in which he/she must/will enroll for the probationary term. By signing the Academic Standing Enrollment Contract the student indicates an explicit understanding that failure to comply with the terms of the contract, including the attainment of a minimum cumulative grade point average of 3.000, may result in academic suspension;
- is not eligible for cross-registration or program transfer
- may jeopardize his/her financial aid eligibility
- forfeits scholarship support for the term/module on probation
 - Students who do not maintain the applicable GPA stated in the Scholarship Governing or who are placed on probation forfeit scholarship support for the trimester 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 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 probationary student fails to bring his/her cumulative GPA to a minimum of 3.000 at the end of the next Spring, Summer, or Fall term for which the student is registered for any courses.

- A student academically suspended may not be enrolled in any Thunderbird courses in any status, nor receive any credit for courses taken at other institutions.
- Suspended students may not receive any Thunderbird services including but not limited to housing, career services, computer use, MTB (to include lifetime e-mail), TLE, Access Thunderbird, and IBIC resources.
- Scholarships/Grants are voided in the case of academic suspension and will not be reinstated
- Students who are on academic suspension are not eligible for federal financial aid.

A suspended student seeking readmission may reapply after remaining on suspension for 1 to 2 terms, depending on when their next sequential courses are available in the On-Demand program 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 documents, i.e. note from a physician, death certificate, etc.) and what the student would do in the future to increase their chances of success at Thunderbird. The student may make a recommendation to the committee referencing sanctions or why the student should be given an exception to policy.

The student will be notified by the Registrar's Office of the Academic Standing Committee's final decision. If, after receiving the written decision from the ASC, the student feels that a procedural error was made by the committee, the student may submit a final appeal to the Chief Academic Officer & 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 Appeals Committee will stand. The student's academic standing/enrollment will remain unchanged until the academic appeals process is completed.

ACADEMIC DISMISSAL

Dismissal is mandatory when a student's cumulative GPA falls below a 2.500 at the end of a registered module or when a student receives a failing grade in a core course during the second attempt. Only the repeat grade will count towards satisfying graduation requirements.

- A dismissed student is no longer eligible to attend any academic program, nor is eligible to seek readmission to Thunderbird.
- Dismissed students may not receive any Thunderbird services including but not limited to housing, career services, computer use, MTB (to include lifetime e-mail), TLE, Access Thunderbird, and IBIC resources.
- Awards are voided in the case of dismissal and will not be reinstated.
- Students who are on dismissal are not eligible for federal financial aid.
- Students who are on dismissal are not eligible to maintain scholarships.

Students who are dismissed may appeal the decision by submitting a letter to the Registrar's Office addressed to the Academic Standing Committee within 5 business days of the date on the dismissal notification letter.

In the appeal the student should address any mitigating circumstances that may have caused them to do poorly in the course (the ASC reserves the right to require supporting documents, 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 referencing sanctions or why the student should be given an exception to policy.

The student will be notified by the Registrar's Office of the Academic Standing Committee's final decision. If, after receiving the written decision from the ASC, the student feels that a procedural error was made by the committee, the student may submit a final appeal to the Chief Academic Officer & 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 Appeals Committee will stand. The student's academic standing/enrollment will remain unchanged until the academic appeals process is completed.

SCHEDULE PROCEDURES

DROP PERIOD

The Drop period is the first 2 days of the term. No grade will be recorded for these courses when a student leaves the program.

WITHDRAWAL PERIOD

- Student must officially withdraw from courses up to the end of the fourth week for a 1.5 credit hour courses, and the end of the seventh week for 3.0 credit hours courses. Courses of non-standard length will have withdrawal deadlines set by the Registrar.
- The appropriate notation (W) will be entered on the official transcript of the student's records. A grade of "W", however does not affect the Grade Point Average (GPA).
- Withdrawn courses are subject to forfeiture charges. Please see the Tuition & Fees section of this Catalog for more detailed information.

REPEATING COURSES

- The Registrar may permit a student to retake courses for the purpose of meeting requirements or improving a cumulative 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 retaken.
- Federal Financial Aid is available to repeat one course that a student has passed with a grade of B- or below. This will count in the overall total hours attempted and completed but 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.

COURSE ATTENDANCE POLICY

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

- A student must be officially registered for a course in the academic system to receive credit for the course.
- Course attendance policies for officially registered students are set by the assigned faculty or instructor at the beginning of the course and/or in the course syllabus.
- Excused and unexcused absences 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.

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 for a non-emergency absence
 - Student fails to provide sufficient documentation to the Registrar's Office to support family/medical absence

- Student chooses to participate in a non School-sanctioned event that requires the student to miss class(es)
- The Registrar's Office will not notify the faculty of unexcused absences
- Faculty are not obligated to provide special arrangements for students with unexcused absences

GRADUATION REGULATIONS

PETITION TO GRADUATE

- To be approved for graduation, students must petition to graduate by the end of the 11th week of the module 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 module.

MINIMUM GRADUATION REQUIREMENTS

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

GRADE CHANGES IN THE FINAL MODULE

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

THUNDERBIRD OFFICIAL DEGREE CONFERRAL

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

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

It is possible that an act of academic misconduct will remain undiscovered until after a degree is conferred. Thunderbird reserves the right to revoke any degree based on new revelations about issues including, but not limited to, admission credentials, all forms of coursework, research, or final projects.

IUKD OFFICIAL DEGREE CONFERRAL

Specific procedures for IUKD conferral:

1. Thunderbird's Graduation Officer will notify Indiana's Assistant Director of Admissions and Student that graduation for the IU students is upcoming. The program ending is generally in December (Fall) and coincides with the completion of the IU portion of the dual degree.
2. Indiana's Assistant Director of Admissions and Student Services will send specific forms to the students for them to complete and return to Indiana's Registrar's Office. The Registrar's Office will then send a final transcript to Thunderbird's Graduation Officer. There will be no charge to the students for these transcripts. Costs will be assumed by Indiana University.
3. Once the final transcript with Indiana degree is received, Thunderbird will confer the M-GM portion of the degree.
4. Lack of final transcript will be handled the same as normal graduation with conferral not granted until the final transcript is received.

DIPLOMAS

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

NAME CHANGE REQUEST ON A PREVIOUSLY ISSUED DIPLOMA

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

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

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

GRADUATION WITH DISTINCTION OR WITH HONORS

A numerical score is used to determine which candidates will graduate with special recognition. A computed average of 3.800 must be attained for graduation With Distinction and an average of 3.700 to 3.799 for graduation With Honors. In the graduating module, grade changes for that must be recorded in the Registrar's office within 30 days of the graduation date for the grade change to be accepted and processed. Students found in violation of the Honor Code are not eligible to graduate with Distinction or Honors or any other award.

GRADUATION CEREMONY

Commencement ceremonies for On-Demand Program are held at the end of the Global Management for the 21st Century seminar in Spring and Summer modules. Diplomas reflect the actual date of degree completion.

OFFICE OF THE REGISTRAR REGULATIONS

TRANSCRIPT

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

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

NAME CHANGE REQUEST FOR TRANSCRIPT PURPOSES

The following documentation is required for a name change for transcript purposes

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

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

LEAVE OF ABSENCE

The School does not have a formal Leave of Absence policy as defined by federal financial aid regulations. All Leaves of Absence 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 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 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 without leave of absence on record will have their program ended. In order to return, students must apply for reinstatement through the Registrar's Office.

- Students should request a reinstatement the module 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 module 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 Bulletin in effect at the time of re-entry

STUDENT RECORD REGULATIONS

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

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

RETENTION AND SECURITY OF RECORDS

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

- The Director of Human Resources shall be the records manager for records maintained regarding on-campus employment.
- The Registrar shall be the records manager for academic records maintained by the central administration of the School.
- The Registrar shall be the records manager concerning discipline.
- The Director of Alumni Affairs shall be the records manager for the records maintained by the Alumni Office.
- The Director of Operations of the Career Management Center shall be the records manager for records maintained by the Career Management Center.
- The Controller shall be the records manager for records maintained by the Finance and Accounting Office.

- The Director of Financial Aid shall be the records manager for the records maintained by the Financial Aid Office.
- The Vice President for Distance Learning Programs shall be the records manager for the records maintained by the Student Services Office.
- The Academic Program Directors shall be records managers for the records maintained by their programs.
- The Director of Academic and International 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 or previous student who has obtained a loan under the Federal Perkins Loan, Federal Stafford Student Loan, Federal Graduated PLUS Loan and/or Private Education/Alternative Loan Programs.

International students should be aware 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 the 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 his designee, shall create a review panel composed of the Dean of Faculty and two faculty members. 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.
- 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

FEE SCHEDULE

The total cost of the program is US \$68,800, inclusive of tuition, material fees, and ground costs. This amount is non-negotiable and students are required to pay the full amount for this lock-step program.

Thunderbird will bill students on a per-credit-hour basis for tuition and material fees. Tuition, material fees, and ground costs are due by the published and communicated payment deadline each term.

Other fees associated with the Regional Business Environment (RBE), Orientation, and Capstone/Graduation courses will be billed separately and must be paid by the communicated deadline. Students who withdraw from these courses past the communicated deadline will forfeit all or part of these Additional Fees. Students who change/cancel their scheduled on-location courses past the communicated deadline will be assessed cancellation fees as outlined below:

- Regional Business Environment (RBE): \$800.00 (per instance of cancellation)
- Orientation: \$1038.00
- Capstone/Graduation: \$1050.00

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

All fees are subject to Accounting Office verification and are subject to change without notice. The tuition cost 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. The School reserves the right at any time to amend its non-tuition program fees and methods of payment, in addition to any policies regarding program 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 are due by the published deadline each term as communicated by the Accounting Department and published on MTB.
- Only prepayment of tuition and fees not covered by financial aid is permissible. Refunds due to excess student account payments may be assessed a \$30 refund processing fee.
- Employer/Organization sponsored students are required to submit appropriate documentation to accounting@thunderbird.edu at least 30 days prior to the payment due date. Accounting requires a minimum of 10 business days to prepare sponsorship invoices.

The program registration fee of \$4,225 includes a non-refundable ground cost for residence week of \$1,038. Payment of this program registration fee can be made by accessing the on-line payment form link emailed to all admitted applicants.

METHODS FOR PAYMENTS

Money orders, personal, cashier's or traveler's checks, payable to "Thunderbird"; MasterCard, Visa, Discover, and American Express credit cards are all acceptable methods for payment. To pay online via credit card, students can log into "Access Thunderbird" on MTB or through WebAdvisor on 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 charges.

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

LATE PAYMENT POLICY

Because tuition and related fees are due by the published payment deadline each term to Thunderbird, any unpaid balances after the published payment deadline each term 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 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 are expecting US/Thunderbird financial aid are expected to apply for financial aid in a timely manner in order to pay tuition upon the stated due date.

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 Thunderbird 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 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.

CANCELLATION POLICY

The applicant may cancel the enrollment agreement and receive a full refund of all monies paid to date, except for the \$1,038 non-refundable ground cost for residence week, 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 with Mail Services. Thunderbird does not charge students to process a refund via domestic ACH transfer into a 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:

<i>Outgoing Domestic Wire Transfer Fee</i>	<i>\$25</i>
<i>Outgoing International Wire Transfer Fee</i>	<i>\$40</i>

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%

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 within the framework of federal, state and institutional regulations and policies. The goal in the Financial Aid Office is to assist students make the cost of attending graduate school as financially feasible as possible, utilizing government and private resources, as a complement to your resources, to maximize the financial aid options available to the Global MBA On-Demand students for education-related expenses.

We invite you to visit us at any time when you have questions or concerns. We are available in person on a walk-in basis, via email, phone or appointment when 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 institutional scholarships are available, contact the Global MBA On-Demand Office.

OUTSIDE SCHOLARSHIP OPPORTUNITIES

National Society of Hispanic MBAs

<http://www.nshmba.org/scholarship/> Application period is February 1 through April 30

Datatel Scholars Foundation

www.datatel.com/dsf Application period is September 1 through January 31

PERSONAL RESOURCES

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

VETERANS BENEFITS

Thunderbird participates in the new Yellow Ribbon Program and has a Thunderbird Veteran Representative in our Registrar's Office to assist veterans with this program or other veteran's benefits. Please contact the representative at Veterans@t-bird.edu for further information and how to proceed if you are a qualified, eligible veteran.

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 for your program or on the MyThunderbird Financial Aid page (<https://secure.thunderbird.edu/FinancialAidDataForm2.aspx>).

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 the receipt of funds is submitted to Thunderbird, applied toward your student account 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 Direct 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 Direct 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 Direct 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 Direct Unsubsidized Stafford Loan borrowers at Thunderbird must complete a Federal Direct Stafford Loan Application/Master Promissory Note, if done as part of Federal Direct Subsidized Stafford application process, no further action required (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 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 made on time once in repayment.

- First-time Federal Direct 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 Direct 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 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 current 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 a reminder 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, 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/empr/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 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. 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.

- 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 any loan request.

STEP 2: Lender Research and Completing the Self-Certification Form

The Private Lender Information section on the Thunderbird Financial Aid MTB page is where you are able to 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.

OTHER FUNDING SOURCES

- Savings/Assets Relatives
- Personal Budget/Expense Reductions

VETERANS BENEFITS

Thunderbird participates in the new Yellow Ribbon Program and has a Thunderbird Veteran Representative in our Registrar's Office to assist veterans with this program or other veteran's benefits. Please contact the representative at **veterans@thunderbird.edu** for further information and how to proceed if you are a qualified, eligible veteran.

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 you have selected which two trips you will be attending and wish to borrow funds to assist with these costs, please **submit a Loan Request Form 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 week of each term of study or within a week of being notified of an award by the Distance Learning Office.

FEDERAL FINANCIAL AID ELIGIBILITY

- Federal financial aid is available for meeting graduation requirements only.
 - A student must be enrolled for a minimum of 6 credit hours to qualify for federal financial aid so if only 3 credit hours of required courses are needed, federal financial aid is not available, regardless of the number of courses taken.
 - Example: a student has 6 hours remaining, is within the applicable # of hours for program of study and plans to take 9 credits; only 6 credit hours of tuition, books and supplies expenses are eligible for federal financial aid. The tuition costs for 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 Perkins Loan
 - d. 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 Bulletin. 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 (3.00 cumulative GPA or higher) for the Global MBA On-Demand program.
- Successfully complete 24 credit hours of unrepeated coursework during Terms 1 through 3.

CREDIT HOUR INFORMATION & REQUIREMENTS

- All students will be required to successfully (3.0 GPA or better) complete all courses per trimester to maintain progress toward renewal of federal aid eligibility.
- Global MBA OnDemand students are eligible for aid up to completion of 46.5 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 Bulletin 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 - Global MBA On-Demand 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 applicant 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 worksheet 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, you are responsible to pay your bill by the first day of classes. Your financial aid would then be refunded to you.**

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 the Online Entrance Counseling link 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, including one trip abroad, for 2010-2011 for students beginning in Fall (3 terms) is about \$37,410 and those beginning in Spring (2 terms) is \$25,530. Additional aid is available for the subsequent academic year.

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 On-Demand program is expected to be \$61,000 for those that borrow. The minimum annual salary required to pay off this amount of debt within a standard 10 year repayment period is US\$108,135. 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 monthly payment of \$740.

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 obtained via Thunderbird, 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 *Bulletin*, maintain a minimum 3.000 cumulative grade-point average and successfully complete the applicable number of credits as outlined for your program of study. See the section on *Satisfactory Progress* in this document.
8. You agree to accept the responsibility for timely repayment of any loans awarded to you, complete the on-line entrance counseling (as directed in previous financial aid correspondence) prior to the Financial Aid Office 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 *Bulletin* 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.
- 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.naceweb.org. The purpose of these standards is to assure that both students and employers appropriately conduct their employment-related activities.

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

Any breach of these standards will automatically lead to a temporary suspension of recruiting privileges for a student, and a timely review of the situation by the Senior Vice President for Academic Program 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 Senior Vice President and/or the Associate Vice President will have the authority to impose appropriate sanctions, including the permanent suspension of future recruiting privileges for the student.

Examples of offenses that may lead to such a suspension include, but are not limited to, the following:

- Declining an Internship or full-time job offer after accepting the initial offer.
- Engaging in any act of intentional misrepresentation designed to convey false information to an employer concerning job-related qualifications.
- Engaging in any unprofessional conduct which intentionally seeks to defame, disqualify or otherwise harm the job prospects of other Thunderbird students or alumni in the job-search process.
- Engaging in any unprofessional conduct which harms or damages the employer relationship with Thunderbird or the CMC.
- Failure to attend confirmed initial interviews.
- Failure to attend confirmed 2nd (or flyback) 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 can not 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 CENTRE (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.

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 Assistant".

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 back files 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.

DISABILITIES AND SPECIAL ACCOMMODATIONS

The policy of the School is to comply with all laws and regulations concerning equal opportunity and equal access to persons applying for admission, access, and treatment in School programs and activities. Students should register for disabilities services in the Human Resources Office and those requiring special housing accommodations should contact Housing Services.

EQUAL OPPORTUNITY POLICY

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

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

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

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

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

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

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

*Office for Civil Rights/Denver
U.S. Department of Education
1244 Speeder Boulevard
Cesar E. Chavez Memorial Building, Ste. 310
Denver, CO 80204
Tel: (303) 884-5695
Fax: (303) 884-4303*

GRIEVANCE PROCEDURE

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

INFORMAL PROCEDURE

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

FORMAL PROCEDURE

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

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

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

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

*Arizona State Board for Private Post-Secondary Education
1400 W. Washington, Room 260
Phoenix, AZ 85007
Telephone: 602-542-5709
Fax: 602-542-1253
Web site: <http://azppse.state.az.us>*

INSTITUTIONAL MARKETING AND BRAND MARKETING

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.

THUNDERBIRD COMMUNITY REQUIREMENTS

THUNDERBIRD CODE OF HONOR AND CONDUCT

If matriculated at Thunderbird, each student must actively abide by and support the Thunderbird Honor Code. More detailed information about the Code of Honor 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 corresponding to that of a senior executive throughout the period of their study. In doing so, the student helps protect the institution and their investment in education.

Students are expected to treat all students, faculty, staff, employees of the School and any company/organization representative on campus for recruiting, presentation or recognition purposes with courtesy and in a professional manner. Verbal and/or physical threats or actions will not be tolerated at Thunderbird. Students who have concerns or complaints about the behavior of students, faculty or staff should submit a written letter or electronic communication to the Vice President for 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 Honor Code violations that will be used in most situations. The Vice-President for Distance Learning Programs 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 for an interim period shall be provided an opportunity to respond to the allegations of misconduct to the Vice-President responsible for the academic program no later than three (3) school days following the effective date of the interim action.
- The immediate-action withdrawal or restricted access shall remain in effect until a final decision has been made on the matter unless, before a final decision is made, the Chief Academic Officer & Dean 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 Regional Business Environment courses are bound by the policies set forth in this Catalog regarding alcohol usage as well as the laws and regulations of the host nation.

THUNDERBIRD ALCOHOL POLICY REGULATIONS

The sale, distribution, and/or consumption of alcoholic beverages in or on Thunderbird owned or leased property is strictly prohibited except for areas mandated by the School's liquor license or areas designated for personal consumption. A complete list of designated areas can be obtained from Chartwells when students register an alcohol event.

THUNDERBIRD PUB RULES AND REGULATIONS

- No alcoholic beverages are to be taken off the patio and no alcohol may be brought in from outside the Pub. Violation of this rule carries a \$750 state fine.
- Everyone purchasing or consuming alcohol must be over the age of 21, and at all times be able to present an ID that is accepted by state law. This includes a U.S. driver's license, a passport or military ID card.
- By state law, Pub staff are required to refuse service to intoxicated individuals and escort them off the premises. If problems arise from this situation, Thunderbird Security will be brought in to assist in the process and a report will be filed with the Registrar regarding conduct of the student in question.
- All students are responsible for their guests' conduct while at the Pub as well as on campus.
- Any intentional damage to Pub property or verbal abuse toward Pub staff will result in a report being filed with the Vice President of Student Services & Program Support and appropriate action will be taken.
- "Last Call" at the Pub is at 1:30 a.m.
- State law requires patrons to be outside the Pub by 2 a.m. and outside the patio by 2 a.m.
- Smoking is prohibited inside the Pub and within 20 feet of the entrance.

THUNDERBIRD CONTROLLED SUBSTANCE POLICY REGULATIONS

The term “Controlled Substances” is defined as drugs whose general availability is restricted; any one of a number of drugs or other substances which are strictly regulated or outlawed because of their potential for abuse or addiction. Such drugs include those classified as narcotics, stimulants, depressants, hallucinogens, and cannabis. The definition includes prescription drugs but does not include alcohol. The classification of Controlled Substances are defined by schedules in 21 U.S.C Chapter 13 (www.usdoj.gov/dea/pubs/csa/812.htm#c).

POSSESSION OF ILLEGAL DRUGS

A.R.S. 13-3411(F) requires school officials to report the possession, use, sale or transfer of marijuana, peyote, dangerous drugs or narcotic drugs in a drug free school zone to local law enforcement. Also requires reporting for the sale or transfer of prescription drugs.

The following actions are prohibited by Thunderbird:

- Use or possession of any drug or controlled substance, or drug paraphernalia, on Thunderbird property or in the course of a Thunderbird program or activity or student organization activity, contrary to law. It is not a violation of Thunderbird regulations for students to possess such controlled substances if they are possessed under the terms of a valid and legal prescription for such drugs or controlled substances
- Use of Thunderbird facilities to manufacture, process, or distribute any drug or controlled substance contrary to law
- Sale, gift, or transfer of drugs, controlled substances, or drug paraphernalia to Thunderbird students, whether or not such sale, gift, or transfer occurs on university property or in the course of a university activity or student organization activity

REGIONAL BUSINESS ENVIRONMENT

Participants in Regional Business Environment are bound by the policies set forth in this Catalog regarding the possession and/or use of controlled substances, as well as the laws and regulations of the host nation.

MEDICAL MARIJUANA

Arizona state law (A.R.S. 13-3405) prohibits the possession, use, sale, or transportation of marijuana, which includes marijuana intended for medicinal use. As a recipient of federal Title IV financial aid funding, the School must adhere to its designation as a drug-free campus. Violation of this designation could jeopardize the availability of federal funding for students.

The State of Arizona does not recognize the Medical Marijuana Registry Identification Card. Possession of a valid and appropriately held Medical Marijuana Registry Identification Card issued in a state which allows medicinal use does not authorize an individual to possess, use, or distribute marijuana in any School dormitory, on school-owned property or in any public area of the campus. On-campus residents who receive a valid Medical Marijuana Registry Identification Card during the term of their housing contract will no longer be eligible to live on-campus and may submit a request to the General Manager of Housing Services or his/her designee to be released from the contract without financial penalty.

FEDERAL AND STATE SANCTIONS FOR CONTROLLED SUBSTANCE-RELATED OFFENSES

- The following information concerns state and federal criminal penalties related to drug possession or use:
 - All students are reminded that conviction under state and federal laws that prohibit controlled substance-related conduct can result in fines, confiscation of automobiles and other property, and imprisonment. In addition, licenses to practice certain professions may be revoked, and many employment opportunities may be barred.
 - In addition, a student will be ineligible for financial aid if the student is convicted of an offense under federal or state law involving possession or sale of a controlled substance, provided the conduct occurred while the student is enrolled and receiving financial aid. Ineligibility will run from the date of conviction for the following periods of time:
 - For drug possession: a first offense carries a one-year disqualification, a second offense carries a two-year disqualification, and a third offense makes the student ineligible indefinitely
 - For sale of a controlled substance: a first offense carries a two-year disqualification, and a second offense makes the student ineligible indefinitely
- A student can regain eligibility by successfully completing an approved drug rehabilitation program.

THUNDERBIRD SANCTIONS FOR VIOLATIONS OF ALCOHOL AND DRUG-FREE CAMPUS POLICY

Thunderbird may discipline a student for acts of personal misconduct when the acts occur in the course of School-related activities/programs that are being conducted on or off the Glendale campus or if the acts relate to the security of the Thunderbird community or the integrity of the educational process. Such acts include, but are not limited to, unauthorized use/possession/sale of alcohol and/or controlled substances, drug trafficking, etc.

The School is authorized to impose any of the following sanctions for acts of personal misconduct:

- Reprimand and warning
- Disciplinary probation
- Restitution
- Participation in a specific program (such as drug education or counseling)
- Provision of a specific service
- Expulsion from student housing
- Transfer to a different residence hall or housing unit
- Suspension from Thunderbird (all campuses)
- Expulsion from Thunderbird (all campuses)

Sanctions in each case are made only after a hearing and a determination of responsibility. Sanctions will vary depending upon the nature and circumstances of the offense and the student's record.

NOTE: Both campus disciplinary charges and criminal charges may be filed for the same action. Students may be subject to sanctions by both the campus and the courts for the same action.

DRUG AND ALCOHOL COUNSELING, TREATMENT, AND REHABILITATION PROGRAMS

Students with alcohol or drug related problems may be referred to or seek assistance from the Full-Time Programs Office. Please see the chart below for emergency help.

CONTACT NUMBERS FOR EMERGENCIES & CONFIDENTIAL ASSISTANCE

Service	Phone Number
Emergency 9-1-1	9-9-1-1 (on-campus phone)
On-Campus Security	602-978-7223
Care 24/United Healthcare	1-888-887-4114
*City of Glendale/Victims Assistance	623-930-3030 (Mon-Fri, 8am-5pm)
West Valley Advocacy Center	623-930-3720
Southwest Behavioral Health Center	602-285-4288 (to schedule an appt.)
Value Options Crisis Hotline	602-222-9444 (available 24/7)
Empact Suicide Prevention Center	480-784-1500 (available 24/7)

POSSESSION OF WEAPONS

Thunderbird strictly prohibits the possession of illegal or dangerous weapons on the campus. Such weapons include, but are not limited to, revolvers, pistols, BB or pellet guns, stun guns, chemical weapons, knives (other than those used for cooking or small, folding blade pocket knives), slingshots, martial arts weapons, bows and arrows, and others as deemed such by the Director of Campus Security or his designee. Possession or use of firearms, fireworks, ammunition, dangerous chemicals, bombs and incendiary devices on Thunderbird campus is also prohibited by Arizona state law. Any violation can result in immediate referral to the Distance Learning Programs Office, the School's Judicial Board, or the appropriate law enforcement agency.

SEXUAL HARASSMENT AND SEXUAL VIOLENCE

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

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

Sexual harassment is unwelcome conduct of a sexual nature. It includes unwelcomed sexual advances, requests for sexual favors, and other verbal, nonverbal, or physical conduct of a sexual nature. The definition of sexual harassment includes acts of sexual violence. Sexual violence is defined as:

- Any sexual physical contact that involves the use or threat of force or violence or any other form of coercion or intimidation;
- Any sexual physical contact with a person who is unable to consent due to incapacity or impairment, mental or physical. "Incapacity" or "impairment" normally include but are not limited to being asleep or under the influence of alcohol or drugs.

- Non-forcible sex offenses include incest and statutory rape. (34 C.F.R. Part 668, Subpt. D, App.A.)

Thunderbird defines rape as sexual assault involving an act of penetration and considers it to be an especially serious offense. Sexual assault includes both “stranger rape” and “acquaintance rape” (in which the assailant and victim know each other).

Thunderbird is committed to educating the campus community in ways to prevent sexual harassment. The School has an obligation to respond to a complaint whether the complaint is on campus or a complaint of student-on-student sexual harassment that initially occurred off the School's campus, outside 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 sexual assault to campus security and/or the Glendale Police Department. The assault may be reported in person at:

- Thunderbird Security & Safety Department, or by calling 602-978-7223
- A Glendale Police Department precinct, or by calling 623-930-3000
- The Office of Student Services, or by calling 602-978-7332

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.

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 & 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 & Security Office is located near the 59th Avenue entrance to campus and is open 24 hours a day, providing around-the-clock protection and services to the campus community. The primary goal of Thunderbird Safety & Security is simple: **to provide an environment that will enhance each individual's learning experience and complement Thunderbird's educational mission.**

Safety & Security officers conduct vehicle, bicycle and foot patrols on-campus around the clock and are responsible for security and emergency response on the Thunderbird Campus. Safety & Security enforces campus traffic rules and regulations and can issue citations for the protection and safety of the campus community. Violations of law are reported to the City of Glendale Police Department for action. The Safety & Security Office works closely with the local authorities in the investigation and prosecution of crimes and in fire, safety and health-related issues.

CRIME AWARENESS

In compliance with the Crime Awareness and Campus Security Act of 1990, each institution of higher education is required to prepare an annual report listing campus crime statistics. This report is produced in October and made available through the Safety & Security Office.

HOW TO CONTACT THUNDERBIRD SAFETY & SECURITY

Report emergencies and criminal activity to Thunderbird Safety & Security at Ext. 7223. Whenever officers are out in the field, the office phone is forwarded to their cell phone so they will be available at all times. If a security officer is not immediately available or if there is a life threatening emergency, dial 911 for the metropolitan area emergency services network. Contact Thunderbird Safety & Security as soon as possible following your call to 911 so Safety & Security can direct emergency personnel to the desired location.

SECURITY IN RESIDENCE HALLS

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

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

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

OTHER SECURITY MATTERS

LOST AND FOUND

The campus Lost & 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 for 60 days and then stored and eventually sold at the school's Bizarre Bazaar held periodically.

If you have lost or found property, please visit Safety & Security. For more information contact Safety & Security at 602-978-7223.

REGISTRATION AND PARKING DECALS

Students, faculty and staff who operate or park a motor vehicle on campus must register the vehicle(s) and display a current parking decal on the vehicle(s). Students can register their vehicle(s) at the Safety & Security Office. Report transfer of ownership to the Safety & Security Office.

TRAFFIC REGULATIONS

The operation of a motor vehicle on campus is a privilege granted by the administration and is revocable at any time. Parking and traffic regulations are provided to students when vehicles are registered. The speed limit on campus is 15 mph. There are stop signs located at intersections. Speeding or failure to stop at stop signs may result in fines or if unpaid a hold on the student's account.

OUT-OF-STATE STUDENTS

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

SECURITY POLICIES IN OTHER COUNTRIES

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

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

ON-CAMPUS HOUSING SERVICES

REGULATIONS & INSTRUCTIONS

Each residence hall on campus has a smoke/heat detector in it. These alarms are pre-set to fire department specifications. They are very sensitive and can be easily activated. Each detector is wired to an alarm which when activated sounds a loud signal. The alarm automatically notifies a central dispatcher who then calls the fire department and Thunderbird Safety & Security. If you hear an alarm, quickly check your living area. If there is a fire, follow these steps:

- Dial 911 to notify the Glendale Fire/Police Department
- Call Thunderbird Security at ext. 7223
- Alert other students in the area of the fire. Try to put the fire out by using the nearest fire extinguishers. Break the glass if the extinguisher is in a box.

- If a fire extinguisher is used, you must make Safety & Security aware that it needs to be recharged. Do not put the used extinguisher back in the holder or box. If the extinguisher was used on a small, unreported fire, please notify Safety & Security of the fire when asking to have the extinguisher recharged.
- False Alarms: If one of the smoke/heat detectors is accidentally activated, please call Thunderbird Safety & Security at ext. 7223 so the alarm can be reactivated
- Student Responsibility: You should take every precaution against fires
- Do not cook in your room
- Do not tamper with smoke/heat detectors or fire alarm panels in some suites
- Do not burn incense or candles

Students found tampering with detectors, fire extinguishers and other emergency equipment will be reported. It is a violation of state law to tamper with emergency equipment.

USE OF ELECTRICAL APPLIANCES

Hot plates and any similar high-heat electrical appliances, including halogen lamps, are prohibited from use in student quarters. The following appliances may be used:

- Televisions, Radios, Microwaves, Small Refrigerators, Stereos, Clocks, Computers, and Coffee makers.

RESIDENTIAL HALL FURNITURE

Furniture may not be taken outdoors, moved from room to room, or borrowed from other areas.

HOUSEKEEPING

You are responsible for keeping your quarters clean and presentable. The housekeeping staff cleans all residence hall bathrooms and common areas once a week. Cleaning supplies, vacuum cleaners and ironing boards are available from the Resident Assistant (RA). Beds are not to be removed from residence halls. The hanging of clothes, towels, rugs, etc., around the outside of the residence hall rooms is prohibited.

ROOM DAMAGE

Damage and extraordinary wear and tear on your living quarters is chargeable and becomes payable when you settle your account at the time you vacate your room.

STUDENT TELEPHONES

Each room has a telephone. Students may make unlimited local calls at no charge. To make long distance calls, you must obtain a telephone calling card. Students may not add extension phones to their room phones. For more information, call ext. 7510.

MISSING STUDENT POLICY FOR ON-CAMPUS RESIDENTS

The following policy applies to students living in on-campus housing, as mandated by the Higher Education Opportunity Act (HEOA):

Students living on-campus have the option to register a confidential contact person to be notified in case the student is determined to be missing. Only authorized campus officials and law enforcement officers in the furtherance of a missing person investigation may have access to this information.

Campus Security or local law enforcement will be notified if a student is deemed missing, regardless of whether the student has registered a contact person.

Official reports of students believed to be missing for 24 hours must be referred immediately to Campus Security or local law enforcement.

Upon notification, Campus Security will then contact the following campus personnel:

- General Manager, Executive Inn/Housing Services
- Sr. Director of Operations, Full-Time Programs
- Vice-President, Full-Time Programs

Students who wish to submit an anonymous missing persons report may do so through the EthicsPoint link on MTB or by calling the EthicsPoint hotline (1-866-ETHICSP). In an emergency situation, however, students are encouraged to contact Campus Security.

A parent/guardian must be notified if the student is less than 18 years of age and not emancipated.

MEDICAL MARIJUANA

Arizona state law (A.R.S. 13-3405) prohibits the possession, use, sale, or transportation of marijuana, which includes marijuana intended for medicinal use. As a recipient of federal Title IV financial aid funding, the School must adhere to its designation as a drug-free campus. Violation of this designation could jeopardize the availability of federal funding for students.

The State of Arizona does not recognize the Medical Marijuana Registry Identification Card. Possession of a valid and appropriately held Medical Marijuana Registry Identification Card issued in a state which allows medicinal use does not authorize an individual to possess, use, or distribute marijuana in any School dormitory, on school-owned property or in any public area of the campus.

On-campus residents who receive a valid Medical Marijuana Registry Identification Card during the term of their housing contract will no longer be eligible to live on-campus and may submit a request to the General Manager of Housing Services or his/her designee to be released from the contract without financial penalty.

ADMINISTRATION

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT

PRESIDENT

Dr. Angel Cabrera

CHIEF ACADEMIC OFFICER AND DEAN

Dr. David Bowen

CHIEF FINANCIAL OFFICER

Mr. Tim Propp

DEAN OF FACULTY

Dr. Dale Davison

VICE PRESIDENT AND CHIEF DEVELOPMENT OFFICER

Ms. Joan Neice

INDIANA UNIVERSITY – KELLEY SCHOOL OF BUSINESS

DEAN, KELLEY SCHOOL OF BUSINESS

Daniel C. Smith

ASSOCIATE DEAN OF ACADEMIC PROGRAMS

Munirpallam Venkataramanan

ASSOCIATE DEAN OF FACULTY AND RESEARCH

Idalene Kesner

ASSOCIATE DEAN OF INFORMATION TECHNOLOGY

Frank Acito

ASSISTANT DEAN OF FINANCE AND OPERATIONS

Teresa M. Kase

ASSISTANT DEAN OF DEVELOPMENT AND ALUMNI RELATIONS

Rick Dupree

GLOBAL MBA ON-DEMAND PROGRAM ADMINISTRATION

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT

VICE PRESIDENT FOR DISTANCE LEARNING PROGRAMS

Dr. Humberto Valencia

DIRECTOR

Mr. Josh Allen

FACULTY LIASON

Ms. Amy Pate

STUDENT AFFAIRS COORDINATOR

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