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1.0 Introduction

What is the Thunderbird School of Global Management brand? The brand is the personality—the look, the feel, the message—that Thunderbird projects to new and prospective customers, the competitive industry, its vendors and within Thunderbird itself. A successful brand image triggers positive emotional and mental associations with everyone Thunderbird touches.

The Thunderbird brand has been built over years by achieving and maintaining a high level of professionalism, trust and quality. It is communicated to the public through every point of contact: advertising, websites, public relations, social media and in the way each of its employees interacts with others.

Thunderbird’s brand identity and image are valuable assets to the institution, students, corporate clients and alumni. Consistent use of brand identity establishes clear communication about who Thunderbird is and the image it portrays to its audiences.

This Brand Usage Guide was developed to provide the foundation for a consistent application of all Thunderbird School of Global Management brand communications across all media including external communications, digital, print, merchandising, advertising and promotional materials. This consistency builds strong brand awareness and contributes to Thunderbird retaining its position in the marketplace as the leader in global business education.

THUNDERBIRD BOILERPLATE
Thunderbird has been one of the top-ranked international business schools, regardless of the publication or category, for decades. With nearly 70 years of experience, Thunderbird continues its mission today in developing leaders with the global mindset, business skills and social responsibility necessary to create real, sustainable value for their organizations, communities and the world. Thunderbird is sought out by graduate students, working professionals and companies worldwide seeking to gain the leadership skills they need to succeed in today’s global economy. For more about Thunderbird, please visit: thunderbird.asu.edu.

THUNDERBIRD BRANDED WRITTEN/VISUAL MESSAGING
Thunderbird brand recognition is built on consistency in both visual and written representation of the brand. Brand messaging in both media should be modeled after existing Thunderbird literature and, in particular, the institutional website. This includes schoolwide statements/descriptions, program descriptions, headlines, value propositions and calls to action.

Special notes: The institutional Thunderbird School of Global Management Marketing and Communications team is responsible for all review and approval of brand identity usage. Only authorized individuals should be using the Thunderbird brand and all use of the brand must be in accordance with this manual and receive written approval from the institution.

All use of Thunderbird logos in external communications must be approved by the Thunderbird Marketing & Communications department. Students or other individuals who wish to use the school logo on merchandise for sale may do so by contacting the TSG. The TSG will gain permission from the Thunderbird Marketing & Communications department. In the event of a profit-making endeavor, a licensing fee may be charged for the use of the logo.

Enforcement of the graphic identity standards is the responsibility of the Thunderbird Marketing & Communications department, which shall be authorized to remove documents that do not meet guidelines. All expenses for noncompliance shall be the responsibility of the originating department or individual.
2.0 Thunderbird logo

The Thunderbird School of Global Management identity (logo) is the centerpiece of the visual brand. It is the primary identification element and has been designed for application to all media used in advertising and marketing. It is original artwork and must not be altered, redrawn or modified in any way.

The full logo (symbol with both parts of the logotype) is the main form of identification and should be used prominently on all Thunderbird material: letterhead, envelopes, business cards, websites, etc. The symbol, word mark and ASU tag line must be used together as a visual reinforcement of the brand. The logo and tagline (A unit of the Arizona State University Knowledge Enterprise) cannot be separated. The company logo is an important and valued graphic element and must be used consistently and appropriately; even minor variations will undermine and compromise the image of the branding and are therefore prohibited. Use of the bird symbol alone is reserved for internal, institutional use only.

To accommodate the technical needs of various media, there are several official versions of the Thunderbird logo, one for use in print applications; one for use in screen applications (web, mobile devices, video broadcast, and electronic presentations). The preferred styles of the logo are shown to the right. Options include: on a white background, reversed on blue background or in black and white reproductions.

In all applications, the logo should be reproduced at a size that maintains the integrity of the mark and yields clean and legible lettering and art detail. The minimum size for the horizontal logo in most applications is 2 inches wide, while the vertical or stacked version should never be smaller than 1.375 inches wide. There must be sufficient space around the logo to make it stand apart from other visual elements, see page 4 for details. Text, headlines, photographs, or illustrations should not be any closer than the space that is equal to the height of the word “Thunderbird.”

For special instances or unusual circumstances please contact Thunderbird Marketing & Communications at: thunderbirdcommunications@exchange.asu.edu
Minimum size requirements and area of isolation

MINIMUM SIZE
In the flush-left format the logo should never appear smaller than 2 inches wide for 300 dpi print applications (144 pixels wide for 72 dpi/web applications). In the vertical or stacked format the logo should never appear smaller than 1.375 inches wide for 300 dpi print applications (108 pixels wide for 72 dpi/web applications). Uses smaller than this will result in poor legibility and reproduction quality.

AREA OF ISOLATION OR SAFETY AREA
The area of isolation is the clear space surrounding the logo. The guidelines use the letter “Y” to define amount of clear space. “Y” is defined as half the height of the word “THUNDERBIRD.” The area of isolation should be equal to or greater than the height of the word “THUNDERBIRD” or “Y+Y”. No other elements should fall within this area. The logo should not be placed next to distracting or complex elements that compete visually with the Thunderbird logo.

Y = half the height of the word “THUNDERBIRD”
ASU & Thunderbird Cobranding

The Thunderbird Cobrand...

HOW TO USE THE MARK
Use the mark to supplement or accompany the Thunderbird logo. In some cases, where the identity of the school is established by other means, the “Only Here” mark can be used instead of the School logo. The Thunderbird seal is used only on official correspondence from the School and should never be used for marketing or mainstream communications.

For special instances or unusual circumstances please contact Thunderbird Marketing & Communications at: thunderbirdcommunications@exchange.asu.edu

AREA OF ISOLATION OR SAFETY AREA
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Thunderbird logo with signature lockup

A signature lockup is the combination of the Thunderbird logo and the name of a specific extension or center of the School.

In print communications, signature lockups are only to be used on stationery and business cards. Digital uses include websites and digital presentations.

In the primary style of the signature lockup, the first line is “THUNDERBIRD” (all caps only). The second line is the name of the major academic unit (Center or Association) divided by the rule. The styles for the signature lockup are decided upon internally between Marketing and the internal client, allowing for some customization while maintaining overall consistency. These logos have vertical versions available as well.

These signatures are created internally by the Marketing & Communications department. Due to the internal nature of these logos the ASU tag line is not required.

For special instances or unusual circumstances please contact Thunderbird Marketing & Communications at: thunderbirdcommunications@exchange.asu.edu
Reversed logo on solid backgrounds - Thunderbird Blue or B&W

The only spot or CMYK color that is permitted to be used as a background is the Thunderbird Blue (see section 4.0 for specs). The logo can ONLY be reversed to white, no other colors. For Black and White applications, please use Rich Black as a background and White for the logo, no shades of gray are to be used for the logo.

Please do not attempt to create art for the Thunderbird mark, seal, or logotype for any application. Please contact Thunderbird Marketing & Communications, see Section 9.0.
Thunderbird Seal

The official Thunderbird seal is the symbol encircled with branches and the full name of the School.

Use of the seal is reserved for approved signage, formal and official documents such as diplomas, legal and official records, transcripts, programs for formal academic ceremonies, and any other legal agreements binding the School. There are one-color (Blue PMS 2955) and two-color (Blue PMS 2955 and Gold PMS 129) versions of the seal. Reversing the seal to white on a background of PMS 2955 is also an option. The seal should have the ASU tagline under it. All versions available upon request. Use of the seal requires prior authorization from the Marketing department.

**AREA OF ISOLATION OR SAFETY AREA**

The area of isolation is the clear space surrounding the logo. It should be equal to or greater than 1/8 the diameter of the seal, \( Y = \frac{1}{8} \text{ diameter of seal} \) (see diagram).

No other elements should fall within this area. The signature should not be placed next to distracting or complex elements that compete visually with the Thunderbird seal.
The symbol and word mark should not be altered in any way.

WRONG
The logo has become distorted from its designed aspect ratio, therefore stretching, rotating or squashing the shape and text.

If the space is restrictive, the scale of the logo (not the dimensions) must be adjusted to fit.

CORRECT
The logo’s shape is consistent with the initial design, retaining balance and legibility.

WRONG
The backdrop for the logo’s placement is too similar to the primary color - it lacks visibility and contrast. White is the only color to be used when reversing the logo.

CORRECT
To fix this problem, you can switch to a white logo on the Thunderbird Blue, PMS 2955.

MORE DETAILS
The logo should be printed in blue PMS 2955 or reversed to white on a field of PMS 2955. It cannot be used any other way without express permission from the Marketing & Communications department.

WRONG
A. A color outside of the selected brand color scheme has been used. This is not permitted as it confuses the brand image. Replacing the font is also prohibited. The brand logotype should be used at all times with the presentation of the logo.

B. Important elements within the logo have been distorted, enlarged or shrunk, affecting the balance and design. A consistent layout is essential across all media, and by changing key elements it will introduce confusion into the brand.

CORRECT
The logo’s shape is consistent with the initial design, retaining balance and legibility.
Thunderbird logo for the web

Marketing & Communications has created web-friendly versions of the logo for use in digital applications: PowerPoint, television broadcasts & web - any application where the logo needs to be smaller than the minimum size of 144 pixels or 2 inches.

Please contact Marketing & Communications with any questions about usage or style.
Thunderbird stationery

All stationery items use the Thunderbird logo. Business cards, letterhead, envelopes & mailing labels, all must have the Thunderbird logo. No other logos may appear on these items.

All stationery items are ordered through Thunderbird with the exception of student business cards which are ordered through the on-campus print shop using approved specs and Staff/Faculty business cards. Please email your department admin to order new business cards, if you do not know who that person is contact Kyle Cardinal (kcardinal@prismagraphic.com) letting him know you need new Thunderbird business cards and he will give you the list of Dokshop account holders at Thunderbird.

Address lines and other information cannot exceed the template in Dokshop. If all information does not fit on one card, then the creation of a second card should be considered or condensing the current information so that it will fit on one side.
THE THUNDERBIRD BRAND

3.0 Trademark

A trademark is a distinctive word, phrase, symbol, design, device or any combination of these elements that identifies and differentiates the source and quality of a product, service or program. Trademarks provide the foundation upon which companies build their reputation and brand power in the marketplace.

Thunderbird’s trademarks distinguish its offerings from competitors and act as a guarantee of consistency and quality to students, faculty and alumni. Therefore, proper use of Thunderbird’s trademarks must be ensured in order to guard against their loss and to ensure their continued distinction and value. Their strength may not be jeopardized or diluted.

WHAT IS A GLOBAL BRAND ICON?
Thunderbird’s portfolio of trademarks includes global brand icons. A global brand icon is a universally recognized, distinctive symbol, picture or sign that immediately triggers brand recognition and compelling, positive brand association.

TRADEMARK USAGE POLICIES
1. All Thunderbird trademarks must be used in accordance with the following policies. These policies apply to all forms of internal and external communications, both nationally and internationally.

2. Immediately follow a trademark with the appropriate trademark registration. These designations serve as notice to others that Thunderbird is claiming trademark rights to the particular word, symbol or phrase (i.e., Global Mindset). In most countries, the ® is required for all registered trademarks and the ™ symbol is used on all trademarks that have a pending trademark application.

3. All markings must be clearly readable. When a trademark is used multiple times in advertising, the ™, MC, circle R or MR symbols need only be used once at the first or most prominent use.

4. When the trademark is used more than once in the same advertising, the generic term need only follow the first or most prominent use of the mark.

5. In certain limited circumstances, you may be able to include a legal notice line acknowledging Thunderbird’s ownership of the trademarks used rather than using the individual trademark designation symbols next to each trademark. One example of a situation where the legal notice line may be permitted is a Thunderbird microsite for a specific program. Please contact Thunderbird’s Marketing & Communications Department for specific questions.

6. Always use trademarks consistently. In other words, be sure to use Thunderbird’s trademarks in the way they were registered as trademarks. Misspellings and variations are prohibited. Trademarks that have been registered as trademarks with punctuation marks (such as hyphens or periods) must be used with those punctuation marks.

7. Emphasize that Thunderbird’s trademarks are distinctive and special. They must be distinguished from surrounding text or graphics and should not get buried in copy. You can do this in any of the following ways:
   - Trademarks must be used as an adjective in conjunction with a generic term that identify product/program/certificate program.
   - Never use a trademark in the plural or possessive form, except if it is registered in that form.
   - Never hyphenate a trademark when it occurs at the end of a line of text.
In addition to correct usage of the Thunderbird trademark and seal, typography is an important element of the Thunderbird brand.

The brand font families are:

**Avenir**
[35 light, 35 light oblique, 55 roman, 55 oblique, 65 medium, 65 medium oblique, 85 heavy, 85 heavy oblique]

**PF DIN Display**
[light, light italic, regular, italic, medium, medium italic, bold, bold italic]

**PF DIN Text Condensed**
[Condensed light, Condensed light italic, Condensed regular, Condensed regular italic, Condensed medium, Condensed medium italic, Condensed bold, Condensed bold italic]

**ITC Giovanni Standard [academic focus]**
[Book, book italic, bold, bold italic]

Headline fonts: **Avenir heavy, PF DIN Display bold**
Avenir and PF DIN Display bolds are versatile sans serif fonts. These should be used only for titling and emphasis.

Subhead fonts: **PF DIN Text Condensed**
PF DIN Text Condensed can be used as a subhead and in other instances to add emphasis. Regular can be used as body copy in certain situations (sidebars, call outs); italic and light versions should be used for footnotes and in limited spaces.

Body text: Avenir, Giovanni
Avenir is a modern, clean sans serif font with a variety of weights that work well in the print and digital space. It should be used for most primary body copy executions for marketing.

Giovanni is a serif font useful for items containing large amounts of text, especially those with an academic focus (i.e., Thunderbird magazine.) It can also be used in rare cases for more formal marketing executions.
Accurate reproduction of Thunderbird’s brand color scheme is essential in communicating a clear and consistent message about the company image. The use of a limited number of brand-specific colors is necessary in order to create the Thunderbird identity.

**PRIMARY COLOR PALETTE**

The Pantone colors should be used wherever possible, with CMYK/RGB being matched as closely as possible depending on the materials and print process. The Thunderbird Visual Identity consists of three colors:

- **Thunderbird Blue** (Pantone Spot 2955)
- **Thunderbird Gold** (Pantone Spot 129)
- **Thunderbird Grey** (Pantone Spot 443)

**THUNDERBIRD BLUE**
Pantone 2955  
CMYK: 100/85/35/33  
RGB: 0/46/95  
HEX #002e5f

**THUNDERBIRD GOLD**
Pantone 123c  
CMYK: 0/21/88/0  
RGB: 255/198/39  
HEX #ff627

**THUNDERBIRD GREY**
Pantone 443  
CMYK: 43/35/35/1  
RGB: 153/153/153  
HEX #999999
SECONDARY COLOR PALETTE
The secondary color palette contains five accent colors. Those colors are: bright blue (Twilight), pale blue (Dawn), deep orange (Copper), muted tan (Safari), and soft green (Jade).

These colors should be utilized for more complex executions, and for certain identified external-facing products outside of the main Thunderbird offerings. The Pantone colors should be used wherever possible, with CMYK/RGB being matched as closely as possible depending on the materials and print process.

TWILIGHT BLUE
CMYK: 95/37/5/0
RGB: 0/130/192
HEX #0082c0

COPPER
CMYK: 0/69/100/47
RGB: 146/72/19
HEX #924813

SAFARI
CMYK: 61/55/61/28
RGB: 104/92/83
HEX #685c53

DAWN BLUE
CMYK: 25/2/0/0
RGB: 192/221/234
HEX #c0ddea

JADE
CMYK: 61/23/100/6
RGB: 113/149/0
HEX #719500
5.2 Supporting color palette

SUPPORTING NEUTRAL COLOR PALETTE
There are nine supporting neutral colors: the cool grays are Silver, Sterling, Platinum and Frost. The warm grays are Pewter, Dust, Fog and Glaze. Rich Black should be employed for non-text executions of black (images, graphics).

<table>
<thead>
<tr>
<th>Color</th>
<th>CMYK</th>
<th>RGB</th>
<th>HEX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silver</td>
<td>23/16/13/46</td>
<td>136/139/141</td>
<td>88B8BD</td>
</tr>
<tr>
<td>Pewter</td>
<td>17/24/25/49</td>
<td>140/130/121</td>
<td>8C8279</td>
</tr>
<tr>
<td>Rich Black</td>
<td>63/52/51/100</td>
<td>0/0/0</td>
<td>000000</td>
</tr>
<tr>
<td>Sterling</td>
<td>16/11/11/27</td>
<td>167/168/170</td>
<td>A7A8AA</td>
</tr>
<tr>
<td>Dust</td>
<td>14/19/21/39</td>
<td>165/156/148</td>
<td>A59C94</td>
</tr>
<tr>
<td>Platinum</td>
<td>12/8/9/23</td>
<td>187/188/188</td>
<td>BBBCBC</td>
</tr>
<tr>
<td>Fog</td>
<td>11/13/15/27</td>
<td>182/173/165</td>
<td>B6ADA5</td>
</tr>
<tr>
<td>Frost</td>
<td>5/3/5/11</td>
<td>208/208/206</td>
<td>D0D0CE</td>
</tr>
<tr>
<td>Glaze</td>
<td>6/7/10/11</td>
<td>203/196/188</td>
<td>CBC4BC</td>
</tr>
</tbody>
</table>
6.0 Rankings

Please refer to thunderbird.asu.edu/rankings for the most updated list of Thunderbird’s schoolwide and program-specific rankings.

In branding and messaging that involve an individual program, use of the ranking must include a citation that a ranking is for a specific Thunderbird program. Messaging should not imply that this ranking is attributed to any other Thunderbird program. Other Thunderbird programs have received individual program-specific rankings and these may be used only for the programs for which they have been earned.

In all cases, mention of rankings in electronic media should link to thunderbird.asu.edu/rankings. In print, it is recommended that (where appropriate to the execution), language be included to the effect of: “To see Thunderbird’s most current rankings, visit thunderbird.asu.edu/rankings.”
7.0 Photography

Thunderbird has an extensive photography library that includes images of students and facilities from all over the world. The rights to the majority of these images have been secured and no releases are required.

When developing materials that require photography, the Thunderbird Photography Library should always be the preferred resource. If the library does not provide the viable options required, royalty-free stock photography may be used but must be secured as a complete buy-out. The usage cannot result in recurring charges.

Anyone using Thunderbird-owned photography must work through the Thunderbird Marketing & Communications team for request and project review.

SAMPLE IMAGES
8.0 Merchandising

Merchandise and apparel items should display the Thunderbird logo to reflect the brand attributes discussed in the introduction to this Guide (section 2.0). While the logo color directives are specified in this Guide, tone-on-tone reproductions of the logo are acceptable for merchandising items. Please adhere to the provided color palette.

In regards to the size of the logo, please refer to the minimum size requirements outlined in this Guide. Logos should be sized and positioned to reflect Thunderbird’s brand standards.

Merchandising and apparel items can include shirts, pens, mugs, hats, flash drives, etc. Any items must be reviewed and approved by Thunderbird Marketing & Communications before being produced.

Whenever possible and to the extent it remains legible, all Thunderbird merchandise must include a nod to our association with Arizona State University. We do that, as we do in the school logo, by adding the phrase: A unit of the Arizona State University Knowledge Enterprise. For things like pens, key chains and USB flash drives, that isn’t possible. But for larger merchandise, the ASU tagline must be included.
9.0 Writing style guide

I. Thunderbird branding in content

It is important to deliver a consistent brand message and tonality in all materials produced by the School. Writers should strive for clear, concise language that carefully balances sophistication with clarity to ensure our messaging is appropriate for well-educated individuals for whom English is a first language – as well as for those for whom it is a second, third or even fourth language.

All externally facing materials should avoid excessive academic speak, internal nomenclature or acronyms. Follow these general guidelines:

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT
Spell out in first reference. May be referred to as Thunderbird in subsequent references. Do not refer to the School as T-bird; this moniker is reserved for referring to students/alumni.

ELEVATOR SPEECH (BOILERPLATE)
Thunderbird is the world’s No.1-ranked School of international business with nearly 70 years of experience in developing leaders with the global mindset, business skills and social responsibility necessary to create real, sustainable value for their organizations, communities and the world. Dedicated to preparing students to be global leaders and committed global citizens, Thunderbird was the first graduate business school to adopt a Professional Oath of Honor. Thunderbird’s global network of alumni numbers 44,000+ graduates in 148 nations worldwide. The School is sought out by graduate students, working professionals and companies seeking to gain the skills necessary for success in today’s global economy.

DEGREE PROGRAMS
Thunderbird’s suite of degree programs includes the following, which should be referred to with this nomenclature:

<table>
<thead>
<tr>
<th>Program name</th>
<th>After first reference, may also be referred to as…</th>
<th>Do not refer to externally as…</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Global Management</td>
<td>MGM</td>
<td>M-GM</td>
</tr>
<tr>
<td>Online Master of Global Management</td>
<td>OMGM</td>
<td>On-Demand, OD or Distance Learning MGM (Use “distance learning” as a descriptor but not as part of program name.)</td>
</tr>
<tr>
<td>Executive Master of Global Management</td>
<td>Executive MGM or EMGM, in moderation</td>
<td></td>
</tr>
<tr>
<td>Master of Arts in Global Affairs &amp; Management</td>
<td>MA in Global Affairs &amp; Management or MA</td>
<td>MA-GAM or MAGAM</td>
</tr>
<tr>
<td>Bachelor of Global Management</td>
<td>BGM</td>
<td></td>
</tr>
</tbody>
</table>

Global Mindset vs. global mindset
When referring to the tool developed by the Najafi Global Mindset Institute, or to the concept of Global Mindset as measured by the tool, use initial caps. Example: The Global Mindset tool is designed to measure and enhance Global Mindset characteristics… When referring to the general concept of having a global point of view, use lowercase. Example: Thunderbird attracts students with a global mindset.
II. Academic and professional abbreviations/style

ACADEMIC DEGREES
- Use initial cap (no apostrophe) when referencing full program name
  Correct: Master of Business Administration | Incorrect: Master’s of Business Administration
- Use lowercase and an apostrophe in master’s degree or master’s when program name is not referenced.
  Example: She got her master’s degree last year.
- Do not use periods in degree abbreviations (e.g., MGM, not M.G.M.; MS not M.S.)

Ph.D.
When a professor holds an advanced degree, include it after his or her name using this punctuation and capitalization style:
John Smith, Ph.D. After first reference, you may refer to the professor as Dr. Smith. Do not refer to the professor as Dr. John Smith on first reference, and do not precede a name with the courtesy title and follow it with the degree abbreviation (e.g., Dr. John Smith, Ph.D.).

ACADEMIC TITLES
Capitalize and spell out formal titles such as chancellor, chairman, etc. when they precede a name (e.g., Chairman John Smith). Use lowercase in other instances (e.g., John Smith is the chairman…).

ACADEMIC DISCIPLINES
Do not capitalize a discipline in general use, unless as part of a department name. Example: She took several marketing classes and a few finance courses. He was part of the Marketing department.

DEGREE DURATION
Full-time and part-time are hyphenated when modifying a noun (e.g., full-time student). When referring to the degree name, it is always Full-time MGM, not Full-Time or Full time.

PROFESSIONAL TITLES
Lowercase all business titles if they appear after a name, but capitalize if they appear before a name. Example: John Smith, director of Finance, was speaking with Vice President of Communications Joan Smith.

NAMES
Use first and last name on first reference; use just last name on subsequent references.

III. Capitalization/headlines

Wherever possible, Thunderbird’s preference is for sentence case not title case in headlines. With varying philosophies on what should be capitalized in title case, it is easy to run the risk of capitalizing incorrectly (e.g., capitalizing long prepositions like “through,” but lowercasing short verbs like “be”) and causing readers unnecessary pause. Sentence case is easier to read (particular for today’s scanning readers) and allows for a greater degree of consistency in style. There is one simple rule: Capitalize only the first word of the title and any proper nouns.

Example:
Use: Begin your global journey at Thunderbird
Not: Begin Your Global Journey At Thunderbird

Continue to use title case for article or book titles, as indicated by the publication itself. Also, title case is acceptable for press releases.

IV. Days, months, years, seasons and times

DAYS
In sentences, spell out days of the week. Do not abbreviate, except when needed in tabular form. In those cases, use the following abbreviations without periods: Mon, Tue, Wed, Thu, Fri, Sat, Sun.
DATES
- When a month, day and year are given, abbreviate the month (only Jan., Feb., Aug., Sept., Oct., Nov. and Dec. can be abbreviated). Example: Dec. 2, 2010
- When a month and day are given, abbreviate the month. Example: Dec. 2
- When a month and year are given, spell out the month. Example: December 2010
- Use only Arabic numbers, not added letters. Example: Jan. 1, 1998 NOT Jan. 1st, 1998
- When dates span multiple days within the same month, separate with a dash but no spaces. Example: Jan. 1-3, 2012
- When dates span across months, separate with a dash and include spaces. Example: Jan. 1 – Feb. 2, 2013

YEARS
- When referring to a decade/generation or span of years, include an “s” to indicate plural years; do not use an apostrophe. Example: He went to graduate school in the 1990s.
- When abbreviating a decade/span of years, use an apostrophe in place of the century numerals. Example: He was popular in the ’80s.
- It is allowed (but not preferred) to begin a sentence with a year. Do not spell out the year; use the numerals. Example: 2011 was a great year.

SEASONS
When referring to seasonal start dates or trimesters, do not capitalize unless at the beginning of a sentence. Example: She started her degree in spring 2012 and will graduate in the fall. Will you apply for fall 2013?

TIMES
- Use figures except for noon and midnight. Do not put 12 in front of the word noon or midnight.
- Use a.m. and p.m. for morning/afternoon abbreviations.
- When a span of time is indicated, use the morning/afternoon abbreviations if both are required for clarity (e.g., from 6 a.m. to 8 p.m.). It is not necessary to indicate the full hour/minute time when something begins/ends at the top of the hour (e.g., 6:00 p.m. – 8:00 p.m. is not necessary; use 6 p.m. – 8 p.m.).

TIME ZONES
Capitalize the full name of the particular zone (e.g., Eastern Standard Time). Lowercase all but the region in short forms (e.g., the Eastern time zone). When indicating a time for an event taking place in Arizona, always refer to the time zone as “Arizona time” to avoid confusion during periods of daylight savings time.

Numerals
GENERAL
Spell out numerals one through nine; use figures for numerals 10 and greater. Do not use both a word and numeric version of the numeral in a sentence (i.e., do not say “He worked there for three (3) years.”). Spell out any numeral at the beginning of a sentence, except if the numeral identifies a calendar year. Spell out first through ninth and use figures for 10th and above, unless these are part of a formal name or title. Note: In web copy, numerals in all instances are acceptable.

PHONE NUMBERS
Use this style for phone numbers: +1 602 978-7100 or 800 457-6966. Do not use periods in place of dashes.

PERCENTAGES
Use whole figures and decimals for percent and percentages (not fractions): 1 percent, 2.5 percent, 10 percent, 4 percentage points. For a range, use a text format rather than a hyphen: 12 to 15 percent or between 12 and 15 percent. For amounts less than 1 percent, precede the decimal with a zero: The cost of living rose 0.6 percent. It is not necessary to follow AP style, which indicates the word percent should follow each numeral in a statement (i.e., from 12 percent to 15 percent of people).
DOLLAR AMOUNTS
Always lowercase the word dollars. Use figures and the $ in all except casual references or amounts without a figure.
Examples: The book cost $4. May I have a dollar? For ranges, separate with the word “to.” Example: She made $200 to $400 for every article. For amounts of more than $1 million, use the $ and numerals up to two decimal places (e.g., $4.35 million). Do not use a hyphen to connect an amount even when modifying a noun (e.g., She had a $3.5 million budget.). In numbers in the thousands, use a comma between thousands and hundreds (e.g., She made $2,200 for her work on that project.).

General punctuation
ABBREVIATIONS – STATES
Spell out the names of the 50 US states when they stand alone in text. Never abbreviate the following states: Alaska, Hawaii, Idaho, Iowa, Maine, Ohio, Texas and Utah. For other states, use these abbreviations (ZIP code abbreviations in parenthesis):

<table>
<thead>
<tr>
<th>State Abbreviation</th>
<th>ZIP Code Abbreviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ala. (AL)</td>
<td>Kan. (KS)</td>
</tr>
<tr>
<td>Ariz. (AZ)</td>
<td>Ky. (KY)</td>
</tr>
<tr>
<td>Ark. (AR)</td>
<td>La. (LA)</td>
</tr>
<tr>
<td>Calif. (CA)</td>
<td>Md. (MD)</td>
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<tr>
<td>Colo. (CO)</td>
<td>Mass. (MA)</td>
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<td>Conn. (CT)</td>
<td>Mich. (MI)</td>
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<td>Ga. (GA)</td>
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</tr>
<tr>
<td>Ind. (IN)</td>
<td>Neb. (NE)</td>
</tr>
</tbody>
</table>

The following are the ZIP code abbreviations for the eight states that are not abbreviated in text:

<table>
<thead>
<tr>
<th>State Abbreviation</th>
<th>ZIP Code Abbreviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>AK (Alaska)</td>
<td>ME (Maine)</td>
</tr>
<tr>
<td>HI (Hawaii)</td>
<td>OH (Ohio)</td>
</tr>
<tr>
<td>ID (Idaho)</td>
<td>TX (Texas)</td>
</tr>
<tr>
<td>IA (Iowa)</td>
<td>UT (Utah)</td>
</tr>
</tbody>
</table>

When abbreviating United States, do not use periods: US. This is acceptable for use as both an adjective and noun.

BULLET LISTS
When multiple items related to the same topic are discussed, bullet lists can make it easier for readability. A bulleted item that is a complete sentence is capitalized and ends with a period; a bulleted item that is a word or phrase does not end with a period. Do not conclude bullets with a semi-colon or other phrase, like “and” or “or,” to indicate they are part of a continuous list (the bullets already indicate this). Every bullet in a list should have a consistent style (e.g., if one starts with a verb, so should the others).

CITIES & STATES
Place one comma between the city and the state name, and another comma after the state name unless ending a sentence or indicating a dateline. Examples: He was traveling from Phoenix, Ariz., to Austin, Texas, en route from his home in Sharon, Pa. She said Chicago, Ill., was her favorite city.

COMMAS
When including a list in sentence format, do not put commas between or around the “and” or “or.” Example: Her favorite countries are France, Australia and Mexico. He asked for coffee, teas, soda or milk. Use a comma before the concluding conjunction in a series if an integral element of the series requires a conjunction. Example: I had orange juice, toast, and ham and eggs for breakfast.

COUNTRY NAMES
Use a comma when country names are used with city names. When a nation is used with a city name, place a comma after the nation. Example: His journey will take him from Dublin, Ireland, to Paris, France, and back.
HYPHENS
Use hyphens to link all words in a compound modifier (two or more words that express a single concept) preceding a noun, except the adverb very and all adverbs that end in -ly.

Use a hyphen to denote dual heritage: Mexican-American, Italian-American. However, a hyphen is not needed for French Canadian, Latin American, etc.

Use a hyphen to avoid duplicated vowels and tripled consonants like anti-intellectual, pre-empt or shell-like.

PARENTHESES
Use to insert necessary background or reference information. Place a period outside a closing parenthesis if the material inside is not a sentence (such as this fragment). (An independent parenthetical sentence such as this one takes a period before the closing parenthesis.)

SINGLE SPACES
Use a single space at the end of a sentence.

QUOTATION MARKS
Use double quotation marks when quoting an individual. If the individual quotes someone or something within his or her quote, use single quotation marks. Example: She said, “When I talked to my teacher he told me, ‘I don’t like grading on a curve.’” All punctuation belongs inside quotation marks. Example: She said, “Let’s go!” not She said, “Let’s go”!

SLASHES
Do not leave spaces around slashes. Example: either/or

V. Alumni/student style

The various forms of the word “alumni” are tricky and many are connotative of gender, so one must be careful about form usage.

Alumni: plural form for a group of male and female graduates or a group of all-male graduates
Alumnus: singular form, masculine – one male graduate
Alumna: singular form, feminine – one female graduate
Alumnae: plural form, feminine – multiple female graduates

• When referencing an alum, always include the class year after his or her name in first reference, using this style: John Smith ’83
• When referencing the Alumni Council of Thunderbird (ACT), spell out the full name of the Council in first reference. ACT may be used for all subsequent references.
• Alumni are commonly referred to as Thunderbirds or T-birds (not T-Birds or Tbirds).
• When using a maiden name for an alumna, use this style: Joan (Jones) Smith ’83

VI. Common errors and useful information

ACCREDITATIONS
Thunderbird is accredited by the Association to Advance Collegiate Schools of Business (AACSB-International) and the Higher Learning Comission (HLC) of the North Central Association of Colleges and Schools. Whenever possible, Thunderbird communications materials should include the accreditation language as follows: Thunderbird is accredited by AACSB and HLC.

DIRECTIONS AND REGIONS
• In general, lowercase north, south, northeast, northern, etc. when they indicate compass directions. Capitalize these words when they designate regions. Examples: He drove west. The cold front is moving east. A storm system that developed in the Midwest is spreading eastward. She has a Southern accent.
• Uppercase when denoting widely known regions. Examples: Southern California, the South Side of Chicago, the Lower East Side of New York. If in doubt, use lowercase.

• With names of nations: Lowercase unless they are part of a proper name or are used to designate a politically divided nation. Example: northern France, eastern Canada, the western United States. Also: Northern Ireland, South Korea.

FUNDRAISING NOT FUND-RAISING, NONPROFIT NOT NON-PROFIT

PHOTO CAPTIONS
• Write complete sentences, not fragments, and in present tense.

• When identifying position in photo at the beginning of a sentence, capitalize the first letter of the descriptor and use a colon. Example: Above: Joe Smith ’96 was greeted by friends.

• When identifying position in the middle of a sentence, use parentheses and lowercase the descriptor. Example: Professor John Doe (center) visits with Winterim students.

• Spell out left to right. Do not use l to r.

• When identifying particular individuals within a group, use numbers to indicate position. Example: More than 20 T-birds attended a scholarship inauguration ceremony hosted by trustee John Smith (first row, fifth from left).

PRINCIPAL VS. PRINCIPLE
Principal is a noun and adjective meaning someone or something first in rank, authority, importance or degree: She is the school principal. Money is the principal problem. Principle is a noun that means a fundamental truth, law, doctrine or motivating force: They fought for the principle of self-determination.

“THE SCHOOL”
When referring to Thunderbird after an initial use of the proper name, refer to it as “the school” lowercase, not “the School.”

WORLD WIDE WEB, WEBSITE, WEB, EMAIL & ONLINE
• Website – one word, uppercase. Web - uppercase

• Intranet - lowercase the word “intranet” (an organization’s internal network such as MTB).

• Internet - capitalize the word “Internet,” but you can also use the word “Net.”

• Electronic communication - Always “e-“and the word. Example: e-commerce, e-trade.

• Email – not hyphenated

• Online – always use as one word. Example: He asked if he could complete the form online. She said the online version was better than the print version.

• Logon, log on, log in - One word when used as a noun: Login/logon/logoff, but use as two words in verb form: “I log in to my computer with my login username and password.”

• Home page – refers to the “front” page of a particular website. Use as two words.
10.0  Contact

Questions about the use of the Thunderbird logo and written and visual brand usage should be directed to:

thunderbirdcommunications@exchange.asu.edu