



# **GRADUATE STUDENT HANDBOOK**

## **2023–2024**



## Welcome to Thunderbird: A Message from the Director General and Dean

Welcome! Congratulations upon your acceptance to Thunderbird School of Global Management at Arizona State University, home to the world's No. 1 ranked international trade program (QS 2023 International Trade Rankings) at the No. 1 ranked school for innovation in the United States (U.S. News & World Report). We are very excited for you to join our Thunderbird family!

For more than 75 years, Thunderbird has been the vanguard of global leadership and management education. Since 1946, Thunderbird has guided exceptional individuals to shape meaningful and impactful careers globally — whether as entrepreneurs and innovators, leaders of multinational corporations and family businesses, in government, international organizations, or in the non-profit sector.

As students, you are not only joining a program at Thunderbird, you are now a part of our world-renowned institution and, even more so, our magical, beautiful Thunderbird global family. You will learn and embrace the indescribable Thunderbird Mystique, which will also become a part of you. Our global family is committed to a core set of values embodied in our Thunderbird Oath of Honor:

We oppose all forms of corruption and exploitation – We respect the rights and dignities of all people – We advance sustainable and inclusive prosperity worldwide

Today, we live in a time of great upheaval across the globe. The advent of the Fourth Industrial Revolution, also known as 4IR and Industry 4.0, is transforming our lives and presenting seemingly unlimited opportunities to achieve sustainable prosperity and peace in our world. At the same time, reactionary nationalisms and parochialisms pose a fundamental challenge to the progress we have made from decades of global openness and integration, and indeed to democracy itself.

As a new decade unfolds, societies around the world continue to grapple with the need to eradicate systemic “isms” amid ongoing demands for social justice and, more so, to embrace diversity. Organizations across sectors are finally ending exclusionary practices within their walls. We can all see there is much work to do in ensuring we live up to our ideals as a society, as individuals, and as organizations. Meanwhile, the perils of overconsumption and climate change have made our planet ever more fragile, forcing us to face difficult questions about the future of capitalism and global trade even as we innovate sustainability solutions. More than ever, the world needs Thunderbird graduates with contextual digital global mindsets, unparalleled fluencies, and guiding ethical principles to work across cultures, sectors, countries, and boundaries of all kinds.

We have assembled a Task Force on **Global Justice, Equity, Diversity, Inclusion, and Sustainability** (Global JEDIS), composed of representatives from across the Thunderbird global family to support our commitment to advance our core values, partnerships, and empower global leaders and managers who will achieve inclusive, equitable, and sustainable prosperity worldwide.

Furthermore, we will further leverage the experience of Thunderbird Global Development, Thunderbird's A. Masrin Center for Global Entrepreneurship and Family Business, and the Francis and Dionne Najafi 100 Million Learners Global Initiative, among other flagship programs, by launching new education and training initiatives to support inclusive entrepreneurship and innovation in underserved and underrepresented communities.

As we continue to celebrate and honor our historic past, we can now lay claim to the title of the world's most global and digital leadership and management academy. Our vision is a world of sustainable and inclusive prosperity. Our mission is to empower you, our students and learners, and influence all those whom we touch — from our distinguished and incredible alumni to all our prestigious partners to exercise digital global mindsets and to be global leaders and managers for the Fourth Industrial Revolution and

beyond. We are looking forward to the future, and our imperative is to remain the vanguard of the vanguard – as we propel toward the Thunderbird Academy of Intergalactic Leadership, inspired to create more opportunities for students, industry, humanity, and beyond. You are invited not only to be a student, but to co-create the future with us!

Each year, Thunderbird's global family renews the commitment to our Oath of Honor, pledging to always take responsibility for our actions, and to act with honesty and integrity as global citizens and global leaders. We have endeavored to live up to these tenets for over 75 years, but our work in partnership with those ready, willing, and able to build a more just and flourishing world is far from done. This pledge we remake freely and upon our honor.

Those of you who know me know that this commitment to sustainable and equitable prosperity, and to the justice that underpins it, is deeply personal, indeed spiritual. I have full faith in the ingenuity, capacity, and spirit of humanity — it is with that spirit that a loving family from a Unitarian Church welcomed my family and me when we arrived in the United States from Uganda via Italian refugee camps nearly a half-century ago. Join me to make the 21<sup>st</sup> century and beyond a time of transformation for people, prosperity, and peace worldwide.

As a Thunderbird student, it is only natural for you to have questions about the School and our community. This student handbook is designed to help you navigate your way through your entire academic experience as well as the amazing co-curricular and extracurricular opportunities. Please read the handbook and give it your attention; you will be glad you did.

During your program, you will begin to build a network of resources that will help you continue your Thunderbird journey. You will have a chance to interact with fellow T-birds throughout the world and make lifelong friends. Students, faculty, staff, and alumni will be at your side to provide help and perspective and to enrich your experience during your time at the School.

We look forward to supporting you throughout your journey. It will be a transformative experience that you will carry through the rest of your life. Remember! Always act with integrity and compassion – make yourself and us proud.

Welcome home! Welcome to Thunderbird!



**Sanjeev Khagram, Ph.D.**

*Director General and Dean*

*Foundation Professor of Global Leadership*

**Thunderbird School of Global Management**

**Arizona State University**

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## Introduction to Thunderbird

Thunderbird School of Global Management at Arizona State University is the historic leader in global leadership and management education. Founded in 1946, Thunderbird has set the pace in global organizational management training with highly specialized programs combining fundamental business and public administration studies with environmental and cultural studies across all organizational sectors. From its first days as a unique graduate school in the desert, Thunderbird has been the institution where global leaders get future-ready by learning to lead global enterprises that span sectors, borders, and cultures.

A Thunderbird education is designed to prepare bold and progressive thinkers for a world of complex, global organizational leadership. Graduates, affectionately known as T-birds, are agile professionals equipped to thrive in environments that are not always predictable and familiar. Your coursework will be pragmatic and relevant. From the diverse life experiences of your colleagues to case studies that are always global, to applied learning opportunities like Field Seminars and Thunderbird Global Challenge Laboratories, you will have a variety of unique educational experiences to choose from.

Thunderbird has often been called a mini-United Nations because of its diverse and inclusive global student body. The School is also known worldwide for its vast and engaged alumni network of more than 50,000 individuals in nearly 150 nations around the globe. Thunderbird has more than 170 alumni chapters in 70 countries that meet regularly.

At no other time in history has there been a greater need for principled managers who can boldly lead global organizations, work with diverse teams, and integrate far-reaching logistical networks. T-birds are future-ready global innovators who maximize the benefits of the Fourth Industrial Revolution to advance equitable, inclusive, and sustainable prosperity worldwide.



## Handbook Objective

The objective of this handbook is to provide Thunderbird graduate students (including accelerated master's students) information on policies and procedures that must be adhered to in order to successfully complete a graduate degree offered by Thunderbird at ASU. This handbook does not include every Arizona Board of Regents (ABOR) and university policy, nor is it a complete replica of other handbooks or manuals; however, references are made to other handbooks, and links are provided for students to review full details on policies not covered here.



## Thunderbird History

### Thunderbird 1.0

Originally known as the American Institute for Foreign Trade, Thunderbird was chartered on April 8, 1946, at a World War II air base in Glendale, Arizona, called Thunderbird Field, where pilots from around the world came for training during wartime. Three retiring Army Air Force officers, including General Barton Kyle Yount, re-outfitted the airbase to serve the purpose of promoting education, prosperity, and peace and developed an undergraduate school for professionals focused exclusively on international trade and global affairs. The guiding principle established at Thunderbird's founding is best summarized in a phrase coined by original faculty member Dr. William Lytle Schurz, "Borders frequented by trade seldom need soldiers." Many of the first-generation T-birds were U.S. military and veterans who later took up leadership roles in the European Recovery Program, known as the Marshall Plan.

For the next seven decades, students from around the world flocked to the suburban campus, walking past contemporary buildings, the multilingual greetings of the Thunderbird Welcome Wall, and award-winning renovations of some of the base's historic landmarks. From 1946 to 1969, Thunderbird became a truly global institution that brought the world to the desert and nurtured a Global Mindset, leadership skills, and social responsibilities that empowered students to become leaders in their organizations and communities.

### Thunderbird 2.0

In 1970, Thunderbird underwent a momentous transformation by converting into a graduate school, wherein it introduced the Master of International Management degree. Thunderbird created history by becoming the first professional management school worldwide that required knowledge of a second language at the time of admission. The School has often been called a "mini-United Nations" because of its diverse and inclusive global student body.

Thunderbird also became the world's first higher education institution to focus exclusively on international leadership by concentrating its curriculum on a Tripartite approach that included global leadership, management, and business; international political economy and regional business environments; and languages and cross-cultural communications.

Thunderbird enjoyed steady growth, and with that came a sense of identity in the world of international education. By 1976, Thunderbird had graduated over 10,000 students working in over 100 countries. The School was determined to build its strength and reputation throughout the United States and continue to build its presence across the world. On the frontier of movement, Thunderbird hoped to provide the kind of education necessary for an ever-changing international climate.

During this time, Thunderbird traditions created a unique culture that remains strong today. The Pub at Thunderbird became a campus fixture for students, alumni, and the greater community; the Thunderbird Classic Balloon Race was an annual highlight; opening ceremonies kicked off each school year; and the

Parade of Flags became a cherished display of Thunderbird culture during special events – and every convocation ceremony today.

By the close of the 1980s, Thunderbird was rising as a major player in the corporate and academic arenas.

### **Thunderbird 3.0**

In 1994, at the end of the Cold War, Thunderbird began to engage more globally. It established a regional Center of Excellence (COE) in Moscow, which focused on developing business skills. This center was the first non-Russian COE for business skills development in what became the Commonwealth of Independent States (CIS) in Russia. Over the past three decades, Thunderbird trained over 600,000 non-degree-seeking individuals. It had also launched COEs in Geneva, Switzerland, expanding overseas, and increasing foreign student enrollment. Thunderbird's expanding network of Centers of Excellence provides a global presence that sets it apart by facilitating academic offerings in major commercial centers worldwide, connecting and engaging its worldwide alumni network while supporting international recruiting.

The Master of International Management degree for Latin America (later called the Global MBA) leaped into prominence, and executive education soared. In 2010, a new online Global MBA leveraged the successful Global MBA and took further advantage of technology.

In 2015, Thunderbird School of Global Management became a unit of the Arizona State University enterprise, the No. 1 ranked most innovative university in the U.S., bringing with it nearly 75 years of excellence in global leadership and management education as well as international accolades for executive education.

### **Thunderbird 4.0**

In 2018, Thunderbird welcomed Dr. Sanjeev Khagram as its new Director General and Dean, and soon after, the School was awarded and ranked the No. 1 Master of Global Management program in the world (2019, WSJ/THE) under the umbrella of the national No. 1 ranked school of innovation (U.S. News & World Report).

Thunderbird's rich tradition as a premier global institution is stronger than ever today as part of ASU. Thunderbird remains home to a world-renowned faculty of instructors who carry on the traditions that have placed it among the top-ranked global business education institutions and earned the School the perennial support of loyal alumni.

Thunderbird is now known worldwide for its vast and engaged alumni network of more than 50,000 graduates in nearly 150 nations around the globe. Thunderbird has more than 170 alumni chapters that meet regularly in 70 countries.

In October 2019, Thunderbird held a groundbreaking ceremony to celebrate its future 110,000-square-foot new global headquarters in ASU's Downtown Phoenix campus. Two and a half years later, and construction throughout a pandemic, Thunderbird's \$70 million new state-of-the-art global headquarters welcomed the first group of students in the fall of 2021. And in April 2022, Thunderbird officially celebrated the grand opening during its 75th Anniversary Global Reunion, attracting nearly 3,000 alumni and students from countries all over the world.

During the event, Thunderbird unveiled the official name of the building as the F. Francis & Dionne Najafi Global Headquarters, which is named after Thunderbird alumni F. Francis '77 and Dionne Najafi '06 in recognition of their generous \$25 million donation in support of global education. The Global Headquarters

proves to be a physical manifestation of the School's strategy to be the most global and digital leadership and management school in the world.

In the first-ever rankings of their kind, Thunderbird was named No. 1 in the world in international trade by Quacquarelli Symonds (QS), the premier global higher education analyst organization, in 2023. Ahead of 199 other institutions and scoring 100 out of 100 points, this top ranking places Thunderbird ahead of Harvard, MIT, and Stanford, domestically, and Victoria University of Wellington in New Zealand, Nanyang Technological University in Singapore, and University of Cambridge in the United Kingdom, internationally.

Celebrating and honoring our historic past, Thunderbird is better positioned than ever to thrive in the Fourth Industrial Revolution and propel forward into the Thunderbird Academy of Intergalactic Leadership, inspired to create more opportunities for students, industry, humanity, and beyond, and advance inclusive and sustainable prosperity worldwide.

### **Thunderbird Centers of Excellence**

Thunderbird currently has a global network of regional Centers of Excellence operating in major cities positioned strategically around the world, with plans to expand. Thunderbird already has a physical presence in Geneva, Dubai, Tokyo, Jakarta, Nairobi, Seoul, Bogota, Mumbai, Amsterdam, Los Angeles, and Washington, D.C. The Thunderbird Global Headquarters in Phoenix, AZ, serves as a central nexus that connects the hubs in other regions of the globe to the School's home base using the latest communication technology.

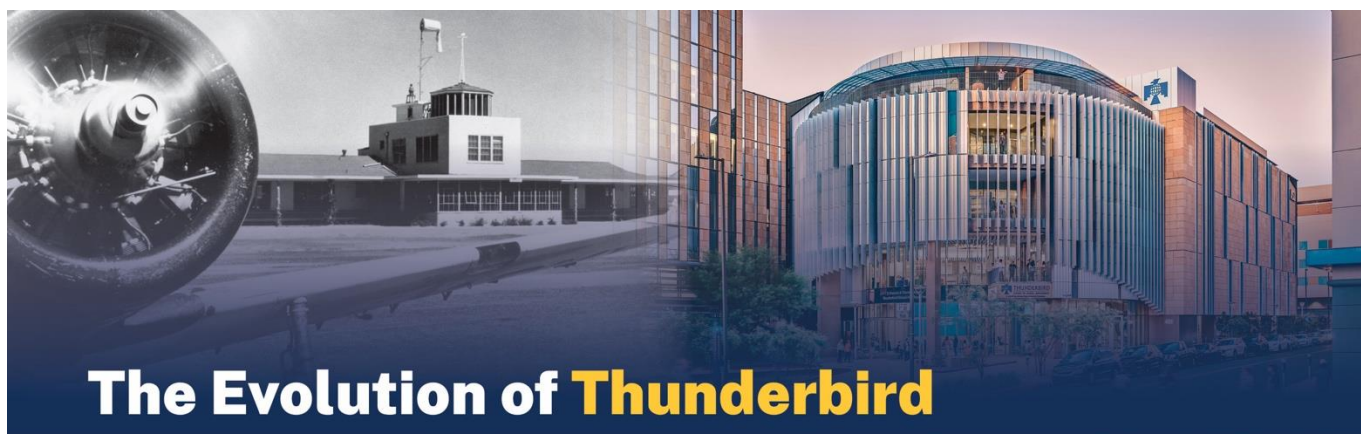
Thunderbird's first satellite office was established in 1994 and with each subsequent decade, the School continued to open more hubs across the globe. For over 25 years, Thunderbird has been working with private, public, and non-governmental entities on durable capacity-building projects to benefit partner organizations and stakeholders in regions where they operate. These multi-phase, cross-sectoral future-readiness projects focus on co-creation and knowledge transfer for lasting impact. The hubs also support alumni engagement, recruiting, applied learning, and much more, giving T-birds access to global opportunities.

When Thunderbird's founders brought their vision to life, World War II had just ended and there was a huge demand for global leaders who could steward and support the post-war peace through international business. Today, we face a challenge that is no less urgent. Now, we are tasked with educating global leaders who can overcome planetary challenges to create sustainable and inclusive prosperity worldwide by maximizing the benefits of the Fourth Industrial Revolution for all people and for our life-giving Earth, and that is exactly what the Thunderbird global family is doing as we begin this vital new chapter in our history.

ASU is a comprehensive public research university, measured not by whom it excludes, but by whom it **includes** and how they **succeed**; advancing research and discovery of **public value**; and assuming **fundamental responsibility** for the **economic, social, cultural and overall health** of the communities it serves.







# The Evolution of Thunderbird

## Thunderbird 1.0

Founded in 1946, Thunderbird was the first graduate management school focused on global business. The original Thunderbird campus was situated on the grounds of Thunderbird Field No. 1, a World War II-era pilot-training base in Glendale, Arizona. The School occupied contemporary buildings as well as award-winning renovations of some of the base's historic landmarks. For seven decades, students from around the world flocked to the suburban campus, walking past the multilingual greetings of the Thunderbird Welcome Wall to nurture the global mindset, business skills, and social responsibility that empowered them to become leaders in their organizations and communities.

## Thunderbird 2.0

The 1960s proved to be a time of global expansion for the institution. Thunderbird enjoyed steady growth, and with that came a sense of identity in the world of international education. In 1976, Thunderbird had graduated over 10,000 students working in over 100 countries around the globe. The School was determined to build its strength and reputation throughout the United States and continue to build its presence across the world. On the frontier of movement, Thunderbird hoped to provide the kind of education necessary for an ever-changing international climate.

## Thunderbird 3.0

By the 1980s, Thunderbird had risen to become a major player in the corporate and academic arenas, ranking No. 1 in the world for international management.

In 2015, Thunderbird School of Global Management became a unit of the Arizona State University enterprise, the No. 1 ranked most innovative university in the US, bringing with it nearly 75 years of excellence in global leadership and management education as well as international accolades for executive education.

## Thunderbird 4.0

In 2018, Thunderbird welcomed Dr. Sanjeev Khagram as its new Deputy General and Dean and soon after the School was awarded and ranked the No. 1 Master of Global Management program in the world.

Thunderbird and its internationally acclaimed graduate programs relocated to ASU's Downtown Phoenix campus in early 2019. Thunderbird's rich tradition as a premier global institution is stronger than ever today as part of ASU. Thunderbird remains home to a world-renowned faculty of instructors who carry on the traditions that have placed it among the top-ranked global business education institutions and earned the School the perennial support of loyal alumni. Thunderbird's new location in ASU's Downtown Phoenix campus offers valuable access to corporate, state, cultural and recreational resources throughout metropolitan Phoenix.

In October 2019, Thunderbird held a groundbreaking ceremony to celebrate its future 110,000 square foot new global headquarters. Two and a half years later, and construction throughout a pandemic, Thunderbird's \$70 million new state-of-the-art global headquarters welcomed the first group of students in the fall of 2021. And in April 2022, Thunderbird officially celebrated the grand opening during its 75th anniversary global reunion week, which attracted nearly 3,000 alumni and students from countries all over the world.

During the event, Thunderbird unveiled the official name of the building as the F. Francis & Dionne Najafi Global Headquarters, which is named after ASU and Thunderbird alumni F. Francis '77 and Dionne Najafi '06 in recognition of their generous \$25 million donation in support of global education.

Celebrating and honoring Thunderbird's historic past, the new global headquarters will embrace the future, redefining how a global business and management school should operate.



## Thunderbird Mission, Vision, and Values

### Our Mission

*Thunderbird educates, empowers, and influences global leaders and managers who maximize the benefits of the Fourth Industrial Revolution for business, government, society, and the environment.*

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

### Our Vision

*Thunderbird School of Global Management advances inclusive, sustainable prosperity, and peace worldwide.*

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

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

### Our Values

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

- **Global Prosperity** — Global business can be a powerful source of economic prosperity and human development around the world. Global managers and entrepreneurs help businesses make a difference by leading people and managing resources across borders to create long-term value that no single individual or nation can create alone.
- **Global Leadership** — To lead effectively, global managers need to have a global mindset and an entrepreneurial spirit. They must combine solid business acumen with an equally strong understanding of global affairs and cultures. They must also be true global citizens, committed to the highest ethical standards and dedicated to creating real long-term value for their organizations and the communities they touch.
- **Global Learning** — Global leaders are best developed in a multidisciplinary, collaborative, multicultural, practice-oriented learning environment, which must be constantly enhanced through academic research and pedagogical innovation.

## **Thunderbird Professional Oath of Honor**

*As a Thunderbird and a global citizen, I promise:*

*I will strive to act with honesty and integrity,*

*I will respect the rights and dignity of all people,*

*I will strive to create sustainable prosperity worldwide,*

*I will oppose all forms of corruption and exploitation, and*

*I will take responsibility for my actions.*

*As I hold true to these principles, it is my hope that I may enjoy an honorable reputation and peace of conscience.*

*This pledge I make freely and upon my honor.*

In 2004, then-Thunderbird President Angel Cabrera, Ph.D., challenged students to create a business oath, much like the medical profession's Hippocratic Oath, to guide them through every decision in their careers. The student-run Thunderbird Honor Council drafted the oath reflecting the School's core values and ethics. In 2006, the Thunderbird Board of Trustees unanimously voted to assimilate the oath into the School's educational fabric, from the application process to graduation ceremonies.

In today's business world, where leaders often face distrust from shareholders and the general public, Thunderbird's Professional Oath of Honor builds credibility and fosters an attitude of accountability for international business leaders. Not only does the Thunderbird Oath instill the right values in the world's future business leaders, it attracts professionals with strong ethics to become part of this global effort by enrolling in one of Thunderbird's top-ranked programs.

## The Thunderbird Way

*Thunderbird promotes diversity, equity, inclusion, and sustainability to cultivate harmony and respect for all people. We encourage our students to embrace and commit to these values as well. This message below outlines Thunderbird's commitment.*

At the very heart of Thunderbird's Oath of Honor, which every member of our global community commits to, are three fundamental principles:

- We will respect the rights and dignity of all people,
- We will strive to create sustainable prosperity worldwide,
- We will oppose all forms of corruption and exploitation.

Our global Thunderbird family has sought to empower every member of our community and all those we touch with an inclusive global mindset—to be comfortable in uncomfortable circumstances, to not only respect every person as an individual but to be passionate about the majestic, manifold diversity of humanity. Since our founding upon the ashes of World War II, we have worked and continue to work to create not only safe but joyful spaces for cultures and peoples from all over the world. We still have work to do.

Bold new global leadership and renewed global solidarities are thus needed more than ever. A new 21st-century globalism must be crafted—one that brings cultures and peoples together rather than dividing us, one that maximizes the benefits of the powerful technological transformations of the Fourth Industrial Revolution for the well-being of people everywhere and for a healthy environment—especially to tackle climate change at scale, one that advances sustainable and equitable prosperity and peace worldwide.

As part of the Arizona State University Enterprise, we have fully embraced the charter, measuring our impact “not by whom we exclude, but by whom we include and how they succeed.” We recognize the urgent need to take greater responsibility for the economic, social, cultural, and overall health of the communities we serve. We acknowledge that we must now plan new, concrete steps, as an institution and as individuals, to reimagine and advance the change we know is necessary throughout business, government, and civil society globally.

Thunderbird renews our commitment to build inclusive and sustainable globalism for the 21<sup>st</sup> century. We will harness the collective wisdom, immense ingenuity, and relentless determination of our alumni, our students, faculty, staff, and collaborators all around the world, listening and learning, experimenting and inventing, but most of all, acting with courage, conviction, and compassion in ways that tangibly contribute to a shared global future we can all be proud of.

We have committed ourselves to the following actions:

- We will accelerate and expand the ongoing enhancement of our curriculum with new and improved courses and programs that specifically address equity, diversity, inclusion, and empowerment as we seek to shape global leaders who can and will bring the world together.



- We will dedicate more resources to our ongoing efforts to forge new transformative collaborations all over the world and across the private, public, and nonprofit sectors dedicated to building prosperous and inclusive systems across societies.
- We will explore and invent new mechanisms to ensure that our students, faculty, and staff—particularly those from historically excluded communities—are fully supported and have the resources at their disposal to feel safe, healthy, and empowered through all means possible, including scholarships, internships, mentoring, and counseling, among others.

## **Thunderbird Code of Conduct and Honor**

*“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 with compassion and empathy, as a member of the Thunderbird community, in my studies, research, and learning and in my personal, professional, and extracurricular activities
- Maintain standards of exemplary integrity and honesty 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, instructors, or other persons or entities

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

- Value diversity among colleagues and encourage cooperation with an open mind by emphasizing positive human relationships and the honor and dignity 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 learn and 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 appropriate administrative offices

## Professional Standards of Conduct

Professionalism, broadly speaking, includes ethical decision-making, consideration of others, and demonstration of personal accountability. Exhibiting professional behavior is integral to a positive learning environment within the university and promotes innovation, openness to diversity, integrity, and mutual respect for students, faculty, and staff. In keeping with these shared expectations, including adherence to Thunderbird's Student Code of Conduct, graduate students are expected to conduct themselves in a professional manner at all times. Professional behavior includes, but is not limited to the following:

### In the classroom (on-site, overseas, and online, where relevant)

- **Attendance:** Students are expected to attend class sessions. Students who must miss a session for any reason should make every effort to notify the instructor prior to the class meeting. Students should never register for courses scheduled in conflict with one another.
- **ASU Sync:** Students are required to turn on cameras and actively engage in class discussions and activities.
- **Section Hopping:** If you miss a class session in a particular course for any reason, you may not attend another class session of the same course without the expressed permission of the relevant faculty member.
- **Punctuality:** Students are expected to arrive and be seated prior to the start of each class session. They should display their name cards in all class sessions and at all times.
- **Behavior:** Classroom interaction will be conducted in a spirited manner and always while displaying professional courtesy, compassion, empathy, and mutual respect.
- **Preparation:** Students are expected to complete reading assignments, case preparations, and other assignments prior to each class session, and be prepared to actively participate in class discussions.
- **Academic Integrity:** Students should address, with the appropriate faculty member or the Academic Integrity Officer (AIO), any instance in which there is a suspicion or knowledge of an academic integrity violation or professional misconduct by either a student or faculty member.
- **Distractions:** Students are expected to limit distractions for themselves and others.
  - **EXITING AND ENTERING:** Students are expected to remain in the classroom for the duration of the class session unless an urgent need arises or prior arrangements have been made with the instructor.
  - **ELECTRONIC DEVICE USAGE:** Students are expected to use electronic devices (including laptops, tablets, smartphones, and smartwatches) responsibly only for activities directly related to the class session. Accessing non-class related sites, e.g., social media, during class can be distracting for peers and faculty.
  - **MOBILE PHONE USAGE:** Students are expected to keep their mobile phones set on silent/vibrate during class, unless it is appropriate for the class activity. Talking on phones while class is in session is not permitted.
  - **OTHER DISTRACTIONS:** Any activities deemed distracting by individual instructors are thereby prohibited.

### Outside the classroom

- Students are expected to conduct themselves responsibly and professionally when dealing with all members of the Thunderbird and ASU communities, as well as in the career search process, at club activities, networking events, job interviews, and other functions where they are representing the Thunderbird community. Faculty, employers, recruiters, and future professional peers may form positive or negative perceptions based on what they see or hear from students.

**Facilities**

- Students are expected to help maintain the appearance and functionality of the building, classrooms, study rooms, student lounge, and other facilities.
- Students are expected to clean up after themselves and leave classrooms and study rooms in an acceptable manner.

**Communication**

- All communication, oral or written, should be in a professional tone and format. In courses, your instructor shall set procedures for communication, including posted office hours, making appointments, and providing contact information. The standards set forth for interpersonal behavior also apply to digital communication.

**Faculty statement of shared protocols and expectations for teaching:**

- Members of the faculty teaching in graduate programs consistently and fully support the Code, which includes a uniform policy concerning behavior both in and outside of the classroom environment.
- All faculty members agree to treat students with professional courtesy and personal respect.
- All faculty members have the discretion to use the entire range of the existing grading system.
- All graduate courses will include a final exam and/or other method(s) of individual evaluation.
- Most graduate faculty can call on students or use similar techniques in the classroom and may, as appropriate, place grading value on class participation.
- Faculty members will return assignments in a timely fashion and provide an appropriate level of feedback on graded coursework.

**Student Non-Compliance**

- Fellow students should express concerns of non-professionalism directly to the faculty and/or staff members most closely associated with the course(s) in which they are enrolled or the activities in which they are engaged. Anyone (faculty, administrative staff, or fellow student) may express concerns directly to the Senior Associate Dean, Graduate Programs and Research.
  - Faculty and/or administration will initiate a review of the situation and may recommend one or more of the following sanctions, depending on severity and history - notice, reprimand - and/or referral to the appropriate level(s) of administration.

**Faculty Non-Compliance**

- Students or staff with concerns should speak directly to an Associate Dean or the Deputy Dean.

**Additional Information Regarding Student Expectations**

- [ABOR Student Code of Conduct](#)
- [Arizona State University Academic Integrity Policy](#)

Arizona State University provides many resources to ensure success during your graduate studies. We recommend that you use link below to familiarize yourself with these benefits: [ASU Student Resources](#)

## **Academic Degree and Certificate Programs**

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

Courses for degree programs and certificates are scheduled around the optimum models provided by your Academic Advisor. Completion time for individual degree programs may be extended if a student requires a term of non-enrollment, or a reduction in the course load in any semester, either voluntarily or otherwise.

### **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 as demand warrants and some may be canceled due to insufficient enrollment.

### **Assurance of Learning**

Thunderbird School of Global Management is committed to measuring the goals that correspond with the School's mission and values. Thunderbird directly measures student learning in three areas: Global Leadership, Global Citizenship, and Global Mindset. The purpose of this assurance of learning is to support and improve students' learning by developing methods to: articulate the goals of each academic program; gain feedback on each program's progress toward achieving those goals; and use the feedback to modify academic programs as needed to ensure that goals are achieved. Individual student evaluation results are for the exclusive use of Thunderbird/ASU to improve our programs and will not be used for the evaluation of any individual student's final grade.

### **Graduate Certificate Programs**

Thunderbird offers several graduate-level credited certificate programs. These 15 credit-hour programs are offered to non-Thunderbird graduate students of Arizona State University. Students in these certificate programs are expected to adhere to the policies of this handbook.

- Certificate of Global Management, Entrepreneurship, and Innovation

### **Non-Degree Students**

Some individuals may be interested in studying in a non-degree status, either through pre-college summer programs or for their own personal learning experience. A non-degree student is one who has not attended ASU as a degree-seeking student, is not attending full-time, and is not, at this time, applying to a degree program.

- Once admitted to a degree program, a student is not permitted to register in a non-degree status.
- Non-degree students may enroll in up to 8 credit hours each fall, spring, or summer semester.
- Non-degree students may apply up to 12 credit hours taken in non-degree status to a degree program if they choose to pursue a degree in the future, however it will depend upon curriculum in place at the time student enrolls in the program.
- Non-degree students are not eligible for financial aid.
- Non-degree students may not be eligible for academic advising.
- Non-degree students are not eligible for Career Management services.



Graduate Degree Programs	
<a href="#">Master of Global Management (MGM)</a>	TBTGMMGM
<a href="#">Master of Global Management (Creative Industries and Design Thinking)</a>	TBGMCIDMGM
<a href="#">Master of Global Management (Data Science)</a>	TBGMDSMGM <i>*STEM-certified</i>
<a href="#">Master of Global Management (Digital Audience Strategy)</a>	TBGMDSMGM
<a href="#">Master of Global Management (Global Affairs)</a>	TBGMGAMGM
<a href="#">Master of Global Management (Global Business)</a>	TBGMGBMGM <i>*STEM-certified</i>
<a href="#">Master of Global Management (Global Development and Innovation)</a>	TBGMGDIMGM
<a href="#">Master of Global Management (Global Digital Transformation)</a>	TBGMGDTMGM <i>*STEM-certified</i>
<a href="#">Master of Global Management (Global Entrepreneurship)</a>	TBGMGEMGM
<a href="#">Master of Global Management (Global Health Care Delivery)</a>	TBGMGHDMGM
<a href="#">Master of Global Management (Global Health Care Innovation)</a>	TBTGMHCMGM
<a href="#">Master of Global Management (Global Legal Studies)</a>	TBGMGLSMGM
<a href="#">Master of Global Management (Nonprofit Leadership and Management)</a>	TBGMNLMGM
<a href="#">Master of Global Management (Public Administration)</a>	TBGMPAMGM
<a href="#">Master of Global Management (Public Policy)</a>	TBGMPPMGM
<a href="#">Master of Global Management (Sustainability Solutions)</a>	TBGMSSMGM
<a href="#">Master of Global Management (Sustainable Tourism)</a>	TBGMSTMGM
<a href="#">Executive Master of Arts in Global Affairs and Management (EMAGAM)</a>	TBAMEMA
<a href="#">Executive Master of Global Management (EMGM)</a>	TBTGMXMGM
<a href="#">Executive Master of Global Management: Space Leadership, Business, and Policy (EMGM-Space)</a>	(New Concentration)
<a href="#">Online Master of Applied Leadership &amp; Management (MALM)</a>	TBALMMALM (ending)
<a href="#">Online Master of Leadership and Management (MLM)</a>	TBLMMLM
<a href="#">Master of Leadership and Management: Global Creative Industries (MLM:GCI)</a>	(New Concentration)
<a href="#">Doctor of Professional Practice in Global Leadership and Management (DPP)</a>	TBGLMDPP

## Non-Degree Admission Requirements

To be admitted to ASU/Thunderbird as a non-degree graduate student, an applicant must have a bachelor's degree or higher from a U.S. regionally accredited institution or the equivalent of a U.S. bachelor's or graduate degree from an international institution that is officially recognized by that country. Find more information [here](#).

## Non-Degree Students—Executive Education/Alumni

Non-credit Executive Education or alumni applicants wishing to take credited classes must be admitted as either non-degree-seeking students or degree-seeking students. In addition, the course must be identical for both non-degree and degree, which means all students must complete every component of the class, including any final exam the class may require. The non-degree application will carry the standard application fee, and tuition will be charged as approved by ABOR and the university.

# University Policies: Academic Policies, Academic Regulations

## Undergraduate Academic Regulations

Thunderbird follows the University regulations for the undergraduate program without modification.

- [Student Services Manual \(SSM\)](#)

## Graduate Academic Regulations

Thunderbird policies, regulations, and graduation requirements apply to all students in Thunderbird graduate degree programs, including accelerated 4+1 students. From time to time, the School may be required to make changes to policies outlined in this handbook; the academic unit, or the appropriate university office, will notify students if there are any changes to existing policies. Thunderbird's Academic Advisors are available to guide students throughout their program. Students are encouraged to consult with an Academic Advisor regarding academic policies, procedures, and regulations in this handbook. An individual employee (staff or faculty) of Thunderbird does not have the authority to override or change Thunderbird/ASU policies, course prerequisites, graduation requirements, or regulations.

## Credit Hour Limit

Because of the intensity of Thunderbird's programs, students must petition the Senior Associate Dean, Graduate Programs and Research to exceed the 16 credit-hour limit in the fall and spring semesters and 6 hours in the summer semester. The maximum number of credit hours per module (half-semester) is 9 hours, with no more than 16 credit hours for the whole semester.

## Registration for Classes

In addition to other restrictions, to be eligible to register for classes at ASU/Thunderbird, a student must meet one of the following:

1. A continuing student—a student enrolled in ASU/Thunderbird courses during the previous semester
2. A newly admitted student—a new ASU/Thunderbird student who is officially admitted to the university  
OR
3. A newly readmitted student—a former ASU/Thunderbird student who is officially readmitted to the university after an absence of one semester or more.

Students may verify enrollment eligibility on the MyASU website.

- [SSM 201–01: Registration for Classes—General Policy](#)

## Withdrawal from Classes

Depending on the date of the withdrawal, classes from which a student withdraws may receive a grade of "W." Any appropriate refunds are issued based on the published Refund Schedule and the withdrawal date. For up-to-date deadlines for withdrawal, please see the [ASU Academic Calendar](#). (See also [Tuition Refund Policy](#) and [Drop/Add and Withdrawal](#)).

## Complete Withdrawal

A student may withdraw from all of his or her classes (the student will no longer be enrolled in any classes for the specified semester) through the transaction deadline or the last day of classes for any semester. A grade of "W" is awarded for each class from which the student withdraws.

- [SSM 201–08: Withdrawal from Classes—General Policy](#)

## Medical/Compassionate Withdrawal

All staff, students, and faculty should refer to University Registrar Services page at <https://students.asu.edu/drop-add> before continuing with this section. Individuals applying for a medical or compassionate withdrawal shall:

1. Obtain and complete a Request for Documentation Medical/Compassionate Withdrawal form, <https://students.asu.edu/forms/medical-compassionate-withdrawal-request>. Make sure the form is filled out in its entirety, including student signature. All requests should be typed.
2. All medical/compassionate withdrawals must be completed with all necessary documentation to be considered for review.
3. Appropriate documentation for a medical withdrawal consists of a letter from your attending health care provider that specifies the following:
  - a. the date of onset of illness
  - b. the dates you were under professional care
  - c. the general nature of your medical condition and why/how it prevented you from completing your coursework
  - d. the date of your anticipated return to school
  - e. the last date you were able to attend class
4. The documentation you provide will be verified. Please give the provider of your documentation written permission to discuss your case with the college medical/compassionate withdrawal designee, who will contact the provider for more information or verification.
5. For a compassionate withdrawal, attach a copy of the death certificate, funeral pamphlet, or obituary notice and indicate the relationship of the deceased to you. If you are requesting a compassionate withdrawal for reasons other than a death in your immediate family, please contact the Senior Associate Dean, Graduate Programs and Research or the college medical/compassionate withdrawal designee to understand the appropriate supporting documentation required for a compassionate withdrawal.
6. Submit the request for the medical/compassionate withdrawal form to the School designee.
7. Thunderbird's medical withdrawal designee will determine whether a medical/compassionate withdrawal will be granted in your case. Multiple requests for the same circumstance(s) may be denied even if your initial request was approved. You will be notified of the decision through your ASU email.
8. Incomplete requests will remain in pending status until documentation is provided.
9. Usually, consideration is for a complete withdrawal. Applications for less than a complete withdrawal must be especially well documented to justify the selective nature of the partial medical/compassionate withdrawal. If you are requesting a partial medical/compassionate withdrawal, include a brief typed statement saying why you were able to complete some courses and not others. Partial withdrawals will only be considered if the circumstances can be shown to directly affect only specific courses. Examples of circumstances that may be approved are:
  - Physical issues affecting your ability to complete a specific course. Examples: You have a broken leg and cannot complete a dance course, or you have a concussion and your medical documentation can show your inability to process certain types of information.
  - Circumstances affecting your ability to attend classes. Examples: You are ill and not able to come to campus but are able to complete your icourses, or you are pregnant and are no longer able to access a specific lab environment due to chemical exposure.
- [SSM 201–09: Withdrawal from Classes for Medical/Compassionate Reasons](#)

## **Instructor Withdrawal of a Student for Disruptive Classroom Behavior**

An instructor may withdraw a student from a course with a mark of "W" or "E" when the student's behavior disrupts the educational process. Disruptive classroom behavior for this purpose is defined by the instructor.

The Office of Student Rights and Responsibilities shall receive notice of instructor-initiated withdrawals to determine if additional university action should be taken.

A student may appeal an instructor-initiated withdrawal to the Deputy Dean, Thunderbird Academic Enterprise by filing a written request for appeal within 10 days after receiving notice of an instructor-initiated withdrawal. The decision of the Deputy Dean, Thunderbird Academic Enterprise will be forward to Thunderbird's Dean & Director General for validation.

- [SSM 201–10: Instructor Withdrawal of a Student for Disruptive Classroom Behavior](#)

### **Involuntary Withdrawal from the University in Special Circumstances**

Students who are a physical threat to themselves or others, or who create a substantial impediment to the lawful activities or basic rights of other students, university employees, or visitors may be involuntarily withdrawn from ASU. Thunderbird and the ASU Dean of Students for the appropriate campus or his/her designee may impose conditions for readmission.

Student involuntary withdrawal procedures will be used with caution in recognition of the university's responsibility to protect the physical safety, health, and welfare of members of the university community through prescribed due process standards.

- [SSM 104–05: Involuntary Withdrawal from the University in Special Circumstances](#)

### **Auditing a Class**

A student may choose to audit a class with permission and/or upon approval of Thunderbird, in which case the student attends regularly scheduled class sessions, but no credit is earned. The student should also obtain the instructor's approval before registering and will also be expected to pay the normal tuition and fees for the course. Selected classes may not be audited.

The grade of "X" is recorded for completion of an audited class unless the instructor determines that the student's participation or attendance has been inadequate, in which case the mark of "W" (withdrawal) may be recorded. This grading option may not be changed after the close of the drop/add period. The "X" grade is not included in earned hours, is not computed in the GPA, and cannot be added to the student's interactive Plan of Study (iPOS).



# Grading Regulations

## ASU Grading Options and Definitions

Ordinarily a grade of "A+," "A," "A-," "B+," "B," "B-," "C+," "C," "D," or "E" is given upon completion of a course, unless another grading option such as "audit" or "pass/fail" is indicated at the time of registration. Grading options cannot be changed after the close of the drop/add period. A grade of D or E will require the student to retake the course, and a capstone course has to be at least a grade of B; a B- or below will require a retake. The instructor of a course has full discretion in selecting which grades to use and report from the available grading options. For more information on ASU grades and grading policies, please click [here](#).

## Grade Change

Ordinarily, the instructor of a course has the sole and final responsibility for any grade reported. Once the grade is recorded in the University Registrar's office, the course instructor or department roster contact may initiate a grade change, which is subject to the approval of the Senior Associate Dean, Graduate Programs and Research AND the Deputy Dean, Thunderbird Academic Enterprise. This policy also applies to the grade of "I" (incomplete).

## Academic Record Change

A student may apply for an academic record change for a prior semester when application for a grade change is inappropriate to correct the student's records. An academic record change includes adding or dropping a class, changing grade options, or adjusting semester hours.

An academic record change is subject to the approval of all the following:

1. The class instructor
2. The Senior Associate Dean, Graduate Programs and Research
3. The Deputy Dean, Thunderbird Academic Enterprise

## Grade of Incomplete—[SSM 203–09: Grade of Incomplete](#)

A grade of "I" (incomplete) is given by the instructor only when a student doing acceptable work is unable to complete a course because of illness or other conditions beyond the student's control and the student can complete the unfinished work with the instructor of record. The student must arrange completion of the course requirements with the instructor. A student does not re-register or pay fees for a course for which an "I" has been received in order to complete the course.

The student has one calendar year from the date the grade of "I" is recorded for a 500-level or above course to resolve the incomplete grade. If the student completes the course within the calendar year, the instructor must submit the grade change using the Faculty Center, noting whether the student passed or failed the course. If, after one calendar year, the student has not completed the courses for a grade, the grade of "I" will become a permanent part of the transcript. Grades of "I" will not satisfy graduation requirements.

If a student receives an "I" (incomplete) in a pre-requisite course, the incomplete must be resolved and a passing grade posted prior to the start of the course that required it. If it is not resolved prior to the start of the course it was the pre-requisite for, then the student will be removed from that course.

To repeat the course for credit, a student must reregister and pay tuition and fees at the time of re-enrollment. The grade for the repeated course will appear on the transcript but will not replace the permanent "I."

## Course Enrollment/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 class sessions 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. A student who has been admitted to ASU/Thunderbird, has paid tuition and fees, and has registered for a course normally may not be denied access to class meetings. However, each instructor has the right to monitor classroom attendance and deny access to anyone who has not registered for the course.

The assigned faculty or instructor in the course syllabus sets course attendance policies and potential sanction for missing multiple excused and unexcused sessions for officially registered students. Instructors may drop a student from a course who appears on the class grade roster and does not attend the first week of fall and spring semester or the first two class meetings of each summer session ([SSM-201-02: Instructor-Initiated Drop of a Student for Nonattendance](#)). Students who miss class because they have registered late during add/drop will be given additional time without penalty by the faculty to complete those assignments missed. Faculty are not obligated to provide special arrangements for students with unexcused absences or those that do not adhere to policy.

Please be aware that nonattendance will not automatically result in you being dropped from a class. Instructors have the right to exercise this option at their discretion. If you are unable to attend or complete a class, it is your responsibility to drop/withdraw from the class prior to the appropriate deadline.

## Accommodations

Accommodations will be made for (1) a serious documented illness, (2) excused absences related to religious observances/practices that are in accord with university policy ([ACD 304– 04: Accommodation for Religious Practices](#)), or (3) university-sanctioned events/activities that are in accord with university policy ([ACD 304–02: Missed Classes Due to University-Sanctioned Activities](#)). If a student needs to miss a class session for one of these three sanctioned reasons, the student should email the faculty member with Class Attendance in the subject line. An accommodation will not excuse a class requirement, but it could include an extended deadline for an assignment.

- [ACD 304–05: Course Enrollment/Attendance](#).

## Academic Appeals

The policies and procedures below apply to grade appeals and academic standing appeals only. There are separate appeal channels for issues related to:

- Inside the classroom, such as faculty conduct, absences, classroom instruction, or other issues should be reported directly to the Deputy Dean.
- General issues and recommendations for policy changes should be presented to the Deputy Dean.

### Grade Appeals

The steps below must be followed by any student seeking to appeal a **final course grade**. Appeals must be processed in the regular semester immediately following the issuance of the grade in dispute (by commencement for fall or spring), regardless of whether the student is enrolled at the university. For example, grade appeals for a spring semester class must be processed before the last day of the summer semester, summer grade appeals must be processed before the fall commencement date, and fall grade appeals must be processed before the spring commencement date.

This process does not address academic integrity allegations, faculty misconduct, or discrimination.

Thunderbird's grade appeal procedures are based on the university's policy that can be found [here](#).

### Conditions for an Appeal

Typically, final course grades appeals are only considered when one or more of the following criteria are met. Appeals requested for areas outside these parameters are not eligible for formal hearings and will not be heard.

- Error in calculating the final course grade for the course.
- The criteria for determining the final course grade was changed from what was specified in the syllabus.
- The evaluation system was not consistently and fairly applied to all students.

### Steps for Final Course Grade Appeal

#### Informal Process

- **Discussion with instructor:** The student questioning a final course grade must first confer with the instructor, state the evidence, if any, and reasons for questioning that the grade received was not given in good faith. The instructor must review the matter, explain the grading procedure used and show how the final course grade in question was determined. If the instructor is a graduate assistant or a faculty associate and this consultation does not resolve the difficulty, the student may then take the dispute to the faculty member in charge of the course.
- **Meeting request with The College Dean's Office:** If the matter remains unresolved, the student may then request a meeting with the Thunderbird Dean's Designee. The student should email the Dean's Designee directly and include correspondence related to the discussion with the instructor.

After meeting with the student, the Dean's Designee will send an email outlining their assessment of the grievance. The Dean's Designee will determine if the final course grade will stand as issued or if further review of the issued grade by an academic appeal committee is warranted. In most instances, however, the grievance procedure does not go beyond this level.

## Formal Process

**Step 1:** If directed to do so by the Dean's Designee, the student may, no later than 10 business days after receiving the email from the Dean's Designee, provide a written statement outlining the evidence, if any, and reasons for questioning that the grade was not issued in good faith. Supporting materials should be attached as exhibits to the statement. The statement should be scanned, signed and submitted with all attachments as a single .pdf file.

The student's written statement must provide evidence that one or more of the circumstances occurred as part of the issuance of the final course grade.

- Error in calculating the final course grade for the course.
- The criteria for determining the final course grade was changed from what was specified in the syllabus.
- The evaluation system was not consistently and fairly applied to all students.

**Step 2:** The Dean's Designee will provide the student's statement with any exhibits to the instructor and request that the instructor provide the Dean's office with a formal written response within 10 business days.

**Step 3:** When the written response is received from the instructor, the Dean's Designee will contact the student, who can then schedule an appointment to review the instructor's response.

After reviewing the instructor's response, the student may submit a written request to the Dean's Designee for a hearing before an academic appeal committee, consisting of three voting faculty members appointed by the Dean's Designee. In selecting the faculty, care will be taken to avoid conflicts of interest. The Dean's Designee and any other staff members involved are nonvoting, ex officio members of the committee.

**Step 4:** The committee shall meet with the student and the instructor in an attempt to resolve the differences. In order to preserve the confidential nature of the final course grade grievance process and to protect the privacy interest of those involved, the hearing will be closed to the public. The committee chair will preside at the hearing and will rule upon all procedural matters. A student who fails to appear or refuses to participate at the hearing will be deemed to have abandoned the request for a hearing, unless the student can demonstrate that extraordinary circumstances prevented his/her appearance or participation.

**Step 5:** After all parties have been heard, they will be excused and the committee will deliberate in closed session. Once the committee has reached consensus the committee chair will submit their written recommendation to the Dean's Designee. At that time, the Dean's Designee will consult with the Dean to take final action after fully considering the committee's recommendation. The Dean shall inform the student, instructor, registrar (if appropriate) and academic appeal committee of any action taken. The decision of the Dean is final.

It is university policy that students filing grievances and those who are witnesses are protected from retaliation. Students who believe that they are victims of retaliation should contact the Office of University Rights and Responsibilities at <https://urr.asu.edu/>.

For the purposes of this process, business days are defined as days the university is open.



## Academic Standing Appeals

### What Constitutes an Academic Standing Appeal

An appeal is a written or electronic statement to Thunderbird requesting that the School review an academic decision by an academic committee. Oral petitions (petitions NOT in writing) or anonymous correspondence do not constitute an appeal. Appeals may be filed by mail, fax, email using your official school email, or in person.

The appeal should include a written explanation of how the appeal meets the conditions for the academic standing appeal. The student should also address any mitigating circumstances that may have caused them to perform poorly. The committee reserves the right to require supporting documentation; i.e., note from a physician, death certificate, etc. The academic standings appeal should include an explanation of what the student will do in the future to increase their chances of success at Thunderbird.

A student shall send the academic appeal to the Senior Associate Dean, Graduate Programs and Research at Thunderbird.

### Conditions for an Academic Standings Appeal

- The appeal is not for an admissions or non-probationary dismissal.
- The student is in their second or subsequent semester on academic probation.
- The student has no financial holds or other registration holds on their ASU/Thunderbird account, or academic integrity or disciplinary sanctions pending.
- All grades of incomplete "I" or grade appeals have been resolved.
- For all other situations, the student should seek clarification from the Senior Associate Dean, Graduate Programs and Research at Thunderbird.

### Academic Standing Appeal Process

**Step 1:** The Deputy Dean, Thunderbird Academic Enterprise or the Senior Associate Dean, Graduate Programs and Research notifies the student, in writing, that Thunderbird will recommend, to ASU's Graduate College, their dismissal from the program.

**Step 2:** The student responds **within ten (10) business days** from the notification that they intend to appeal the decision. After ten business days, Thunderbird will consider a lack of response as an acceptance of the decision, and the recommendation for dismissal will be forwarded to ASU's Graduate College. Thunderbird will consider a request for an extension to reply made within the ten business days as a response. The extension will be considered and a new deadline may be set for the appeal.

**Step 3:** The Senior Associate Dean, Graduate Programs and Research will review the appeal and decide to:

- a. Allow the student to continue on academic probation for an additional term and complete an Academic Standing Enrollment Contract with the student that may or may not stipulate additional training or requirements to assist the student in returning to good academic standing; or
- b. Recommend dismissal from the program.

While making a decision, the Senior Associate Dean, Graduate Programs and Research should consider the circumstances presented by the student in the appeal, academic progress made by the student during probation, and whether the student can achieve the required GPA requirements in the term/semester.

**Step 4:** The Senior Associate Dean, Graduate Programs and Research will notify the student of his/her decision. The student will have ten business days to appeal the decision. If the student does not respond within ten business days, Thunderbird will consider no response as acceptance of the decision. A student must have a compelling case to request an extension to the appeals deadline.

If the recommendation is dismissal, the Senior Associate Dean, Graduate Programs and Research will appoint three faculty members to an academic appeal committee as voting members of this committee. In selecting the faculty, care should be taken to avoid conflicts of interest. The Senior Associate Dean, Graduate Programs and Research and all other staff members involved are nonvoting members. The committee will review the appeal submitted. This will include information which will be considered in the appeal, unofficial transcript, and correspondence with the student related to their academic probation. The Senior Associate Dean, Graduate Programs and Research 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 not granted based on the written appeal and documentation submitted by the student and other staff and a recommendation for dismissal is prepared for submission to ASU's Graduate College.
- The academic standings committee may grant the appeal and stipulate additional training, credit hour reduction, or other requirements to assist the student in returning to good academic standing.

## Academic Progression

**Purpose:** To establish the requirements for a student to maintain their Academic Good Standing status in the School's degree and certificate programs.

### Graduate Academic Standing Requirements

The School reserves the right to enforce the academic policies outlined below and as prescribed by Arizona State University and Graduate College policies. It is each student's responsibility to understand how this policy may impact his/her ability to complete the degree requirements. Any conflicts between the School and the university's policies will be referred to ASU's Dean of the Graduate College for resolution. If a student fails to satisfy the requirements of their degree program and/or the benchmarks outlined below, Thunderbird may recommend a student's dismissal from their program to ASU's Graduate College. ASU's Dean of the Graduate College will review the recommendation and make the final determination.

The academic records of graduate students are reviewed at the completion of each term by their respective Thunderbird Academic Advisor to ensure that satisfactory progress and minimum academic standards are being met. All graduate students are expected to make systematic progress toward completion of their degree or certificate program. This progress includes satisfying the conditions listed below and achieving the benchmarks and requirements set by the individual degree programs.

#### Graduate students must:

1. Maintain a minimum 3.00 grade point average (GPA) to maintain satisfactory academic progress and to graduate. The minimum 3.00 GPA must be maintained on all GPAs: plan of study (iPOS GPA); overall graduate GPA; and cumulative GPA. If any of the GPAs fall below 3.00, the student must develop, with their advisor, an academic performance improvement plan that includes the conditions and timeframes for making satisfactory academic progress in their degree program. The student is considered to be on academic probation until the conditions specified in the academic performance improvement plan are met and all three GPAs are above 3.00.
  - a. The iPOS GPA is calculated from all courses that appear on the student's approved iPOS.
  - b. The cumulative ASU GPA represents all courses completed at ASU/Thunderbird during the graduate career.
  - c. The overall graduate GPA is calculated from all courses numbered 500 or higher that appear on the transcript, with the exception of courses counted toward an undergraduate degree at ASU/Thunderbird (unless shared with a master's degree in an approved bachelor's/master's degree program); and courses identified as deficiencies in the original letter of admission.
2. Successfully complete the culminating experience/capstone course with a grade of "B" or better (receiving a B- or below would require repeating the course).
3. Satisfy all requirements of the graduate degree program.
4. Complete requirements before the maximum time limit (six years) for graduation from the student's graduate degree program.
5. Be advised that persistent grades of withdrawal "W" and incompletes "I" during multiple semesters on a plan of study or transcript may reflect lack of academic progress.

Graduate students must stay continuously enrolled in their degree program. Failing to do so without Thunderbird and ASU's Graduate College approval is considered to be lack of academic progress and may lead to automatic dismissal of the student from the degree program.

Graduate students planning to discontinue registration for a semester or more must submit a Leave of Absence petition through the iPOS (or use the [Request to Maintain Continuous Enrollment form](#)). This request must be submitted and approved before the anticipated semester of non-registration. Students may request to maintain continuous enrollment without course registration for a maximum of two semesters during their entire program.

### **Satisfactory Academic Progress**

To be eligible for federal, state, and some institutional aid programs, a student must meet Satisfactory Academic Progress policy standards, regardless of whether the student has received financial aid previously. Violation of any one of these standards will result in loss of financial aid eligibility (not including scholarships and employee tuition benefits). These standards represent minimum performance requirements based on federal statutes and regulations and do not necessarily coincide with academic program requirements. In addition to meeting these standards, a student must fulfill all other requirements to receive financial aid.

For more information about Satisfactory Academic Progress, click [here](#).

### **Probation**

A degree student in good standing is placed on academic probation when, at the conclusion of a semester, the student fails to:

- Maintain a minimum 3.00 GPA on all GPAs: Plan of Study (iPOS) GPA, Overall Graduate GPA, and Cumulative GPA.
- Receives a grade of “D” or “E” (or below B in the capstone course) in any course on the plan of study while not on probation.
- Accumulates nine or more credit hours with grades of “W” and/or “I” on a plan of study or transcript

A student on academic probation:

- May complete coursework to bring his/her grades to an acceptable level over the subsequent semester of study.
- Must develop, with their Academic Advisor, an academic performance improvement plan that includes the conditions and timeframes for making satisfactory academic progress in their degree program. By signing an Academic Standing Enrollment Contract, the student indicates an explicit understanding that failure to comply with terms of the contract, including the attainment of a minimum cumulative grade point average of 3.00, may result in a recommendation for academic dismissal.
- May be restricted to a mandated course load.
- May not be eligible to enroll in courses outside their Academic Program.
- May be required to repeat course(s).
- May not be eligible for an internship, Field Seminar, or Global Challenge Lab (GCL).
- May jeopardize his/her Financial Aid eligibility.
- May forfeit scholarship support for the semester on probation.

A student is considered to be on academic probation until the conditions specified in the Academic Standing Enrollment Contract are met and all GPAs are above 3.00. Students may not be placed on or removed from probation during a term as the result of completing either session A or B courses. The only exception to this policy is if the course(s) will satisfy a remaining graduation requirement.

Students are given one semester to satisfy the requirements of the Academic Standing Enrollment Contract. If a student fails to satisfy the requirements of their degree program and/or the benchmarks outlined above, Thunderbird may recommend a student's dismissal from their program to ASU's Graduate College. The Dean of the Graduate College will review the recommendation and make the final determination.

Students who fail to satisfy the Academic Standing Enrollment Contract may appeal the dismissal per the Academic Appeals process. However, there are automatic dismissal cases that do not allow for an appeal process as noted below.

## **Dismissal**

A dismissed student is no longer eligible to attend any Thunderbird academic program, and is not eligible to seek readmission to Thunderbird.

Dismissed students may not receive any ASU/Thunderbird services including but not limited to housing, career services, and library services.

Dismissed students are not eligible to maintain scholarships at Thunderbird.

## **Types of Dismissals**

1. Provisional Admission: Overseen by the ASU Dean of Graduate College. **No appeal process.**
2. Admissions with Deficiencies: Overseen by Thunderbird. **No appeal process.**
3. Non-Probationary Dismissals: In certain instances, students may be recommended for dismissal without a probationary period (e.g., egregious behavior during an internship, GCL, or similar client-facing project, failure of a capstone course, academic dishonesty, etc.). In addition, a student shall be recommended for dismissal from any Thunderbird graduate level program and will not be permitted to continue coursework when he/she receives a:
  - a. Cumulative GPA below 2.5 after 12 credits.
  - b. D or E (or below B in the capstone course) in any course on the plan of study while on probation, provisional status, and/or
  - c. D or E (or below B in the capstone course) in any course on the plan of study while attempting to meet the academic performance improvement plan as stipulated in the probation document or provisional status.
  - d. Cumulative GPA below 3.00 in the second consecutive semester of an academic performance improvement plan as stipulated in the Academic Standing Enrollment Contract.

Students who are recommended for dismissal may appeal the decision by submitting a letter to the Senior Associate Dean, Graduate Programs and Research within **ten business days** of the date on the dismissal notification letter.

(See also **Academic Appeals - Academic Standing Appeals** in this handbook).



## Academic Integrity

Thunderbird at Arizona State University is committed to a culture of academic integrity and scholarly ethics among students and faculty. Academic honesty is expected in all examinations, papers, academic transactions and records. All students should be familiar with [ASU Student Academic Integrity Policy](#).

Anyone with a good faith basis for believing that someone has engaged in academic dishonesty may report the alleged violation. In most cases, the alleged violation should be brought to the attention of the faculty member most closely associated or can be directed to Thunderbird's Academic Integrity Officer (AIO).

### Procedures for Students

- **Reporting:** An incident of academic dishonesty is reported to the Instructor and/or the AIO.
- **Investigation:** The AIO will investigate the complaint. If the case involves code of conduct issues beyond academic integrity, the AIO will inform the appropriate staff for separate review.
- **Notification of Alleged Violation:** If the AIO finds, after consultation with the Instructor (if applicable), that a violation likely occurred, the AIO will notify the student of the alleged academic integrity violation and offer an opportunity for the student to respond to the allegation. The student will have **five (5) business days** to respond to the notification.
- **Recommendation:** Once the investigation is complete, the AIO, in consultation with the faculty member (if applicable), will recommend an appropriate sanction based on the nature of the offense. The AIO will notify the student of the violation and the sanction imposed, as well as the student's right to appeal. The student may dispute any aspect of the allegation or sanction in such an appeal. The student must file an appeal no later than **ten (10) business days** after the date the notification was sent.
- **Appeal (if applicable):** The AIO will assign a hearing date and send a notice of hearing, along with any necessary instructions and information, to the student, Instructor, and the Senior Associate Dean, Graduate Programs and Research. The student must meet (remotely or in-person) with the AIO prior to the hearing date to further discuss hearing procedures.
- **Hearing and Recommendation (if applicable):** The Senior Associate Dean or AIO will select three (3) faculty members for the purpose of forming a committee to review the academic integrity appeal. And the committee will prepare and send a written recommendation to the Dean of Thunderbird School of Global Management within **five (5) business days** of the hearing.

- Review and decision by the Dean of Thunderbird: The Dean will provide written notice of the decision to the student, the Academic Integrity Officer, the instructor, the review committee, and Senior Associate Dean, Graduate Programs and Research within **twenty (20) business days** following receipt of the review committee's recommendation. A delay may occur if it becomes necessary to conduct further investigation or to remand the matter to the review committee. In those cases, the written decision will be transmitted no later than **twenty (20) business days** following completion of the investigation or the review committee's subsequent recommendation. The Dean's decision is final and may not be further appealed unless the Dean recommends that ASU's Provost suspend or expel the student from the University. The appeal must be in writing and must be filed with ASU's Provost within **ten (10) business days** of the date of the Dean's decision letter.

### Family Educational Rights and Privacy Act (FERPA)

The federal Family Educational Rights and Privacy Act of 1974 (also known as the Buckley Amendment and FERPA) affords students certain rights with respect to their education records. These rights are:

1. The right to inspect and review the student's education records within forty-five days of the day Arizona State University receives a request for access.
2. The right to request the amendment of the student's education records that the student believes are inaccurate or misleading.
3. The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent.
4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by ASU to comply with the requirements of FERPA.

For more information on FERPA, click [here](#). For more detailed information on ASU's FERPA policy, please see [SSM 107-01: Release of Student Information](#).

## Student's Rights and Responsibilities

Alcohol and Other Drugs on Campus – [SSM 106-03: Alcohol and Other Drugs on Campus](#)

ASU prohibits the unlawful use, possession, production, manufacture, and distribution of alcohol and other drugs and controlled substances. Students, faculty, staff, and visitors on campus are required to obey (1) ASU policies regarding alcohol and other drugs, and (2) the Arizona law regarding alcohol and other drugs and controlled substances and to act reasonably to reduce the risks associated with use and abuse of these substances. This policy governs all service of alcohol on ASU property.

Handling Disruptive, Threatening, or Violent Individuals on Campus – [SSM 104-02: Handling Disruptive, Threatening, or Violent Individuals on Campus](#)

Students, faculty, staff, and other individuals do not have an unqualified right of access to university grounds, property, or services.

Interfering with the peaceful conduct of university-related business or activities or remaining on campus grounds after a request to leave may be considered a crime.

Hazing Prevention – [SSM 104-03: Hazing Prevention](#)

Hazing is prohibited. Any solicitation to engage in hazing is prohibited. Aiding and abetting another person who is engaged in hazing is prohibited.

All students, faculty, and staff must take reasonable measures within the scope of their individual authority to prevent violations of this policy. It is not a defense to a violation of this policy that the hazing victim consented to or acquiesced in the hazing activity.

Violations of this policy or interference in an investigation under this policy by students or student organizations are subject to sanctions under the Student Code of Conduct. Any university employee who knowingly permits, authorizes, or condones hazing activity is subject to disciplinary action by the university.

### **Sexual Harassment and Sexual Violence Procedures and Reporting**

ASU is committed to providing assistance to students harmed by sexual misconduct, including sexual assault and relationship violence, and does so through a variety of services. For information and resources, see [ASU Sexual Violence Prevention](#) webpage. Students must be advised that the university, when made aware, will independently investigate all allegations of sexual misconduct to the extent possible and necessary to protect the university community. Students, to the extent permitted by law, do not have to commit to taking any kind of action.

Recommended actions for ASU student victims of sexual violence can be found at [ASU Sexual Violence Prevention](#) webpage.

ASU and Community Resources for responding to sexual misconduct, including sexual assault and relationship violence, can be found at [ASU Sexual Violence Prevention](#) webpage.

### **Title IX**

ASU prohibits all forms of discrimination, harassment and retaliation. To view ASU's policy please see <https://www.asu.edu/aad/manuals/acd/acd401.html>.

Title IX protects individuals from discrimination based on sex in any educational program or activity operated by recipients of federal financial assistance. As required by Title IX, ASU does not discriminate on the basis of sex in the education programs or activities that we operate, including in admission and employment. Inquiries concerning the application of Title IX may be referred to the Title IX Coordinator or to the U.S. Department of Education, Assistant Secretary, or both. Contact [titleixcoordinator@asu.edu](mailto:titleixcoordinator@asu.edu) or 480-965-0696 for more information. Office located at 1120 S. Cady Mall, INTDSB 284. For information on making a report please go to [www.asu.edu/reportit/](http://www.asu.edu/reportit/).

# **Thunderbird Institutional Marketing and Brand Management**

## **Intellectual Property**

All inventions, patents, patent applications, copyrightable materials, trademarks (and associated goodwill), domain names, data, studies, computer code, improvements, derivative works, and any other intellectual property (collectively referred to as “Work Product”) produced by a student based upon a student’s work for, or exposure to, a Thunderbird class, project, materials, club, instructor, employment, or activity, shall be owned solely and exclusively by ASU/Thunderbird. If a student wishes to obtain any ownership or license rights to such Work Product, it is the student’s responsibility to submit a prior written request to the academic unit and obtain appropriate approvals.

It is understood that, by registering as a student, the student hereby assigns to ASU/Thunderbird any and all rights, title, and interest they may have in such Work Product, together with all intellectual property therein. In addition, the student agrees to render all customary and reasonable assistance to ASU/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 ASU/Thunderbird to promote the School and its multiple programs.

It is understood that, by registering as a student, the student hereby grants Thunderbird their 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 an instructor, 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 ASU.

## **Use of Degree Designation**

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

## **Name Trademark**

Thunderbird’s trademarks are registered in the United States 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.

## **Student Success**

The mission of the Student Success team is to be an integral part of the academic and professional experience at Thunderbird School of Global Management by offering all graduate students' access, expertise and excellence throughout the entire student experience: recruitment & admissions, student engagement, career management services, and academic advising.

In turn, the vision of the Student Success team is to create an accessible graduate student experience, both inside and outside the classroom, that empowers all students to learn and develop purpose and passion, a global mindset, and grow as individuals to achieve their academic and professional goals in the Fourth Industrial Revolution. We strive to create a positive student-centered environment by providing all students with the necessary resources, advising, and support to enhance their student life experience. We offer the expertise and infrastructure necessary to support their global aspirations. We develop Thunderbirds for life-changing careers.

### **Academic Advising**

Thunderbird's academic advising services and support are available to all current students throughout their program. Academic success coordinators provide guidance to students in support of their career aspirations, by way of current academic information and matters related to academics including internship guidelines and registration process. Thunderbird students are strongly encouraged to meet with their academic advisor, Career Management (CMC) career coach, and the International Student Scholars Center (ISSC), as appropriate, throughout their program.

- Students can discuss and develop their course schedules, course load, degree requirements, academic policies and procedures, individual options, and special opportunities at Thunderbird.
- Continuing students are encouraged to meet with an academic success coordinator if they are unsure of their course options and/or fit with their career path.
- Students must follow the recommended course sequence for their program.
- Students admitted on a provisional basis will be asked to meet with an academic success coordinator prior to the start of their first academic term. An overview of available resources and best practices to achieve academic success will be provided.

### **Advisor/Student Responsibilities**

Academic Success Coordinators and students are expected to develop a professional and confidential partnership, and to foster a collaborative advising process leading to the students' success at Thunderbird. It is expected that all interactions between advisor and student will be courteous, dignified and respectful.

A Student May Expect the Following from Academic Success Coordinators:

- Assistance with developing a realistic educational plan that is consistent with their career path.
- Monitor and document student progress toward program completion.
- Maintain student advising files.
- Review a student's eligibility to undertake a registered internship.
- Alert and/or refer students to resources, services, and opportunities to enhance and support their learning experience.



An Academic Success Coordinator May Expect the Following from a Student:

- Read the Thunderbird Graduate Student Handbook entirely.
- Adhere to ABOR, university, and Thunderbird policies, procedures, and requirements.
- Utilize all available resources to clearly identify professional goals.
- Meet with an academic success coordinator when needed or as required.
- Follow through on actions identified during your advising session(s).
- Accept final responsibility for all decisions.
- Attend academic overviews.

## Graduate Internships

Graduate Internships are opportunities for students to receive graduate-level practical experience that serves as an extension of the student's academic program at Thunderbird. The decision to seek an internship should be based on careful self-evaluation of an individual's previous work experience and career goals. Many employers often hire interns for full-time employment. It is increasingly important for students to identify and pursue preferred employers early in their master's studies. It is a student's responsibility to find an internship, however Thunderbird will provide tools and resources to do so. International students must register their internship with Thunderbird (for academic credit). US citizens can choose to register their internship or not. Interested students should speak with their academic success coordinator for more information.

## Registered Internship Eligibility

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

- Be an officially admitted Master degree-seeking student in good academic standing (no honor code/probation issues).
- Have a minimum 3.00 cumulative GPA.
- Be a current student who has not completed graduation requirements.
- Hold or be able to obtain proper work authorization for the employment location.
- Be aware that students must be enrolled in a minimum of five credit hours (summer) or nine credit hours (fall and spring) of degree requirements in order to qualify for Federal Financial Aid.

## Internship Options

Type	Weeks	Total Hours	Credit Earned	Semester Timeframe	Employment Authorization Requirements <sup>1</sup>
Part time 1 15 hours/ week	8-12 weeks	120 – 180 hours	1 credit	Fall/Spring – Session C OR Summer – Dynamically dated (dates correlate with semester start/end) <sup>2</sup>	Curricular Practical Training (CPT) Allow 10+ business days for processing.
Part time 2 20 hours/ week	12+ weeks	Min. 240 hours	3 credits		
Full time 1 40 hours/ week	8-12 weeks	320 – 480 hours	3 credits	Summer only – Dynamically dated (start/end dates fall within semester)	Pre-Optional Practical Training (Pre-OPT) <sup>3</sup> may be required in unusual circumstances. Allow 90-100 days for processing.
Full time 2 40 hours/ week	15+ weeks	Min. 600 hours	6 credits	Fall/Spring – Session C (academic justification and special permissions required)	

<sup>1</sup> Work authorization is needed if the internship is off-campus, even if it is unpaid and/or volunteer. Check with the [ISSC](#) for details.

<sup>2</sup> With academic justification, it is possible that the [ISSC](#) will allow for internship end date to extend to 1 week prior to fall semester.

<sup>3</sup> Pre-OPT is rarely needed for internships except in these circumstances: 1) company is unwilling to sign student placement agreement, or 2) student is physically located in the U.S. and working virtually for a non-U.S. based company.

## Registered Internship Requirements

- A student may apply no more than 6 credit hours related to an internship toward a degree requirement.
- All registered internships must meet the required minimum number of hours per week, minimum number of weeks in duration, and must conclude by the end of the semester corresponding to the enrolled course.
- Students must discuss with their advisors any issues that may arise preventing them from honoring an internship commitment once an offer has been accepted. These conversations must be before communicating with the company/employer providing the internship.
- Withdrawal from an internship must be “for cause” and requires permission of the Faculty Internship Advisor. Examples of “for cause” events include: medical, harassment, family emergency, hostile work environment, Reduction in Force (RIF), natural or manmade disaster.
- Students may not begin work until the internship registration process has been completed, and the internship has been officially approved and registered.
- Students engaging in an internship outside of the U.S. must secure their own travel/work visa if required.
- Thunderbird does not offer registered internships to Thunderbird students. Exceptions may be made for exceptional circumstances.
- International students on an F-1 visa are required, according to U.S. Immigration Regulations, to apply for work authorization for internships within the U.S., and register for academic credit.
- International students on a J-1 visa should consult with the ISSC and their program sponsor regarding internship eligibility.
- All interns (registered or not) will be asked to report their internship to the Career Management Center through SOAR (Student Offer and Acceptance Report).

## Credit Options and Financial Obligations

- Students have the option of registering for a one-, three-, or six-credit internship course.
- Tuition refunds will not be issued to students who are unable to secure their visa in a timely manner.
- A maximum of six credit hours of internship may be applied to each degree program.
- International students registering for an internship in the U.S. must also enroll in an internship course to maintain immigration status and be eligible for work authorization.

## Evaluation and Grading

- All internships are graded as Pass/Fail. All students will receive a grade of Incomplete (‘I’) after the semester has ended. Upon successful completion of the course requirements, a grade of Pass (‘P’) will be entered in the student’s record.
- Students must turn in all deliverables by week four of the following semester, otherwise a failing (‘E’) grade will be assigned in accordance with academic regulations.
- All students taking a registered internship must complete course deliverables as described in the Syllabus on Canvas.

## Career Management Center

At Thunderbird, we do more than provide you with the global education and insight to thrive in international management. Thunderbird’s Career Management Center provides the support and services you need to drive your career forward. Whether you are a working professional advancing your career or a student new to the global workforce, Thunderbird offers resources to help you find fulfilling and satisfying work in growing and thriving industries.

## Highlighted Career Management Services

- **On-Campus Talent Pool Recruiting Events:** The Career Management Center seeks multiple avenues for our students to make connections with employers through company information sessions, networking events, case competitions, and campus interviews. Activity is heaviest in the fall when companies are seeking students for both internships and full-time opportunities.
- **Job Search Support:** Through Thunderbird's online career management portal, Handshake, you can convey your qualifications and interests to prospective employers, store multiple résumés, view job postings, create job search agents, apply for positions, and schedule interviews.
- **ThunderPLD and Professional Development Courses:** We will get you career ready for internship and job search process with trainings include self-assessment, company research, resumes, cover letters, networking, interviewing, and salary negotiation.

## The Career Management Center also offers:

- Seminars focused on specialized areas of career advancement.
- Résumé preparation and review services.
- Career coaching and advising.
- Mock interviews with feedback sessions.
- Access to many online tools for 24/7 utilization.

For more information about Thunderbird's Career Management Center and all Student Success Services, click [here](#). To explore Arizona State University's Career and Professional Development Services, click [here](#).

## International Students and Scholars Center

The International Students and Scholars Center (ISSC) mission is to provide relevant information, advisement, and assistance to students and visiting scholars in matters related to United States immigration policies to complement their educational, professional, and personal goals. They can also help you with questions related to [Pre-OPT](#), [CPT](#), [Post-OPT](#), and [STEM-OPT](#).

Visit the International Students and Scholars Center (ISSC) at [issc.asu.edu](http://issc.asu.edu).

## Military and Veteran Students

Upon admission to Thunderbird, military and veteran students receive services and support including, but not limited, to the following:

1. Thunderbird Veterans Student Club
2. VetSuccess on Campus
3. Veteran Support Circle
4. Veteran and Dependent New Student Welcome Events
5. Rally Point
6. ASU Counseling Services
7. Student Advocacy and Assistance
8. Veterans Center Chaplain
9. Arizona Together

The School holds several events during the course of each academic year with a strong emphasis on activities for students within the military and veteran communities.

### Eligibility for Veterans Affairs Educational Benefits

Students must provide the necessary records to verify eligibility to receive veterans' benefits. To receive benefits, veterans must provide the following documentation:

1. Proof of admission to ASU.
2. Initial benefits applications (V.A. Forms 22-1990, 22-1995, 22-5490, or 22-5495).
3. Military Separation Documentation Form DD214, DD-2384 (NOBE).
4. Documentation, including:
  - a. Veterans Standards letter
  - b. Communications log
  - c. Graduate program of study

For more information on Eligibility for Veterans Affairs Educational Benefits, click [here](#) or contact the [ASU Pat Tillman Veteran's Center](#).

### Deferred Payments for Veterans for Tuition, Required Books, Materials, and Supplies

Eligible students may defer payment for tuition, books, materials, and supplies required for courses in any semester for which they are enrolled. Materials available at the ASU Bookstore may be charged.

For more information on Deferred Payments for Veterans for Tuition, Required Books, Materials, and Supplies, click [here](#).



## Student Accessibility and Inclusive Learning Services (SAILS)

Student Accessibility and Inclusive Learning Services is the ASU unit that is charged with the responsibility of facilitating access, through the provision of reasonable and appropriate accommodations and services, as defined under Title II of the Americans with Disabilities Act (1990, 2008) and the Rehabilitation Act of 1973, for qualified ASU/Thunderbird students with disabilities.

It is the student's responsibility to be in contact with SAILS in order for appropriate accommodations to be arranged. Many accommodations are time sensitive, and thus it is crucial that appropriate accommodations be arranged by the student within established timeframes to ensure availability in each setting.

### SAILS Policies

- [701-01](#) Student Accessibility and Inclusive Learning Services—General Policy
- [701-02](#) Eligibility for Accommodations—Required Disability Documentation
- [701-03](#) Accommodations for Students with Disabilities
- [701-04](#) Course Substitution
- [701-05](#) On-Campus Transportation for Individuals with Disabilities—Tempe Campus Only
- [701-06](#) Service Animals on ASU's Campuses
- [701-07](#) Therapy and Emotional Support Animals in University/Campus Housing
- [701-08](#) Responsibilities of Individuals with Service, Therapy, or Emotional Support Animals on Campus and Exclusions from Campus
- [701-09](#) Grievance Policy

For more information about Arizona State University's Student Accessibility and Inclusive Learning Services, click [here](#).

# Graduation Regulations

## Applying for Graduation

Follow the steps below to apply for graduation. <https://graduation.asu.edu/graduates/apply>

1. **Register for your final semester.**
2. **Check your degree requirements.** All requirements must be completed prior to the [degree conferral date](#).
  - a. Verify that your approved Plan of Study (iPOS) is correct and/or complete with any needed course changes. See [Graduate Students Graduation Deadlines](#) for additional information.
3. **Apply to graduate.** From [My ASU](#), select the Graduation tab from **My Programs** and follow the online instructions. A credit card is required to complete your application.
  - [SSM 204–02: Master’s and Doctoral Programs of Study](#)
  - [SSM 204–04: Application for Graduation for Master’s and Doctoral Candidates](#)

## Ceremonies

ASU hosts a number of graduation ceremonies each fall (December) and spring (May) semester. See [University Ceremonies](#) for details. Thunderbird will hold a convocation ceremony after the University Commencement for Graduate Students. <https://thunderbird.asu.edu/degree/students/convocation>.

## Commencement Program

University commencement programs are published after fall and spring semesters. Names for summer graduates will appear in the fall commencement book.  
[https://graduation.asu.edu/commencement\\_programs](https://graduation.asu.edu/commencement_programs)

## Student Honors

Graduating Thunderbird students may be selected to receive one or more of the following student awards:

- The **Barton Kyle Yount Award (BKY)** was created to preserve the ideals of the first president and founder of the school, the late Lieutenant General Barton Kyle Yount. This award is given by the faculty to two graduates from both our undergraduate and graduate programs who most reflect Yount’s ideals from the standpoint of scholarship, accomplishment and character. This is Thunderbird’s highest student honor. Nominations are received from faculty, vetted by administration, and the winners are selected by the Dean with help from faculty.
- The **Founders Award** is presented to two students in each of our degree programs who, through their high achievement, best represents the values, standards and international dexterity envisioned by the Founders of Thunderbird in 1946. Nominations are received from students and vetted by faculty and administration. BKY award winners are not eligible to also win a Founders Award.
- The **Dean’s Circle Award** is presented to graduating students who have shown exceptional leadership, have improved the quality of the experience for their fellow students and have made a lasting contribution to the School. Students in all degree programs are eligible to receive this recognition. Nominations are received from both students and faculty and are vetted by faculty and administration.

## Honor Societies

**Thunderbird students may be eligible to join the honor societies listed during their final semester of study. Please see each section for additional qualifying information.**

### **BETA GAMMA SIGMA**

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

The top 20% GPA of the graduating class is invited into this society each graduating term. Invitations to the society are sent out upon completion of the first-half of their final semester of study. To be recognized for this achievement, you must join the society. An induction ceremony is held on campus for students who join the society. The current cost to join Beta Gamma Sigma is \$75.00 (subject to change).

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

Pi Sigma Alpha is the national honor society for graduate and undergraduate students of international relations, political science, government, and public administration. Founded in 1920, the Society hosts chapters on nearly 850 campuses and has inducted more than 3,000,000 members in leading U.S. colleges and universities.

Thunderbird's chapter was installed in May 1994, and Thunderbird student eligibility for Pi Sigma Alpha is based upon courses taken in the International Studies area. Invitations to the society are sent out upon completion of the first-half of students' final semester of study. Qualified graduating students are recognized for academic excellence in their coursework in the International Studies area. These students are honored with lifetime membership in Pi Sigma Alpha (<https://www.pisigmaalpha.org/>).

The following requirements for induction are set by the national headquarters of the honor society:

- The student will only be nominated in their final/graduation term.
- Completion of a minimum of 10 credit hours in International Studies Area courses.
- At least 8 credit hours meeting the minimum GPA requirement of 3.67 or higher must be completed at the time of application, with the remaining requirement to be fulfilled in the current semester.
- Payment of a one-time fee of \$35.00 (subject to change) to Pi Sigma Alpha.
- No Honor Code or disciplinary violations.

# Financial Services

## Financial Aid

There are many different options available to help you finance your graduate education at Thunderbird. In fact, more than 80% of Thunderbird students receive financial assistance through loans, scholarships, or other awards. [Arizona State University's Financial Aid team](#) works with you hand-in-hand to find the financing solutions for your unique situation.

You can find more information at either [Thunderbird's Fund Your Degree](#) page or [ASU Financial Aid and Scholarship Services](#).

## Scholarships Policies

Scholarship questions can also be directed to [ThunderbirdScholarships@thunderbird.asu.edu](mailto:ThunderbirdScholarships@thunderbird.asu.edu).

By accepting funding through the incoming student scholarship program at Thunderbird School of Global Management, you agree to the following renewal policies:

1. Students must earn and maintain a cumulative 3.00 GPA throughout the program to retain scholarships. Students forfeit any allocation canceled by a GPA lower than 3.00.
2. Students must be enrolled in master's-level courses full time (nine credit hours) each semester to maintain their scholarships.
3. Any departure from this prescribed scholarship schedule must be approved by the scholarship committee in advance. A written petition must be submitted to the scholarship committee at [admissions.tbird@asu.edu](mailto:admissions.tbird@asu.edu).
4. Any financial penalties due to changes in schedule during a semester (drop or withdrawal) will be the student's responsibility.
5. Scholarship amounts will remain constant at the value listed on the scholarship details page, and are not stackable unless noted by an exception.
6. This offer is specific to your semester of entrance as stated in your application; it will not be honored if you defer entry to a future semester.
7. Please note: Arizona law requires students to demonstrate lawful status to receive ASU/Thunderbird scholarships. Visit <https://students.asu.edu/verification-citizenship> for additional information.
8. ASU/Thunderbird students are expected to abide by the [Student Code of Conduct](#). Any violation(s) of the Student Code of Conduct that a student is found responsible for will result in reconsideration or loss of your scholarship. This decision may not be appealed.

# GRADUATE WELLNESS RESOURCES

## FINANCIAL WELLNESS

ASU Financial Aid & Scholarship Services  
<https://students.asu.edu/contact/financialaid>, 855-278-5080

MoneyMoments: A short online course from ASU and Financial Aid and Scholarship Services  
<https://students.asu.edu/moneymoments>

iGrad: A website for financial literacy  
<https://asu.igrad.com/>

ASU Graduate College Funding Opportunities  
<https://graduate.asu.edu/current-students/funding-opportunities>

Live Well to Succeed: Student employee wellness program  
<https://wellness.asu.edu/student-employee-wellness>

ASU Student Business Services: Billing, payments, payment plans  
<https://students.asu.edu/tuitionandbilling>

## PHYSICAL WELLNESS

Live Well @ ASU  
[wellness.asu.edu](https://wellness.asu.edu/); [LivingWell@asu.edu](mailto:LivingWell@asu.edu)

Sun Devil Fitness Complex  
[fitness.asu.edu](https://fitness.asu.edu)

Health Services  
[asu.edu/health](https://asu.edu/health); 480-965-3349

Sexual Violence Awareness, Prevention and Response  
<https://sexualviolenceprevention.asu.edu/>

## EMOTIONAL WELLNESS

ASU Counseling Services  
<https://eoss.asu.edu/Counseling>, 480-965-6146

IMPACT's 24-hour ASU-dedicated crisis hotline  
480-921-1006

Use CRISIS TEXTLINE  
Text HOME To 741741

TAO Connect: A self-help tool for emotional well-being  
<https://thepath.taoconnect.org/local/login/index.php>

Center for Mindfulness, Compassion and Resilience  
<https://mindfulnesscenter.asu.edu/>

## SOCIAL WELLNESS

SunDevilSync: A resource for more information on Grad Student Orgs  
<https://orgsync.com/login/arizona-state-university>

Disability Resource Center  
<https://eoss.asu.edu/drc>, 480-965-1234, [DRC@asu.edu](mailto:DRC@asu.edu)

ASU Police (Non-emergencies)  
480-965-3456, <https://cfo.asu.edu/police>

The office of **Student Advocacy and Assistance** sees students with any challenge and refers them to the appropriate resource.  
<https://eoss.asu.edu/dos/srr/StudentAdvocacyandAssistance>

## 10 Best Practices in Graduate Student Wellbeing

Graduate school necessarily stretches us. When we strive to achieve experiences, content and context expertise, and professional mastery, we rely on every part of our intellectual, emotional, physical and purposeful self. Stretching in these ways is inherently stressful, and according to the National College Health Assessment (NCHA) graduate students report stress, feeling exhausted, and anxiety to be factors that can surface in different ways than they did in undergrad.

Read up on some of the ways you can care for yourself through increasing academic rigor and demands.



**Create a sleep routine** for 7-9 hours at the same time every night. Our bodies crave routine for resting; we engage in our best sleep when our bodies follow the routine we set.



Get out of your study/writing/lab space every day and **sit or walk outside for 15 minutes.** Give yourself a break that includes natural light and a change of environment.



Choose an **exercise routine that matches your needs.** Do you need to laugh and be social? Do you need alone time? Do you need vigorous exercise or movement that includes meditation? Your needs may change, so open yourself to the variety of ways to move your body that meet what you are needing during your week. Sun Devil Fitness is free for students and offers many different paths to keep active and centered.



**Learn a good breathing technique** for calming your body. Breathing is the one physiological part of your body that you can consciously control, and it impacts all other physiological functioning. Try a 4-7-8 breath a couple times a day to lower your body's reaction to stress.



Remind yourself of the **bigger meaning** in your work. What are you learning? How will this challenge help you or how will it make you stronger in the future?



Become aware of **how to fuel your body** to be your best. What types of food and drink do you consume, and at what frequency? These decisions impact your overall energy. Our bodies tell us we are impacted by stress when our sleep and fueling routines change.



Identify your **circle of trust.** These are the few people who you can be totally yourself with, who you can call and not skip a beat, those who you can name exactly how you are feeling, and who will provide an honest check in that you'll trust, even if it stings. These people remind you of who you are and remind you of what you are striving so hard to achieve.



**Connect with other graduate students.**

ASU has hundreds of graduate student programs, leaving a wide array of communities in which to connect.



Ask your mentors/supervisors what they need/want/expect from you in your role. Generate conversation about their answer in an authentic way. Having **clear communication** from the start will help you return to conversations in the future.



Do something that isn't graduate school every week. You have **many identities**, and one of them is graduate student. Ensure you are supporting your whole self through this journey. Make this form of self-care important enough to schedule into your calendar.



## Campus Security

The Arizona State University Police Department is committed to the safety of ASU students, faculty, and staff. The ASU PD main headquarters are on the Tempe campus, with substations at Downtown, Polytechnic, and West campuses.

The police department operates 24 hours a day, 365 days a year. The police dispatch center answers all **911** calls and administrative phone lines for each campus.

- **Life-threatening emergencies, call 911**
- **Non-emergencies, call 480-965-3456**
  - Call options, dial 480-965-3456, then select:
    - 2 – Records, for a copy of a report, direct dial: 480-965-5645.
    - 3 – Property Impound, direct dial: 480-965-2960.
    - 4 – Crime Prevention, direct dial: 480-965-1972.
    - 5 – Media Relations, direct dial: 480-965-0421.
    - 6 – Bike Class Information, direct dial: 480-965-6068.
    - 7 – To schedule an officer for an event, direct dial: 480-965-6902.
    - 8 – Victim Services, direct dial: 480-965-0107.
    - 9 – Dispatch, direct dial: 480-965-3456.
    - 0 – For all other inquiries.

### Frequently Asked Questions (FAQ)

For Arizona State University Police FAQs, click [here](#).