

# THINKFUL

## **Catalog**

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No physical campus. Distance learning only.

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## **ABOUT THINKFUL**

### **Catalog Information**

As a prospective student, you agree to review this catalog prior to signing an enrollment agreement. Prospective students should be aware that some information in the catalog may change. It is recommended that students who are considering enrollment check with the school to determine if the information provided in the catalog is consistent with current policies. States independently approve faculty and programs, and as such all programs, faculty, or payment options listed in this catalog may not be available in your specific state at the time of enrollment. For the avoidance of doubt, students acknowledge that, in the event of a conflict between this catalog and a student's particular enrollment agreement, the student's enrollment agreement shall govern. Thinkful, Inc. will make every effort to update this catalog at least annually; such updates will not negatively affect current students.

### **Mission Statement and Goals**

Thinkful's mission is to provide ambitious students everywhere with the skills and competencies needed to achieve and succeed in high-growth tech careers. To accomplish that, Thinkful provides one-on-one learning through its network of industry experts, hiring partners, and an online platform to deliver a structured and flexible education.

Thinkful's structured online learning experience is key to our mission: connecting students and working professionals around the country, whether or not they live in the same city, allows us to bring tech careers to people outside major U.S. tech hubs, like San Francisco or NYC. It also allows us to invest tuition in student support and research-backed educational strategies (like one-on-one tutoring) rather than real estate and to reach students who are financially or geographically unable to commute to a class. All programs offered at Thinkful align with this mission.

### **History**

Thinkful, Inc. was founded in 2012 by Darrell Silver and Dan Friedman with the objective of providing theoretical and practical learning based on industry needs and student feedback while cultivating a collaborative educational environment. In 2018, Thinkful, Inc. acquired Bloc, one of the first coding bootcamps to offer self-paced learning. As a result of the acquisition, Thinkful previously offered Bloc-branded programs. In 2019, Thinkful, Inc. was acquired by Chegg, Inc.

### **Institutional Accreditation**

Thinkful, Inc. is not accredited by a regional or national accrediting agency recognized by the United States Department of Education. Thinkful, Inc. has not received a provisional approval and is not offering an unaccredited degree program. Thinkful, Inc. is not eligible to participate in federal student financial assistance programs.

### **State Licensing Information**

#### **District of Columbia**

Thinkful, Inc. is a private institution and has been granted approval to operate with the Higher Education Licensure Commission (HELIC) within the District of Columbia through January 31, 2021 (renewal application pending). HELIC is an agency responsible for granting authority to operate and provide oversight of the District of Columbia's postsecondary educational institutions. This approval to operate means

the institution is in compliance with the DC Official Code and Title 5-A DCMR Chapter 83.

Higher Education Licensure  
Commission 1050 First St.  
NE, 5th Floor Washington,  
D.C. 20002

Phone: (202) 727-6436

Website: <https://osse.dc.gov/service/higher-education-licensure-commission-helc>

\*Note: Thinkful, Inc. is licensed to offer Engineering Flex, Data Science Flex, and Engineering Immersion to DC residents. Thinkful is in the process of adding additional programs to our license.

Thinkful's governing board has approved each certificate program offered to DC students.

### **Utah**

Thinkful, Inc. is registered under the Utah Postsecondary Proprietary School Act. Title 13, Chapter 34, Utah Code.

Registration under the Utah Postsecondary Proprietary School Act does not mean that the State of Utah supervises, recommends, or accredits Thinkful. It is the student's responsibility to determine whether credits, degrees, or certificates from Thinkful will transfer to other institutions or meet employers' training requirements. This may be done by calling the prospective school or employer.

### **Oregon**

Thinkful, Inc. is approved to operate with the Higher Education Coordinating Commission (HECC). HECC is an agency responsible for granting authority to operate and provide oversight of the state of Oregon's postsecondary educational institutions.

Oregon Higher Education Coordinating Commission Office of  
Postsecondary Education  
255 Capitol St. NE Salem, Oregon 97310

### **Texas**

Thinkful, Inc. is approved and regulated by the Texas Workforce Commission - Career Schools and Colleges, Austin, Texas.

### **Non-Government Affiliation Statement**

Thinkful, Inc. is not affiliated with any government entity.

**Ownership Statement**

Thinkful, Inc. is overseen by the Board of Directors and Corporate Officers who are responsible for the overall organizational growth and business decisions.

**Corporate Officers**

Woodie Dixon, Jr.	Chief Executive Officer and Secretary
Andrew Brown	Chief Financial Officer
Robin Tomasello	Treasurer
Nathan Schultz	Vice President
John Fillmore	Vice President

**Board of Directors**

Andrew Brown	Director
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**School Leadership Team**

The school leadership team is responsible for quarterly growth initiatives and changes that affect the student lifecycle, including management and day-to-day operations of the school.

Dan Friedman  
Vice President, Learning Services  
[dfriedman@chegg.com](mailto:dfriedman@chegg.com)

Jasjit Singh  
Vice President, Chief of Staff  
BA - Ethics, Politics, & Economics, Yale University  
[jas@chegg.com](mailto:jas@chegg.com)

Ben Mills  
Vice President, Product  
[ben.mills@chegg.com](mailto:ben.mills@chegg.com)

## **CURRICULUM - PROGRAMS, COURSE DESCRIPTIONS, TUITION**

Thinkful offers programs in multiple fields: software engineering, data science, data analytics, digital marketing, product management, technical project management, and design. Each program is designed to train students in the core skills required to start a new career in that field.

All Thinkful programs are fully remote. Instead of physical classrooms, we use video conferencing and other online tools to create one-on-one and group learning experiences.

Mentorship plays a core role in each program. Every student in each program is paired with an experienced professional working in the field for regular one-on-one live mentoring sessions each week. In addition to mentorship, each program includes personalized feedback on submitted assignments, live one-on-one assessments (usually structured as a mock interview), regular on-demand chat support, and a dedicated academic success manager. Immersive programs include live, instructor-led group lectures & workshops and live peer collaboration facilitated by teaching assistants.

Upon satisfying all program graduation requirements, students will be awarded a certificate of completion and begin working with the Careers team, during which time they will have access to up to 20 hours of career services for up to six months immediately following graduation. In addition to teaching technical skills, a key objective for all programs is to prepare students for careers in the tech industry. Thinkful offers career services to help graduates develop the soft skills they will need in order to acquire their next job and partners with employers in the tech industry to assist with career placement. Thinkful measures student success through hired rates and salary increases for our students.

The learning objectives, instructional strategies, topics covered, and skills developed for each program have been designed in conjunction with industry experts and employers. Thinkful solicits and incorporates continuous feedback from faculty, mentors, industry experts, and employer partners to keep pace with quickly changing technology and industry needs.

Please note that not all programs are offered in all states.

## **Data Analytics Flex**

**Program Length:** 33 lessons

**Duration:** Self-paced, expected 26 weeks

**Instructional Type:** Online, self-paced

**Class Schedule:** Self-paced with one 45 minute 1-on-1 mentor session each week

**Credential awarded:** Certificate of Completion

In addition to the 45 minutes of mentoring session in a typical week, students are expected to dedicate at least 19.25 hours each week to independent study and project work, for an overall commitment of 20 hours per week. The Data Analytics Flex program is self-paced and designed to be completed in approximately 26 weeks (6 months).

### **Program Description**

The program provides students with the skills necessary to work as data analysts. The program covers data analytics tools like Excel and Tableau, how to tell stories and give strong presentations about data, and programming fundamentals with Python and SQL. There are no license requirements for general employment in this field.

### **Program Objectives**

The program covers 8 high-level objectives, each of which are broken down into a set of core competencies:

<b>Objective 1:</b> Apply basic data analytics skills with Excel, PowerPoint, and mathematical concepts
➤ Identify basic data analytics skills and tools.
➤ Apply the basics of formatting, formulas, and functions in Excel.
➤ Create basic data visualizations in Excel and Powerpoint.
➤ Perform basic math calculations related to data analysis.
➤ Complete an introductory assessment.
<b>Objective 2:</b> Manipulate, visualize, and analyze data in Excel.
➤ Aggregate and manipulate data in an Excel spreadsheet.
➤ Use formulas and functions to bring complex logic to your spreadsheets in order to derive insights.
➤ Create pivot tables and basic charts in Excel that reveal insights about a dataset.
➤ Analyze data in Excel through clarifying questions and raw data analysis.

- Create robust, user-friendly data models that can be shared with teammates in order to answer ongoing questions.

**Objective 3:** Create high-quality presentations that engage your audience and provide value.

- Design compelling PowerPoint presentations about an Excel dataset.
- Wrangle data and build effective excel dashboards for presentations.
- Create a model based on a dataset and present the analysis

**Objective 4:** Implement SQL queries to answer data analytics questions.

- Retrieve data using basic SQL queries.
- Group data by one or more features and generate basic descriptive statistics.
- Generate complex queries to join data that spans multiple tables.
- Create sets of data in SQL.
- Create subqueries to retrieve data for single and multiple rows.
- Complete a SQL skills exam.

**Objective 5:** Create data visualizations in Tableau.

- Build data visualizations in Tableau.
- Build analytical and strategic dashboards in Tableau
- Complete a mock interview for a typical Data Analyst position.

**Objective 6:** Interpret and apply statistical testing commonly used in data analysis.

- Interpret inferential statistics tests.
- Apply common statistical tests to datasets and analyze the results.
- Complete a project brief with a given dataset by applying the appropriate testing.

**Objective 7:** Programmatically access, analyze, and visualize using Python.

- Write simple programs in Python.
- Explore and visualize data with Python.
- Complete a Python fundamental exam.
- Complete an end to end data analysis project using Python.

<b>Objective 8:</b> Get hired as a data analyst.
➤ Build a professional network.
➤ Compile a set of personal branding assets.
➤ Complete job applications.
➤ Complete a job interview.

## Program Outline

Course Code	Course Title	Number of Lessons	Expected # of Weeks*
DA201-1	Intro to data analysis	5	2
DA201-2	Data analysis with Excel	5	4
DA201-3	Data visualization with Excel and PowerPoint	4	4
DA201-4	Data analysis with SQL	7	4
DA201-5	Data visualization with Tableau	3	3
DA201-6	Statistical analysis	4	4
DA201-7	Data analysis with Python	5	5
	<b>Total Lessons</b>	<b>33</b>	<b>26</b>

## COURSE DESCRIPTIONS

### DA201-1 Intro to Data Analysis

In this course, students will be introduced to the core topics of data analysis and what it means to become a professional in this field. Students learn the fundamentals of data tools and visualization, and review core math concepts that they will encounter throughout the program. Students complete an assessment at the end of this course to ensure their future success in the program

### DA201-2 Data analysis with Excel

This course lays a foundation for success throughout the program. Students are introduced to manipulating and analyzing data with Excel, learning to answer questions about a variety of data sets.

### DA201-3 Data visualization with Excel and PowerPoint

During this course, students translate their data analytics skills into compelling presentations that address a variety of objectives. Students learn to wrangle data in Excel and turn it into visually appealing dashboards. Students begin the process of building their professional networks and complete their first capstone project.

#### **DA201-4 Data analysis with SQL**

In this course, students are introduced to relational databases. Using SQL, students have the opportunity to query databases and work with data across multiple tables. Students learn to create sets and subqueries, and complete a SQL assessment at the end of this course. Students begin creating professional assets that will help them in the job search.

#### **DA201-5 Data visualization with Tableau**

During this course, students expand their data analytics toolkit to include Tableau. Students practice creating visualizations and designing user-friendly dashboards to tell a story about a data set. Students also complete a data analytics mock interview assessing the skills they have learned thus far.

#### **DA201-6 Statistical analysis**

During this course, students complete an introduction to statistics and learn how to apply statistical testing based on a variety of datasets. Students complete their second capstone for the program and begin their job search.

#### **DA201-7 Data analysis with Python**

In this course, students learn programming fundamentals with Python. Using Python, students have the opportunity to access new data and perform more advanced statistical analyses. Students learn more components of interviewing for jobs, and complete their final end-to-end data analysis capstone project.

### **Data Analytics Immersion**

**Total Contact Hours: 338**

**Duration:** 13 weeks, plus 3 catch-up weeks

**Instructional Type:** Online, structured, full-time

**Class Schedule:** 10:00 am to 5:00 pm ET, Monday through Friday

**Credential awarded:** Certificate of Completion

Lecture hours include instruction from Data Analytics instructors. Lab hours include group and/or individual assignment work. On occasion, lectures may go beyond the planned time allotment as student needs dictate.

In addition to the 26 hours of scheduled class time in a typical week, students are expected to dedicate 15 hours each week to independent study, project work, and meeting with a mentor one-on-one once a week for 30 minutes each session. To be successful, students need to be able to consistently commit a minimum of 41 hours a week to the program. Homework, mentor sessions, and independent study are completed outside the scheduled course time and will affect the student's success.

### **Program Description**

The program provides students with the skills necessary to work as data analysts. The program covers data analytics tools like Excel and Tableau, how to tell stories and give strong presentations about data, and programming fundamentals with Python and SQL. There are no license requirements for general employment in this field.

## Program Objectives

The program covers 7 high-level objectives, each of which are broken down into a set of core competencies:

<b>Objective 1: Manipulate, visualize, and analyze data in Excel.</b>
➤ Aggregate and manipulate data in an Excel spreadsheet.
➤ Use formulas and functions to bring complex logic to your spreadsheets in order to derive business insights.
➤ Create pivot tables and basic charts in Excel that reveal insights about a dataset.
➤ Analyze data in Excel through clarifying questions and raw data analysis
➤ Create robust, user-friendly data models that can be shared with teammates in order to answer ongoing questions.
<b>Objective 2: Create high-quality business presentations that engage your audience and provide business value.</b>
➤ Design compelling PowerPoint presentations about an Excel dataset.
➤ Wrangle data and build effective Excel dashboards for presentations.
➤ Create a model based on dataset and present the analysis.
<b>Objective 3: Implement SQL queries to answer data analytics questions.</b>
➤ Retrieve data using basic SQL queries.
➤ Group data by one or more features and generate basic descriptive statistics.
➤ Generate complex queries to join data that spans multiple tables.
➤ Create sets of data in SQL.
➤ Create subqueries to retrieve data for single and multiple rows.
➤ Complete an SQL skills exam.
<b>Objective 4: Create data visualizations in Tableau.</b>
➤ Build data visualizations in Tableau.
➤ Build analytical and strategic dashboards in Tableau.
➤ Complete a mock interview for a typical Data Analyst position.
<b>Objective 5: Interpret and apply statistical testing commonly used in data analysis.</b>

➤ Interpret inferential statistics tests.
➤ Apply common statistical tests to datasets and analyze the results.
➤ Complete a project brief with given dataset by applying the appropriate testing.
<b>Objective 6:</b> Programmatically access, analyze, and visualize data using Python.
➤ Write simple programs using Python.
➤ Explore and visualize data with Python.
➤ Complete a Python fundamentals exam.
➤ Complete an end to end data analysis project using Python,
<b>Objective 7:</b> Get hired as a data analyst.
➤ Build a professional network.
➤ Compile a set of personal branding assets.
➤ Complete job applications.
➤ Complete a job interview.

## Program Outline

Course Code	Course Title	Lecture	Lab	Total
DA301-1	Data analysis with Excel	16	36	52
DA301-2	Data visualizations with Excel and PowerPoint	16	36	52
DA301-3	Data analysis with SQL	16	36	52
DA301-4	Data visualization with Tableau	8	18	26
DA301-5	Statistical analysis	24	54	78
DA301-6	Data analysis with Python	24	54	78
	<b>Total Contact Hours</b>	<b>104</b>	<b>234</b>	<b>338</b>

## **COURSE DESCRIPTIONS**

### **DA301-1 Data analysis with Excel**

This course lays a foundation for success throughout the program. Students are introduced to manipulating and analyzing data with Excel, learning to answer questions about a variety of data sets.

### **DA301-2 Data visualization with Excel and PowerPoint**

During this course, students translate their data analytics skills into compelling presentations that address a variety of objectives. Students learn to wrangle data in Excel and turn it into visually appealing dashboards. Students begin the process of building their professional networks and complete their first capstone project.

### **DA301-3 SQL Data analysis with SQL**

In this course, students are introduced to relational databases. Using SQL, students have the opportunity to query databases and work with data across multiple tables. Students learn to create sets and subqueries, and complete a SQL assessment at the end of this course. Students begin creating personal branding documents and assets that will help them in the job search.

### **DA301-4 Data visualization with Tableau**

During this course, students expand their data analytics toolkit to include Tableau. Students practice creating visualizations and designing user-friendly dashboards to tell a story about a data set. Students also complete a data analytics mock interview assessing the skills they have learned thus far.

### **DA301-5 Statistical analysis**

During this course, students complete an introduction to statistics and learn how to apply statistical testing based on a variety of datasets. Students complete their second capstone for the program and begin their job search.

### **DA301-6 Data analysis with Python**

In this course, students learn programming fundamentals with Python. Using Python, students have the opportunity to access new data and perform more advanced statistical analyses. Students learn more components of interviewing for jobs, and complete their final end-to-end data analysis capstone project.

### **Data Science Flex**

**Program Length:** 33 lessons

**Duration:** Self-paced, expected 26 weeks

**Instructional Type:** Online, self-paced

**Class Schedule:** Self-paced with one 45 minute 1-on-1 mentor session each week

**Credential awarded:** Certificate of Completion

In addition to the 45 minutes of mentoring session in a typical week, students are expected to dedicate at least 19.25 hours each week to independent study and project work for an overall commitment of 20 hours per week.

All lessons are due no later than Sunday at midnight. Students are strongly encouraged to submit lessons early.

## Program Description

Data Science Flex is a comprehensive program that trains aspiring data scientists in the core skills of data science in order to start a new career in this field. Students are trained in all of the core competencies of a modern, entry-level data scientist. Additionally, this program teaches soft skills around creating a job-ready portfolio and interviewing for data science positions. There are no license requirements for general employment in this field.

## Program Objectives

The program covers 5 high-level objectives, each of which are broken down into a set of core competencies:

<b>Objective 1: Master the tools of the modern data scientist toolkit.</b>
➤ Design and implement algorithms in Python.
➤ Source data from databases, web scraping, and REST APIs using Python.
➤ Conduct basic statistical analysis in Python.
➤ Retrieve and analyze data in SQL.
➤ Test hypotheses and design experiments including A/B tests.
<b>Objective 2: Master supervised machine learning.</b>
➤ Clean datasets.
➤ Engineer a variety of machine learning features.
➤ Apply the most common supervised learning models: classification, regression, random forest, similarity models, support vector machines, and boosting models.
<b>Objective 3: Master unsupervised machine learning.</b>
➤ Solve clustering problems.
➤ Use dimensionality reduction to solve problems.
<b>Objective 4: Master popular specialization topics in data science.</b>
➤ Solve problems involving time series analysis.
➤ Conduct analysis involving big data.
➤ Implement a specialization topic (Natural Language Processing, Big Data, Deep Learning).
<b>Objective 5: Get hired as a data scientist.</b>
➤ Build a professional network.

- Compile a set of professional branding assets.
- Conduct technical job interviews.

**Program Outline**

<b>Course Code</b>	<b>Course Title</b>	<b>Number of Lessons</b>	<b>Expected # Weeks*</b>
DS201-1	Fundamentals	14	7
DS201-2	Supervised Learning	9	9
DS201-3	Unsupervised Learning	3	4
DS201-4	Specialization Topics	7	6
	<b>Total Lessons</b>	<b>33</b>	<b>26</b>

\*Refer to Maximum Time to Completion Policy

**COURSE DESCRIPTIONS**

**DS201-1 Fundamentals**

This course is focused on building comfort with the basic tools in the data science toolkit: programming in Python, sourcing and analyzing data, working with SQL databases, statistical analysis in Python, and experimental design and A/B testing. The course also covers professional networking concepts and includes an Experimental Design capstone.

**DS201-2 Supervised Learning**

This course introduces machine learning as a topic area, model prep, and the most commonly used supervised learning methods students need to know in interviews and on the job. Lessons include Model Prep, Solving Classification Problems, Solving Regression Problems, Random Forest Models, Similarity Problems, Support Vector Machines, Boosting Models, Supervised Learning Capstone. The course also covers professional branding concepts.

**DS201-3 Unsupervised Learning**

This course teaches the most commonly used approaches in unsupervised learning. Lessons include Clustering and Dimensionality Reduction, and an Unsupervised Learning capstone. The course also covers technical interviewing concepts.

**DS201-4 Specialization Topics**

This course teaches some of the most prevalent data science specializations that are good for any data scientist to have experience with, even if they plan to work in a different topical area. Students have an introduction to Big Data, learn Time Series Analysis, and then pick one additional topic that they would like to learn (Big Data with Spark, Natural Language Processing, or Deep Learning). The course also includes a final capstone.

## **Data Science Immersion**

**Total Contact Hours:** 560

**Duration:** 16 weeks, plus 4 catch-up weeks

**Instructional Type:** Online, structured, full-time

**Class Schedule:** 10:00am to 5:00pm ET, Monday through Friday

**Credential awarded:** Certificate of Completion

In addition to the 35 hours of scheduled class time in a typical week, students are expected to dedicate 15 hours each week to independent study, project work, and meeting with a mentor once a week for 30 minutes each session. To be successful, students need to be able to consistently commit a minimum of 50 hours a week to the program. Homework, mentor sessions, and independent study are completed outside the scheduled course time and will affect the student's success.

### **Program Description**

Data Science Immersion is a comprehensive program that trains aspiring data scientists in the core skills of data science in order to start a new career in this field. Students are trained in all of the core competencies of a modern, entry-level data scientist. Additionally, this program teaches soft skills around creating a job-ready portfolio and interviewing for data science positions. There are no license requirements for general employment in this field.

### **Program Objectives**

The program covers 5 high-level objectives, each of which are broken down into a set of core competencies:

<b>Objective 1:</b> Master the tools of the modern data scientist toolkit.
➤ Design and implement algorithms in Python.
➤ Source data from databases, web scraping, and REST APIs using Python.
➤ Conduct basic statistical analysis in Python.
➤ Retrieve and analyze data in SQL.
➤ Test hypotheses and design experiments including A/B tests.
<b>Objective 2:</b> Master supervised machine learning.
➤ Clean datasets.
➤ Engineer a variety of machine learning features.
➤ Apply the most common supervised learning models: classification, regression, random forest, similarity models, support vector machines, and boosting models.
<b>Objective 3:</b> Master unsupervised machine learning.
➤ Solve clustering problems.
➤ Use neural networks.

<b>Objective 4:</b> Master popular specialization topics in data science.
➤ Solve problems involving time series analysis.
➤ Conduct analysis involving big data.
➤ Implement natural language processing.
➤ Implement deep learning.
<b>Objective 5:</b> Get hired as a data scientist.
➤ Build and nurture a professional network.
➤ Compile a set of professional assets.
➤ Conduct technical job interviews.

## Program Outline

Course Code	Course Title	Lecture	Lab	Total
DS301-1	Fundamentals	30	110	140
DS301-2	Supervised Learning	30	110	140
DS301-3	Unsupervised Learning	20	85	105
DS301-4	Specialization Topics	40	135	175
	<b>Total Contact Hours</b>	<b>120</b>	<b>440</b>	<b>560</b>

## COURSE DESCRIPTIONS

### DS301-1 Fundamentals

This course is focused on building comfort with the basic tools in the data science toolkit: programming in Python, sourcing and analyzing data, working with SQL databases, statistical analysis in Python, and experimental design and A/B testing. The course also covers professional networking concepts and includes an Experimental Design capstone. This course also includes a catch-up week.

### DS301-2 Supervised Learning

This course introduces machine learning as a topic area, model prep, and the most commonly used supervised learning methods students need to know in interviews and on the job. Lessons include Model Prep, Solving Classification Problems, Solving Regression Problems, Random Forest Models, Similarity Problems, Support Vector Machines, Boosting Models, and the Supervised Learning Capstone. The course also covers professional branding concepts. This course also includes a catch-up week.

### DS301-3 Unsupervised Learning

This course teaches the most commonly used approaches in unsupervised learning. Lessons include Clustering, Neural Networks, and an Unsupervised Learning capstone. The course also covers technical interviewing concepts. This course also includes a catch-up week.

**DS301-4 Specialization Topics**

This course teaches some of the most prevalent data science specializations that are good for any data scientist to have experience with, even if they plan to work in a different topical area. Lessons include Time Series Analysis, Big Data with Spark (optional), Natural Language Processing, and Deep Learning. The course also includes a final capstone. The course also includes a catch-up week.

**Digital Marketing Flex**

**Program Length:** 17 Lessons

**Duration:** Self-paced, expected 12 weeks

**Instructional Type:** Online, self-paced

**Class Schedule:** Self-paced with one 45-minute 1-on-1 mentor session each week

**Credential awarded:** Certificate of Completion

In addition to the 45 minutes of mentoring sessions in a typical week, students are expected to dedicate at least 19.25 hours each week to independent study and project work, for an overall commitment of 20 hours per week.

**Program Description**

Digital Marketing Flex is a program that trains aspiring digital marketers in the core skills of digital marketing. Students are trained in all of the core competencies of a modern, entry-level digital marketer. Additionally, this program teaches soft skills around creating a job-ready portfolio. There are no license requirements for general employment in this field.

**Program Objectives**

The program covers 10 high-level objectives, each of which are broken down into a set of core competencies:

<b>Objective 1:</b> Identify modern digital marketing trends.
➤ Explain the purpose of digital marketing
➤ Compare the practices of traditional marketing and modern digital marketing.
➤ Identify the responsibilities of digital marketers and common digital marketing specializations.
<b>Objective 2:</b> Create and run effective digital marketing campaigns.
➤ Define “SMART objectives.”
➤ Develop key performance indicators (KPIs).
➤ Select effective channels for a digital marketing campaign.
<b>Objective 3:</b> Tailor digital marketing content to a target audience.
➤ Create buyer personas.

> Create empathy maps.
> Outline the Buyer's Journey.
<b>Objective 4: Master branding.</b>
> Identify the components of a brand.
> Apply a style guide.
> Create a creative brief.
<b>Objective 5: Master content marketing.</b>
> Write for a target audience.
> Apply content design best practices.
> Conduct a competitive content audit.
> Write a blog post.
> Use an online publishing platform.
> Create an editorial calendar.
<b>Objective 6: Master email marketing.</b>
> Select effective email channels.
> Write an email.
> Use a marketing automation platform.
<b>Objective 7: Master social media marketing.</b>
> Compare popular social media platforms.
> Manage a Facebook business page.
> Manage an Instagram business profile.
> Identify opportunities for paid social.
<b>Objective 8: Master search marketing.</b>
> Explain how search engines rank content.
> Implement search engine optimization (SEO) best practices.
> Identify opportunities for paid search.
<b>Objective 9: Collect and analyze data.</b>
> Identify industry tools and methods of collecting data.
> Use Google Analytics to analyze user demographics and behavior.
> Create actionable takeaways.
<b>Objective 10: Develop a digital marketing portfolio.</b>
> Build a professional network.
> Compile a set of professional branding assets.

## Program Outline

Course Code	Course Title	Number of Lessons	Expected # weeks*
DM201-1	Overview	2	.5
DM201-2	Campaigns	1	.5

DM201-3	Customer Insights	2	1
DM201-4	Branding	1	1
DM201-5	Content Marketing	2	2
DM201-6	Email Marketing	2	1
DM201-7	Social Media Marketing	2	2
DM201-8	Search Marketing	1	1
DM201-9	Analytics	2	2
DM201-10	Portfolio	2	1
	<b>Total Lessons</b>	<b>17</b>	<b>12</b>

\*Refer to Maximum Time to Completion Policy

## COURSE DESCRIPTIONS

### DM201-1 Overview

This course introduces digital marketing as a topic and career. It covers a brief history of digital marketing, modern digital marketing trends, the responsibilities of digital marketers, and common digital marketing specializations.

### DM201-2 Campaigns

This course teaches the best practices of creating and managing a digital marketing campaign. It includes how to select the right channels, how to select the right goals, how to set “SMART objectives,” and how to set KPIs.

### DM201-3 Customer Insights

This course teaches the importance of tailoring digital marketing content to a target audience. It includes how to conduct market research to gain customer insights, how to create buyer personas, how to create empathy maps, and the steps of The Buyer’s Journey.

### DM201-4 Branding

This course teaches the importance of establishing an effective and consistent brand. It provides an overview of the components of a brand and covers how to use style guides and how to write creative briefs.

### DM201-5 Content Marketing

This course introduces content marketing. It covers how to write for a target audience and specific platform, the best practices of content design, how to conduct a competitive content audit, the best practices of blogging, how to use an online publishing platform, and how to create and use an editorial calendar.

### DM201-6 Email Marketing

This course introduces email marketing. Content includes how to select the most effective email channels, the best practices of writing email marketing, and how to use a marketing automation platform.

### **DM201-7 Social Media Marketing**

This course introduces social media marketing. It includes an overview of popular social media platforms and how digital marketers use them, the best practices of creating content for and managing a Facebook business page, the best practices of creating content for and managing an Instagram business profile, and an overview of paid social.

### **DM201-8 Search Marketing**

This course introduces search marketing. It includes an overview of how search engines rank content, Search Engine Optimization (SEO), tools that digital marketers use to audit a website for SEO, strategies to improve a website's search ranking, and an overview of paid search.

### **DM201-9 Analytics**

This course teaches the importance of data-driven digital marketing. It includes an overview of tools and methods that digital marketers use to collect data, how to find user demographics and behavior using Google Analytics, how to design an A/B test, and how to craft actionable takeaways.

### **DM201-10 Portfolio**

This course focuses on developing an outstanding digital marketing portfolio. It includes personal branding, completing a digital marketing capstone project, and preparing for a job search.

### **Digital Marketing Immersion**

**Total Contact Hours:** 210

**Duration:** 6 weeks, plus 1 catch-up week

**Instructional Type:** Online, structured, full-time

**Class Schedule:** 10:00 am to 5:00 pm ET, Monday through Friday

**Credential awarded:** Certificate of Completion

In addition to the 35 hours of scheduled class time in a typical week, students are expected to dedicate 15 hours each week to independent study, project work, and meeting with a mentor once a week for 30 minutes each session. To be successful, students need to be able to consistently commit a minimum of 50 hours a week to the program. Homework, mentor sessions, and independent study are completed outside the scheduled course time and will affect the student's success.

### **Program Description**

Digital Marketing Immersion is a program that trains aspiring digital marketers in the core skills of digital marketing. Students are trained in all of the core competencies of a modern, entry-level digital marketer. Additionally, this program teaches soft skills around creating a job-ready portfolio. There are no license requirements for general employment in this field.

### **Program Objectives**

The program covers 10 high-level objectives, each of which are broken down into a set of core competencies:

<b>Objective 1: Identify modern digital marketing trends.</b>
➤ Explain the purpose of digital marketing.
➤ Compare the practices of traditional marketing and modern digital marketing.
➤ Identify the responsibilities of digital marketers and common digital marketing specializations.
<b>Objective 2: Create and run effective digital marketing campaigns.</b>
➤ Define “SMART objectives.”
➤ Develop key performance indicators (KPIs).
➤ Select effective channels for a digital marketing campaign.
<b>Objective 3: Tailor digital marketing content to a target audience.</b>
➤ Create buyer personas.
➤ Create empathy maps.
➤ Outline The Buyer’s Journey.
<b>Objective 4: Master branding.</b>
➤ Identify the components of a brand.
➤ Apply a style guide.
➤ Create a creative brief.
<b>Objective 5: Master content marketing.</b>
➤ Write for a target audience.
➤ Apply content design best practices.
➤ Conduct a competitive content audit.
➤ Write a blog post.
➤ Use an online publishing platform.
➤ Create an editorial calendar.
<b>Objective 6: Master email marketing.</b>
➤ Select effective email channels.
➤ Write an email.
➤ Use a marketing automation platform.
<b>Objective 7: Master social media marketing.</b>
➤ Compare popular social media platforms.
➤ Manage a Facebook business page.
➤ Manage an Instagram business profile.
➤ Identify opportunities for paid social.
<b>Objective 8: Master search marketing.</b>
➤ Explain how search engines rank content.
➤ Implement search engine optimization (SEO) best practices.
➤ Identify opportunities for paid search.
<b>Objective 9: Collect and analyze data.</b>
➤ Identify industry tools and methods of collecting data.
➤ Use Google Analytics to analyze user demographics and behavior.
➤ Create actionable takeaways.

<b>Objective 10: Develop a digital marketing portfolio.</b>
➤ Build and nurture a professional network.
➤ Compile a set of professional branding documents and assets to use effectively across multiple platforms.
➤ Successfully conduct job interviews and demonstrate competencies related to Digital Marketing.

## Program Outline

Course Code	Course Title	Lecture	Lab	Total
DM301-1	Overview	5	2	7
DM301-2	Campaigns	4	3	7
DM301-3	Customer Insights	10	11	21
DM301-4	Branding	8	6	14
DM301-5	Content Marketing	10	25	35
DM301-6	Email Marketing	8	13	21
DM301-7	Social Media Marketing	10	25	35
DM301-8	Search Engine Marketing	7	7	14
DM301-9	Analytics	15	20	35
DM301-10	Portfolio	3	18	21
	<b>Total Contact Hours</b>	<b>80</b>	<b>130</b>	<b>210</b>

## COURSE DESCRIPTIONS

### DM301-1 Overview

This course introduces digital marketing as a topic and career. It covers a brief history of digital marketing, modern digital marketing trends, the responsibilities of digital marketers, and common digital marketing specializations.

### DM301-2 Campaigns

This course teaches the best practices of creating and managing a digital marketing campaign. It includes how to select the right channels, how to select the right goals, how to set “SMART objectives,” and how to set KPIs.

### DM301-3 Customer Insights

This course teaches the importance of tailoring digital marketing content to a target audience. It includes how to conduct market research to gain customer insights, how to create buyer personas, how to create empathy maps, and the steps of The Buyer’s Journey.

#### **DM301-4 Branding**

This course teaches the importance of establishing an effective and consistent brand. It provides an overview of the components of a brand, how to use style guides, and how to write creative briefs.

#### **DM301-5 Content Marketing**

This course introduces content marketing. It includes how to write for a target audience and specific platform, the best practices of content design, how to conduct a competitive content audit, the best practices of blogging, how to use an online publishing platform, and how to create and use an editorial calendar.

#### **DM301-6 Email Marketing**

This course introduces email marketing. It includes how to select the most effective email channels, the best practices of writing email marketing, and how to use a marketing automation platform.

#### **DM301-7 Social Media Marketing**

This course introduces social media marketing. It includes an overview of popular social media platforms and how digital marketers use them, the best practices of creating content for and managing a Facebook business page, the best practices of creating content for and managing an Instagram business profile, and an overview of paid social.

#### **DM301-8 Search Engine Marketing**

This course introduces search marketing. It provides an overview of how search engines rank content, Search Engine Optimization (SEO), tools that digital marketers use to audit a website for SEO, strategies to improve a website's search ranking, and an overview of paid search.

#### **DM301-9 Analytics**

This course teaches the importance of data-driven digital marketing. It includes an overview of tools and methods that digital marketers use to collect data, how to find user demographics and behavior using Google Analytics, how to design an A/B test, and how to craft actionable takeaways.

#### **DM301-10 Portfolio**

This course focuses on developing an outstanding digital marketing portfolio. It includes personal branding, completing a digital marketing capstone project, and preparing for a job search.

#### **Engineering Flex**

**Program Length:** 49 Lessons

**Duration:** Self-paced, expected 26 weeks

**Instructional Type:** Online, self-paced

**Class Schedule:** Self-paced with two 30 minute 1-on-1 mentor sessions each week

**Credential awarded:** Certificate of Completion

In addition to the 1 hour of mentoring sessions in a typical week, students are expected to dedicate at least 19 hours each week to independent study and project work for an overall commitment of 20 hours per week. The Engineering Flex program is self-paced and designed to be completed in approximately 26 weeks (6 months).

**Program Description:**

The program provides students with the skills necessary to work as a software engineer or full stack web developer. The program covers the fundamentals of full stack web development, how to write strong code, and how to build the perfect job-ready portfolio. There are no license requirements for general employment in this field.

**Program Objectives:**

The program covers 5 high-level objectives, each of which are broken down into a set of core competencies.

<b>Objective 1:</b> Design and build architecturally sound client-side web applications.
➤ Solve problems by writing JavaScript programs.
➤ Create a responsive, static web page using semantic HTML, which is styled to specification with CSS.
➤ Build a well-architected, interactive web app which achieves a specified set of user stories.
➤ Build and deploy a complex React app that manages state, integrates with an API, and implements client-side routing.
<b>Objective 2:</b> Design and build secure, RESTful APIs.
➤ Run JavaScript programs outside the browser using Node.js.
➤ Create an Express server that supports all CRUD operations.
➤ Using PostgreSQL and Knex, build a relational database which supports all CRUD operations and integrates with an Express server.
<b>Objective 3:</b> Solve common computer science problems using advanced data structures and basic algorithms.
➤ Write recursive algorithms.
➤ Measure the performance of algorithms using Big O notation.
➤ Implement advanced data structures to solve problems.
➤ Implement searching and sorting algorithms to solve problems.

<b>Objective 4:</b> Manage complex projects using an agile approach to web development.
➤ Design and scope a web app by defining a set of user stories and user flows.
➤ Prioritize and organize the implementation of user stories using a kanban board.
➤ Implement an iterative development cycle, moving from MVP to final product.
➤ Implement version control via Git and GitHub.
<b>Objective 5:</b> Get hired as a web developer.
➤ Build and nurture a professional network.
➤ Compile a set of professional branding documents and assets to use effectively across multiple platforms.
➤ Successfully conduct technical job interviews and demonstrate competencies related to Web Development.

## Program Outline

Course Code	Course Title	Number of Lessons	Expected # of Weeks*
FEWD201-1	Introduction to Web Development	4	4
FEWD201-2	Programming Fundamentals	16	7
FEWD201-3	Frontend Development	12	5
FEWD201-4	Backend Development	11	5
FEWD201-5	Data Structures and Algorithms	4	2
FEWD201-6	Web Development Capstone	2	3
	<b>Total Lessons</b>	<b>49</b>	<b>26</b>

\*Refer to Maximum Time to Completion Policy

## COURSE DESCRIPTIONS

### FEWD201-1 Introduction to Web Development

This course lays a foundation for success throughout the program. Students have the opportunity to learn the basics of frontend web development — how to build static web pages with HTML & CSS and how to write basic functions with JavaScript.

## **FEWD201-2 Programming Fundamentals**

During this course, students develop their nascent JavaScript skills, learning more complex topics such as higher order functions. Students will also learn typical workflow tools used by professional web developers such as Git, GitHub, and Visual Studio Code.

## **FEWD201-3 Frontend Development**

In this course, students will learn to build front end web applications that can be deployed to the internet. This includes learning HTML, CSS, and JavaScript, as well as the popular frontend framework React.

## **FEWD201-4 Backend Development**

In this course, students will learn to build servers using Node and Express JS. They will also learn how to create, manage, and update databases utilizing cloud services. Finally, they will learn to pull together all of these skills and their previous skills to build full stack applications.

## **FEWD201-5 Data Structures and Algorithms**

In this course, students will learn how to build and evaluate different types of data structures from scratch, including stacks, queues, and trees. They will also solve common interview problems using these data structures in addition to their prior skills. By the end of this course, students will have a strong foundation in building and evaluating algorithms.

## **FEWD201-6 Web Development Capstone**

In this course, students complete a full-stack capstone, prepare for technical interviews, and get a head start on their job search.

## **Engineering Immersion**

**Total Contact Hours:** 595

**Duration:** 18 weeks, plus 2 catch-up weeks

**Instructional Type:** Online, structured, full-time

**Class Schedule:** 10:00 am to 5:00 pm ET, Monday through Friday

**Credential awarded:** Certificate of Completion

In addition to the 35 hours of scheduled class time in a typical week, students are expected to dedicate 15 hours each week to independent study, project work, and meeting with a mentor once a week for 30 minutes each session. To be successful, students need to be able to consistently commit a minimum of 50 hours a week to the program. Homework, mentor sessions, and independent study are completed outside the scheduled course time and will affect the student's success.

### **Program Description**

The program provides students with the skills necessary to work as a software engineer or full stack web developer. The program covers the fundamentals of full-stack web development, how to write strong code, and how to build the perfect job-ready portfolio. There are no license requirements for general employment in this field.

### **Program Objectives**

The program covers 5 high-level objectives, each of which are broken down into a set of core competencies:

**Objective 1:** Design and build accessible, architecturally sound client-side web applications.

➤ Solve problems by writing JavaScript programs.
➤ Create a responsive, static web page using semantic HTML, which is styled to specification with CSS.
➤ Build a well-architected, interactive web app that achieves a specific set of user stories.
➤ Build and deploy a complex React app that manages state, integrates with an API, and implements client-side routing.
<b>Objective 2: Design and build secure, RESTful APIs.</b>
➤ Run JavaScript programs outside the browser using Node.js.
➤ Create an Express server that supports all CRUD operations.
➤ Using PostgreSQL and Knex, build a relational database which supports all CRUD operations and integrates with an Express server.
<b>Objective 3: Solve common computer science problems using advanced data structures and basic algorithms.</b>
➤ Write recursive algorithms.
➤ Measure the performance of algorithms using Big O notation.
➤ Implement advanced data structures to solve problems.
➤ Implement searching and sorting algorithms to solve problems.
<b>Objective 4: Manage complex projects using an agile approach to web development.</b>
➤ Design and scope a web app by defining a set of user stories and user flows.
➤ Prioritize and organize the implementation of user stories using a kanban board.
➤ Implement an iterative development cycle, moving from MVP to final product.
➤ Implement version control via Git and GitHub.
<b>Objective 5: Get hired as a web developer.</b>
➤ Build a professional network.
➤ Compile a set of professional branding documents and assets to use effectively across multiple platforms.
➤ Successfully conduct technical job interviews and demonstrate competencies related to Web Development

### Program Outline

Course Code	Course Title	Lecture	Lab	Total
DEV301-1	Programming Fundamentals	30	110	140
DEV301-2	Frontend Development	30	110	140
DEV301-3	Backend Development	30	110	140
DEV301-4	Data Structures and Algorithms	20	50	70
DEV301-5	Web Development Capstone	0	105	105
	<b>Total Contact Hours</b>	<b>110</b>	<b>485</b>	<b>595</b>

## COURSE DESCRIPTIONS

### **DEV301-1 Introduction to Web Development**

This course lays a foundation for success throughout the program. Students have the opportunity to learn the basics of frontend web development — how to build static web pages with HTML & CSS and how to write basic functions with JavaScript.

### **DEV301-2 Programming Fundamentals**

During this course, students develop their nascent JavaScript skills, learning more complex topics such as higher order functions. Students will also learn typical workflow tools used by professional web developers such as Git, GitHub, and Visual Studio Code.

### **DEV301-3 Frontend Development**

In this course, students will learn to build front end web applications that can be deployed to the internet. This includes learning HTML, CSS, and JavaScript, as well as the popular frontend framework React.

### **DEV301-4 Backend Development**

In this course, students will learn to build servers using Node and Express JS. They will also learn how to create, manage, and update databases utilizing cloud services. Finally, they will learn to pull together all of these skills and their previous skills to build full stack applications.

### **DEV301-5 Data Structures and Algorithms**

In this course, students will learn how to build and evaluate different types of data structures from scratch, including stacks, queues, and trees. They will also solve common interview problems using these data structures in addition to their prior skills. By the end of this course, students will have a strong foundation in building and evaluating algorithms.

### **DEV301-6 Web Development Capstone**

In this course, students complete a full-stack capstone, prepare for technical interviews, and get a head start on their job search.

### **Product Management Flex**

**Program Length:** 24 Lessons

**Duration:** Self-paced, expected 26 weeks

**Instructional Type:** Online, self-paced

**Class Schedule:** Self-paced with one 45 minute 1-on-1 mentor session each week

**Credential awarded:** Certificate of Completion

In addition to the 45 minutes of mentoring sessions in a typical week, students are expected to dedicate at least 19.25 hours each week to independent study and project work, for an overall commitment of 20 hours per week. The Product Management Flex program is self-paced and designed to be completed in approximately 26 weeks (6 months).

### **Program Description**

The Product Management Flex program is a comprehensive, flexible online program that provides students with the skills necessary to join product teams in an entry-level product management role. The program covers a variety of relevant knowledge and skills, including product development, business processes and tools, technology, user

experience design, data analysis, and career readiness. There are no license requirements for general employment in this field.

**Program Objectives**

The program covers five high-level objectives, each of which are broken down into a set of core competencies:

<b>Objective 1: Master core product management tools and tasks.</b>
➤ Describe the product manager’s role, responsibilities, and main collaborators.
➤ Effectively use business metrics and terminology.
➤ Perform business analysis (competitive, SWOT, lean canvas).
➤ Effectively create and deliver business presentations.
<b>Objective 2: Master basic user experience (UX) research tools.</b>
➤ Critique and create mockups, wireframes, and prototypes.
➤ Effectively use survey tools to understand user problems.
➤ Conduct usability testing and A/B testing.
➤ Effectively analyze and present UX research.
<b>Objective 3: Understand technology and data considerations in building products.</b>
➤ Understand common technology terms (e.g. front-end, back-end, APIs).
➤ Use SQL to conduct basic data analysis.
➤ Use Python for data analysis.
➤ Create core product management documentation and processes (e.g., stories, PRD, sprints).
<b>Objective 4: Master advanced product management skills.</b>
➤ Create marketing materials and strategies for products go-to-market.
➤ Effectively analyze product data using Google Sheets.
➤ Tell compelling business stories using data visualizations in Tableau.
➤ Reflect on legal and ethical concerns related to product management work.
<b>Objective 5: Career readiness for product managers.</b>
➤ Build a professional network.

➤ Compile a set of professional branding assets.
➤ Practice job interview skills.
➤ Understand the career progression of product managers.

## Program Outline

Course Code	Course Title	Number of Lessons	Expected # of Weeks*
PM201-1	Introduction to Product Management	5	7
PM201-2	Product Discovery	6	6
PM201-3	Building Products	5	7
PM201-4	Launching and Iterating on Products	8	6
	<b>Total Lessons</b>	<b>24</b>	<b>26</b>

\*Refer to Maximum Time to Completion Policy

## COURSE DESCRIPTIONS

### PM201-1 Introduction to Product Management

This course introduces students to the professional language and knowledge base of the product management field. Students learn about the day-to-day responsibilities of product managers and develop essential business strategy skills, including competitive analysis, identifying product market fit, and using business metrics. Students also practice professional networking and presentation skills.

### PM201-2 Product Discovery

This course introduces students to the discovery process of product development, with a special focus on user experience. Topics include Design Thinking, Interaction Design, Wireframing and Prototyping, User Research, Product Roadmaps, and Product Validation. The course also covers professional branding concepts and includes a presentation capstone.

### PM201-3 Building Products

This course is focused on building comfort with technology tools common in the product management field. Topics include understanding technology stacks, programming in Python, working with SQL databases, collaborating with developers, agile methodologies, and creating core product management documentation and processes. The course also includes career preparation, a mock case interview, and a capstone project.

### PM201-4 Launching and Iterating on Products

This course focuses on the process of launching, analyzing, and iterating on products. Topics include Marketing and Growth Strategies, Analyzing Product Data with Google

Sheets, Using Tableau to Tell Stories with Data, Navigating Legal and Ethical Concerns, and Advancing the Product Management Career.

**Technical Project Management Flex**

**Program Length:** 21 Lessons

**Duration:** Self-paced, expected 20 weeks

**Instructional Type:** Online, self-paced

**Class Schedule:** Self-paced with one 45 minute 1-on-1 mentor session each week

**Credential awarded:** Certificate of Completion

In addition to the 45 minutes of mentoring sessions in a typical week, students are expected to dedicate at least 19.25 hours each week to independent study and project work, for an overall commitment of 20 hours per week. The Technical Project Management Flex program is self-paced and designed to be completed in approximately 20 weeks (5 months).

**Program Description:**

The Technical Project Management program provides students with the skills necessary to work as a Technical or IT Project Manager. Students will learn about project management as it relates specifically to technology and the IT field. Students will also learn about the process of project management, the software and tools project managers use, and the qualities of working with people—all of which are vital skills for successful project management. There are no license requirements for general employment in this field.

**Program Objectives:**

The program covers 4 high-level objectives, each of which are broken down into a set of core competencies:

<b>Objective 1:</b> Use the process of project management and apply its features to technology development.
➤ Create a project work plan and explain the importance of enforcing project standards on a project from start to finish.
➤ Explain the systems development life cycle and describe the value of each step in the cycle.
➤ Use data and forecasting to review customer requirements, make data-driven decisions, and evaluate upcoming project initiatives.
<b>Objective 2:</b> Understand and utilize technology appropriately in the field of technical project management.
➤ Describe the role of the various components of IT infrastructure such as hardware, software, network, and "meatware," and how they integrate to provide a service.

➤ Explain the best practices for delivering IT service as described by the IT Infrastructure Library.
➤ Explain the importance of continuous integration and how it helps early detection of problems.
➤ Create a business solution using information systems.
<b>Objective 3:</b> Use social and soft skills to effectively communicate and work with team members and stakeholders on technical projects.
➤ Communicate between various members of an organization and between collaborative teams in language best suited to the audience.
➤ Create and review a plan of action by identifying project stakeholders, analyzing their level of influence and interest, and managing their expectations.
➤ Mediate conflicts between individuals, groups, and other affected parties by identifying the underlying cause, and then selecting an appropriate mediation strategy.
➤ Inspire and lead individuals or teams by applying the qualities of leadership.
<b>Objective 4:</b> Get Hired as a Technical Project Manager.
➤ Build a professional network.
➤ Compile a set of professional branding assets.
➤ Complete job applications.

## Program Outline

Course Code	Course Title	Number of Lessons	Expected # of weeks*
TPM201-1	Process	8	8
TPM201-2	People	6	6
TPM201-3	Technology	7	6
	<b>Total Lessons</b>	<b>21</b>	<b>20</b>

\*Refer to Maximum Time to Completion Policy

## COURSE DESCRIPTIONS

### TPM201-1 Process

This course covers the process of project management independent of its field or subject. Topics covered in this course are project planning and development, which include the skills of budgeting, scheduling, resource allocation, troubleshooting, and identifying key performance indicators. The next topic, or skill, covered is the systems development life cycle, which includes content about the product life cycle, workflow, development methodology, and quality assurance. The third topic in this course,

business process, covers target analysis results, forecasting, evaluating upcoming initiatives, analyzing customer needs, and managing strategic technology initiatives.

### **TPM201-2 People**

This course covers the topics that are less technical and more leadership-based, such as communication, conflict management, and leadership. Project Managers are expected to be adept at all three skills, and this course provides instruction on how to communicate to all members of a project team regardless of title or expertise, how to manage the inevitable conflicts that arise between teams and individuals, but also how to prevent them in the first place. The course also covers the qualities that define a leader, such as integrity, accountability, delegation, and empathy, among others.,

### **TPM201-3 Technology**

This course covers content that is more specific to the role of a Technical or IT Project Manager. The course will cover both the tools used by a Technical Project Manager and includes instruction on the necessary skills, the defining skills, and the distinguishing skills identified to be successful as a Technical Project Manager. The major skills focus of this course are IT Management, software and tools used by project managers, and programming/coding skills essential for Technical Project Managers.

## **Technical Project Management Immersion**

**Total Contact Hours:** 385

**Duration:** 11 weeks, plus 2 catch-up weeks

**Instructional Type:** Online, structured, full-time

**Class Schedule:** 10:00am to 5:00pm ET, Monday through Friday

**Credential awarded:** Certificate of Completion

In addition to the 35 hours of scheduled class time in a typical week, students are expected to dedicate 15 hours each week to independent study, project work, and meeting with a mentor once a week for 30 minutes each session. To be successful, students need to be able to consistently commit a minimum of 50 hours a week to the program. Homework, mentor sessions, and independent study are completed outside the scheduled course time and will affect the student's success.

### **Program Description**

The Technical Project Management program provides students with the skills necessary to work as a Technical or IT Project Manager. Students will learn about project management as it relates specifically to technology and the IT field. Students will also learn about the process of project management, the software and tools project managers use, and the qualities of working with people, all of which are vital skills for successful project management. There are no license requirements for general employment in this field.

### **Program Objectives**

The program covers 4 high-level objectives, each of which are broken down into a set of core competencies:

<b>Objective 1:</b> Use the process of project management and apply its features to technology development.
➤ Create a project work plan and explain the importance of enforcing project standards on a project from start to finish.
➤ Explain the systems development life cycle and describe the value of each step in the cycle.
➤ Use data and forecasting to review customer requirements, make data-driven decisions, and evaluate upcoming project initiatives.
➤ <b>Objective 2:</b> Use social and soft skills to effectively communicate and work with team members and stakeholders on technical projects.
➤ Communicate between various members of an organization and between collaborative teams in language best suited to the audience.
➤ Create and review a plan of action by identifying project stakeholders, analyzing their level of influence and interest, and managing their expectations.
➤ Mediate conflicts between individuals, groups, and other affected parties by identifying the underlying cause, and then selecting an appropriate mediation strategy.
➤ Inspire and lead individuals or teams by applying the qualities of leadership.
➤ <b>Objective 3:</b> Understand and utilize technology appropriately in the field of technical project management.
➤ Describe the role of the various components of IT infrastructure such as hardware, software, network, and "meatware," and how they integrate to provide a service.
➤ Explain the best practices for delivering IT service as described by the IT Infrastructure Library.
➤ Explain the importance of continuous integration and how it helps early detection of problems.
➤ Create a business solution using information systems.
➤ <b>Objective 4:</b> Get Hired as a Technical Project Manager.
➤ Build a professional network.
➤ Compile a set of professional branding assets.
➤ Complete job applications.

### Program Outline

Course Code	Course Title	Lecture	Lab	Total
TPM301-1	Process	30	110	140
TPM301-2	People	20	85	105
TPM301-3	Technology	30	110	140
	<b>Total Contact Hours</b>	<b>80</b>	<b>305</b>	<b>385</b>

## **COURSE DESCRIPTIONS**

### **TPM301-1 Process**

This course covers the process of project management independent of its field or subject. Topics covered in this course are project planning and development, which include the skills of budgeting, scheduling, resource allocation, troubleshooting, and identifying key performance indicators. The next topic covered is the systems development life cycle, which includes content about the product life cycle, workflow, development methodology, and quality assurance. The third topic in this course, business process, covers target analysis results, forecasting, evaluating upcoming initiatives, analyzing customer needs, and managing strategic technology initiatives. The course also includes a catch-up week.

### **TPM301-2 People**

This course covers the topics that are less technical and more leadership-based, such as communication, conflict management, and leadership. Project Managers are expected to be adept at all three skills, and this course provides instruction on how to communicate to all members of a project team regardless of title or expertise, how to manage the inevitable conflicts that arise between teams and individuals, but also how to prevent them in the first place. The course also covers the qualities that define a leader, such as integrity, accountability, delegation, and empathy, among others. The course also includes a catch-up week.

### **TPM301-3 Technology**

This course covers content that is more specific to the role of a Technical or IT Project Manager. The course focuses on the tools used by a Technical Project Manager and includes instruction on the necessary skills, the defining skills, and the distinguishing skills identified to be successful as a Technical Project Manager. Students will learn about IT Management and the software and tools used by project managers, and programming/coding skills essential for Technical Project Managers.

### **UX/UI Design Flex**

**Program Length:** 28 Lessons

**Duration:** Self-paced, expected 26 weeks

**Instructional Type:** Online, self-paced

**Class Schedule:** Self-paced with one 45 minute 1-on-1 mentor session each week

**Credential awarded:** Certificate of Completion

In addition to the 45 minutes of mentoring sessions in a typical week, students are expected to dedicate at least 19.25 hours each week to independent study and project work, for an overall commitment of 20 hours per week. The UX/UI Design Flex program is self-paced and designed to be completed in approximately 26 weeks.

### **Program Description**

UX/UI Design Flex is a comprehensive, flexible program that trains aspiring designers in the core skills of UX/UI design in order to start a new career in this field. Students are trained in all of the core competencies of a modern, entry-level designer. Additionally, this program teaches soft skills around creating a job-ready portfolio and

interviewing for UX/UI design positions. There are no license requirements for general employment in this field.

### Program Objectives

The program covers 8 high-level objectives, each of which are broken down into a set of core competencies:

<b>Objective 1:</b> Master an understanding of design terminology and interfaces using industry tools and the ability to analyze, evaluate, and define solutions.
<ul style="list-style-type: none"> <li>➤ Describe the day-to-day life of the UX/UI designer, the role of UX/UI designer in modern organizations, the main topics and branches of UX/UI design, and common UX/UI designer tools.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Describe the foundations of user experience design used and research techniques used to create user centered product solutions.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Explain the foundations of user interface design including design movements, accessibility, and usability.</li> </ul>
<b>Objective 2:</b> Master the capacity to work theoretically and practically in the design and user experience process to complete a full design cycle effectively.
<ul style="list-style-type: none"> <li>➤ Ensure products are user-centered through application of the discovery phase and utilize requirements for researching and planning to complete a scaffolded project.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Interpret requirements into usable user experience design artifacts: personas, user stories, user flows, wireframes, and low fidelity prototypes needed to complete a scaffolded project.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Leverage moodboards, branding requirements, marketing requirements, and technical requirements to create impressive visual designs, and utilize the science of great visual design to complete a scaffolded project.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Apply usability testing, prototyping, and reporting to produce deliverables for a scaffolded project.</li> </ul>
<b>Objective 3:</b> Master capacity to work effectively as a successful contributor of a team, as well as demonstrate mastery in the design process, design thinking, and user experience.
<ul style="list-style-type: none"> <li>➤ Explain the real-world process of team collaboration, checkpoints, and product design as key elements of working within a team.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Gain real-world exposure on how to create a product from a team perspective and use the product design cycle to understand and define a product solution.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Utilize the product design process to create visual designs and deliver a product prototype.</li> </ul>
<b>Objective 4:</b> Create a first draft of an exceptional personal portfolio.
<ul style="list-style-type: none"> <li>➤ Prepare the initial background material and apply sketching and wireframing techniques to define a personal portfolio project.</li> </ul>
<b>Objective 5:</b> Demonstrate mastery of Visual Design.
<ul style="list-style-type: none"> <li>➤ Gain real-world exposure to Visual Design.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Understand processes and deliverables of Visual Design.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Create deliverables consumable by enterprises to demonstrate product design knowledge.</li> </ul>
<b>Objective 6:</b> Complete an independent UX/UI design capstone.

➤ Use the agile product design process to iterate through the product design cycle in a real-world scenario and use the discovery process to understand the product need.
➤ Define a product solution by working through the product design cycle.
➤ Develop a visual design and deliver a functional prototype using the product design cycle
<b>Objective 7: Create and publish a final draft of an exceptional personal portfolio.</b>
➤ Demonstrate design process proficiency through a refined personal portfolio.
<b>Objective 8: Get hired as a UX/UI designer.</b>
➤ Build a professional network.
➤ Compile a set of professional assets.
➤ Successfully conduct technical job interviews and demonstrate competencies.

### Program Outline

Course Code	Course Title	Number of Lessons	Expected # of Weeks*
UX201-1	Fundamentals	4	4
UX201-2	User Experience Intensive	5	5
UX201-3	Team Design	5	4
UX201-4	Portfolio I	2	2
UX201-5	Visual Design	4	3
UX201-6	Capstone	5	5
UX201-7	Portfolio II	3	3
	<b>Total Lessons</b>	<b>28</b>	<b>26</b>

\*Refer to Maximum Time to Completion Policy

### COURSE DESCRIPTIONS

#### UX201-1 Fundamentals

In this course, students build comfort with the design process practice, including design thinking, user-centered design, user experience research techniques and tools, and user interface/visual design techniques and tools. Students also receive an introduction to the core concepts of usability and accessibility. Students will produce a simple deliverable for each stage.

#### UX201-2 User Experience Intensive

Students will receive an introduction to professional networking as well as the double diamond design process as applied to a real-world project. Students will develop a research plan, conduct user research including surveys and card sorting, and develop personas and journey maps. Students will also develop the project's UI through

sketching, wireframing, usability testing, and branding. Students' assessment will consist of delivering a clickable prototype.

### **UX201-3 Team Design**

Students will apply the design process to creating a project for a client and focus on operating within a team and an organization. Students will develop deliverables and practice presenting to key stakeholders. Students will complete a full design project as their assessment.

### **UX201-4 Portfolio I**

Students will receive an introduction to personal branding as well as portfolio building best practices, gathering content for a professional portfolio and working through the initial portfolio design stages. This course concludes with an assessment of the student's draft of their portfolio.

### **UX201-5 Visual Design**

Students will deepen their skills in Visual Design. This course culminates in the production of a portfolio piece.

### **UX201-6 Capstone**

Students will work through the design process on a completely open project determined by them. Students will learn to manage the design process independently and iterate on a product until achieving a finished result. Students will be assessed on the completion of their individual project. Students will also be introduced to skills in job searching and interviewing.

### **UX201-7 Portfolio II**

Students will be introduced to producing and publishing a polished professional portfolio. Students will be exposed to design standards and discover how to make their portfolios stand out. Students will be assessed on the final draft of their portfolio.

## **UX/UI Design Immersion**

**Total Contact Hours:** 712.5

**Duration:** 19 weeks, plus 2 catch-up weeks

**Instructional Type:** Online, structured, full-time

**Class Schedule:** 10 am to 5:30 pm ET, Monday through Friday

**Credential awarded:** Certificate of Completion

In addition to the 37.5 hours of scheduled class time in a typical week, students are expected to dedicate 12.5 hours each week to independent study, project work, and meeting with a mentor once a week for 30 minutes. To be successful, students need to be able to consistently commit a minimum of 50 hours a week to the program. Homework, mentor sessions, and independent study are completed outside the scheduled course time and will affect the student's success.

### **Program Description**

The UX/UI Immersion Program comprehensive, intensive program that trains aspiring designers in the core skills of UX/UI design in order to start a new career in this field.

Students receive training in all of the core competencies of a modern, entry-level designer. Additionally, this program teaches soft skills around creating a job-ready portfolio and interviewing for UX/UI design positions. There are no license requirements for general employment in this field.

### Program Objectives

The program covers 8 high-level objectives, each of which are broken down into a set of core competencies:

<p><b>Objective 1:</b> Master an understanding of design terminology and interfaces using industry tools and the ability to analyze, evaluate, and define solutions.</p>
<ul style="list-style-type: none"> <li>➤ Describe the day-to-day life of the UX/UI designer, the role of UX/UI designer in modern organizations, the main topics and branches of UX/UI design, and common UX/UI designer tools.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Describe the foundations of user experience design used and research techniques used to create user centered product solutions.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Explain the foundations of user interface design including design movements, accessibility, and usability.</li> </ul>
<p><b>Objective 2:</b> Master the capacity to work theoretically and practically in the design and user experience process to complete a full design cycle effectively.</p>
<ul style="list-style-type: none"> <li>➤ Ensure products are user-centered through application of the discovery phase and utilize requirements for researching and planning to complete a scaffolded project.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Interpret requirements into usable user experience design artifacts: personas, user stories, user flows, wireframes, and low fidelity prototypes needed to complete a scaffolded project.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Leverage moodboards, branding requirements, marketing requirements, and technical requirements to create impressive visual designs, and utilize the science of great visual design to complete a scaffolded project.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Apply usability testing, prototyping, and reporting to produce deliverables for a scaffolded project.</li> </ul>
<p><b>Objective 3:</b> Master capacity to work effectively as a successful contributor of a team, as well as demonstrate mastery in the design process, design thinking, and user experience.</p>
<ul style="list-style-type: none"> <li>➤ Explain the real-world process of team collaboration, checkpoints, and product design as key elements of working within a team.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Gain real-world exposure on how to create a product from a team perspective and use the product design cycle to understand and define a product solution.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Utilize the product design process to create visual designs and deliver a product prototype.</li> </ul>
<p><b>Objective 4:</b> Create a first draft of an exceptional personal portfolio.</p>
<ul style="list-style-type: none"> <li>➤ Prepare the initial background material and apply sketching and wireframing techniques to define a personal portfolio project.</li> </ul>
<p><b>Objective 5:</b> Demonstrate mastery of Visual Design.</p>
<ul style="list-style-type: none"> <li>➤ Gain real-world exposure to Visual Design.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Understand processes and deliverables of Visual Design.</li> </ul>

➤ Create deliverables consumable by enterprises to demonstrate product design knowledge.
<b>Objective 6: Complete an independent UX/UI design capstone.</b>
➤ Use the agile product design process to iterate through the product design cycle in a real-world scenario and use the discovery process to understand the product need.
➤ Define a product solution by working through the product design cycle.
➤ Develop a visual design and deliver a functional prototype using the product design cycle
<b>Objective 7: Create and publish a final draft of an exceptional personal portfolio.</b>
➤ Demonstrate design process proficiency through a refined personal portfolio.
<b>Objective 8: Get hired as a UX/UI designer.</b>
➤ Build a professional network.
➤ Compile a set of professional assets.
➤ Successfully conduct technical job interviews and demonstrate competencies.

## Program Outline

Course Code	Course Title	Lecture	Lab	Total
UX301-1	Fundamentals	30	82.5	112.5
UX301-2	User Experience Intensive	40	110	150
UX301-3	Team Design	30	82.5	112.5
UX301-4	Portfolio I	5	32.5	37.5
UX301-5	Visual Design	30	82.5	112.5
UX301-6	Capstone	10	140	150
UX301-7	Portfolio II	5	32.5	37.5
	<b>Total Lessons</b>	<b>150</b>	<b>562.5</b>	<b>712.5</b>

## COURSE DESCRIPTIONS

### UX301-1 Fundamentals

In this course, students build comfort with the design process practice including design thinking, user-centered design, user experience research techniques and tools, and user interface/visual design techniques and tools. Students also receive an introduction to the core concepts of usability and accessibility. Students will produce a simple deliverable for each stage and complete an assessment in the form of a mock interview.

### UX301-2 User Experience Intensive

Students will receive an introduction to professional networking as well as the double diamond design process as applied to a real-world project. Students will develop a

research plan, conduct user research including surveys and card sorting, and develop personas and journey maps. Students will also develop the project's UI through sketching, wireframing, usability testing, and branding. Students' assessment will consist of delivering a clickable prototype. This course includes a catch-up week.

**UX301-3 Team Design**

Students will apply the design process to creating a project for a client and focus on operating within a team and an organization. Students will develop deliverables and practice presenting to key stakeholders. Students will complete a full design project as their assessment.

**UX301-4 Portfolio I**

Students will be introduced to personal branding as well as portfolio building best practices, including gathering content for a professional portfolio and working through the initial portfolio design stages. The students will be assessed on the draft of their portfolio.

**UX301-5 Visual Design**

Students will deepen their skills in Visual Design. Students will be evaluated on a portfolio piece. This course includes a catch-up week.

**UX301-6 Capstone**

Students will work through the design process on a completely open project determined by them. Students will learn to manage the design process independently and iterate on a product until achieving a finished result. Students will be assessed on the completion of their individual project. Students will also be introduced to skills in job searching and interviewing.

**UX301-7 Portfolio II**

Students will be introduced to producing and publishing a polished professional portfolio. Students will be exposed to design standards and discover how to make their portfolios stand out. Students will be assessed on the final draft of their portfolio.

**ADMISSIONS INFORMATION**

**General Qualifications**

Admission to any Thinkful program is subject to the following qualifications:

General Qualifications	
*Age	Students must be at least 18 years old.
*Education	Students must have proof of high school diploma or equivalent (GED), or a diploma from an institution of higher education, accredited by an accrediting association that is recognized by the U.S. Department of Education. Thinkful will accept an attestation of the proper educational requirements.
Language	Students must be proficient in written and spoken English.
Technical Literacy	Students must demonstrate operating proficiency on a computer.

<b>Maturity</b>	Students must demonstrate the ability to manage their time, communicate effectively with others, and accept constructive criticism.
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\*Utah Residents- All students must possess a high school diploma, or General Education Development (GED) Certificate or equivalent from an institution of higher education accredited by an accrediting or association recognized by the U.S Department of Education and be beyond the age of compulsory high school attendance, as prescribed by Utah law per Rule 152-34-4(3) of the Utah Administrative Code (generally 18 years old by enrollment).

Thinkful programs and instruction are conducted in English only. Students must demonstrate proficiency with English prior to being accepted into the program. Thinkful does not offer or provide English language services, including instruction such as ESL.

Thinkful does not admit students on a provisional basis, nor does Thinkful admit "ability-to-benefit" students.

Thinkful does not grant transfer credit, nor does Thinkful grant credit for challenge exams, achievement tests, or experiential learning.

**International Students**

Thinkful only enrolls students living in either the USA or US Territories. Enrolled students are not required to be US citizens or Green Card holders, although some payment option may require that status. Thinkful does not provide visa services for international students, nor does Thinkful verify student status. Thinkful is unable to confirm enrollment for international students and is unable to complete embassy/legal documentation.

**Program-Specific Admission Qualifications**

Anyone is welcome to apply for any Thinkful program. In addition to meeting the general Thinkful admissions qualifications described above, it is highly recommended that applicants meet the following program-specific qualifications in order to ensure their success in the program:

<b>Program</b>	<b>Qualifications</b>
Data Analytics Flex	Students should be able to consistently devote at least 20 hours per week to the program for every week of the program.
Data Analytics Immersion	Students should have a basic understanding of Excel.
	Students should be able to consistently devote at least 41 hours per week, including scheduled course time, for every week of the program.
Data Science Flex	Students should have a firm understanding of college-level statistics and probability, as well as some courses in Object-Oriented programming (such as Python, JavaScript, Ruby, Java, .net, or Swift/objective-c).
	Students should be able to demonstrate understanding of what data science is.

	Students should have earned a BA/BS STEM Degree or BA/BS Degree or have 2+ years in a technical role.
	Students should have previous working experience directly related to the field (Data Analyst, Programmer, etc.) if their BA/BS is not a STEM Degree.
	Students should be able to consistently devote at least 20 hours per week to the program for every week of the program.
	Students should be able to successfully complete the probability evaluation.
Data Science Immersion	Students should have a firm understanding of college-level statistics and probability, as well as some courses in Object-Oriented programming (such as Python, JavaScript, Ruby, Java, .net, or Swift/objective-c).
	Students should have earned a BA/BS STEM Degree or BA/BS Degree or have 2+ years in a technical role.
	Students should have previous working experience directly related to the field (Data Analyst, Programmer, etc.) if their BA/BS is not a STEM Degree.
	Students should be able to consistently devote at least 50 hours per week, including scheduled course time, for every week of the program.
	Students should demonstrate the drive & determination to pursue a full-time career as a data scientist after the full-time program.
	Students should be able to successfully complete the technical evaluation.
Digital Marketing Flex	Students should be able to consistently devote at least 20 hours per week to the program for every week of the program.
Digital Marketing Immersion	Students should be able to consistently devote at least 50 hours per week, including scheduled course time, for every week of the program.
Engineering Flex	Students should be able to consistently devote at least 20 hours per week to the program for every week of the program.
Engineering Immersion	Students should be able to consistently devote at least at least 50 hours per week, including scheduled class time, for every week of the program.
	Students should demonstrate the drive & determination to pursue a full-time career as a web developer after the full-time program.
	Students should be able to successfully complete the technical evaluation.
Product Management Flex	Students should be able to consistently devote at least 20 hours per week to the program for every week of the program.

Technical Project Management Flex	Students should be able to consistently devote at least 20 hours per week to the program for every week of the program.
Technical Project Management Immersion	Students should be able to consistently commit a minimum of 50 hours a week, including scheduled course time, for every week of the program.
	Students should be able to demonstrate the drive & determination to pursue a full-time career as a technical project manager after completion of the full-time program.
UX/UI Design Flex	Students should be able to consistently devote at least 20 hours per week to the program for every week of the program.
UX/UI Design Immersion	Students should be able to consistently devote at least 50 hours per week, including scheduled course time, for every week of the program.

**Admissions Procedures**

An Admissions representative will review each application to determine whether the applicant meets general Thinkful qualifications and program-specific qualifications.

Thinkful’s Admissions representatives work with students throughout the entire admissions process. Students may talk to an Admissions representative prior to submitting an application for help discovering whether one of the programs fits their abilities, schedule, and goals. Admissions representatives work with students to ensure the student can be successful in the course and to set expectations around program requirements.

**Admissions Stages:**

1. Application Submitted
2. Application Reviewed
3. Culture Fit Interview
4. Technical Screening Review
5. Acceptance or Rejection

Thinkful will notify candidates by email when they have been accepted or rejected from the program to which they have applied. Thinkful reserves the right to refuse acceptance to any applicant.

**FINANCIAL POLICIES**

Students are not charged tuition until they have fully enrolled in a course. All information regarding tuition, fees, payment plans, and refund policies are outlined in the student’s Enrollment Agreement, in addition to being available in this Course Catalog. Specific payment due dates are determined based on the student’s start date. Thinkful does not have late payment fees, but students will receive notification if they have a balance due. Students may face dismissal if a payment is more than 7 days late.

Monthly payments are based on the expected program length, and monthly payment amounts, and due dates are located in the student's Enrollment Agreement.

Income Share Agreements and Income Share Agreements + Living Stipends are not available for all programs or in all areas. Deferred Tuition and Deferred Tuition + Living Expenses payment options are not available for all programs.

### **Payment Options**

Thinkful's Asynchronous/Flex programs\*

<b>Payment Option</b>	<b>Payment Method</b>
Option 1 - Full or Partial Tuition Loan Financing	The lending partner transfers funds directly to Thinkful.
Option 2 - Month-to-Month	The student is charged a monthly prorated tuition payment for the duration of their program. There is no interest charged on the balance of their tuition. Upon withdrawal, the student will owe any outstanding balance for lessons completed, but not yet paid for.
Option 3 - Upfront/Cash	The student pays the total tuition amount, no later than the first day of the program. Students choosing this payment option may pay by credit card, debit card, or wire transfer.
Option 4 – Deferred Tuition Loan	The lending partner transfers funds directly to Thinkful. Repayment obligations and other terms and conditions will be set forth in the student's Credit Agreement with the lending partner.

Thinkful's Synchronous Immersion programs\*

<b>Payment Option</b>	<b>Payment Method</b>
Option 1 - Full or Partial Tuition Loan Financing	The lending partner transfers funds directly to Thinkful.
Option 2 - Month-to-Month	The student is charged a monthly prorated tuition payment for the duration of their program. There is no interest charged on the balance of their tuition. Upon withdrawal, the student will owe any outstanding balance for completion of scheduled course time that such student has not yet paid for.
Option 3 - Upfront/Cash	The student pays the total tuition amount, no later than the first day of the program. Students choosing this payment option may pay by credit card, debit card, or wire transfer.
Option 4 – Income Share Agreement	No discounts or scholarships may be applied to this option. and no payment is collected during the student's enrollment. Repayment obligations and other terms and conditions will be set forth in the student's Income Share Agreement.

Option 5 – Income Share + Living Stipend	No discounts or scholarships may be applied to this option, and no payment is collected during the student’s enrollment. Repayment obligations and other terms and conditions will be set forth in the student’s Income Share Agreement.
Option 6 – Deferred Tuition Loan	The lending partner transfers funds directly to Thinkful. Repayment obligations and other terms and conditions will be set forth in the student’s Credit Agreement with the lending partner.
Option 7 – Deferred Tuition + Living Expenses Loans	The lending partner transfers the tuition-related funds directly to Thinkful and the living expenses disbursements are made directly to students. Repayment obligations and other terms and conditions will be set forth in the student’s Credit Agreements with the lending partner, as well as any other applicable documentation that student enters into (including, without limitation, this course catalog, the student’s enrollment agreement and any living expense loan addendum).

\*Utah residents: Utah Administrative Code R152-34-8(3)(f) limits a student's prospective contractual obligation(s), at any one time, to Thinkful for tuition and fees to four months of training.

### **Tuition Discounts**

<b>Discount</b>	<b>Amount of Discount</b>	<b>Eligibility Criteria</b>	<b>Additional information</b>
Early-Bird Discount*	Varies based on tuition amount	Students must enroll within 14 days of acceptance.	Available during admission process only.
Pre-Pay Discount*	Varies based on tuition amount	Students must pay tuition in full no later than their program start date.	Available only if paid in full on the upfront plan.
Veterans' Discount	Varies based on tuition amount	Students must have served in any of the US military: Air Force, Army, Coast Guard, Marine Corps, Navy. The student must have been honorably discharged.	Must request at the time of enrollment. Must show proof of military service.
Diversity Discount	Varies based on tuition amount	Student must be a self-identifying female or non-binary individual	Must request at the time of enrollment.

*\*Available only in certain states with certain programs and payment plans. Contact your admission representative for additional information.*

The Pre-pay discount may be combined with one (1) additional discount. No other discounts can be combined.

### **Financial Aid Notices**

Thinkful does not participate in federal or state financial aid programs. Thinkful does offer various payment plans and access to third-party financing partners as well as Income Share Agreements, which are limited in availability.

Thinkful is not a qualifying educational institution under Federal Tax Law and does not issue 1099-T or 1098-T forms to its students. Please speak with a tax professional if you have questions.

Students at Thinkful do not qualify for in-school deferments for Title IV loans while enrolled in a Thinkful program. Students who have private loans should speak with their individual lender(s) regarding eligibility for an in-school deferment while enrolled in a Thinkful program.

All tuition payments must be made using US currency.

Students may be dismissed, or their graduation credentials may be withheld if their tuition is not paid.

## **INCOME SHARE AGREEMENTS**

Students in select Thinkful programs who meet the eligibility criteria may elect to participate in a tuition arrangement referred to as an income share agreement, or "ISA," where the student agrees to enroll in the program and to postpone payment for the course until after finding a job, per the conditions of their ISA. Upon securing a qualifying position, tuition is then paid as a fixed percentage of the student's earned income each month for a fixed period of time, with the total payment capped at a maximum repayment amount specified in the student's individual Income Share Agreement.

Thinkful also offers an "ISA plus living stipend" option to students who qualify. Living stipends are paid to students in a monthly amount based on the length of their program. Students must meet eligibility requirements and be in good academic standing to receive stipend disbursements. The first stipend is paid on the Thursday after the first full week in the program. The remaining stipends are paid monthly on Thursdays based on the week of the month the first stipend is sent.

If a student withdraws from their program, the tuition will be prorated pursuant to Thinkful's refund policy and consistent with applicable state refund laws. The corresponding payment cap amount for the student's ISA will also be prorated in accordance with the same formula stated in the refund policy. The full terms and conditions of a student's income share arrangement, including continuing eligibility requirements and definitions of good academic standing, will be set forth in an ISA signed by the student.

Income Share Agreements and living stipends are not available in all areas or for all programs.

## **DEFERRED TUITION LOANS (with and without Living Expenses)**

Students in select Thinkful programs who meet the eligibility criteria may elect to participate in a tuition arrangement referred to as Deferred Tuition Loan where the student agrees to enroll in the program and to repay in accordance with the terms and conditions of their credit agreement with the lending partner. Upon commencement of the repayment period, tuition is then paid as a fixed monthly payment for a term of 36 months.

Thinkful also offers a Deferred Tuition with Living Expenses Loans payment option to students who qualify. Living Expenses disbursements are paid by the lending partner to students via a fixed monthly amount based on the length of their program. Students must meet eligibility requirements and be in good academic standing to receive disbursements. The first disbursement is paid on the third Wednesday of the program. The remaining disbursements are paid monthly on Wednesdays based on the week of the month the first disbursement was sent. If a student withdraws from their program, the tuition will be prorated pursuant to Thinkful's refund policy and consistent with applicable state refund laws.

The full terms and conditions of a student's Deferred Tuition Loan or Deferred Tuition + Living Expenses Loans arrangements will be set forth in credit agreements signed by the students with the lender partner. Deferred Tuition Loan and Deferred Tuition + Living Expenses Loans payment options are not available for all programs.

## **TUITION REFUND GUARANTEE**

At Thinkful, we are committed to your success. Learning these skills is difficult but leads to career opportunities in fast-growing fields. We are confident that if you put in the work and follow our program, you can land a job. We back our commitment with the "Tuition Refund Guarantee." Subject to the terms below, if you are not offered a "Qualifying Position" (as defined below) within 180 days of graduation from your Thinkful program (such 180-day period, the "Career Services Period"), Thinkful will refund 100% of the tuition that you or a third party paid on your behalf and cancel any remaining owed payments. It is important to note that every student, whether or not eligible for the Tuition Refund Guarantee, receives the same level of career support and access to 20 hours of career services support during the Career Services Period. Prior to graduation, you will be given the opportunity to opt in or out to receive this support. Opting out of career support does impact your eligibility for the Tuition Refund Guarantee.

### [Eligibility Requirements](#)

To qualify for the Tuition Refund Guarantee, you must:

1. graduate from the enrolled program within the expected duration of the program and complete all course requirements, including all career services checkpoints;
2. be at least 21 years of age by the time you graduate the program,

3. be a U.S. citizen or green card holder legally and permanently authorized to work in the United States without sponsorship;
4. be proficient in spoken and written English;
5. be able to pass any background checks associated with jobs that you apply for;
6. pay tuition Upfront, or through a Month-to-Month or Full or Partial Tuition Loan Financing (Traditional or Deferred) payment plans; income share agreements and the Living Expenses portion of Deferred Tuition + Living Expenses Loans are not eligible;
7. live in or within a one-hour commuting distance of one of the "Approved Cities" listed below; A one-hour commuting distance is defined as the maximum distance during a one-hour long rush hour commute that would allow for an arrival by 9:00 am;
8. disclose and receive approval during the admissions process if you are moving from one "Approved City" to another "Approved City" and be able to prove relocation within 30 days of enrollment; and
9. support state reporting requirements by completing career surveys in a timely and complete manner.
10. DATA SCIENCE PROGRAMS ONLY: Students should have earned a BA/BS STEM Degree or BA/BS Degree or have 2+ years in a technical role. Students should have previous working experience directly related to the field (Data Analyst, Programmer, etc.) if their BA/BS is not a STEM Degree.
11. PRODUCT MANAGEMENT ONLY: Student should have earned an undergraduate degree.

## Approved Cities

Each of the following is an "Approved City" for software engineering, web development, data science, data analytics, product management, technical project management, digital marketing, and design programs (as defined in the enrollment agreement):

Ann Arbor, MI • Atlanta, GA • Austin, TX • Baltimore, MD • Boise, ID • Boston, MA • Boulder, CO • Buffalo, NY • Charlotte, NC • Chicago, IL • Cincinnati, OH • Cleveland, OH • Columbus, OH • Dallas, TX • Denver, CO • Des Moines, IA • Detroit, MI • Hartford, CT • Houston, TX • Indianapolis, IN • Jacksonville, FL • Kansas City, MO • Las Vegas, NV • Los Angeles, CA • Madison, WI • Memphis, TN • Miami, FL • Milwaukee, WI • Minneapolis-Saint Paul, MN • Nashville, TN • New York, NY • Oakland, CA • Oklahoma City, OK • Orlando, FL • Philadelphia, PA • Phoenix, AZ • Pittsburgh, PA • Portland, OR • Raleigh, NC • Richmond, VA • Sacramento, CA • Salt Lake City, UT • San Antonio, TX • San Bernardino, CA • San Diego, CA • San Francisco, CA • San Jose, CA • Seattle, WA • St. Louis, MO • Tampa, FL • Washington, D.C.

### Qualifying Positions

For students who chose to finance their program with the Upfront Payment, Month to Month Payment, or Traditional Loan options, a "Qualifying Position" means a "Full-Time," "In-Field" position that has an expected duration of engagement or employment of three months or more.

- " Full-Time" means a job that is at least 30 hours per week or that is described as full-time in the offer.
- " In-Field" means a job that requires the skills taught in your program, or one that would fall under a relevant Bureau of Labor Statistics SOC code.

For students who chose to finance their program through the Deferred Tuition option, a “Qualifying Position” means a position that (1) has an expected duration of engagement or employment (full-time or part-time) of three months or more and (2) “Paying at least \$3,333.33 per month.”

- “Paying at least \$3,333.33 per month” means that the total anticipated compensation of such position, including salary, fees and any earned overtime or commissions, meets or exceeds \$3,333.33 pre-tax per month.

It is important to know that job titles in tech vary enormously from field to field and even company to company. As such, we expect you to apply for jobs suitable for your experience and background. See below for an example list of titles by field.

## Job Titles

It is important to know that job titles in tech vary enormously from field to field and even company to company. As such, we expect you to apply for jobs suitable for your experience and background, which include titles such as but not limited to:

**Software Engineering and Web Development programs:** Web Developer, Frontend Developer, Backend Developer, Full Stack Developer, Software Engineer, Computer Programmer, Software Developer, Applications Software Developer, Systems Software Database Administrator, Network and Computer System Administrator, Computer Network Support Specialist

**Product Management programs:** Product Manager, Associate/Junior Product Manager, Product Marketing Manager, Associate/Junior Product Marketing Manager, Technical Product Manager, Product Owner, Product Specialist, Product Analyst

**Design programs:** UX/UI Designer, Product Designer, Designer, Web Designer, UX Researcher, Information Architect, Product Manager

**Data Science programs:** Data Scientist, Data Engineer, Machine Learning Engineer, Data Analyst, Business Intelligence Analyst, Operations Analyst

**Data Analytics programs:** Data Analyst, Business Intelligence Analyst, Marketing Analyst, Finance Analyst, and Data Journalist

**Digital Marketing programs:** Marketing Specialist, Digital Marketing Manager, Marketing Coordinator, Marketing Associate, Social Media Manager, Email Marketing Specialist, Marketing Assistant, Social Media Specialist, Digital Marketing Analyst, Email Marketing Manager, Digital Marketing Analyst

**Technical Project Management programs:** Assistant Project Manager, Junior Project Manager, Associate Project Manager, Marketing Project Manager, Junior IT Project Manager, IT Project Manager, Cloud Product Director, Cybersecurity Project Manager, Data Center Product Director, Information Systems Project Manager (IS Project Manager), IT Developer (Information Technology Developer), IT Manager (Information Technology Manager), IT Program Manager (Information Technology Program Manager), Scrum Master, Transition Program Manager, Technical Project Manager

During the Career Services Period that begins upon graduation, we expect you to fully commit to the job search and to work as hard as you did before graduating. We require you to engage in the process as a professional and to take our recommendations seriously. To retain eligibility for the guarantee, you must:

1. Check in with your coach by phone or email at least once a week or as outlined by your assigned career coach (\*Note: if you are unable to meet, cancellations must be sent at least 24 hours prior to your session),
2. Track all your job search activity using your Huntr job tracker or an approved alternate, and produce this resource at each of your coaching sessions,
3. Reply to the Career Services team and all Thinkful correspondence within one business day,
4. Not commit acts of dishonesty during the application process (i.e. submitting work that is not yours or making misrepresentations to employers on your resume or otherwise),
5. Collaborate with your career coach to create a personalized job search plan approved by your coach,
6. Apply to at least 10 position-appropriate, In-Field jobs each week, at least three of which through some form of outreach or personal connection, documented appropriately,
7. Attend at least 5 non-recurring, non-Thinkful sponsored networking events (Meetups, conferences, seminars, grad-sourced informational interviews, networking events, hackathons, workshops, job fairs, or other options approved by your career coach) each month, and
8. Maintain clear records of all job search activities including application confirmation emails, photos from events, registration verifications, etc. and provide to career coach upon request.

### [How this Guarantee Applies to You](#)

Without limiting the foregoing, possible situations that void this guarantee include, but are not limited to the following:

1. You withdraw from the program, for any reason, after your initial enrollment date.
2. You opt out of receiving Career Services support.
3. You do not pass any mock interview assessment or capstone review after 2 attempts.
4. You decide not to actively search for program-specific employment or pursue other endeavors after graduation.
5. You apply to fewer than 10 position-appropriate roles per week for a total of 4 weeks or more during your search.
6. You attend fewer than 5 networking events each month for the duration of your search.
7. You turn down an offer for a "Qualifying Position" or accept a job offer for a position that is not a "Qualifying Position."
8. You choose to start your own business or work as a freelancer.
9. You lose your work authorization as described above.
10. You do not consistently communicate with your coach or Career Services, including failure to notify us of requests for interviews or offers you receive.
11. Without Thinkful's approval during the admissions process, you move from one Approved City to another Approved City during the program or job search.

12. You behave in a manner that violates Thinkful's Code of Conduct as outlined in the course catalog

Thinkful reserves the right to extend the Tuition Refund Guarantee period and/or Career Services Period by up to six months if there is a natural disaster, epidemic, pandemic, act of God, war, terrorism or other unexpected occurrence beyond Thinkful's reasonable control which disrupts the job market globally, nationally or in one or more metropolitan areas you are targeting, at its sole discretion.

Graduates are responsible for tracking eligibility, maintaining records, and requesting refunds, according to the policies outlined above, or otherwise a graduate may immediately become ineligible for the Tuition Refund Guarantee upon non-compliance with any of the above requirements listed herein.

#### Tuition Refund Request and Certification

If you have graduated from a Thinkful program, have met all Eligibility Requirements, have conducted a professional job search as described herein and by your coach, and have not received an offer for a "Qualifying Position" within 180 days of completing your program, you may request a refund of your tuition. Requests must be made in writing and submitted to [Academic.Affairs@chegg.com](mailto:Academic.Affairs@chegg.com) within thirty days after the end of your Career Services Period and must include a signed certification that you have met all the terms of this guarantee and have not been offered any "Qualifying Positions."

## **CANCELLATION, WITHDRAWAL, DISMISSAL, & REFUNDS**

Thinkful's cancellation, withdrawal, and refund policies may vary by state. Please review each of the following policies as well as the state-specific policies that apply to your state of residence. Unless noted, Thinkful's general policy meets or exceeds any individual state requirements. In the event that there is any discrepancy between the general policy and the state-specific policy, the state-specific policy will govern the amount of your refund (if any), as defined by your enrollment agreement.

### **Student's Right to Cancel**

Students are eligible for a full refund if they cancel their enrollment during their trial period. The trial period for all programs is 7 calendar days (including Saturdays, Sundays and legal holidays) from and including the first day of class, which is the student's scheduled start date.

Students who would like to cancel their enrollment should contact their dedicated Academic Success Manager or email [success@thinkful.com](mailto:success@thinkful.com) in order to receive the withdrawal request form. This form must be submitted by midnight of the last day of the trial period to be eligible for a full refund. No cancellations will be processed unless this form is received.

Students who do not start on their selected start date will be considered to have canceled their enrollment, and all fees and tuition will be refunded.

A full refund of all tuition and fees is made if an enrollee is not accepted during the admissions process.

The payment of refunds will be totally completed, such that the refund instrument has been negotiated or credited into the proper account(s), within 30 days after the effective date of withdrawal or dismissal.

In no event will a refund be greater than what was paid to the school.

### **Thinkful's General Refund Policy - Withdrawal and Refund**

A student may withdraw from Thinkful at any time after the trial period (described above) and may be eligible to receive a prorated refund of their tuition.

After a student is withdrawn, they will no longer be able to meet with a mentor, submit work for review, schedule assessments or mock interviews, utilize technical coaching, or utilize Slack. Immersion students that have completed 60% or more of their curriculum and flex students that have completed 60% of their lessons or more will retain access to the material even after their enrollment ends for as long as Thinkful continues to offer that content.

### **Refund Policy - Synchronous Immersion Programs**

Refunds are determined through proration of tuition, based on scheduled days of class attendance through the last date of attendance. Leaves of absence, suspensions, and school holidays will not be counted as part of the scheduled class attendance. You will be responsible for 100% of the tuition for your program if you complete more than 60% of your enrollment time even if you do not complete the entire program.

The effective date of termination for refund calculation purposes will be the earliest of the following:

- (a) The last day of attendance, if the student is terminated by the school;
- (b) The date of receipt of the completed withdrawal request form from the student; or
- (c) Ten school days following the last date of attendance.

A full refund of all tuition and fees is due and refundable in each of the following cases:

- (a) An enrollee is not accepted by the school;
- (b) If the course of instruction is discontinued by the school and this prevents the student from completing the course;
- (c) If the student's enrollment was procured as a result of any misrepresentation in advertising, promotional materials of the school, or misrepresentations by the owner or representatives of Thinkful.

### **Refund Policy - Asynchronous Flex Programs**

A student may withdraw from Thinkful at any time after the trial period (described above) and may be eligible to receive a prorated refund of their tuition, less all tuition credits, discounts, or scholarships.

Refunds are determined based on the number of lessons completed divided by the total number of lessons in the program.

The effective date of termination for refund purposes will be the earliest of the following:

- (a) The last day of receipt of a completed lesson, if the student is terminated by the school;
- (b) The date of receipt of the completed Withdrawal Request Form from the student; or

(c) The end of the third calendar month after month last lesson submitted.

If tuition and fees are collected before any lessons have been completed, and if, after expiration of the 7-day trial period, the student fails to begin the program, all tuition and fees will be refunded to the student.

If the student terminates or withdraws after the expiration of the 7-day trial period, the student will be refunded the pro rata portion of the remaining tuition, fees, and other charges per the refund determination.

A full refund of all tuition and fees is due in each of the following cases:

- (a) An enrollee is not accepted by the school;
- (b) If the course of instruction is discontinued by the school and this prevents the student from completing the course; or
- (c) If the student's enrollment was procured as a result of any misrepresentation in advertising, promotional materials of the school, or misrepresentations by the owner or representatives of Thinkful.

### **Maximum Time to Completion - Asynchronous - Flex programs**

#### **General Policy**

Thinkful will make every effort to ensure that students in our asynchronous, flexible programs are on track to graduate. Weekly meetings with mentors to ensure understanding of the materials as well as guided syllabi with appropriate due dates ensure that students are successful with their educational goals and complete the program within a timely manner.

Each program is designed to be completed within a set number of months and tuition covers the time and resources used during a specified program length. For students requiring more time, Thinkful allows a maximum time to completion, as indicated in the enrollment agreement. If a student reaches the maximum time to completion for their program, they will be dismissed. Students who are dismissed for any reason are not eligible to re-enroll in any other Thinkful programs.

#### **Refund Policy for Students Called to Active Military Duty**

A student who withdraws as a result of the student being called to active duty in a military service of the United States or state national guard may elect one of the following options for the program in which the student is enrolled:

- If tuition and fees are collected in advance of the withdrawal, the student will receive a pro rata refund of any tuition, fees, or other charges paid by the student for the program and a cancellation of any unpaid tuition, fees, or other charges owed by the student for the portion of the program the student does not complete following withdrawal.
- The student may receive a grade of incomplete with the designation "withdrawn-military" for the courses in the program, other than courses for which the student has previously completed, and the right to re-enroll in the program, or a substantially equivalent program if that program is no longer available, not later than the first anniversary of the date the student is discharged from active military duty without payment of additional tuition, fees, or other charges for the

program other than any previously unpaid balance of the original tuition, fees, and charges for the program.

- The student may receive an appropriate final grade or credit for the courses in the program, but only if the instructor or instructors of the program determine that the student has:
  - a. satisfactorily completed at least 90 percent of the required coursework for the program and
  - b. demonstrated sufficient mastery of the program material to receive credit for completing the program.

### **State-Specific Policies - Cancellation, Withdrawal, Dismissal, & Refunds**

Thinkful will use Thinkful's General Cancellation, Withdrawal, Dismissal & Refund policy if the policy is more favorable to the student than what the respective state regulations require, at its sole discretion.

### **District of Columbia Residents**

#### **Right to Cancel**

1. Thinkful shall provide each student a period of seventy-two (72) hours in which to cancel any contract for a program of instruction and receive a refund of all pre-paid tuition, unless the student has entered training. The 72-hour period does not include weekends or holidays.
2. Students will be given information on their right to cancel within 72-hours in the enrollment agreement.
3. Cancellation may occur when the student provides a written notice of cancellation at the following email address: [success@thinkful.com](mailto:success@thinkful.com).
4. The written notice of cancellation need not take any particular form, and, however expressed, it is effective if it shows that the student no longer wishes to be bound by the Enrollment Agreement.
5. If the Enrollment Agreement is canceled, the school will refund the student any pre-paid funds.

### **Utah residents**

#### **Right to cancel**

1. Thinkful will provide each student with a three-day cooling off period during which time the student may cancel the contract and receive a refund of all money paid. The cooling off period may not end prior to midnight of the third business day after the latest of the following days:
  - a. the day the student signed the enrollment agreement; or
  - b. the day the student pays the institution the first payment toward tuition.

### **Oregon residents**

#### **Right to cancel**

1. A student may cancel enrollment by giving written notice to the school.
  - a. Unless the school has discontinued the program of instruction, the student is financially obligated to the school according to the following:
    - i. If cancellation occurs within five business days of the date of enrollment, and lesson materials have not been delivered, all monies specific to the enrollment agreement shall be refunded;
    - ii. If cancellation occurs within 5 business days of the date of enrollment and lesson materials have been delivered, all

monies related to the enrollment agreement shall be refunded with the exception of the cost of unreturned lesson materials or the cost of replacement for returned materials that are damaged or marked.

### **Refund policy**

1. A student may withdraw from Thinkful at any time after the trial period (described above) and may be eligible to receive a prorated refund if the student has been enrolled for 50 percent or less of the scheduled time in the program.
2. Refunds are determined by calculating the time elapsed in the program through the last date of attendance divided by the specified program length and the resulting percentage is the basis of the tuition proration and any resulting refund to the student.
3. For lesson-based programs, refunds are determined by dividing the number of completed lessons by the total number of lessons in the program. Any non-refundable charges and unreturned equipment will not be prorated.

### **Texas residents**

#### **Refund Policy**

1. Students in Texas are eligible for a refund based on the precise number of course time hours the student has paid for, but not yet used, at the point of termination, up to the 75% completion after mark, after which no refund is due. Students will be responsible for 100% of the tuition for their program if they complete more than 75% of their enrollment time even if they do not complete the entire program.
2. A student who withdraws from an immersion program for a reason unrelated to the student's academic status after the 75 percent completion mark and requests a grade at the time of withdrawal shall be given a grade of "incomplete" and permitted to re-enroll in the course or program during the 12-month period following the date the student withdrew without payment of additional tuition for that portion of the course or program.
3. A full or partial refund may also be due in other circumstances of program deficiencies or violations of requirements for career schools and colleges.
4. In all cases, refunds in either immersion or asynchronous programs will meet or exceed the requirements of TEC, §§132.061 and 132.0611 and TAC Chapter 807, Subchapter N.

## **ACADEMIC POLICY**

### **General Education Requirements**

Thinkful programs lead to certificates of completion and do not require students to complete general education courses as part of the curriculum.

### **Method of Instruction**

The following methods of instruction apply to all Thinkful programs.

Grades are issued on a Pass/Fail basis. There is no GPA earned at Thinkful.

All instruction in Thinkful programs takes place online. Students complete required readings, submit assignments, meet with their mentor, and complete assessments all

within the Thinkful platform. Students are not required to submit coursework through the mail.

Thinkful synchronous classrooms maintain a student to instructor ratio of 75:1.

Every student is paired with a mentor who they meet with one-on-one via video chat for technical guidance, every week throughout the program. Mentors are industry experts who can provide insight into their industry and what it is like to work in their field. Students may exchange electronic correspondence with their mentor using either Slack or email.

Students also have access to other forms of support and instruction during the program. In addition to the required course readings, assignments, and mentor sessions, students have access to:

- **Technical coaching:** If a student gets stuck on a problem that can't wait until their next mentor session, Thinkful has a team of technical coaches to provide them with real-time support. Technical coaches are industry experts who will respond to students' questions and issues via Slack or through the Thinkful platform.
- **Career coaching:** The careers team supports students as they embark on their job search. They help students develop their resumes and LinkedIn profiles, hone a practical approach to the job search, strategize salary negotiation, and more. Once a student completes their program, they will work with their personal career coach to guide them through the ins and outs of a successful job search who will hold them accountable to the necessary steps to launch their new career.

The expected response time between Thinkful's electronic receipt of student assignments, projects, or capstones and the institution's response or evaluation is 1 to 3 business days. In the event of a grading delay, Thinkful will notify affected students via email.

The following additional methods of instruction apply to our Immersion programs:

- Students will attend instructor-led workshops that give overviews of course concepts and provide opportunities for live coding demos.
- Students can request video-call or Slack-based support from designated TAs between scheduled hours for questions about projects and coursework.

### **Attendance & Progress Policy**

The student understands and acknowledges that their Thinkful program is intense and requires consistent attendance and dedication. Students are required to attend the number of mentor sessions and complete the number of hours of study per week associated with the program in which they enroll. The program-specific breakdown of mentor sessions, expected hours of study, and lesson submission schedules are located in the "Curriculum" section above.

Being absent for any part of the program can negatively impact your success, as well as that of your peers if you are in an Immersion program.

Missed mentor sessions and assessments are reported to the Academic Success Management team by the mentor or assessor, and missing or arriving more than ten minutes late to any of these sessions or assessments will be counted as an absence.

For accountability, students are asked to submit an absence notice a minimum of 24 hours in advance, if possible. This applies to meetings with mentors, evaluators for assessments, academic success managers, career coaches, technical coaches, and graders.

## **Program-Specific Requirements**

### **Immersion Programs (Synchronous)**

Students in an immersive program are unable to miss any part of their Thinkful program during their first 7 calendar days (1 week). Failure to attend all parts of a Thinkful program during their first calendar week will result in dismissal from the program. Students in Thinkful's Immersion programs who miss a cumulative combination of greater than 1 per month of the following program requirements will be dismissed:

- Scheduled classroom hours
- Scheduled mentor sessions
- Required workshops
- Scheduled assessments
- Instructor lectures

Students should note that arriving more than 10 minutes late to or leaving early any of the above program requirements will be considered an absence.

### **Flex programs (Asynchronous)**

Students in asynchronous programs who do not actively participate in their program can be dismissed from the program and issued a refund.

Active participation is defined as:

- On time submission of lessons, as per the student's grad plan
- Attending scheduled mentor sessions
- Attending scheduled assessments
- Submitting capstones on time, as per the student's grad plan
- Completing all requirements necessary to graduate

Students who miss more than four cumulative mentor sessions or check-ins with a member of the Academic Success Management team will be dismissed due to excessive absences.

### **Monitoring Student Progress & Support**

Students have access to a detailed graduation plan that sets guidelines for each section of the course and the date by which each section should be completed. The Academic Success Management team uses this plan to guide student success, intervening when necessary. . If continuous poor performance is demonstrated, students are put on remediation plans intended to provide opportunity for improvement and eventual graduation. Continuous poor performance is defined for Immersion programs as students who fall more than one week behind pace in programs 3 months or less in length or two weeks behind pace in programs that are greater than 3 months in length per the grad plan. Continuous poor performance is defined for Flex programs as students who fall more than one month behind pace per the grad plan.

## **Satisfactory Progress**

Students are expected to engage with the material, their mentors, instructors, and peers. Students who maintain satisfactory attendance and complete their course checkpoints, assessments, mentor sessions, and all other program requirements will continue in the program and be considered active students. Students who do not maintain satisfactory progress, as defined below, will be dismissed.

## **Program-Specific Requirements**

### **Immersion Programs (Synchronous)**

If a student in an immersion program falls more than one month behind pace based on the timelines set forth in their Grad Plan, they can be dismissed from their program.

### **Flex Programs (Asynchronous)**

If a student in a flexible, asynchronous programs falls more than two months behind pace based on the timelines set forth in their Grad Plan, they can be dismissed from their program.

## **Re-Enrollment Policy- Same Program**

### **General Policy**

Students sometimes leave Thinkful due to circumstances outside of the program. Below is Thinkful's general re-enrollment policy for all programs.

Students that voluntarily withdraw from a program and would like to return at a later date must start from the beginning, regardless of what coursework they previously completed. Students will be responsible for paying the full tuition cost upon their return.

Withdrawals are subject to our standard withdrawal and refund policy. When re-enrolling, the student would be starting payments from "Day 1" of their new program

The student must have been in good academic and financial standing when they left the program, definitions for which are provided below.

Students will be assigned new mentors and Thinkful does not guarantee that re-enrolled students will have access to previous mentors. Re-enrollment must be approved by the Academic Success Management team.

Where applicable, students will not be required to retake specific prep or technical evaluations required for program admission.

Students who have voluntarily withdrawn may only re-enroll into the same program once. Students who have voluntarily withdrawn and wish to enroll in a new program are considered new students and should refer to the admissions policies in this catalog. New programs include a new program version of the prior program, as approved by state regulators.

Students who want to re-enroll after withdrawing will need to re-apply. The student's record will be reviewed to ensure good academic and financial standing at the time of withdrawal. Students who re-enroll will also need to choose a new payment plan.

Students who have been dismissed by Thinkful for any reason are not eligible for re-enrollment or admission into any Thinkful program.

Good academic standing is defined as:

- Not being on academic warning or probation,
- Not being in violation of attendance policy or student code of conduct,
- Not being more than two months behind on any checkpoint for Flex programs or one month behind on any checkpoint in Immersive programs at the time of withdrawal, and
- Not having been dismissed from any program by Thinkful staff.

Good financial standing is defined as:

- Not having a balance due to Thinkful, and
- Being current on tuition payments at the time of withdrawal.

## **Program-Specific Requirements**

### **Immersion Programs (Synchronous)**

Students who withdraw from a Thinkful immersion program will need to wait at least until the next cohort starts before re-enrolling. No previous progress will be saved and student will be required to start course from the beginning

Immersive students that are dismissed during the first calendar week (7 days) of their program for reasons other than Code of Conduct Violations will have the option to defer their enrollment one (1) time. Immersive students will have the option to defer to a cohort with a start date no more than three (3) months from the date of withdrawal.

Students must sign a new enrollment agreement to begin with an upcoming cohort. Students who do not follow the academic and conduct policies outlined in this course catalog will be dismissed and no longer eligible to re-enroll or enroll in a new Thinkful program.

Students will need to arrange a new payment method upon re-enrollment, and no tuition credit will be given for previously paid tuition. Students using an ISA, Deferred Tuition Loan or Deferred Tuition + Living Expenses Loans arrangements will need to discuss options with the Student Finance team. ISAs, living stipends and any Deferred (Tuition or Tuition + Living Expenses) option may only be utilized for the initial enrollment.

### **Flex Programs (Asynchronous)**

In addition to Thinkful's general good academic standing requirements, the following applies to asynchronous programs:

Students who have voluntarily withdrawn and wish to re-enroll in either the same or a new course are considered new students and should refer to the admissions policies in this catalog. No previous progress will be saved and student will be required to start course from the beginning.

Students will need to arrange a new payment method upon re-enrollment, and no tuition credit will be given for previously paid tuition.

## **Program Transfer**

### **General Policy**

Occasionally a student will enroll in a program that is not a good fit, whether academically, professionally, or personally.

Students should consider their options carefully when opting to move from one program type to another. Each program structure has been carefully developed to support specific learning types. Students that thrive in a classroom environment with peer interaction, instructor feedback, and daily accountability may not be as successful transferring to a flexible, self-paced program. Thinkful wants all students to be successful, and all options should be considered before requesting a program transfer.

Students who would like to request a program transfer should contact the Academic Success Management team. Students must be in good academic and financial standing to be approved for a program transfer. Students who have been previously dismissed from one program may not re-enroll in a new program. Students must wait a minimum of one month before transferring programs. Students are only able to transfer into a new program or defer their enrollment to a different cohort one time.

### **Program-Specific Requirements**

#### **Immersion to Flex**

A student wishing to transfer from an Immersion program to an asynchronous program will withdraw from their current program and will be subject to our standard withdrawal and refund policy. Then, the student will need to complete a new enrollment agreement. Students will need to arrange a new payment method upon re-enrollment, and no tuition credit will be given for previously paid tuition.

#### **Flex to Immersion**

Any student transferring from a flexible program into an Immersion program must start from the beginning of an upcoming cohort, regardless of what coursework they completed in their other program. The student is responsible for completing all program requirements in their new program.

#### **Financial Considerations**

When considering a transfer between any two programs at Thinkful, the student must consult with the Student Finance Team ([payments@thinkful.com](mailto:payments@thinkful.com)) to verify that a program switch is possible, and that the student will have a way to pay for the new program. Program transfers are subject to our standard withdrawal and refund policy. When transferring programs, the student would be starting payments from "Day 1" of their new program and no tuition credit will be given for previously paid tuition.

If a program transfer is financially viable, the student must consult with an Admissions Representative to determine whether they meet the qualifications for the new program and whether it is a good fit for their goals, schedule, and other factors. Where applicable, the student may be required to pass a technical evaluation for their new

program. After confirming tuition details and program qualifications, the student is then enrolled in their new program by their Admissions Representative.

### **Leaves of Absence**

In the event of unexpected life situations and personal emergencies, students enrolled in Thinkful's programs may be eligible for a Leave of Absence (LOA). Thinkful will review an LOA request and typically will only grant an LOA for extenuating or unavoidable circumstances, such as health or immediate family related emergencies. Requests for a leave of absence must be in writing and directed to the Academic Success Management team. Not all requests for a leave of absence will be approved. Justification as to why the leave of absence was granted, acknowledged by both the student and the Academic Success Manager approving the request, will be placed in the student's permanent file. Leave of absence requests that are denied will be discussed with the student. The denial will be documented and placed in the student's permanent file.

Students on an approved leave of absence will not have access to the course curriculum, lessons, support teams, mentors, grading, technical experts or career coaches. Access to these services resumes when the student returns from their leave of absence.

Experience has shown the majority of students do not return from a leave of absence. Thinkful's programs are intensive and missing scheduled class time, mentor sessions, paired programming, or submission of lessons in a consistent manner has been shown to have a negative impact on a student's ability to complete their program.

If a student does not return from a leave of absence at the agreed upon date, and they do not notify the Academic Success Management team, they will be dismissed, and a refund will be issued based on the last date of attendance or lesson submitted. Dismissed students are not eligible to re-enroll.

Students who are unable to return from their leave of absence, for whatever reason, should contact the Academic Success Management team and request to be withdrawn. The student will receive a refund calculated based on state refund policy. If a student would like to apply for re-enrollment following withdrawal after a leave of absence, they should refer to the re-enrollment policy.

If approved, a student may only take one (1) LOA during their program enrollment. In an immersive program, a leave of absence may be issued for a maximum of five (5) consecutive calendar days. If approved, a LOA for an immersive student does not count as days absent in a program. In a flexible program, a leave of absence may be issued for a minimum of seven (7) consecutive calendar days and a maximum of fifteen (15) consecutive calendar days.

There is no guarantee that a student who returns from an approved LOA will be able to re-enter their original program.

Active-duty military members or reservists who are called to duty may be considered for a leave of absence if the student is required to leave the immediate area and will not have the ability to complete their coursework. If the period of time needed away from the program exceeds that which is allowed in the leave of absence policy above, the student must withdraw due to their service agreement. However, if the student returns within 30 days following the end of their service agreement, Thinkful will allow them to re-enroll with no fees.

## **Program-Specific Requirements**

### **Immersion Programs (Synchronous)**

Students must complete an evaluation upon return from any leave of absence. The evaluation includes an academic assessment (the next available graded checkpoint must be submitted within 5 days of return) to ensure the student is able to continue in the program and be successful. Students who do not pass this evaluation will be dismissed and issued a refund based on the student's last date of attendance.

### **Flex Programs (Asynchronous)**

Thinkful will retain the student's lessons and when the student returns from their LOA, they are able to pick up where they left off. However, there is no guarantee that the student will retain the same mentor upon their return.

Students who do not resume their program or complete the next required lesson by the deadline listed on their updated timeline will be dismissed from the program and will receive a refund calculated in accordance with state refund policy. Students must check in with the Academic Success Management team on their scheduled return date. This will be a scheduled appointment that cannot be cancelled. This is to ensure that the student's profile is reactivated, and that the student understands their updated graduation plan.

Students who do not meet with someone from the Academic Success Management team on their scheduled return date will be dismissed.

## **Student Achievement & Graduation Requirements**

In order to graduate from any Thinkful program, students must satisfy the following graduation requirements:

1. Complete each required reading
2. Complete each self-sufficiency exam (where applicable)
3. Pass each graded checkpoint
4. Pass each mock interview in the program
5. Submit and receive approval for each capstone project in the program
6. Create an online portfolio site to showcase projects for prospective employers
7. Receive an endorsement from their mentor certifying that they have achieved all program objectives
8. Maintain satisfactory attendance for all academic requirements
9. Maintain satisfactory academic progress
10. Maintain good financial standing

## **STUDENT CONDUCT POLICY**

### **Probation & Dismissal Policy**

All Thinkful students are expected to abide by the Student Code of Conduct. Failure to abide by the Code of Conduct may result in a written warning or immediate dismissal from the program, depending on the severity of the violation of the Code of Conduct. Conduct deemed sufficiently disruptive or severe—such as harassment of

another student, staff member, or Thinkful community member—may result in immediate dismissal.

School officials, in collaboration with instructors, as needed, will review each case and make a determination regarding the student's actions and status. If the student does not improve their conduct after receiving a warning, the student will be permanently dismissed.

A withdrawn or dismissed student will no longer be able to meet with a mentor, submit work for review, schedule assessments or mock interviews, utilize technical coaching, or utilize Slack. They will not have access to their curriculum or any of Thinkful's support services.

## **Program-Specific Requirements**

### **Immersion Programs (Synchronous)**

For Immersion programs, if a student does not pass a capstone review, assessment, or mock interview within two attempts, they will no longer be eligible for graduation and will be dismissed. The student will be issued a refund pursuant to Thinkful's refund policy and in compliance with state refund policies.

Students in Immersion programs will be subject to academic probation and will be placed on a remediation plan if they fall further than one week behind pace in programs 3 months or less in length or two weeks behind pace in programs that are greater than 3 months in length. Students will be dismissed if they fail to meet the goals outlined in their remediation plan or if they fall further than one month behind on any checkpoint, as per their grad plan.

Students under academic probation are subject to the terms of their remediation plan. Students who do not meet the terms of their remediation plans will be dismissed from the program.

### **Flex Programs (Asynchronous)**

For flexible programs, if a student does not pass any technical evaluation, capstone, assessment, or mock interviews after two attempts, they will be dismissed and will not be eligible for graduation.

Students in flexible programs who do not submit lessons based on the expected lesson submission timeframe noted in their graduation plan or who fall over one month behind on any checkpoint are subject to academic probation. Under academic probation, the student will be placed on a remediation plan outlining the conditions that need to be met in order to stay enrolled in their program. These goals will be determined in conjunction with the Academic Success Management team. Students under academic probation are subject to the terms of their remediation plan. Students will be dismissed if they fail to meet the goals outlined in their remediation plan or if they fall more than two months behind on any checkpoint, as per their grad plan.

Students who are unable to complete their program within the maximum time to completion outlined in their enrollment agreement will be dismissed.

## **Disability Accommodation Policy**

Thinkful does not discriminate on the basis of disability. Qualified individuals with disabilities are entitled to reasonable accommodation to ensure that they have full and equal access to Thinkful's courses and examinations, consistent with federal law, including the Americans with Disabilities Act (42 U.S.C. § 12182) ("ADA"), and state and/or local law.

Upon request, Thinkful will provide appropriate auxiliary aids and services for Thinkful courses or examinations to individuals with impaired sensory, manual, or speaking skills unless a particular aid or service would fundamentally alter the measurement of the skills or knowledge an examination is intended to test, or fundamentally alter the course, or would result in an undue burden on Thinkful.

### **Requests for Accommodation**

Thinkful will provide accommodation to a qualified individual with a disability provided that the accommodation does not pose an undue burden on Thinkful. It is Thinkful's policy to respond in a timely manner to requests for accommodations to ensure equal opportunity for qualified individuals with disabilities.

A disclosure of a disability or a request for accommodation made to any staff, faculty, or personnel other than the Associate Director of Academic Success will not be treated as a request for an accommodation. However, if a student discloses a disability to such an individual at Thinkful, that individual is required to direct the student to the Academic Affairs Team.

In order to request an accommodation, individuals must submit the [Request for Accommodations form](#) to [disabilityrequests@thinkful.com](mailto:disabilityrequests@thinkful.com). Individuals requesting reasonable accommodation may be asked to provide documentation substantiating the need for the requested accommodation(s). Such documentation should specify that a student has a physical or mental impairment and how that impairment substantially limits one or more major life activities.

Thinkful may request additional documentation as needed.

If a student or applicant disagrees with a grant/denial of an accommodation and/or thinks he/she has been discriminated against on the basis of a disability, the student or applicant may file an inquiry in accordance with the Student Inquiry Policy below.

### **Policy Against Discrimination & Harassment**

Thinkful is committed to maintaining a work and learning environment that is free from unlawful discrimination and harassment. Accordingly, Thinkful does not discriminate based on race, color, national origin, age, disability, religion, sex, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state, or local law. Thinkful also prohibits unlawful harassment, including sexual harassment and sexual violence.

Unlawful harassment or discrimination may include but is not limited to offensive comments; slurs; derogatory remarks; inappropriate physical contact; unwelcome

conduct of a sexual nature; unwelcome sexual advances or requests for sexual favors; and stereotypes, jokes, images, posters or cartoons based on race, national origin, age, disability, sex, sexual orientation, gender identity or expression, or other legally protected categories. Sexual and disruptive language and imagery is not appropriate for any project or communication within the Thinkful community.

Thinkful cannot resolve matters that are not brought to our attention. If you believe you have experienced or witnessed discrimination or harassment of any kind, immediately report the incident to [Academic.Affairs@chegg.com](mailto:Academic.Affairs@chegg.com). Thinkful will promptly and thoroughly investigate all complaints. Individuals will not be retaliated against for bringing a complaint of discrimination or harassment to the attention of Thinkful.

We expect students to follow these rules in class, at all class-related events, within program projects, on the Thinkful platform, in Thinkful Slack communities and other communities, and while representing Thinkful in any way outside of class. Thinkful staff are also subject to this policy against harassment. Students who violate this policy will be dismissed from their program.

\*In Oregon, any person unlawfully discriminated against, as described in ORS 345.240, may file a complaint under ORS 659A.820 with the Commissioner of the Bureau of Labor and Industries.

### **Student Right-to-Know Act & Campus Security Act**

Thinkful is not eligible to receive Title IV funds and therefore is not required to calculate completion or graduation rates of certificate-seeking or degree-seeking, full-time students entering that institution or to disclose these rates to current and prospective students.

However, Thinkful does produce transparent reporting on employment outcomes. Thinkful provides a standardized system for measuring and reporting student outcomes and reports graduation rates and student outcomes based on our reporting model that can be reviewed [here](#).

Thinkful does not have a physical campus and therefore does not have campus security measures or crime rates to report.

### **Student Code of Conduct**

Students enrolling in Thinkful programs agree to the following code of conduct:

*I recognize that I am enrolling in a rigorous and demanding program. I will make learning and program participation my top priority while enrolled in this program.*

*I will attend all scheduled sessions, including mentoring sessions and, if appropriate, lectures, workshops, and peer pairing sessions. I will arrive on time and stay until the end of the session.*

*If I am late, need to leave early, or am unable to attend a session, I will provide Thinkful staff with a timely explanation and make up missed work. If I need to be absent, I will give at least 24 hours' notice, barring any unexpected illness or emergency. I understand that Thinkful will make every effort to ensure I am able to make up missed work and activities; however, Thinkful cannot*

*guarantee that I will be able to make up 100% of the activities I miss by being absent.*

*I understand that a late arrival, early departure, or absence from a session will be considered an absence and may impact my ability to graduate (in accordance with my program's graduation qualifications) and my qualification for Thinkful's Tuition Refund Guarantee (in accordance with the terms and conditions of the Tuition Refund Guarantee).*

*If I am enrolling in an immersive program, I know the regular classroom hours for my program. I will be online for instruction at the start time each morning and stay at least until class ends unless instructed otherwise. If Thinkful staff reaches out to me via Slack or email during classroom hours and I do not respond within 45 minutes, I understand that I will be counted as absent for that day.*

*I will actively and wholeheartedly participate in all sessions, workshops, assignments, activities, and assessments that are part of the Thinkful experience. For Immersion programs, this includes being a cooperative and collaborative partner in all pairing and group activities with any and all students I work with during the program. This also includes being receptive to feedback and criticism.*

*I will be respectful and conduct myself professionally while at Thinkful or in the community (at meet-ups, hackathons, at other schools, with employers, recruiters, etc.). I will show consideration for my fellow classmates, Thinkful staff, and mentors by respecting everyone's backgrounds and not expressing sexism, racism, homophobia, ageism, ableism, or any other behavior inappropriate for a healthy learning and professional environment. I will not disrupt or obstruct the teaching, learning, or administration of Thinkful programs. I understand that violations of this policy will result in my dismissal from Thinkful, with or without a written warning.*

*I understand that Thinkful reserves the right to modify my course completion timeline, including requiring that I repeat a portion of the course, and to dismiss me from the program based on poor academic performance.*

*I acknowledge that all Thinkful educational materials provided to me, physically or electronically, are for my own personal use only. I will not reproduce, save or copy any educational materials provided to me for any use other than my own personal study. I will not make public (e.g., by posting online) any such study workshops, materials, or code provided to me by Thinkful.*

*I acknowledge that I must complete all the coursework myself and that no outside parties may use my student dashboard or submit work on my behalf. I will not share my account credentials with anyone or allow anyone to access the Thinkful platform with my account.*

*I will not commit any acts of falsity including, but not limited to, cheating, plagiarism, forgery, or other acts of academic dishonesty. I will not misrepresent my education or experience to employers, recruiters, or anyone else.*

*I understand that failure to abide by the letter or spirit of any of the foregoing may result in personal liability, including dismissal from Thinkful. I may not hold Thinkful accountable for penalties or damages resulting from or as a result of my actions.*

*I will ask for help when I need it, whether it is technical or personal, and I will be mindful of my mental and physical well-being as it impacts my learning and that of my Thinkful peers.*

Students who violate this Code of Conduct in any way will be informed by Thinkful via electronic correspondence that an investigation is underway. Students may request information about the status of the investigation at any time. Once the investigation is complete, Thinkful will determine the appropriate course of action which may include, but is not limited to, removal from the program, a behavioral improvement plan, or mediation. The course of action determined by Thinkful is not subject to appeal. Severe Code of Conduct violations will result in immediate dismissal without prior warning.

Students who are removed from the program due to a Code of Conduct violation will not be considered for readmission to Thinkful.

### **Thinkful Slack - Community Guidelines**

Thinkful's Slack communities are online communities for the learners, educators, and administrators of Thinkful. This is a protected and diverse environment to share experiences, gain and give support, ask questions, and make mentors and friends.

In order to participate in Thinkful's Slack space, all members must follow the group guidelines. Any group member consistently breaking guidelines or intentionally undermining our efforts to celebrate, and support tech education will be removed.

#### **Thinkful Slack Guidelines**

- We are helpful, not hurtful and understand that harassment of any kind will not be tolerated. We ensure that what we add is respectful before clicking "send/post".
- We do not question or challenge the way someone self-identifies or self-expresses.
- We do not make general statements or public assumptions about groups we do not belong to or know much about.
- We are supportive! We will not tolerate threats of violence or personal attacks towards any individual or groups of people.
- We understand that public advocacy for participants to be banned is not acceptable. Instead, we will email [success@thinkful.com](mailto:success@thinkful.com) to address specific concerns.
- We do not make unwelcome (or uninvited) comments or opinions regarding a person's choices and lifestyle practices.
- We do not make offensive or derogatory comments related to physical appearance, body size, age, race, language, national origin, ethnic origin, nationality, immigration status, religion or lack thereof, or other identity markers, such as gender, gender identity and expression, sexual orientation, (dis)ability, mental health, and similar identifying traits.
- We understand that Slack is a space for dialog and conversation, so we avoid sales pitches of any kind. If any member would like to sell something, we agree

to speak with an administrator before we offer services. We understand that job offers or job listings may be posted to the #job-opportunities channel.

- We are mindful of the many voices in the community, and we ensure there is room for group members who may want to engage in the conversation as well.
- If we read something that offends us, we explain why and move on. If we feel something is really hurtful and/or violates the group guidelines, we know to email [success@thinkful.com](mailto:success@thinkful.com) to address those concerns.
- We do not send excessive direct messages (DMs) to anyone in our community, nor do we harass people who do not respond to messages.

### **Consequences**

Participants in our Thinkful Slack channels who are asked to stop any inappropriate behavior are expected to comply immediately. If a participant engages in harassing behavior or violates any of the Slack guidelines, a Thinkful administrator may take any action they deem appropriate, up to and including dismissal from all Thinkful channel spaces and/or removal from Thinkful programs.

### **Privacy**

Remember, you're on the Internet. All the information you don't want to spread outside this group should not be posted to the group.

- Use caution when sharing personal information.
- Do not share members' names, email addresses, or other personal information with those outside of the group without prior consent.
- This is a confidential and safe space. If any group members share personal information—including what other group members have written in posts or screenshots—outside of the group, they will be removed.

### **Report Back**

In the event of inappropriate behavior directed toward you or another individual on Slack, please email [Academic.Affairs@chegg.com](mailto:Academic.Affairs@chegg.com). If the inappropriate behavior is coming from someone on Thinkful's staff, that team member will recuse themselves from investigating your incident.

### **About Moderation**

Thinkful staff are here to help participants enjoy the channels, to keep the discussions productive, and to maintain honest dialogue. We hope to preserve and protect everyone's thoughts and contributions, but we do reserve the right to move or remove any posting without notice or explanation, at our sole discretion. We invite members to email [success@thinkful.com](mailto:success@thinkful.com) if you think we need to address a disrespectful post or comment on Slack.

### **Student Inquiry Policy**

Thinkful encourages students to bring all inquiries about academic situations to its attention. Many questions or concerns that students may have can be resolved simply through discussion.

A student may present an inquiry through the following dispute resolution procedures. Thinkful will investigate all inquiries fully and promptly, and students will not receive any punitive action or unfair treatment if they file an inquiry against Thinkful or any Thinkful staff.

An inquiry is defined as a student's written expression of dissatisfaction concerning conditions of enrollment or treatment by mentors, other students, or staff. Inquiries may include misapplication of Thinkful policies, rules, regulations, and procedures, or unfair treatment.

The student should submit their inquiry directly to the Academic Affairs Team at [academic.affairs@chegg.com](mailto:academic.affairs@chegg.com) with the title "Student Inquiry." The student should include an outline of the inquiry as well as any relevant evidence that pertains to the specific situation. A member of Thinkful's Honor Board or another member of the Academic Affairs Team will respond with a determination for the inquiry in writing within 10 days.

## **State-specific Inquiry Policies**

### **District of Columbia**

Students located in the District of Columbia who may have exhausted Thinkful's Inquiry process without a satisfactory outcome may file a complaint with the Washington DC Higher Education Licensure Commission ("HELIC"). The HELIC does not, however, mitigate grade complaints or financial disputes. The HELIC should be considered the agency of last resort.

Office of the State Superintendent of  
Education Higher Education Licensure  
Commission  
810 First St. NE, Second Floor  
Washington, DC 20002  
(202) 727-6436

### **Utah**

To file a complaint under Section 13-34a against a postsecondary school that holds a certificate from the division, a person shall submit to the division:

1. a completed complaint form as provided by the division; or
2. a letter, signed by the complainant, and including:
  - a. all documentary evidence related to the complaint; and
  - b. contact information for the complainant.

Utah Department of Commerce  
Division of Consumer Protection  
160 East 300 South  
Salt Lake City, Utah 84114

### **Oregon**

Students aggrieved by action of the school should attempt to resolve these problems with the appropriate school officials. Should this procedure fail, students may contact:

Oregon Higher Education Coordinating  
Commission Office of Post-Secondary  
Education  
255 Capitol St. NE Salem, Oregon 97310

The HECC does not have the authority to mitigate complaints concerning grades or financial disputes. After consultation with appropriate Commission staff and if the complaint alleges a violation of Oregon Revised Statutes 345.010 to 345.470 or standards of the Oregon Administrative Rules 715-045-0001 through 715-045-0210, the Commission will begin the complaint investigation process as defined in OAR 715-045-0023 Appeals and Complaints.

### **Texas**

This school has a Certificate of Approval from the Texas Workforce Commission (TWC).

The TWC-assigned school number is: S5628.

The school's programs are approved by TWC. Students must address their concerns about this school or any of its educational programs by following the inquiry process outlined in the school's catalog. Schools are responsible for ensuring and documenting that all students have received a copy of the school's inquiry procedures and for describing these procedures in the school's published catalog.

If, as a student, you were not provided with this information, please inform school management. Students dissatisfied with this school's response to their inquiry or who are not able to file an inquiry with the school, can file a formal complaint with TWC, as well as with other relevant agencies or accreditors, if applicable. Information on filing a complaint with TWC can be found on TWC's website at [www.texasworkforce.org/careerschoolstudents](http://www.texasworkforce.org/careerschoolstudents).

## **STUDENT SERVICES INFORMATION**

Thinkful students have access to the following services and industry connections during and outside regular class hours:

- Curriculum and curated reference material available through the student dashboard
- Career support
- Online student forums (Slack)
- Technical coaching
- Academic Success Management
- Student Success for support and issue resolution
- Thinkful-hosted events (available in select cities)

Faculty and mentors are available for advising during mentor sessions and via electronic correspondence at their discretion.

### **Student Records**

Thinkful maintains student financial and academic records in a digital format during a student's enrollment at the school. Thinkful will maintain the academic and financial records of all students, whether or not they complete the program, no fewer than the minimum number of years required by law. Student records are maintained and include the following records:

- student enrollment contract with student's demographic and program information
- payment contracts or promissory notes
- payments and refunds

- attendance
- basis for admission or denial
- dates of enrollment
- progress and performance data
- correspondence or any record relating to recruitment
- enrollment and placement of the student
- certificate of completion
- student transcripts (maintained indefinitely)
- student inquires with the corresponding resolution

Additionally, Thinkful will maintain descriptions of courses offered each term or session and evidence of any accreditation obtained.

If Thinkful closes, it will arrange for the storage and safekeeping of all records required to be maintained for as long as those records must be maintained.

Students may request to review their student records or a copy of their certificate of completion by contacting [success@thinkful.com](mailto:success@thinkful.com). Records and certificates are not released to students who are not in good financial standing.

### **Confidentiality of Records**

Student records are stored in digital software secure from damage or loss. Thinkful takes reasonable steps to protect the privacy of personal information contained in student records. All Thinkful records are stored in secure databases that require dual authentication, to which only relevant staff members have access.

Thinkful will not communicate about student records with anyone other than the enrolled student except with explicit consent from the enrolled student or in the case of emergency. Documentation of consent or an emergency must be provided.

### **Libraries & Other Learning Resources**

Upon enrolling, students receive access to proprietary Thinkful learning content specific to their program, delivered via the Thinkful platform. Immersion students that have completed 60% or greater of their curriculum and flex students that have completed 60% of their lessons or more will retain access to the material even after their enrollment ends for as long as Thinkful continues to offer that content.

### **Housing**

Thinkful's programs are offered entirely via distance education. Thinkful does not provide student housing services or dormitory facilities because students participate in Thinkful's programs from their own homes.

- Thinkful does not have dormitory facilities under its control.
- Thinkful does not offer a stipend or reimbursement should the student choose to work from a shared office.
- As Thinkful offers only distance education, Thinkful does not consider the availability of housing located reasonably near its institution's facilities, nor does Thinkful provide an estimation of the approximate cost or range of cost of housing near our institution's facilities.
- Thinkful has no responsibility to find or assist a student to find housing or workspace.

## **Outcomes Reporting**

Thinkful produces transparent reporting on employment outcomes. Thinkful provides a standardized system for measuring and reporting student outcomes and reports graduation rates and student outcomes based on our reporting model that can be reviewed [here](#).

Students are surveyed via the Career Path Outcomes Survey post-graduation, at the time they indicate they received an offer for employment. Students who do not respond to the Career Path Outcomes Survey are contacted individually by email or phone on a regular basis, until the information is collected. All outcomes data is then aggregated and published using a specific set of governing standards. Each report must cover graduates from a six-month period from January 1 through June 30, or from July 1 through December 31 of the chosen year.

## **Career Assistance**

Thinkful is dedicated to educating and connecting students to career opportunities via curated workshops and post-graduation support. The Careers team at Thinkful empowers students through a host of programming and resources that are aimed at career advancement as well as transparent outcomes. We provide career support in the form of

- Individual and group sessions
- Mock behavioral and technical interviews
- Curated technological content
- Thematic workshops and career-focused Q&As, topics for which include but are not limited to networking, technical landscape, resume and LinkedIn reviews, cover letter writing, negotiating, navigating the job search, and interview preparation

## **GENERAL INFORMATION**

### **Location**

All Thinkful programs are offered remotely. No classes are offered in-person. Thinkful headquarters is located in Brooklyn, NY.

### **Hours of Operation**

Thinkful is an online distance learning program that does not have set hours of operation or a calendar of semesters or holidays, with the exception of Immersion programs.

Flexible, asynchronous programs have a rolling enrollment process.

Thinkful reserves the right to change these dates and will provide ample notice to all students and applicants.

### **Holiday Schedule**

- *New Year's Day (31<sup>st</sup> and the 1<sup>st</sup>)*
- *Martin Luther King Jr. Day*
- *President's Day*
- *Memorial Day*

- *Independence Day (4<sup>th</sup> of July)*
- *Labor Day*
- *Thanksgiving Day and the day after Thanksgiving*
- *Christmas Day*
- *Winter Break – the week that Christmas Day falls on*

## **Facilities & Equipment**

Thinkful does not have any physical classrooms or locations, as its programs are entirely online. There is no physical campus.

Thinkful programs require a computer with high-speed internet access and video capability, including a webcam, a microphone, and speakers. Computers must be available prior to the first day of class. Thinkful programs cannot be completed on a tablet or smartphone. Thinkful does not provide computers to students, and every student must own or have access to a personal computer with the following basic computer system requirements to ensure a successful student experience:

### *Storage:*

- 256 GB hard drive or higher (solid state drives will be faster)
- Students can supplement with a 500 GB external drive for backup purposes

### *Memory:*

- 16 GB RAM or higher

### *Processor:*

- 2.0 GHz Intel or AMD processor or faster (GPUs are not a requirement)

### *Operating System:*

- Windows 10 or MAC OS 10.10 or newer

### *Browsers:*

- Microsoft Edge, Google Chrome 86+, Firefox 48+, Safari 11+

### *Monitors:*

- 1024 x 768 display resolution (1920 x 1080 recommended), minimum 13”

### *Other required equipment:*

- Computer microphone and speakers (or a good, comfortable headset)
- Web camera
- High-speed Wi-Fi connection obtained either at home or at school, or wherever you can study and communicate with your mentor in a quiet environment. For immersion programs, students must have a reliable internet connection at or above 25 Mbps (as measured by an internet speed test like [www.speedtest.net](http://www.speedtest.net))

Your support team will recommend any software packages that may be required for your particular program (e.g., Microsoft Excel, etc.). Smartphones are also required in the Digital Marketing program.

Additionally, for Immersion programs, each student is required to provide the following equipment at their own cost:

- Reliable internet connection fast enough to stream video sessions clearly for upwards of 8 hours a day.

- A quiet workspace free from distractions and background noise. Thinkful requests that students do not attend class from a coffee shop or other public workspace.

### **Graduate Licensure**

The goal of Thinkful programs is not licensure and the professions, occupations, trades, or career fields for which Thinkful equips graduates do not require licensure.

### **Notice Concerning Transferability of Credit & Credentials**

The transferability of credits earned at Thinkful is at the complete discretion of the institution to which the student may seek to transfer. Acceptance of the Certificate of Completion earned at Thinkful is also at the complete discretion of the institution to which the student may seek to transfer.

If the Certificate of Completion that earned at Thinkful is not accepted at the institution to which the student seeks to transfer, the student may be required to repeat some or all coursework at that institution. For this reason, students should make certain that enrollment at Thinkful will meet their educational goals. This may include contacting an institution to which the student may seek to transfer after attending Thinkful to determine if the Certificate of Completion will transfer. Thinkful is not a degree-granting institution.

### **Articulation Agreements**

Thinkful has entered into an agreement with Southern New Hampshire University to apply a Thinkful certificate of completion for up to 18 credits towards specific degree programs at Southern New Hampshire University. More information can be found at Southern New Hampshire University's website.

### **Disclosure Statement Regarding Bankruptcy**

Thinkful does not have a pending petition in bankruptcy, is not operating as a debtor in possession, has not filed a petition in bankruptcy within the preceding five years, and has not had a petition of bankruptcy filed against it within the preceding five years that resulted in reorganization under Chapter 11 of the United States Bankruptcy Code (11 U.S.C Sec. 1101, et seq.).

### **Intellectual Property**

Thinkful programs and all intellectual property related thereto, including but not limited to the curriculum, are the exclusive property of Thinkful, unless otherwise noted. This includes all coursework, project descriptions, exercises, learning experiences, solutions, example projects, material stored in Thinkful's private git repositories, or other training material. By enrolling in a Thinkful program, permission is granted to any student to use the material while partaking in the program, and students grant Thinkful permission to use any material they submit in the program for any purpose. In no event shall the authors or copyright holders be liable for any claim, damage, or other liability.

### **Media Release Policy**

Upon enrollment, students grant Thinkful (including its employees, partners, and anyone authorized by Thinkful) the right and unrestricted permission to use and/or reproduce any photograph/print, film, video footage, quotes, or other reproduction of

a student, his/her likeness, personal property, and/or audio reproduction of their voice and use of name to identify the student and/or their property (“the Material”) taken or made on behalf of the institution or its partners.

Students agree that Thinkful has complete ownership of the Material and can use it for any purpose, including without limitation advertising and promotion in any and all media, including web-based publications and all social media platforms. Students will not receive compensation, now or in the future regarding the Material.

Students agree that all Thinkful branding, marketing materials, and the use of the Thinkful name is property of the institution and use of said logos, branding, etc. requires prior permission from Thinkful’s Marketing and Design teams prior to use by any means.

### **Faculty Qualification Information**

The minimum requirements to serve as a mentor, technical expert, or faculty for all Thinkful programs include

- 3+ years of relevant industry experience
- Demonstration of genuine student advocacy and empathy for beginners
- Exceptional written and verbal communication skills

Thinkful collects weekly feedback from students and staff on program curriculum, projects, and overall student experience in order to evaluate the quality of each program. In addition to student experience, Thinkful also considers industry demand for particular skill sets and success rates

with each program in order to look for areas of improvement, ensuring that each program has successful outcomes that matches Thinkful’s mission on a quarterly basis.

Instructors are chosen based on their academic credentials, relevant industry experience, and teaching ability.

### **Faculty Listing**

<b>Instructor Name</b>	<b>Program</b>	<b>Degree</b>	<b>Experience</b>
Benson, Kristen	UX Immersion Instructor	BFA, Graphic Design and Technology, Emmanuel College  Certificate in User Experience Design, New York University	8+ years of professional UX UI experience
Cohane, Kimberly	Digital Marketing Immersion	Ph.D, Conflict Analysis & Resolution, Nova Southeastern University	10+ years of Marketing and Digital Marketing professional experience. 5+ years of teaching assistant experience.

		<p>Digital Marketing- iMBA/Specialization, University of Illinois</p> <p>MS, Leadership, H.Wayne Huizenga College of Business &amp; Entrepreneurship Nova Southeastern University</p>	
Bell, Rhonda	Engineering Immersion	BS, Computer Information Sciences, Southwest Texas State University	13+ years in Web Development and Computer Science. Experienced tutor and mentor with computer topics.
Charter, Mariah	Data Analytics Immersion	Bachelor of Science in Mathematics Education University of Central Florida	4+ years in Data and Systems Analytics with 3+ years in teaching Mathematics and analytics.
Grant, Lara	Technical Project Management Immersion	<p>Stanford University, Advanced Project Management Program</p> <p>Global Knowledge PMP Certification Training</p> <p>Project Management Institute US, Agile Certified Practitioner</p>	<p>9+ Year of professional Software Project and Program Management.</p> <p>4+ years of being a manager of Application Development.</p>
Jones, Jim	Technical Project Management Immersion	<p>Gonzaga University</p> <p>BS Bachelors Org Leadership, Computer Science Minor, Master of Organizational Leadership, PhD Leadership Studies</p>	<p>19+ Years of IT Leadership Managing dynamic and diverse IT teams, infrastructure, Project Management Office, and numerous projects from ERP implementation to organizational restructuring.</p> <p>8+ Years of IT Security Leading IT security teams and managing IT security projects from HIPAA implementation, Data security projects,</p>

			data center build, security awareness.
Greenhill, Rich	Engineering Immersion	Computer Science, Media Studies – A Level, Epping Forest College, England	10+ years software development, Director and VP level with Fortune 500 overseeing web products and technologies.
Jones, Stephanie	Data Analytics Immersion	MS Statistics, University of South Carolina	5+ years as a data analytics professional, leader, and teacher.
Longmire, Monica	UX Immersive Instructor	BA, Communication Technology, Design Ohio State University	10+ years of professional user experience and design. 2 years of teaching assistant and instructor experience
Muller, Daniel	UX Immersive Instructor	MS, Information, Design & Technology, Georgia Institute of Technology  BA, Motion Picture/Television Production, University of California, Los Angeles	20 years experience as a UX architect at IBM, Cartoon Network and Moxie (large agency based in Atlanta).  Expertise in the areas of information architecture, interaction design, product design, usability research and user testing. Past clients have included Verizon Wireless, Coco-Cola, Georgia Pacific, AMC Theatres, Children’s Health Care of Atlanta, and Wells Fargo.

Parveen, Tauhida	Engineering Immersion, Data Science Immersion and Data Analytics Immersion	PhD, Computer Science, Florida Institute of Technology  MBA, University of Central Florida	12+ years in computer science, quality assurance, classroom, and curriculum management.
Primavera, Genevieve	UX/UI Design Immersion	AS, Interactive Design, Art Institute	10+ years of professional Creative Design experience.  UX/UI Design specialized for over 8+ years of experience.
Schultz, James	Engineering Immersion	Certificate of Completion Web Development Immersive Program, Galvanize	7+ years teaching web development, mentoring, and curriculum development
Spannbauer, Adam	Data Science Immersion	MS, Business Analytics & Statistics, University of Tennessee	1+ year as an instructor/curriculum development in Python at DataCamp, 4+ years as a Machine Learning Engineer at Eastman Chemical Company.
Swirsky, Mike	Data Science Immersion and Data Analytics Immersion	Graduate Certificate Geographic Information Science and Cartography, Oregon State University  MS, Earth Science, University of California, Santa Cruz	10+ years working with data and programming languages. Statistical and computer modeling, data science mentor, and technical expert.

Taylor, Terra	Engineering Immersion	BA, Computer Science, University of Missouri-Columbia MS, Information Technology with a focus in web design and development, University of Denver	4+ years of instructor experience in Web Development.  Over 10+ years of professional web application/ application development.
Tran, Dennis	Data Science Immersion	BS, Mechanical Engineering, University of Southern California	3+ years of data science consulting/management.  2+ years of teaching and curriculum development in Python.  1+ years of development in quantitative finance for algorithmic trading.

## APPENDICES

### Appendix A - Utah Disclosure Statement

Pursuant to U.C.A § 13-34-108

#### **Bond:**

Thinkful has submitted a License Bond issued by The Hartford Company in the amount of \$62,500 payable to the Division of Consumer Protection, State of Utah.

#### **Graduation and Employment:**

Thinkful does not guarantee jobs, or wage and salary levels. Thinkful produces transparent reporting on employment outcomes. Thinkful provides a standardized system for measuring and reporting student outcomes and reports graduation rates and student outcomes based on our reporting model that can be reviewed [here](#).

Students are surveyed (Career Path Outcomes Survey) post-graduation at the time they indicate they received an offer for employment. Students who do not respond to the Career Path Outcomes Survey are contacted individually, such as by email and phone on a regular basis until the information is collected. All outcomes data is then aggregated and published using a specific set of governing standards. Each report must cover graduates from a six-month period from January 1 through June 30, or from July 1 through December 31 of the chosen year.

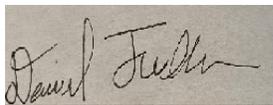
## **Appendix B - Academic Calendar – Program Start Dates & Deadlines**

Thinkful's Flex programs have rolling admissions with start dates occurring every Wednesday.

All enrollment deadlines for Thinkful Immersion programs occur two weeks prior to the start date for each program. Additional program deadlines may apply based on individual program requirements.

Immersion program schedules can be found [here](#).

**The information contained in this catalog is true and correct to the best of my knowledge.**

A handwritten signature in black ink on a light-colored background. The signature appears to read "Dan Friedman" in a cursive script.

**Dan Friedman, Authorized Representative of Chegg, Inc., as sole shareholder of Thinkful, Inc.**