Calendar for 1948-1949

1948

September 11, Saturday
   Dormitories open for residence
September 13-15, Monday thru Wednesday—Registration and orientation
September 16, Thursday
   Classes begin
November 11, Thursday
   Armistice Holiday
November 25, Thursday
   Thanksgiving Holiday
December 17, 3:00 p.m., Friday
   Christmas recess begins

1949

January 3, 8:00 a.m., Monday
   Christmas recess ends
January 29, Saturday
   Commencement (for class entering in February 1948)
January 31, February 1, Monday & Tuesday—Registration for second semester
February 2, Wednesday
   Classes begin
April 13, 3:00 p.m., Wednesday
   Easter recess begins
April 20, 8:00 a.m., Wednesday
   Easter recess ends
June 4, Saturday
   Commencement (for class entering in September, 1948)
THE AMERICAN INSTITUTE
FOR FOREIGN TRADE

A Non-Profit Institution

Missions of the Institute

To serve its students by preparing them, through intensive education, to engage usefully and productively in trade and other relationships with foreign countries.

To serve employers by creating a corps of personnel specially equipped for work abroad, and by providing a place where key personnel, already selected for foreign assignments, may receive necessary preparatory training.

To serve the cause of international understanding by helping to establish in representatives of United States enterprises in other lands a more intelligent and sympathetic attitude towards the peoples and civilizations of those countries.
OFFICERS AND DIRECTORS

BARTON K. YOUNT
President of the Institute
Phoenix, Arizona

ALFRED KNIGHT
Vice President of the Institute
President, Orangewood Realty Company
Phoenix, Arizona

FINLEY PETER DUNNE, Jr.
Secretary and Treasurer of the Institute
Phoenix, Arizona

WALTER R. BIMSON
President, Valley National Bank
Phoenix, Arizona

DAVID H. BONSALL
Southwest Flour and Feed Co.
Glendale, Arizona

FRANK C. BROPHY
President, Bank of Douglas
Phoenix, Arizona

HUGH C. GRUWELL
President, First National Bank of Arizona
Phoenix, Arizona

MELVIN S. JACOBUS
Executive Vice President, Dwight B. Heard Investment Co.
Phoenix, Arizona

BENTON M. LEE
Benton M. Lee and Company
Phoenix, Arizona

JOHN C. LINCOLN
Chairman of the Board, Lincoln Electric Company
Phoenix, Arizona

JOHN J. LOUIS
Chairman of the Board, KTAR Broadcasting Company
Phoenix, Arizona

GEORGE W. MICKLE
President, Phoenix Title and Trust Company
Phoenix, Arizona

A. LEE MOORE
A. L. Moore & Sons
Phoenix, Arizona

ALBERT F. MORAIRTY
Jokake Inn
Phoenix, Arizona

EDWARD V. O’MALLEY
The O’Malley Lumber Company
Phoenix, Arizona

HERBERT L. PRATT, Jr.
New York, N. Y.

FRANK L. SNELL
Lawyer, Snell, Wilmer, Walsh and Melcher
Phoenix, Arizona
THE NATIONAL ADVISORY COUNCIL

HENRY H. ARNOLD, General of the Army
(Retired) Sonoma, Calif.
Formerly Commanding General, Army Air Forces

BRUCE BARTON New York, N. Y.
Chairman of the Board, Batten, Barton, Durstine and Osborn

RALPH P. COUSINS, Maj. General, U.S.A.
(Retired) Los Angeles, Calif.
Formerly Commanding General, Army Air Forces
Western Flying Training Command;
Vice President, Founders' Fire and Marine
Insurance Company

LEWIS W. DOUGLAS New York, N. Y.
United States Ambassador to Great Britain

FRED J. KELLY Palo Alto, Calif.
Formerly Director, Division of Higher Education,
U. S. Office of Education

THE RT. REV. ARTHUR B. KINSOLVING II, Phoenix, Ariz.
Episcopal Bishop of Arizona

PAUL W. LITCHFIELD Akron, Ohio
Chairman of the Board,
The Goodyear Tire and Rubber Company

JOHN H. MacMILLAN, Jr. Minneapolis, Minn.
President, Carqill, Incorporated

THOMAS A. MORGAN New York, N. Y.
Chairman of the Board, The Sperry Corporation

FLOYD B. ODLUM New York, N. Y.
Chairman of the Board, The Atlas Corporation

EDWARD EWING PRATT New York, N. Y.
Professor of Foreign Trade, New York University

C. R. SMITH Washington, D. C.
Chairman of the Board, American Airlines

LOWELL THOMAS Pawling, N. Y.
Author and Commentator

W. STOUDER THOMPSON Cleveland, Ohio
Vice President, Ohio Rusco, Inc.
ADMINISTRATION AND FACULTY

BARTON K. YOUNT, Lieut. General, USA, (Retired), B.S., West Point, 1907.
   President of the Institute.
   Asst. Chief U. S. Army Air Corps, 1938 to 1946; Commanding General, Third Air Force, 1941; Commanding General, Army Air Forces Training Command, 1942 to 1946.

FINLEY P. DUNNE, Jr., A.B., Harvard, 1925.
   Secretary and Treasurer of the Institute.
   Writer and Publicist, Lt. Co., served in Student Section, AAF Training Command, 1944 to 1946.

JOHN C. PATTERSON, A.B., A.M., University of Texas, 1921, 1922; Ph.D., Duke University, 1930.
   Dean of the Institute.
   Professor of History, Westminster College, 1930 to 1938; Director School of Public Affairs, American University, 1938 to 1940; Chief, Division of Inter-American Educational Relations, U. S. Office of Education, 1940 to 1946.

   Director, Department of Area Studies and Professor of Area Studies.
   Department of Foreign Service, in Paraguay, Bolivia, Brazil, and other Latin American countries, 1918 to 1926; Economic Adviser, Government of Cuba, 1926 to 1927; Executive in Export Business and International Advertising, 1927 to 1931; Department of State, 1941 to 1948, as Acting Chief, American Republics Area Division. Author: "Latin America, a Descriptive Survey," and other works.

MARJORIE C. JOHNSTON, A.B., A.M., Ph.D., University of Texas, 1927, 1931, 1939.
   Director, Department of Languages and Professor of Spanish.

W. S. SHATERIAN, Columbia University (College and Law School).
   Director, Department of Foreign Trade and Professor of Foreign Trade.
   Admitted to New York Bar 1912; practiced law, 1912-1917; with the National City Bank of New York, Overseas Division, 1917-1945; Instructor, New York Chapter, American Institute of Banking, 1925-1947; author: "Export-Import Banking."

BERGER ERICKSON, Texas Christian University.
   Business Manager.

PHILIP E. RICE, A.M., M.D., University of Michigan, 1929, 1932.
   Physician to the Institute.

DOROTHY BURGE, A.B., B.L.S., University of Oklahoma, 1934, 1936; Graduate Study, Columbia University.
   Librarian.

DAVID K. EASTON, Ph.B., University of Chicago, 1933; B.L.S., Columbia University, 1939.
   Graduate Study, Columbia University.
   Assistant Librarian.
ELIZABETH C. KUKST, B.S., University of Washington, 1941.
Director of the Dining Hall.

WILLIAM B. OGILVIE, A.B., University of California, 1940.
Director of Recreation and Sports.

RUTH F. MILLER, Missouri State College.
Registrar.

ALICE C. HYDE, R.N., University of Rochester School of Nursing, 1940.
Resident Nurse.

MABEL J. ERICKSON, Texas Christian University.
Secretary to the President.

RODOLFO CARDONA COOPER, Bachiller en Ciencias y Letras, Liceo Sarmiento, San Jose, Costa Rica, 1940; A.B., Louisiana State University, 1946.
Instructor in Spanish.

ARTHUR J. CULLEN, B.S., University of Alabama, 1939; M.A., University of Illinois, 1941.
Associate Professor of Portuguese.
Translator, U. S. Postal Censorship, 1942-1943; Rubber Development Corporation, Manaus, Brazil, 1943-1944; Instructor in Spanish and Portuguese, Stephens College, 1944-1946; Administrative Head, Associação Cultural Brasil-States Unidos, Bahia, Brazil, 1946-1947.

JUAN M. FRIKART, Bachiller, Colegio Nacional Norte, Buenos Aires, 1917; A.B., University of Arizona, 1925.
Instructor in Spanish.
Instructor for American Institute of Banking, 1927; Representative for Tomas y Co., exporters, Lima, Peru, 1928-1937; statistician, Inspiration Copper Co., Miami, Arizona, 1937-1942; U. S. Army, 1942-1945.

WESLEY FROST, A.B., Oberlin, 1907; A.M., George Washington, 1910; LL.D., University of Paraguay, 1944.
Professor of International Relations.
Department of State, 1906-1944; Consul, Bureau Chief, Commercial Service, Charge d’Affaires and Counselor of Embassy, Minister and Ambassador; Lecturer, Universities of Denver and Syracuse, 1946; Professor, State Teachers College, Oswego, N. Y., 1946-1947.

JAMES R. HIBBS, A.B., Ph.D., University of Pennsylvania, 1929, 1941.
Professor of Foreign Trade and Economics.
Instructor in Economics, University of Pennsylvania, 1935-1939; Instructor, University of Illinois, 1939-1942; Assistant Professor, Carleton College, 1942-1944; Chairman, Division of Business and Economics, New Haven YMCA Junior College, 1944-1945; Lecturer, Yale University, 1944-1945; U. S. Department of State, Foreign Service Auxiliary 1945-1946; Economic Analyst, Office of International Trade, 1946; National Housing Agency, Business Specialist, 1946-1947; United Nations Food and Agriculture Organization, 1947.

D. LARI KENDRICK, A.B., University of Illinois, 1942.
Audio-Visual Director.
Assistant to the Purchasing Agent, Inland Steel Company, 1935-1936; tutoring in Spanish, 1938-1940; Staff announcer, WDWS, 1942-1943; U. S. Marine Corps, 1943-1946; Special Service Officer, 1944-1945; Chief Announcer Kyushu Network, Omura, Japan, 1945-1946.
EDITH J. KENDRICK, B.A., M.A., University of Texas, 1933, 1937; Ph.D., University of Illinois, 1943.

Associate Professor of Spanish.
Teacher of Spanish, Texas Public Schools, University of Illinois, Rocky Mountain School of Languages, 1933-1943; Associate Director, Inter-American Liteworkshop, Peabody College, 1944, 1945; Head of Spanish Department, Stephens College, 1943-1947.


Professor of Marketing.
Instructor in Economics, Dartmouth, 1921-22; Instructor in Economics, Michigan, 1922-1924; in business, 1924-1927; Research Associate, American Retail Federation, 1937-1940; Principal Economist, War Production Board, 1940-1945; Financial Analyst, Navy Department, 1945-1947.

JAIME ENRIQUE PEREZ, Bachiller en Filosofía y Letras, Colegio Mayor de Nuestra Señora del Rosario, Bogota, Colombia; Certificate, Institute of English Language, Indiana University, 1945.

Associate Professor of Spanish.

MANUEL PONCIANO L., Maestro de Educacion, Escuela Normal de Guatemala; certificate, Escuela Nacional de Estudios Comerciales de Guatemala, 1937; certificate, Institute of English, University of Texas, 1946.

Instructor in Spanish.
Teacher of Spanish, Guatemala, 1937-1947; Director, English Language Center, Guatemala, 1944-1947.

PLACIDA GARCIA SMITH, A.B., University of Utah, 1927.

Instructor in Spanish.
Teacher of Spanish, University of Utah, University of Denver, Phoenix College, 1926-1946; Executive Secretary and Director of Friendly House, Phoenix, Arizona, 1931-1945.


Associate Professor of Spanish.
Teacher of Spanish, Miami, Arizona, High School, 1935-1938; Coordinator of Inter-American Training under U.S. Department of State, Purdue University, 1943-1946.

LAURA TEIXEIRA TARQUINIO, Bacharela em Ciencias e Letras, Colegio S. S. Sacramento, Bahia, Brazil, 1937.

Instructor in Portuguese.
Teacher, Escola Sao Jose and Colegio N. A. Auxiliar, Bahia, 1938-1943; secretary, Departamento Estadual de Estatistica, Bahia, 1942-1943; secretary and head of Passenger Department, Moore-McCormack Lines, Bahia, 1944-1947.

PAUL M. WILSON, B. S., Indiana State Teachers College, 1937.

Assistant Professor of Accounting.
Graduate work in accounting, Ohio State University, 1939-1941; teacher of accounting, Ohio Public Schools, 1939-1947; auditor, Defense Plant Corporation, Ashtabula, Ohio.
The American Institute for Foreign Trade, a non-profit institution, was founded at Phoenix, Arizona, in April, 1946, as a national center of higher education in the administration of international commerce, in foreign languages and in the significant characteristics of the great world areas.

A career in Foreign Trade offers exceptional opportunities to young men and women of high calibre, but these very opportunities imply special obligations. The Institute's program recognizes that the successful executive in Foreign Trade must be more versatile and adaptable than one shaping a career in domestic business: He must have greater fundamental knowledge, and possess a broader outlook; he must have a well-developed capacity for world citizenship.

The Institute's fixed educational objective is to prepare men and women, through intensive practical instruction, for positions leading to administrative responsibility, in which they will be called upon to generate sound policies and carry them to execution.

Such positions are to be found in all of the many types of activity which comprise Foreign Trade. These include branch banking operations, foreign exchange, import and export of raw commodities, selling and sales management, transportation by sea, land and air, port operations, office management, import and export of consumer goods, marketing and market analysis, franchise operations and many others. In addition, although not falling strictly within the meaning of the word "trade", there are opportunities for cultural representatives, Foreign Service officers, teachers, engineers, journalists, economists, medical technicians, nurses and nurse supervisors, agricultural experts, and the like. Finally, although many aspects of Foreign Trade call for protracted residence or travel abroad, many of the activities are conducted from domestic offices.

Because of the variety of pursuits included under Foreign Trade, the Institute's curriculum emphasizes breadth as well as specialization. In its initial year, the Area Studies were concentrated on the Latin American countries, but other significant areas are now being brought into focus, through the medium of special loc-
tures by outstanding authorities. In the language instruction, the objective is to equip the student with the ability to speak and to understand, as well as to read and write, the language of his choice. For the present, the Department of Languages is devolving itself to Spanish and Portuguese. In the Department of Foreign Trade, the major subjects of instruction are Marketing, Economics, International Finance and Banking, Accounting, Analysis of Financial Statements, International Relations, and the principles and practices of Foreign Trade itself, including a detailed study of the documents used in foreign trade, and the operations by which this trade is financed.

The Institute opened its doors on October 1, 1946, with an enrollment of 296 students from 45 states. On June 14, 1947, the Institute’s Certificate was awarded to 234 members of its first class.

Although many of the members of the Institute’s first class were veterans of the armed services, the Institute’s courses are of equal value to non-veterans. Its rolls are open to any student who can meet its standards as to character and previous education.

The Institute’s facilities are likewise available to business concerns and governmental departments for the training of men already selected for foreign assignment.

One of the basic principles on which the institute is founded is that a healthy, amicable trade among nations is the best guarantee of world security. The individual businessman, in his dealings with the businessmen of other countries, can play a significant part in maintaining cordial relations. However, without proper education, as well as innate good will, his efforts may be wasted. It is the hope of the directors, faculty and administration that the Institute’s graduates, equipped with an appreciative understanding of the cultures and characteristics of other nations, may prove to be among this country’s best ambassadors.

**DURATION OF THE COURSES**

The courses of instruction given by the Institute are at the level of the senior year of college or the first year of graduate work. Owing to the current need of many students of mature age to begin their careers with the least possible delay, the basic course of study is organized so as to accomplish its purposes in a single school year of two semesters. However, provision is also made for a course of three semesters or four semesters, for students desiring a greater amount of ad-
vanced work than can be supplied in a two-
semester course, or whose previous education is
such that they should devote more than the usual
proportion of their first two semesters to funda-
mental material.

Students are accepted either at the start of
the first semester in the fall, or at the start of
the second semester in February, (see Calendar).
There is no summer school.

PLACEMENT OF GRADUATES

The Institute has close contact with the lead-
ing business firms having extensive foreign trade
activities, with principal Chambers of Commerce,
with the United States Departments of State and
Commerce, and with other agencies, official and
private, which have need of men equipped for
international duties.

During the period of the student's residence,
much attention is devoted to determining the
particular type of employment for which he is
best adapted and which holds the greatest promise
for him. There are frequent conferences between
individual students and members of the faculty
and the administration.

For obvious reasons, the Institute cannot and
does not guarantee to place its graduates. Those
who do acceptable academic work, and otherwise
demonstrate their fitness, are assisted in every
possible way. A considerable number of the larg-
er firms send representatives to Thunderbird
Field each year, to select students for employ-
ment. Through this medium, and in other ways,
a large number of students find desirable foreign
trade opportunities before graduation. The Place-
ment Committee is frequently in receipt of re-
quests from employers for men and women pos-
sessing special qualifications. All students who
meet the stated requirements are given an op-
portunity to make application for these positions,
and their records and personal histories are for-
warded to the companies concerned, together with
the recommendation of the Institute's faculty and
administration.

CAMPUS AND BUILDINGS

The Institute occupies the buildings and
grounds of one of the best-known of the Army
Air Forces' wartime primary pilot schools, Thun-
derbird Field No. 1, approximately 14 miles north-
west of Phoenix, Arizona. The Salt River Valley,
of which Phoenix is the principal city, is one of
the great winter resort areas of the country,
famed for its healthful climate and extensive re-
creational facilities. An excellent paved highway
connects the Institute with the city of Glendale,
six miles away, and with downtown Phoenix.
The entire property consists of 180 acres, of which the buildings occupy approximately forty acres of beautifully landscaped grounds. The buildings are of the long low ranch type characteristic of western architecture, with vine-covered galleries supported by rough-hewn cedar posts.

There are eight one-story dormitory buildings, arranged so as to form three spacious quadrangles of lawn and shrubbery. The Administration Building, facing the main gate, contains, besides the administrative offices, an excellent infirmary with two wards and a complete pharmacy. The largest of the buildings is the Dining and Recreation Building, containing the dining hall, kitchens, canteen, barber shop, the main assembly hall and an attractive lounge and reading room for students and faculty members. The former flight operations tower, fronting on the landing field, has been converted into a Faculty Building.

There are eleven classrooms, five of them located in the former ground school building and six in the wing of one of the hangars. The interior of the same hangar has been converted into a gymnasium. A wing of another hangar houses the library.

THE LIBRARY

The library of the Institute is a series of bright, air-conditioned, connecting rooms, including a periodical room with exhibit cases and comfortable lounge chairs. A complete Latin American map collection, assembled by Dr. William L. Schurz, is housed in a special room.

The book collection is concentrated principally on the various phases of business, commerce, international law, international relations, air transportation, and the history and background of world trade areas. There is a large collection of Spanish and Portuguese books. Emphasis has been placed on current information: 172 periodicals and 15 newspapers, including important foreign publications, are received. The library subscribes to several business research services, and to principal government publications. Books may also be secured through an inter-library loan agreement.

INSTRUCTION FOR WIVES

One of the most important factors in the careers of a man engaged in Foreign Trade is the part played by his wife. If she is able to adapt herself to the living conditions and social life of the country where her husband is stationed, she can contribute tremendously to his success.

The Institute offers its Language and Area courses to the wives of married students without tuition charge. In addition, wives are encouraged to take part in the special social activities of the Institute which are directed towards a greater and easier intimacy with the social customs of other countries.
STUDENT LIFE

The compactness of Thunderbird Field makes for a closely-integrated college community. Despite the undeniable attractiveness of the setting, the atmosphere is one of serious purpose, and intense interest in world affairs.

One distinguishing characteristic of life at the Institute is that the usual languages of daily existence are Spanish and Portuguese. This is not a fixed requirement of the Institute, but is a matter of voluntary choice on the part of the students.

Moreover, the limited enrollment, totalling less than three hundred students, has resulted in an unusual degree of intimacy among students from widely-separated parts of the country, and in the formation of friendships which may well continue in every corner of the world for years to come.

THE UNMARRIED STUDENTS' DORMITORIES

Unmarried students are housed in six dormitory buildings, containing 42 large rooms, each of which, during the war, quartered 12 Aviation Cadets. The Institute, however, limits the occupancy of each such room to a maximum of six students. Each of these rooms is approximately 20 by 24 feet in dimensions, and is divided into two sections, one of which is commonly used for sleeping and the other as a study or living-room. Each room has its private bath, excellent cross-ventilation, and its own heating and air-conditioning unit.

The Institute provides beds, mattresses, pillows, straight chairs, study tables, reading lamps, and two blankets per occupant. Students must supply their own sheets, pillowcases, towels, and other linens, rugs, curtains, and any extra chairs or lamps they may desire. Each student should also bring at least one blanket or comforter.

THE MARRIED STUDENTS' DORMITORIES

Married students and their wives are housed in Dormitory Buildings A and B, facing on the center quadrangle. These two buildings provide 64 rooms, each of which is 13 by 13 feet, plus a small alcove containing closets and built-in drawers. There is a bath for each pair of rooms. Each married couple occupies a single room and shares a bath with the occupants of the adjacent room.

These accommodations are plain, but have proven eminently satisfactory, and the married students and their wives have arranged them very attractively. Each of these rooms for married couples is equipped with two single beds, one desk, two straight chairs, a lamp, two mattresses, two pillows, and blankets. Each couple should bring their own linen, rugs, curtains, and any additional furnishings desired.
MARRIED STUDENTS WITH CHILDREN

There are no satisfactory living quarters on Thunderbird Field for married students with children. The Institute, however, makes every effort to help students with children find a place to live off the campus. Prospective students planning to bring their wives and children to Phoenix should so advise the Registrar as early as possible before the start of the semester. It should be remarked that the housing situation in the Phoenix area is no better than that in most of the rest of the country: the finding of suitable housing for a wife and children must remain the responsibility of the individual, and cannot be assumed by the Institute.

In order that wives of married students with children may enjoy the same educational advantages as wives of students without children, the Institute has established a small day-nursery where children may be left while their mothers are attending classes. The charges, which are nominal, are borne by the parents.

TUITION

The charge for tuition for the regular course of study is $425 for each of the two semesters. This charge covers all instruction, medical and health service, class dues, subscriptions to Institute publications and athletic fees, and the services of the Placement Bureau. This charge is due and payable on the first day of the semester.

In the event of a student’s withdrawal or dismissal from the Institute during the course of a semester, the tuition charge is subject to rebate in accordance with the following schedule:

<table>
<thead>
<tr>
<th>Period of Student’s Actual Attendance in Institute from Date of Enrollment for Semester</th>
<th>Per Cent of Semester Tuition to be Retained by the Institute</th>
</tr>
</thead>
<tbody>
<tr>
<td>One week or less</td>
<td>20% ($85.00)</td>
</tr>
<tr>
<td>Between One and Two Weeks</td>
<td>20% ($85.00)</td>
</tr>
<tr>
<td>Between Two and Three Weeks</td>
<td>40% ($170.00)</td>
</tr>
<tr>
<td>Between Three and Four Weeks</td>
<td>60% ($255.00)</td>
</tr>
<tr>
<td>Between Four and Five Weeks</td>
<td>80% ($340.00)</td>
</tr>
<tr>
<td>Over Five Weeks</td>
<td>100% ($425.00)</td>
</tr>
</tbody>
</table>

Books and instructional supplies are not included in the tuition charge, but are additional. In the majority of cases, except where the course requires special books for special fields of study, the total value of books and supplies will not exceed $75 per student for the entire school year of two semesters.

Veterans. In order that their entire tuition may be paid, veteran students under Public Law 346 may sign a waiver of sufficient future eligibility for educational benefits to cover the excess over $500 per school year. This waiver likewise covers the charges for required textbooks and instructional supplies up to and including the total amount of $75 per school year. Veteran students must possess the same educational and other qualifications as non-veteran students, and are subject to the same rules and regulations, and to separation, at the discretion of the Institute, under the same conditions.
BOARD AND LODGING

Meals. It is the policy of the Institute to serve abundant, scientifically balanced and attractively prepared meals. There is a normal charge of $450 per person for all meals for the entire academic year, or $225 per semester.

Dormitory Rentals. The charge for living quarters is $150 per person per year, or $75 per semester. The charge for married students resident on Thunderbird Field with their wives, is, therefore, $300 per couple for the entire year, or $150 per semester.

The charges for board and lodging are payable by semesters. The charges for each semester are due and payable on the first day of each semester. However, for the convenience of students, charges for board and lodging may be paid on an installment plan.

In view of fluctuations in costs, the above prices for board and lodging are subject to change.

UNDERGRADUATE EMPLOYMENT

The Institute is not able to guarantee employment to students, and students are not encouraged to enter the Institute without adequate resources. A limited number of students or wives of married students may expect to find part-time employment as assistants in the administrative or faculty offices, in various capacities in the dining hall, in the library, or on the maintenance staff. Allocation of students to available employment is a responsibility of the Business Manager. It should be remarked that, inasmuch as the concentrated course of study requires the best efforts of the individual student, very few hours per day are available for gainful employment, and that necessarily small.

the amounts which may be earned are therefore

MEDICAL SERVICE

The Institute looks upon the physical well-being of its students as a major responsibility. Good health is a necessity for any man or woman who expects to lead a vigorous business or professional life, and is perhaps even more important in a career which may involve much residence and travel abroad.

The Institute has a well-equipped infirmary, under the direction of the Physician, and with a Registered Nurse in constant attendance. Regular consultation hours at the Infirmary are held daily.

The Physician visits the Infirmary, to prescribe for patients, at least twice a week, and more frequently when necessary. Charges for the services of the Physician and the Nurse, at the Infirmary, and for visits to the Physician's office in Glendale, when directed by the Nurse, are included in the tuition charge, which also covers limited hospitalization in the Infirmary.

The Infirmary is not equipped to care for major illnesses or operations. When prolonged hospitalization is required in such cases, it must be arranged with the Veterans' Administration
or with civilian hospitals, and the expense borne by the individual student. Visits to the office of the Physician in Glendale, unless specifically directed by the Nurse, are at the expense of the individual.

Use of the regular Infirmary service, as outlined above, is available without charge to the wives of married students, in cases of minor illness or injury.

SPORTS AND PHYSICAL EDUCATION

Every student is encouraged to take part regularly in some form of physical exercise. Facilities exist for tennis, badminton, boxing, wrestling, basketball, softball, volleyball and soccer. The two swimming pools in the central quadrangle are usable for the greater part of the school year, and are a valuable adjunct to the Institute's health and conditioning program.

In addition to the facilities existing at Thunderbird Field, the surrounding countryside affords excellent opportunities for horseback riding, golf, tennis and hunting, and students frequently patronize the winter-sports resorts in northern Arizona.

ADMISSIONS

Determination of an applicant's qualifications is the responsibility of the Committee on Admissions. In its decisions, the Committee is influenced by a number of factors, including not only the scholastic achievements of each individual, but also information received as to his character, intellectual maturity, cultural background, and business and professional background. Travel, and especially protracted residence in foreign countries, is to the applicant's advantage, as is evidence of general linguistic ability.

In view of the very large number of openings in the technical fields abroad, applicants holding a degree in engineering or other technical subjects will be given a high priority in consideration for admission to the Institute. Either civilian or military experience in technical fields, in an applicant not holding a degree in such fields, will likewise be considered in an applicant's favor.

Much weight is likewise placed upon the applicant's accomplishments in the liberal arts and in modern languages.

METHOD OF APPLICATION

The prospective student should write to the Director of Admissions, requesting an Application Blank, which will be forwarded together with necessary instructions.

The Deposit after acceptance is $20.00. Applicants should forward their check or money order in this amount to the Director of Admissions upon receipt of notification that they have been accepted for admission. This deposit will be applied to the first bill for board and lodging when the student registers. In the event the applicant does not register, the Deposit will not be refunded.
For information concerning subsistence allowances and eligibility under Public Laws 16 and 346, veterans of the armed forces should apply to their local Veterans Administration offices.

---

**CURRICULUM**

The curriculum of the Institute is intensive. Insofar as practicable, non-essentials are eliminated, so that all of the student's time and effort may be devoted to matters of real value to him. In this manner, rapid progress can be made without sacrificing thoroughness.

The Institute is a place where the center of gravity is learning rather than teaching. The primary responsibility for achievement rests with the student. In many aspects of the work, independent study with faculty guidance replaces the customary collegiate procedure of faculty assignments and recitations.

The Curriculum is administered by three departments: the Department of Foreign Trade, the Department of Languages and the Department of Area Studies, meeting the three principal educational requirements of the man or woman who desires to engage successfully in business or other relations with foreign countries.

All courses are elective, and great flexibility in meeting the needs of individual students is thus rendered possible. At the time of registration, the Dean and faculty, after consultation with each student, attempt to devise a program of study which will strike an effective balance among the offerings of the three Departments. The Institute provides both fundamental courses of instruction for students who require them, and advanced work, at graduate level, for those who have already completed undergraduate college training in a given field. The emphasis on graduate work is increasing.

The majority of students at the Institute elect and carry through a heavy schedule of study. The normal class schedule at the Institute consists of nineteen semester hours, which are frequently divided as follows:

<table>
<thead>
<tr>
<th>Department</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language</td>
<td>8</td>
</tr>
<tr>
<td>Foreign Trade</td>
<td>8</td>
</tr>
<tr>
<td>Area Studies</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>19</strong></td>
</tr>
</tbody>
</table>

Students who are already proficient in a language, however, are limited to a maximum of five semester hours in that language, and the additional three hours are usually assigned to additional study of the business administration subjects.

Examinations and progress tests in the different courses are given at such intervals as are deemed advisable by the Dean and the Directors of the three academic Departments. Students
are required to maintain satisfactory progress in courses comprising at least 12 semester hours of study.

THE INSTITUTE'S CERTIFICATE

The Institute does not award formal degrees. Students satisfactorily completing the regular course of study will be awarded a Certificate of Graduation, indicating the work completed in the Institute.

ATTENDANCE

In view of the intensive nature of the courses of study offered by the Institute, regular attendance at class sessions is expected of all students. Authority to grant excuses for absences from classes is vested in the office of the Dean.

Excuses for absence from classes for reasons other than illness must be obtained from the Dean prior to the absence.

Unexcused absences may not be incurred directly preceding or following any scheduled Institute recess.

DEPARTMENT OF FOREIGN TRADE

In the Department of Foreign Trade the student is equipped with the necessary business tools for a position with a company engaged in foreign commerce. All of the courses are defined in terms of training for positions in foreign trade.

A concrete rather than an abstract approach is made in presenting subject matter. Actual commercial situations are approximated and realistic business data are incorporated insofar as possible. Hypothetical data are used only when they will more clearly demonstrate the subject matter under consideration.

The philosophy of the department is premised upon two considerations, namely:

(1) The individual needs of each student.

(2) The type of position for which each student is preparing himself.

The Institution believes that those entering foreign trade must be intensively trained in some particular phase of foreign commerce, and must have, in addition, an intelligent understanding of all the allied fields. A graduate of the American Institute for Foreign Trade will have definite knowledge and ability to offer prospective employers, together with a broad but integrated business training.

AREA STUDIES

The department of Area Studies conducts a group of courses designed to acquaint students with the characteristics—geographical, ethnological, economic and social—of the world areas where, as future graduates engaged in foreign service, they are most likely to be active. The present courses are concentrated on Latin America, as one of the great potential markets for
United States goods, but this Department is preparing to offer courses in other principal world areas, such as the Far East, India, Europe, and the East-Africa complex, as they become more active-trade regions.

Emphasis is placed upon the economic history and potentials of the area, and the conditions of commerce found therein, as well as on the political situations. Concurrently, the student is "briefed" on the modes of life in the various countries of the areas, the health conditions, social conditions, religious beliefs, the culture and even the recreational facilities, such as drama, music and sports, which he will find.

LANGUAGE SKILLS

A knowledge of the language of the country, since it enables him to understand and converse freely with the people among whom he lives, contributes markedly to the success of the United States representative abroad. The American Institute for Foreign Trade seeks to give its students this qualification.

The chief aim of the language instruction at the Institute is to develop in the student a facility for speaking and understanding the language which he studies. At the same time it is expected that he will master the basic structural forms and acquire a well-rounded ability in reading and writing. This is done not through any magic process but through many hours of intensive application on the part of the student. It has been demonstrated that a good knowledge of the language can be acquired in the time allotted if the student makes the proper use of that time.

The elementary and intermediate courses in language are divided into three parts: Conversation, Fundamentals (grammar, composition, reading), and Laboratory. In the Conversation classes, which are small, the use of English is prohibited, and students begin at once under the guidance of instructors whose mother tongue is Spanish or Portuguese to express themselves in the foreign language. In the Laboratory, ear training and good speech are fostered through practice with phonograph records, sound-track films, and voice recording machines as well as through singing, oral composition, unison reading, and lectures.

All courses in language are supplemented by optional extra-curricular activities such as movies, fiestas, and various types of public programs. Progress in speaking is furthered through the use of Spanish or Portuguese at mealtime and in the dormitories and recreational activities. Reading ability is increased through wide use of the Latin American periodical literature and language books in the Library.

Students who have previous knowledge of Spanish or Portuguese are assigned to classes after their proficiency has been determined by placement tests.
COURSES OF INSTRUCTION
1947-48

DEPARTMENT OF AREA STUDIES

A-100 (a) LATIN AMERICA (3 hours)

This course is designed to acquaint the student with the various background factors which would influence his work and life in Latin America. It consists of an intensive study of the economic geography, resources, history, politics, population, social institutions and conditions, and psychology of the Latin American countries.

Text: W. L. Schurz, LATIN AMERICA, A DESCRIPTIVE SURVEY

Mr. Schurz

A-100 (b) LATIN AMERICA (3 hours)

This is a continuation of Area-100 (a)

Mr. Schurz

A-200 DIRECTED RESEARCH ON LATIN AMERICAN AFFAIRS

A course of directed study with frequent consultations involving the preparation of a paper with pertinent documentation and bibliography. Examples of subjects selected by students last year:

The university system of Latin America.
The development of the banana industry in Central America.
The cattle industry of Argentina.
The future of immigration from Europe.

Prerequisites: Area-100 (a) or Area-100 (b) and a reading knowledge of Spanish or Portuguese.

1 or 2 hours credit, depending upon the subject of investigation and based upon the recommendation of the Professor.

Mr. Schurz

DEPARTMENT OF FOREIGN TRADE

FT-100 PRINCIPLES AND PRACTICES (3 hours)

This course is intended to introduce the students to foreign trade as a whole, its development and its current status. Detailed consideration is given to the numerous types of activity comprising foreign trade, to the conditions necessary for an active international commerce and to the procedures currently followed in exporting and importing.

Text: Paul V. Horn, INTERNATIONAL TRADE PRINCIPLES AND PRACTICES. Reading assignments made from selected bibliography in the text and from current material in trade papers and bank letters.

Messrs. Shaterian, Hibbs and Frost
FT-200: THE DOCUMENTS AND FINANCIAL OPERATIONS OF FOREIGN TRADE
(3 hours)

The student gains in this course a comprehensive knowledge of the documents and terms used in foreign trade and the methods currently used in financing exports and imports. It also deals with the functions and facilities of the foreign departments of American banks.
Prerequisite: FT-100 or its equivalent.
Text: W. S. Shaterian, EXPORT-IMPORT BANKING.

Additional reading will include E. E. Pratt, FOREIGN TRADE HANDBOOK.

Mr. Shaterian

ACCT-100: ACCOUNTING FOR MANAGEMENT
(5 hours)

A presentation of the fundamental techniques of bookkeeping and accounting. This course is designed for those students who have had no accounting before entering the Institute, and is a prerequisite to the more advanced accounting courses.
Text: Saliers and Holmes, BASIC ACCOUNTING PRINCIPLES.

Mr. Wilson

ACCT-200: INTERMEDIATE ACCOUNTING
(5 hours)

This is a continuation of the work offered in the previous course.
Prerequisite: ACCT-100 or its equivalent.
Text: Finney, PRINCIPLES OF INTERMEDIATE ACCOUNTING.

Mr. Wilson

ACCT-250: ANALYSIS OF FINANCIAL STATEMENTS
(3 hours)

This course explains the preparation and interpretation of financial statements from the point of view of extending credit to foreign branches and distributors, agents and franchise-holders.
Prerequisite: ACCT-100 or its equivalent.
Text: Guthman, ANALYSIS OF FINANCIAL STATEMENTS. Use will be made of financial statements of many of the leading business houses of the United States.

Mr. Wilson

ACCT-300: RESEARCH PROBLEMS IN ACCOUNTING
(2 hours)

This course consists of intensive study under the direction of the Accounting Division. It is designed for those students who are thoroughly grounded in the general principles and practices of accounting and who wish to become particularly proficient in a certain branch. For example: cost analysis, auditing, income determination, et cetera.
Prerequisite: ACCT-200 or its equivalent.

Mr. Wilson
ECON-100: THE PRINCIPLES AND PROBLEMS
OF ECONOMICS
(3 hours)
The principles and problems of economics
in both the domestic and international
fields, primarily intended for the student
who has not pursued the subject in college.
A background for the more specialized and
technical subjects offered by the Depart-
ment.
Text: Lewis A. Froman, PRINCIPLES OF
ECONOMICS.
Mr. Hibbs

INT.REL-100: BASIC IDEAS IN INTERNATION-
AL RELATIONS
(3 hours)
An introductory course on principles and
usages with special emphasis on the prac-
tical and economic aspects.
Text: Mathews, AMERICAN FOREIGN
RELATIONS.
Additional readings are assigned in Ball,
INTERAMERICAN ORGANIZATION; Pot-
ter, INTERNATIONAL ORGANIZATION,
and such Journals as The American Journal
of International Law, The Yale Review,
Foreign Affairs.
Mr. Frost

INT.REL-150: GOVERNMENT SERVICES TO
OVERSEAS BUSINESS
(1 hour)
The student will gain a knowledge of the
services which the American consulates and
embassies perform for U. S. business men
abroad. The course includes a study of the
organization and functions of the United
States Department of State, including the
Foreign Service, and of the Department of
Commerce.
No text is used in this course but readings
are assigned from Stuart, AMERICAN
DIPLOMATIC AND CONSULAR PRACT-
ICE.
Mr. Frost

INT.REL-200: THE APPLICATION OF BASIC
IDEAS
(3 hours)
In this course a study is made of the appli-
cation of the basic concepts, with particular
attention paid to the relationships between
the United States and the Republics of
Latin America.
Prerequisite: INT.REL-100 or its equivalent.
Text: Bemis, THE LATIN AMERICAN
POLICY OF THE UNITED STATES. Addi-
tional readings are assigned in Fenwick,
INTERNATIONAL LAW; Stowell, INTER-
ATIONAL LAW, and in various case
books.
Mr. Frost

INT.REL-250: THE INTERNATIONAL POLITICS
OF RAW MATERIALS
(2 hours)
A study of the influence of raw materials,
such as oil, rubber and coal upon inter-
national relations.
Prerequisite: INT.REL-100 or its equivalent.
Text: Emeny, THE STRATEGY OF RAW
MATERIALS, and other readings.
Mr. Frost
MKT-100: PRINCIPLES OF MARKETING  
(5 hours)

A functional study of the purchase and distribution of services, as exemplified in the domestic market, but also applying in markets abroad. In connection with this course, students are required to compile reports on marketing problems, and analyze and tabulate significant data.

Text: Clark and Clark, PRINCIPLES OF MARKETING.

In addition each student is required to select one raw material and a related manufactured product and to follow the marketing process to the ultimate consumer. He collects his own material on his subject and subsequently pools his sources of information with other students working on a common problem.

Mr. Meiklejohn

MKT-200: LATIN AMERICAN MARKETS AND TRADE  
(3 hours)

In this course a study is made of the markets, economic developments and trade possibilities in Latin America.

Prerequisite: MKT-100 or its equivalent

Text: Olson and Hickman, PAN AMERICAN ECONOMICS

Mr. Hibbs

MKT-250: RESEARCH PROBLEMS IN EXPORT MARKETING  
(2 hours)

An advanced course in which special attention is given to the problems of marketing American goods in Latin America. Independent research is carried on under the direction of the Professor and term reports are required.

Prerequisite: MKT-100 or its equivalent

Mr. Meiklejohn

LABOR REL-100 INDUSTRIAL AND PUBLIC RELATIONS  
(3 hours)

Fundamental course in the principles and techniques of relations between management and employees, and between management and Government agencies.

Text: A. G. Taylor, LABOR PROBLEMS AND LABOR LAW, and assigned readings.

Mr. Meiklejohn

LABOR REL-200: LABOR RELATIONS IN LATIN AMERICA  
(2 hours)

In this course a study is made of the problems of labor in Latin America.

Prerequisite: 3 hours of labor relations or personnel management.

There are assigned readings, lectures and class discussions, as well as special written reports by the students.

Mr. Hibbs
DEPARTMENT OF LANGUAGES

S-100: ELEMENTARY SPANISH (8 hours)
For students with no previous knowledge of Spanish.
Conversation: Directed practice of organized, graded material. Small groups under the guidance of native speakers of the language.
Fundamentals: Explanation of structural forms, extensive drill on verbs, written exercises, reading.
Laboratory: Ear training, pronunciation exercises, memorization of useful phrases, unison practice of songs, verse, and rhythmic prose.

S-150: ELEMENTARY SPANISH (8 hours)
For students with some previous knowledge of the language who, according to placement tests, are inadequately prepared for the intermediate course.
Essentially the same course as S-100, though with a different presentation and additional readings.

S-200: INTERMEDIATE SPANISH (8 hours)
For students who have completed S-100 or its equivalent.
Conversation: Guided discussion of everyday life topics; oral reports on assigned readings. Small groups under the direction of Spanish American instructors.
Fundamentals: Grammar and composition, content dealing with Latin America.
Laboratory: Oral and aural practice, lectures, films.

S-250: INTERMEDIATE SPANISH (8 hours)
For students who have completed S-150 or its equivalent.
Essentially the same course as S-200, though somewhat accelerated.

S-300: ADVANCED SPANISH
For students who have completed S-200 or S-250 or the equivalent.
The course consists of the following independent and elective units:

S-300.C: Conversation (5 hours)
Content dealing with Latin American points of view and current problems; oral reports on assigned readings of Latin American publications.

S-300.F: Fundamentals (2 hours)
Review grammar and advanced composition. This unit is required of students who elect S-300 if they have not taken Intermediate Spanish at the Institute or if they completed S-200.F or S-250.F with a grade below "A".

S-300.Com.: Commercial Correspondence (1 hour)
Composition of business letters; exercises on form, usage, vocabulary.
S-300: Lit. Latin American Literature (2 hours)

Brief survey of outstanding authors and literary works from the pre-conquest period to the present. A rapid reading course, with more detailed study of a few masterpieces.

S-400: BUSINESS SPANISH AND PUBLIC SPEAKING (5 hours)

Study of Latin American business practices, import-export documents, composition of letters, office memoranda, reports; practice in speaking for business conferences, news commentary, radio programs, lecturing. Students who possess a high degree of proficiency in Spanish may enroll in this course upon the recommendation of the Dean.

Prerequisites: At least 6 semester hours of credit in S-300; a grade of "A" in S-200.F (or S-250.F) or a grade of "B" in S-300.F. Students who do not have the prerequisite in Fundamentals may enroll in S-400 if they repeat without credit S-300.F.

P-100: ELEMENTARY PORTUGUESE (8 hours)

For beginners.

Conversation: Directed practice, graded material. Small groups under the guidance of Portuguese-speaking instructors.

Fundamentals: Brazilian Portuguese grammar, explanation of structural forms, written exercises, reading.

Laboratory: Ear training, pronunciation exercises, memorization of useful phrases, unison practice of songs, verse, and rhythmical prose.

P-150: ELEMENTARY PORTUGUESE (8 hours)

For beginning Portuguese students who have good background in at least one Romance language. Also for students with some previous knowledge of Portuguese who, according to placement tests, are inadequately prepared for the intermediate course.

Essentially the same course as P-100, though with a different presentation and additional readings.

P-200: INTERMEDIATE PORTUGUESE (8 hours)

For students who have completed P-100 or its equivalent.

Conversation: Guided discussion, in small groups, of everyday life topics; oral reports on assigned readings.

Fundamentals: Grammar and composition, content dealing with Brazil; business vocabulary, commercial correspondence; lectures.

P-250: INTERMEDIATE PORTUGUESE (8 hours)

For students who have completed P-150 or its equivalent.

Essentially the same course as P-200, though somewhat accelerated.
P-300: ADVANCED PORTUGUESE (6 hours)
For students who have completed P-200 or P-250 or the equivalent. Content to be determined on the basis of individual needs and interests.

E-100: BUSINESS ENGLISH (2 hours)
An elementary course in grammatical relationships, sentence structure, vocabulary building, and exercises to clear expression of ideas.
For students who (1) need a better foundation in English to facilitate their study of a foreign language, or who (2) wish to strengthen their knowledge of good English form and usage in writing business letters and reports.