THUNDERBIRD
SCHOOL OF GLOBAL MANAGEMENT

ASU® Arizona State University

Graduate Student Handbook

Thunderbird School of Global Management

at Arizona State University

thunderbird.asu.edu

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 International Trade Rankings 2023-2025) 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.

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.

You are not only joining a program at Thunderbird, but you are also now a part of our world-renowned institution and, even more so, our amazing Thunderbird global family. You will learn and embrace the indescribable Thunderbird Mystique, which embodies the unique relationships you will develop with each other and around the world.

As industries are redefined by AI, climate change reshapes economies, and global collaboration becomes critical, T-birds step in — not only to adapt, but to architect the future. Where others see fragmentation, T-birds build ecosystems. Where others lead with profit, T-birds lead with purpose. Where others follow trends, T-birds set them. Now more than ever, the world needs T-birds. And we are so glad you are here.

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 curricular and extracurricular opportunities. Please read the handbook – you will be glad you did.

During your program, you will begin to build a network of resources that will help you be successful. I encourage you to use every opportunity to build these lifelong global Thunderbird friendships that are truly transformative. Extend grace to each other. Share your wisdom, experiences, perspectives, and your time with each other. Enjoy this special time together. Students, faculty, staff, and alumni are all part of the extraordinary lifelong learning community that is your Thunderbird family. I am excited you are here and look forward to supporting you through your journey.

You are invited not only to be a student, but to co-create the future with us. Welcome to Thunderbird!

Charla Griffy-Brown
Director General and Dean
Professor of Global Digital Transformation
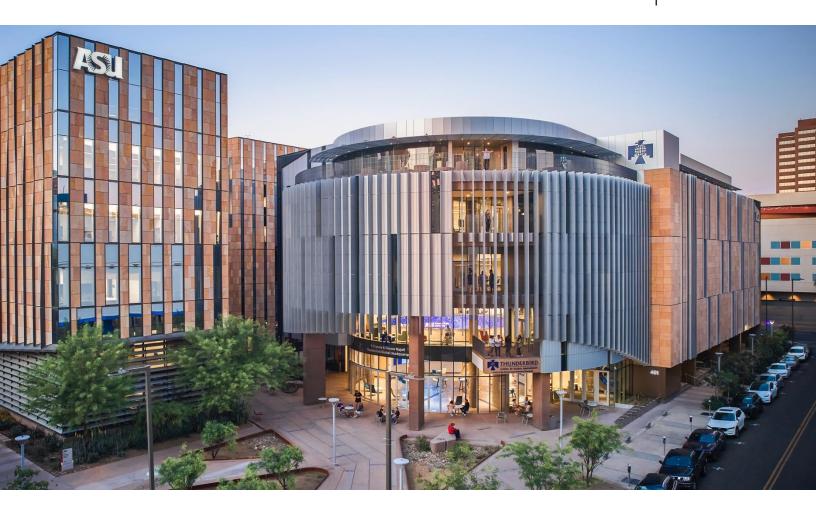Thunderbird School of Global Management at Arizona State University

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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 mission, vision, and values

Our mission
Thunderbird educates visionary leaders who innovate with a global digital mindset to shape organizations of the future.

Our vision
Thunderbird is committed to transforming leadership and management education to create sustainable prosperity in an interconnected 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, 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 Arizona State University, Thunderbird fully embraces the ASU 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 21st 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

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 deputy dean, Thunderbird Academic Enterprise.

- 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 the deputy dean, Thunderbird Academic Enterprise.

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 the following link 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 and microcertificate programs

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

- Microcertificate of AI, Analytics and FinTech Innovation (Pending Approval)

- 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 Center services.

Non-degree admission requirements

To be admitted to 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.

Graduate wellness resources

We are dedicated to supporting students in their health and wellbeing journey, providing an array of resources to help achieve a healthy lifestyle through physical, mental, social and spiritual well-being.

We encourage you to take advantage of the following resources during your time at Thunderbird:

- [Graduate wellness resources](#)

- [10 best practices in graduate student wellbeing](#)

- [ASU counseling services](#)

- [When in crisis](#)

Graduate degree programs

(Sample plans of study can be found in Appendix A)

Graduate degree programs	
Master of Global Management (MGM)	TBTGMMGM
Master of Global Management (Creative Industries and Design Thinking)	TBGMCIDMGM
Master of Global Management (Data Science)	TBGMDSCMGM *STEM-certified
Master of Global Management (Digital Audience Strategy)	TBGMDASMGM
Master of Global Management (Global Affairs)	TBGMGAMGM
Master of Global Management (Global Business)	TBGMGBMGM *STEM-certified
Master of Global Management (Global Development and Innovation)	TBGMGDIMGM
Master of Global Management (Global Digital Transformation)	TBGMGDTMGM *STEM-certified
Master of Global Management (Global Entrepreneurship)	TBGMGEMGM
Master of Global Management (Global Health Care Delivery)	TBGMGHDMGM
Master of Global Management (Global Legal Studies)	TBGMGLSMGM
Master of Global Management (Nonprofit Leadership and Management)	TBGMNLMGM
Master of Global Management (Public Administration)	TBGMPAMGM
Master of Global Management (Public Policy)	TBGMPPMGM
Master of Global Management (Sustainability Solutions)	TBGMSSMGM
Master of Global Management (Sustainable Tourism)	TBGMSTMGM
Executive Master of Arts in Global Affairs and Management (EMAGAM)	TBGAMEMA
Executive Master of Global Management (EMGM)	TBTGMXMGM
Executive Master of Global Management: Space Leadership, Business, and Policy (EMGM-Space)	TBGMSBPMGM
Master of Leadership and Management (MLM)	TBLMMLM
Doctor of Professional Practice in Global Leadership and Management (DPP)	TBGLMDPP

University policies: academic policies, academic regulations

Undergraduate academic regulations

Thunderbird follows university diversity 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, certificate, and microcertificate programs, including accelerated program 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 deputy dean, Thunderbird Academic Enterprise, 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 Thunderbird, a student must meet one of the following:

1. A continuing student—a student enrolled in Thunderbird or ASU courses during the previous semester

2. A newly admitted student—a new student who is officially admitted to the university

   OR

3. A newly readmitted student—a former student who is officially readmitted to the university after an absence of one semester or more.

Students may verify enrollment eligibility on the My ASU 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 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. 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 deputy dean, Thunderbird Academic Enterprise, 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 medial/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:

    a. Physical issues affecting your ability to complete a specific course. Examples include: 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.

    b. Circumstances affecting your ability to attend classes. Examples include: 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.

    c. 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 director general and dean 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 ASU's 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 deputy dean, Thunderbird Academic Enterprise AND the director general and dean. 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 deputy dean, Thunderbird Academic Enterprise
3. The director general and dean

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, Thunderbird Academic Enterprise

- General issues and recommendations for policy changes should be presented to the deputy dean, Thunderbird Academic Enterprise.

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 university policy.

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 were 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 Thunderbird Dean's Designee: If the matter remains unresolved, the student may then request a meeting with the dean's designee. The student should email the designee directly and include correspondence related to the discussion with the instructor.

- After meeting with the student, the designee will send an email outlining their assessment of the grievance. The designee will determine if the final course grade stands 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 were 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.

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 deputy dean, Thunderbird Academic Enterprise.

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 deputy dean, Thunderbird Academic Enterprise.

Academic standing appeal process

Step 1: The deputy dean, Thunderbird Academic Enterprise 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 deputy dean, Thunderbird Academic Enterprise, 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 deputy dean, Thunderbird Academic Enterprise, 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 deputy dean, Thunderbird Academic Enterprise, 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 deputy dean, Thunderbird Academic Enterprise, 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 deputy dean, Thunderbird Academic Enterprise, 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 deputy dean, Thunderbird Academic Enterprise, will send a written decision to the student within 10 business days after the conclusion of the hearing.

Potential outcomes

- A 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 the 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. The 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, Global 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 dean of the 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 deputy dean, Thunderbird Academic Enterprise, within 10 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 deputy dean, Thunderbird Academic Enterprise. 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 deputy dean, Thunderbird Academic

Enterprise, 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 director general and dean within five (5) business days of the hearing.

- Review and decision by the director general and dean of Thunderbird: The director general and dean will provide written notice of the decision to the student, the academic integrity officer, the instructor, the review committee, and deputy dean, Thunderbird Academic Enterprise, within 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 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 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 [this page](#).

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 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 [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 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 Thunderbird, at Thunderbird's expense, including, without limitation, execution and delivery of any documents reasonably requested by Thunderbird to secure, perfect, register, and enforce all such rights.

Photo permissions

Students have the opportunity to participate in a variety of school-related activities within and outside of the classroom. From time to time, photographs may be taken of these situations and events for later use by Thunderbird to promote 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.

Technical requirements and support

Technical requirements

● **Desktop or laptop computer:** Must be current within the last 5 years for optimal performance. While the Canvas app is available for mobile devices its functionality is limited. For full access to course materials and functionality, use Canvas primarily on a desktop or laptop.

● **Stable, high-speed internet access:** Consistent internet is essential for accessing materials, submitting assignments, and participating in discussions and tests.

● **Up-to-date web browser:** Use the most recent version of a web browser. Chrome is the preferred browser for Canvas.

● **Audio equipment:** Speakers or headphones (built-in or external) are necessary for multimedia content.

● **Webcam and microphone:** An external or internal webcam with a microphone may be required for some course activities and exams.

● **Word processing software:** You will need access to a word processing program. ASU students have free access to Microsoft 365 and Google Docs through their ASUrite account.

● **Smartphone or mobile device:** A mobile device capable of downloading apps may be needed for specific tasks.

Please inform the instructor if any of the above presents a hardship for you. ASU may have some resources to help students in need.

Thunderbird technical support

To contact Thunderbird technical support, call 602-496-7999 or email helpdesk.tbird@asu.edu.

Student success

The mission of the student success team is to be an integral part of the academic and professional experience at Thunderbird 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 Center (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's 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[1]
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)[2]	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) Fall/Spring – Session C (academic justification and special permissions required)	Pre-Optional Practical Training (Pre-OPT)[3] 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		

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[1] *Work authorization is needed if the internship is off-campus, even if it is unpaid and/or volunteer. Check with the ISSC for details.*

[2] *With academic justification, it is possible that the ISSC will allow for internship end date to extend to 1 week prior to fall semester.*

[3] *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

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-1visa 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-1visa 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 CMC through SOAR.

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. <u>must</u> 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 (CMC)

At Thunderbird, we do more than provide you with the global education and insight to thrive in international management. Thunderbird's CMC 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 CMC services

- On-campus talent pool recruiting events: The CMC 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 CMC also offers:

- Seminars focused on specialized areas of career advancement.

- Resume 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 the CMC and all student success services, click here. To explore Arizona State University's career and professional development services, click here.

Second language proficiency requirements for MGM students

All students pursuing a Thunderbird MGM degree must demonstrate proficiency in a second language.

As you prepare for your program at Thunderbird, we want to ensure that you are aware of your options for completing the second language requirement for your MGM degree before graduation. (International students that speak English as a 2nd language - please see option #5 below.)

You may meet this requirement in <u>one</u> of the following ways:

1. Participate in a Thunderbird language course(s)
   Thunderbird currently offers language courses in Spanish, French, and Chinese. Students must successfully complete levels 1 and 2 with a grade of <u>B or higher</u> to meet the requirement. This would satisfy 6 of 12 required, elective credits toward your degree.

   Note: If you already have a foundation in one of the three Thunderbird-offered languages above, you may be able to <u>waive out of level 1</u>. Below are the requirements for each language:

   - Spanish – students must complete the OPI and score a level 3 or above

   - Chinese – students must pass the final exam of the first course

   - French – students must pass the final exam of the first course <u>or</u> pass the OPI with a Novice High

Please email your academic advisor for further information regarding this option.

2. Participate in a summer, intensive language program in partnership with The Melikian Center's Critical Language Institute. Students must pass with a grade of B or higher to meet the 2nd language requirement. Students may opt to earn graduate, elective credit toward their degree, or participate independently through the CLI. Please note that the cost structure differs for each program. Due to the time demands of this intensive program, this option is not suitable for students participating in the summer GCL, nor students pursuing a full-time summer internship.

   Please consult your academic advisor with questions about this option.

3. Take the OPI (Oral Proficiency Interview) Test (see page 3 for more information). Native English Speakers, U.S. Permanent Residents, dual citizens or citizens of native English-speaking countries claiming fluency in a second language are required to take the OPI Test. Passing the OPI with a rating of intermediate high for group 1 languages or intermediate low for group 2 will satisfy Thunderbird's second-language graduation requirement. This must be completed no later than the end of your first semester at Thunderbird. If you do not pass the OPI and would like to retake it, you may do so after waiting at least 30 days.

4. Submit a Certificate of Proficiency

   Submit your Foreign Service Institute or Peace Corps language certificate dated within 12 months of starting your degree program at Thunderbird. The scores must be equivalent to Thunderbird's requirement. Please email your **Academic Advisor** if you will be submitting a certificate of proficiency.

5. International students that speak English as a 2nd language and submitted an English Language Test (i.e. TOEFL, IELTS, PTE, or Duolingo) meeting minimum score requirements during the application process for the MGM program, will have the 2nd language requirement waived. If you did not submit a test, you can meet the requirement by submitting one of the following:

   - Transcript from a high school or college/university where English was not the primary language of instruction. (Example: If you graduated from a high school or college where the primary language of instruction was not English, the transcript would serve as proof of second language proficiency).

   - English Language Test results from a reputable source such as the TOEFL, IELTS, PTE, or Duolingo. Dates of exam must fall within 5 years of admission to Thunderbird. (Example: If you submitted an English Language Test for admission to an undergraduate program in the United States, you could submit that same score to Thunderbird as proof of second language proficiency).

- English for Admission and Achievement certificate after completion of the Global Launch program prior to admission. Please email documents to your academic advisor.

Oral Proficiency Interview (OPI) test

The Oral Proficiency Interview (OPI) measures a sample of speech to determine a person's expertise in a language.

About the OPI:

Thunderbird students will participate in the Speaking and Listening Assessment provided by ALTA Language Services, otherwise known as an OPI. This is a live 30-minute conversation that takes place over the phone between a trained, certified tester and the candidate. The OPI assesses a student's proficiency in oral communication. The OPI consists of several pools of prompts, with each pool targeting a specific objective (e.g. describing future plans). For this test, candidates will be speaking aloud in response to oral discussion prompts.

Although the OPI is conducted over the phone between the student and a trained ALTA certified tester, students must have their test proctored **in-person with a Thunderbird staff member.** Students will need to come to the Thunderbird Global Headquarters to have their evaluation proctored.

Scheduling an OPI

To schedule an OPI, please email your academic advisor, Mitchell Lawson or Carly James. Please use the subject line "Schedule OPI" and provide the following information in the body of the email:

- First and last name

- Student ID

- Language in which you would like to test

- Two preferred testing dates and times – OPI's can be scheduled Monday, Wednesday and Friday (8:00 a.m. to - 3:30 p.m.).

OPI's must be scheduled 48 hours prior to your desired test date/time.

The cost to take the OPI is $66, which the student is responsible to pay.

There are practice tests and information about the assessment available here.

Languages tested through ALTA:

Afrikaans	Croatian	Jamaican Patois	Romanian
Albanian	Czech	Japanese	Russian
Amharic	Danish	Karenni	Samoan
Arabic	Dari	Kazakh	Serbian
Arabic Dialects:	Dutch	Kinyarwanda	Sinhala
Arabic (Egyptian)	Fante (Akan)	Korean	Slovak
Arabic (Iraqi)	Farsi	Kurdish (Kurmanji)	Slovenian
Arabic (Jordanian)	Finnish	Kurdish (Sorani)	Somali
Arabic (Lebanese)	French	Latvian	Spanish
Arabic (Moroccan)	French Canadian	Laotian	Swahili
Arabic (Saudi Arabian)	Ga	Lithuanian	Swedish
Arabic (Sudanese)	Georgian	Macedonian	Tagalog
Arabic (Syrian)	German	Malay	Tajik
Arabic (Yemeni)	Greek	Malayalam	Tamil
Armenian	Gujarati	Mongolian	Telugu
Azerbaijani	Haitian Creole	Navajo	Thai
Bambara	Hausa	Nepali	Tibetan
Baluchi (Western)	Hebrew	Norwegian	Tigrinya
Bengali	Hindi	Oromo	Turkish
Bosnian	Hmong	Pashto	Turkmen
Bulgarian	Hungarian	Pashto (Pakistan)	Twi (Akan)
Burmese	Ibo	Polish	Ukrainian
Cambodian	Ilocano	Portuguese (Brazil)	Urdu
Cape Verdean (Balavento)	Indonesian	Portuguese (Portugal)	Uzbek
Cape Verdean (Sotavento)	Italian	Punjabi (Eastern)	Vietnamese
Chinese (Cantonese)		Punjabi (Western)	Wolof
Chinese (Mandarin)			Yoruba
Chuukese			

Expectations for the OPI:

Thunderbird students must reach a level of either Intermediate high or Intermediate low on their OPI depending upon the language they choose. Students should choose a language in which they have high proficiency.

Intermediate High- Level 7:	Intermediate Low- Level 5:
At this level, a student can use and understand the present, past and future tenses with some errors. The student does not use advanced tenses. The student can easily participate in a conversation on basic subjects like weather, but not in a general conversation. The student usually cannot understand normal native rates of speech.	At this level, a student has the ability to participate in basic conversations. The subjects are routine in nature and tend to be repetitive, for example weather. The student uses primarily the present tense and cannot use advanced tenses, thus is very restricted on expressing and understanding any subject other than what is most familiar to them. Speech is slow, and the student requires more rephrasing and repetition to understand a native speaker.

Language groups

Group 1 languages	Group 2 languages
Required level: Intermediate high	Required level: Intermediate low
French Portuguese Spanish Italian German	Arabic Russian Chinese Korean Japanese All other languages provided by ALTA.

F1 Visa students and the language requirement

Students who are completing their graduate degree and hold an F1 Visa may still need to complete the language requirement. If you are a student on a F1 Visa from one of the countries listed below, you may still need to complete the language requirement. These countries/entities recognize English as an official language by law. Therefore, it's possible that a student who is from one of the countries may not meet the language requirement via high school/college transcripts or the IELTS (International English Language Testing System) or PTE (Pearson English Language Test) which are conducted during the admissions process. So, although a student on a F1 Visa may be fluent in a second language, you may still need to meet the language requirement. Please see below for a list of countries that may apply:

Akrotiri and Dhekelia	The Gambia	Namibia	St Maarten
American Samoa	Ghana	Nigeria	St Vincent and the Grenadines
Anguilla	Grenada	Niue	Sudan
Antigua & Barbuda	Guam	Norfolk Island	Tanzania
Bahamas	Guyana	Pakistan	Tonga
Barbados	Hong Kong	Palau	Trinidad and Tobago
Belize	India	Papua New Guinea	Turks and Caicos Islands
Bermuda	Ireland	Philippines	Tuvalu
Botswana	Isle of Man	Pitcairn Island	Uganda
British Virgin Islands	Jamaica	Puerto Rico	U.S. Virigin Islands
Burundi	Jersey	Rwanda	Vanuatu
Cameroon	Kenya	Samoa	Zambia
Canada	Kiribati	Seychelles	Zimbabwe
Cayman Islands	Lesotho	Sierra Leone	
Cooks Island	Liberia	Singapore	
Curacao	Malawi	Solomon Islands	
Dominica	Marshall Islands	South Africa	
Eswatini	Mauritius	South Sudan	
Falkland Islands	Federal States of Micronesia	St Kitts and Nevis	
Fiji		St Lucia	

Doctor of Professional Practice applied project guidelines

Thunderbird's Doctor of Professional Practice (DPP) in Global Leadership and Management is a practically oriented, action-learning degree tailored for seasoned working professionals who desire to advance their leadership career path in globally oriented public, private, governmental and/or non-profit organizations. Students in the DPP in global leadership and management will complete and provide implementation details of their required independent applied research project. Final project deliverable options include:

1. In-depth empirical research papers: These papers should not only report on the design, execution, and results of the project but also push the boundaries of existing knowledge. By incorporating cutting-edge quantitative and/or qualitative research methodologies and exploring uncharted territories within global leadership and management, these papers can offer novel insights and practical applications that address future challenges and opportunities.

2. Case studies with detailed teaching notes (8 sets): Developing publishable case studies that highlight innovative solutions to contemporary issues in global leadership and management that could be used as valuable teaching tools. These cases should focus on real-world applications of new theories and practices, providing future leaders with the tools and strategies needed to navigate complex global environments.

3. Strategic implementation reports: Strategic Implementation Reports are comprehensive documents that outline the processes, progress, and outcomes of implementing strategic initiatives within an organization. These reports are essential for tracking the execution of strategic plans, ensuring alignment with organizational goals, and providing transparency to stakeholders.

4. Design and implementation of training programs: Creating programs that prepare organizations for the future involves anticipating shifts in the global market and workforce. Successful training programs involve a structured approach to ensure that the learning objectives are met, and the participants acquire the necessary skills and knowledge.

5. Design, develop and implement policy frameworks: Designing and developing robust policy frameworks that provide clear guidance and standards for your organization or in a specific area. The policy frameworks need to have unique and forward-thinking

elements that are important in supporting organizational goals.

6. Customized applied projects: With approval from the DPP committee, students can propose unique projects tailored to specific challenges within their professional context.

All above options require an oral presentation. The applied project will be submitted to the course instructor in the Applied Project course and to their supervisory committee. The DPP project supervisory committee will score the applied project using a rubric developed for a direct assessment. For the rubrics for each category of projects, please see the following pages.

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.

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 (SAILS) is responsible for 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 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

- SSM 701–01 Student Accessibility and Inclusive Learning Services—General Policy

- SSM 701–02 Eligibility for Accommodations—Required Disability Documentation

- SSM 701–03 Accommodations for Students with Disabilities

- SSM 701–04 Course Substitution

- SSM 701–05 On-Campus Transportation for Individuals with Disabilities—Tempe Campus Only

- SSM 701–06 Animals on ASU's Campuses

- SSM 701–07 Assistance Animals in University Housing

- SSM 701–08 Responsibilities of Individuals with Service or Assistance Support Animals on Campus and Exclusions from Campus

- SSM 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://registrar.asu.edu/graduation-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 Plans 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. Information on the Thunderbird Convocation can be found at 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. All commencement programs can be found on this page.

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. Winners are selected by the Dean with help from faculty. 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 (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

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 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 (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 through ASU's financial aid.

Scholarships Policies

Scholarship questions can also be directed to 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.

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 students.asu.edu/verification-citizenship for additional information.

8. 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.

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.

Appendix A: Sample Plans of Study

The sample plans of study included in this handbook are intended for informational purposes only. These serve as a general guide to help students understand the typical course sequencing and timeline within the programs. Each student's academic journey is unique, and individual plans may vary based on course availability, prior coursework, research interests, and academic progress. Students should consult regularly with their academic advisor to develop and maintain an individualized plan of study that aligns with their goals, circumstances, and curricular requirements.

Master of Global Management			
Term	**Requirement**	**Credits**	**Credits** (Accelerated)
Year 1, Fall (semester 1)	**TGM 506** Communicating and Negotiating Across Cultures	3	3
	TGM 517 Global Accounting and Financial Management	3	3
	TGM 557 Global Marketing and Data Analytics	3	3
	TGM 545 Global Leadership & Strategy or Language, Level 1* (postpone TGM 545 to spring)	3	3
	Commence Professional Leadership Development ** – Participate in career-related activities throughout the entire program and register for **TGM 597** during your final semester, as final capstone project.		
	Accelerated path students - concentration or elective course		3
Year 1, Spring (semester 2)	**TGM 515** Navigating Global and Regional Business Environments – choose region	3	3
	TGM 586 Global Entrepreneurship & Sustainable Business	3	3
	Two concentration or elective courses (Language, Level 2*)	6	6
	Accelerated path students – additional concentration or elective course		3
Year 1, Summer (optional)	Elective of concentration course (may include TGM 584 – Internship)		
	TGM 596 Global Challenge Lab (accelerated master's students, select concentrations, and some accelerated students)		
	Accelerated path students must register for at least 3 credits		3
Year 2, Fall (semester 3)	Two concentration or elective courses (Session A if participating in GCL)	6	6
	TGM 596 Global Challenge Lab (Session B)	6	6
	Accelerated path students – remaining courses and **TGM 597** Thunderbird Personal Leadership Development (Capstone, 1 credit)		4
Year 2, Spring (semester 4)	Complete remaining concentration and/or elective courses	12	
	TGM 597 Thunderbird Professional Leadership Development (Capstone)	1	
	Total credits:	**49**	**49**

* Language requirement: Language courses focus on oral proficiency and are offered, in sequence, in the fall and spring semesters. Other options for meeting the language requirement include testing out via the Oral Proficiency Interview (OPI) or participating in a summer intensive program are found on the Academic Information & Advising page on ThunderStart.

** TGM 597 (capstone) requires a grade of B or greater to pass the class and to graduate.

Executive Master of Global Management		
Term	**Requirement**	**Credits**
Year 1, Fall (semester 1)	**TGM 506** Communicating and Negotiating Across Cultures	3
	TGM 517 Global Accounting and Financial Management	3
	TGM 557 Global Marketing and Data Analytics	3
	TGM 515 Navigating Global and Regional Business Environments	3
Year 1, Spring (semester 2)	**TGM 545** Global Leadership & Strategy	3
	TGM 598 Leading Innovation for a Digital and Sustainable World	3
	TGM 594 Global Field Seminar	3
	Elective Course	3
Year 1, Summer (semester 3)	Elective Course	3
	Elective Course	3
	TGM 597 Thunderbird Professional Leadership Development (Capstone)	1
	Total credits:	**31**

Executive Master of Global Management (Space Leadership, Business and Policy)		
Term	**Requirement**	**Credits**
Year 1, Fall (semester 1)	**TGM 506** Communicating and Negotiating Across Cultures	3
	TGM 517 Global Accounting and Financial Management	3
	TGM 557 Global Marketing and Data Analytics	3
	TGM 515 Navigating Global and Regional Business Environments	3
Year 1, Spring (semester 2)	**TGM 545** Global Leadership & Strategy	3
	TGM 598 Leading Innovation for a Digital and Sustainable World	3
	TGM 560 Space for Global Future Leaders	3
	TGM 561 Global Space Policy and Law	3
Year 1, Summer (semester 3)	**TGM 598** Space Operations and Exploration	3
	TGM 563 Space and Global States and Markets	3
	TGM 597 Thunderbird Professional Leadership Development (Capstone)	1
	Total credits:	**31**

Executive Master of Global Affairs and Management

Term	Requirement	Credits
Year 1, Fall (semester 1)	**TGM 506** Communicating and Negotiating Across Cultures	3
	TGM 517 Global Accounting and Financial Management	3
	TGM 557 Global Marketing and Data Analytics	3
	TGM 515 Navigating Global and Regional Business Environments – choose region	3
Year 1, Spring (semester 2)	**TGM 545** Global Leadership & Strategy	3
	TGM 598 Leading Innovation for a Digital and Sustainable World	3
	TGM 575 Global Affairs	3
	TGM 598 Policy Analysis for a Global World	3
Year 1, Summer (semester 3)	**TGM 598** Agile Governance and Leadership	3
	TGM 598 The Craft of Global Networks	3
	Total credits:	**30**

Master of Leadership and Management

Term	Requirement	Credits
Year 1, Fall (semester 1)	**TAM 505** Navigating Global and Regional Business Environments	3
	TAM 582 Communicating and Negotiating in a Dynamic Global World	3
Year 1, Spring (semester 2)	**TAM 557** Global Marketing in a Digital Age	3
	TAM 511 Leading Innovation for a Digital and Sustainable World	3
Year 1, Summer (semester 3)	**TGM 586** Global Entrepreneurship and Sustainable Business	3
	TAM 542 Global Leadership and Personal Development	3
Year 2, Fall (semester 4)	**TAM 530** Data Analytics and Digital Transformation in a Global World	3
	TAM 521 Financial Value Creation for Leaders	3
Year 2, Spring (semester 5)	TAL Elective	3
	TAM 541 Strategy in a Competitive World	3
	Total credits:	**30**

Doctor of Professional Practice in Global Leadership and Management
(with blanket credit hours from master's degree)

Term	Requirement	Credits
Year 1, Fall (semester 1)	**TGM 705** Philosophies, Theories and Methods of Research	3
	TGM 740 Leading and Managing Global Organizations: Advanced Topics	3
Year 1, Spring (semester 2)	**TGM 745** Data Analysis for Global Leaders	3
	TGM 720 Qualitative Analysis for Systems Thinkers: Learning from the Field	3
Year 1, Summer (semester 3)	**TGM 710** Shaping the Future: Digital Transformation in a Global Economy	3
Year 2, Fall (semester 4)	**TGM 715** The Dynamics of Global Markets and Policy <u>or</u> **TGM 730** System Change and Transformation	3
	Elective	3
Year 2, Spring (semester 5)	Elective	3
	Elective	3
Year 2, Summer (semester 6)	**TGM 790** Reading and Conference: Problem Identification, Research Design and Review of Literature	3
Year 3, Fall (semester 7)	**TGM 792** Research	6
Year 3, Spring (semester 8)	**TGM 792** Research	6
Year 3, Summer (semester 9)	**TGM 793** Applied Project – Final Project and Oral Presentation	3
	Total credits:	**45**

Doctor of Professional Practice in Global Leadership and Management
(no master's degree)

Term	Requirement	Credits
Year 1, Fall (semester 1)	**TGM 705** Philosophies, Theories and Methods of Research	3
	TGM 740 Leading and Managing Global Organizations: Advanced Topics	3
Year 1, Spring (semester 2)	**TGM 745** Data Analysis for Global Leaders	3
	TGM 720 Qualitative Analysis for Systems Thinkers: Learning from the Field	3
Year 1, Summer (semester 3)	**TGM 710** Shaping the Future: Digital Transformation in a Global Economy	3
Year 2, Fall	**TGM 715** The Dynamics of Global Markets and Policy	3

(semester 4)	or **TGM 730** System Change and Transformation	
	Elective	3
Year 2, Spring (semester 5)	Elective	3
	Elective	3
Year 2, Summer (semester 6)	**TGM 790** Reading and Conference: Problem Identification, Research Design and Review of Literature	3
Year 3, Fall (semester 7)	Elective	3
	Elective	3
Year 3, Spring (semester 8)	Elective	3
	Elective	3
Year 3, Summer (semester 9)	Elective	3
Year 4, Fall (semester 10)	**TGM 792** Research	6
Year 4, Spring (semester 11)	**TGM 792** Research	6
Year 4, Summer (semester 12)	**TGM 793** Applied Project – Final Project and Oral Presentation	3
	Total credits:	**60**

Certificate of Global Management, Entrepreneurship, and Innovation (ONLINE)		
Term	**Requirement**	**Credits**
Year 1, Fall (semester 1)	**TAM 530** Data Analytics and Digital Transformation in a Global World	3
	TAM 542 Global Leadership and Personal Development	3
Year 1, Spring (semester 2)	**TGM 586** Global Entrepreneurship and Sustainable Business	3
	TAM 511 Leading Innovation for a Digital and Sustainable World	3
Year 1, Summer (semester 3)	**TAM 557** Global Marketing in a Digital Age	3
	Total credits:	**15**