



**ESTABLISHING GRADUATE CERTIFICATES
ARIZONA STATE UNIVERSITY
GRADUATE EDUCATION**

This form should be used by programs seeking to establish a new graduate certificate. All sections should be completed.

The graduate certificate is a programmatic or linked series of courses in a single field or in one that crosses disciplinary boundaries. The graduate certificate facilitates professional growth for people who already hold the baccalaureate degree, and it may be freestanding or linked to a degree program. The graduate certificate enables the university to respond to societal needs while promoting university cooperation with corporate, industrial, and professional communities.

Submit the completed and signed (chairs, unit deans) proposal to the **Office of Graduate Academic Programs** in Graduate Education. Mail code: 1003 and electronic copies to eric.wertheimer@asu.edu or amanda.morales-calderon@asu.edu.

Please type.

Contact Name(s): AMY HILLMAN	Contact Phone(s): 480-965-3402
College: Thunderbird School of Global Management <i>Note:</i> The Thunderbird School of Global Management is in the process of being established as a separate School within ASU.	
Name of proposed Certificate: Certificate in Global Management	
Requested Effective Term and Year: Fall 2015	
DEAN APPROVAL	
This proposal has been approved by all necessary unit and College/School levels of review, and the College/School(s) has the resources to offer this degree program. I recommend implementation of the proposed degree program. (Note: An electronic signature, an email from the dean or dean's designee, or a PDF of the signed signature page is acceptable.)	
College Dean name:	_____
College Dean signature:	Date: _____
College Dean name: <i>(if more than one college involved)</i>	_____
College Dean signature	Date: _____

Do Not Fill in this information: Office Use Only

CIP Code:

1. OVERVIEW. Below, please provide a brief overview of the certificate, including the rationale and need for the program, potential size and nature of the target audience, information on comparable programs (at ASU and/or peer institutions), how this program would relate to existing programs at ASU, and any additional appropriate information.

This certificate was previously offered by the Thunderbird School of Global Management and will be offered as part of the Thunderbird School of Global Management (TSGM) at Arizona State University starting Fall 2015.

This certificate program will further enhance the ASU/Thunderbird partnership by allowing students in other degree programs to complete a certificate in global management. It can also be offered as a non-degree certificate for students who are not currently enrolled in an ASU degree program or for prospective students who may later want to get an ASU degree.

Offering this program as part of ASU's Thunderbird School of Global Management will retain Thunderbird's outstanding reputation in global management, loyal alumni base, and strong relationships with employers.

2. ADMINISTRATION AND RESOURCES

- A.** How will the proposed certificate be administered (including recommendations for admissions, student advisement, retention etc.)? Describe the administering body in detail, especially if the proposed certificate is part of a larger interdisciplinary agenda. How will the graduate support staffing needs for this proposed certificate program be met?

The Director of the Thunderbird School of Global Management will oversee the certificate, with operational support provided by the W. P. Carey School of Business. Admissions decisions will be made by a committee appointed by the Director. Course offerings and curriculum development and review will be handled by the Director and the Senior Associate Dean for the W. P. Carey Graduate Programs. Student services (i.e., matriculation, course registration, graduation coordination, approval of plans of study) will be supported by the W. P. Carey Graduate Programs' student services team.

- B.** What are the resource implications for the proposed certificate, including projected budget needs?

Will new books, library holdings, equipment, laboratory space and/or personnel be required now or in the future? If multiple units/programs will collaborate in offering this certificate, please discuss the resource contribution of each participating program. Letters of support must be included from all academic units that will commit resources to this certificate program.

Arizona State University will maintain the infrastructure to support this program through a mix of existing Thunderbird employees and integration of support services and development provided by ASU.

3. ADMISSIONS PROCEDURES AND CRITERIA

- A. Admission criteria** – Applicants must meet the admissions criteria for Graduate Education. Please also include any other additional admission requirements, e.g. type of undergraduate degree, minimum GPA, tests and/or entry-level skills that are required for this certificate program. (http://graduate.asu.edu/sites/default/files/GraduatePolicies_1.pdf)

Students must complete the online application form to apply to Graduate Education for admission to the program and supply the following:

- Official transcripts of all coursework completed at institutions other than ASU.
- GMAT or GRE test scores.
- One letter of recommendation.

Degree: Minimum of a bachelor’s degree from a regionally accredited College or University.

GPA: Minimum of a 3.00 cumulative GPA (scale is 4.0=A) in the last 60 hours of a student’s first bachelor’s degree program. Minimum of 3.00 cumulative GPA (scale is 4.0 = A) in the applicable Master’s degree.

English Proficiency Requirement for International Applicants: The English proficiency requirements are the same as the Graduate Education requirement. (see Graduate Education requirement http://graduate.asu.edu/admissions/international/english_proficiency): - Yes - No

Foreign Language Exam:

Foreign Language Examination(s) required? - Yes - No

Required Admission Examinations: - GRE - GMAT - Millers Analogies - None required

(Select all that apply.)

Letters of Recommendation: - Yes - No

B. Application Review Terms

Indicate all terms for which applications for admissions are accepted and the corresponding application deadline dates, if any:

- Fall (regular) Deadline (month/year): 6/15

- Spring (regular) Deadline (month/year): 11/15

C. Projected annual admission/enrollment

How many students will be admitted immediately following final approval of the certificate? What are enrollment projections for the next three years?

Please utilize the following tabular format.	1st Year	2nd Year <small>(Yr 1 continuing + new entering)</small>	3rd Year <small>(Yr 1 & 2 continuing + new entering)</small>
Number of Students Majoring (Headcount)	20	30	40

4. ACADEMIC REQUIREMENTS

A. Minimum credit hours required for certificate (15 credit hour minimum) This will be a 15 hour certificate program.

B. Please describe the primary course delivery mode, (e.g., online, face-to-face, off-site etc.). Please note: If this proposed initiative will be offered completely online, clearly state that in this section.

It is anticipated that this certificate will be offered both face-to-face and online.

C. As applicable, please describe culminating experience required (e.g., internship, project, research paper, capstone course, etc.)

The culminating experience will be the capstone strategy course in Global Management.

- D. What knowledge, competencies, and skills (learning outcomes) should graduates have when they complete this proposed certificate program? Examples of program learning outcomes can be found at (<https://uoeee.asu.edu/program-outcomes>).

Thunderbird School of Global Management at ASU will be committed to achieving the learning goals that correspond to the school's mission and values. It will be the goal for Thunderbird to directly measure student learning in three areas:

Objective 1: Students will be able to demonstrate competence in global leadership.

Objective 2: Students will be able to demonstrate competence in global entrepreneurship.

Objective 3: Students will be able to demonstrate a global mindset.

The purpose of the assurance of learning is to support and improve student learning by developing methods to: articulate the goals of each academic program, gain feedback on each unit's progress toward achieving those goals, and use the feedback to modify the academic programs to ensure that the goals are effectively achieved.

- E. How will students be assessed and evaluated in achieving the knowledge, competencies, and skills outlined in 4.D. above? Examples of assessment methods can be found at (<http://www.asu.edu/oue/assessment.html>).

Objective	Measure	Frequency of Assessment
Objective 1: Students will demonstrate competence in global leadership.	Rubrics created by full-time faculty assessing leadership competencies as "exceeding faculty expectations," "meeting faculty expectations," and "not meeting faculty expectations."	Throughout the program
Objective 2: Students will demonstrate competence global entrepreneurship.	Rubrics created by full-time faculty assessing competence in global entrepreneurship as "exceeding faculty expectations," "meeting faculty expectations," and "not meeting faculty expectations".	Throughout the program
Objective 3: Students will demonstrate a global mindset.	The Global Mindset Instrument (GMI) is used as a direct measures assessment tool to determine an individual's ability "to better influence individuals, groups, and organizations unlike themselves." The GMI is a scientifically validated instrument which assesses three factors – Intellectual Capital, Psychological Capital, and Social Capital. Intellectual Capital measures serve as a proxy for the Global Mindset direct measure and Social Capital as the proxy for the Global Connections direct measure.	At the beginning and end of the program

The assurance of learning (AOL) committee reviews learning outcomes data that have been collected by course, faculty, and program. Membership of the AOL committee includes the members of the Curriculum and Programs Committee and is expanded to also include program directors, institutional research, and Dean of Faculty. Program revisions informed by the AOL committee are directed to the area coordinators for consideration in conjunction with the program directors and Dean of Faculty.

Graduating students also take the Educational Benchmarking Instrument (EBI) which is similar to the exit survey in content, but the EBI allows Thunderbird to benchmark its scores with key institutions. In addition to the EBI, Thunderbird uses databases available from Graduate Management Admission Council (GMAC) and AACSB *Datadirect* to compare ourselves with other institutions.

Arizona State University will continue the process of addressing additional improvements that were recommended at the last site visit for Thunderbird during fall 2012. The site team cited Thunderbird's significant progress in achieving a "culture of assessment" during the years since the 2005 visit and noted the broad-based data collection and curricular changes. It also observed that more progress was needed in the development of data systems to house and report, the need to share more widely outcomes assessment data, the need to engage non-academic units actively in assessment and the need for an evaluation of all assessment efforts along the need to use assessment processes and outcomes to inform the institution's overall effectiveness.

- F.** Please state the Satisfactory student academic progress standards and guidelines (including any time limits for completion).

Students must maintain a cumulative 3.0 GPA to retain satisfactory academic progress. When the GPA drops below 3.0, student are placed on academic probation and have 1 semester to raise it to a satisfactory level before being recommended to Graduate Education for dismissal.

- G.** Will this proposed certificate program allow sharing of credit hours from another ASU degree program to be used as part of this certificate program? (Please note that a maximum of 9 graduate-level credit hours taken as a non-degree student at ASU, including as a part of a certificate program, may be used towards a future graduate degree at ASU).

It is anticipated that this certificate will be offered as either an addition to or as a feeder into graduate degree programs, such as the MBA, Master of Science in Management, or Master of Public Policy.

- H.** Below, please list all required and elective courses in the appropriate boxes (you may attach additional pages if necessary). Please ensure that all new core course proposals have been submitted to the Provost's office through the Curriculum ChangeMaker online course proposal submission system before this initiative is put on the University Graduate Council and CAPC agendas. Please note: a minimum of 2/3 of the courses required for a graduate certificate must be at the 500-level or above.

Note: A new course prefix (TGM) and course numbers are currently being developed for this program. Once the permanent (non-omnibus) courses have been assigned, the Thunderbird School of Global Management will submit an addendum to Graduate Education for updating the degree files and iPOS.

<u>Required Core Courses for the Degree</u>			<u>Credit Hours</u>
(Prefix & Number)	(Course Title)	(New Course?) Yes or No?	
POS 5XX	Global Political Economy	Yes	3
TGM 5XX	Global Leadership and Change	Yes	3
TGM 5XX	Cross Cultural Communications	Yes	3
TGM 5XX	Global Negotiations	Yes	3
Sub-total:			12
<u>Culminating Experience</u>			<u>Credit Hours</u>
<i>E.g. - Capstone course, applied project, <u>thesis (masters only – 6 credit hours)</u> or <u>dissertation (doctoral only – 12 credit hours)</u> as applicable</i>			3
TGM XXX Global Strategy (Capstone Course)			3
Total required credit hours			15

5. PRIMARY FACULTY PARTICIPANTS - Please list all primary faculty participants for the proposed certificate, including home unit and title. You may attach additional pages if necessary.

Name	Home Unit	Title
Auh, Seigyoung, PhD.	Associate Professor, Global Marketing	
Booth, Lena PhD.	Associate Professor, Global Finance	
Bowen, David PhD.	Professor, Global Management	
Ettenson, Richard PhD.	Professor, Global Business	
Finney, Michael	Clinical Associate professor	
Gonzales, Gabriel PhD.	Clinical Associate professor, Global Acct.	
Inkpen, Andrew PhD.	Professor, Global Business	
Javidan, Mansour PhD.	Professor, Global Management	
LeClerc, Denis PhD.	Clinical Professor, Cross Culture Commun.	
Moffett, Michael PhD	Associate Professor, Global Business	
Nelson, Roy PhD.	Associate Professor, Latin American Studies	
Pearson, Christine PhD.	Professor, Global Management	
Ramaswamy, K. PhD.	Professor, Global Business	
Rankine, Graeme PhD.	Associate Professor, Global Acct.	
Samuels, Janet PhD	Clinical Associate, Global Acct.	
Siehl, Caren PhD.	Clinical Professor, Global Management	
Stringfellow, Anne PhD	Associate Professor, Global Marketing	
Sully de Luque, M. PhD	Associate Professor, Global Management	
Teagarden, Mary PhD	Professor, Global Management	
Washburn, Nathan PhD	Associate Professor, Global Business	
Youngdahl, Wllm. PhD.	Associate Professor, Global Finance	

6. REQUIRED SUPPORTING DOCUMENTS

(Please label accordingly, i.e., Appendix or Attachment A, B, etc.)

Please include the following with your proposal:

- A. Sample plan of study for students in the proposed program

Certificate in Global Management

Fall Q1	Course Title	Credits
POS 5XX	Global Political Economy	3
TGM XXX	Global Leadership and Change	3
Fall Q2		
TGM XXX	Cross Cultural Communications	3
Spring Q3		
TGM XXX	Global Negotiations	3
Spring Q4		
TGM XXX	Global Strategy (Capstone)	3

Total Credits

15

<p>B. Statements of support from all deans and heads of impacted academic units</p> <p>See attached statements of support from W. P. Carey School of Business, College of Liberal Arts and Sciences, College of Public Programs and ASU Online.</p>	
<p>7. APPROVALS - If the proposal submission involves multiple units, please include letters of support from those units. See Attached letters of support from W. P. Carey School of Business, College of Liberal Arts and Sciences</p>	
<p>DEPARTMENT CHAIR or SCHOOL DIRECTOR (PRINT/TYPE)</p>	
<p>SIGNATURE</p>	<p>DATE</p>
<p>DEAN (PRINT/TYPE)</p>	
<p>SIGNATURE</p>	<p>DATE</p>
<p>The following section will be completed by Graduate Education following the recommendations of faculty governance bodies.</p>	
<p>VICE PROVOST FOR GRADUATE EDUCATION</p>	
<p>SIGNATURE</p>	<p>DATE</p>

Please note: Proposals for new certificates also require the review and recommendation of approval from the University Graduate Council, Curriculum and Academic Programs Committee (CAPC), the Academic Senate, and the Office of the Provost before they can be put into operation.

The final approval notification will come from the Office of the Provost.

GF1112G-89

APPENDIX

OPERATIONAL INFORMATION FOR GRADUATE CERTIFICATES

(This information is used to populate the [Graduate Programs Search](#) website.)

1. Provide a brief (catalog type - no more than 150 words) **program description.**

The graduate certificate in Global Management is designed to provide an in-depth study of the global political economy, leadership, strategy, negotiations and cross-cultural communications in order to succeed in today's increasingly global business environment

2. Campus(es) where program will be offered: *

- Downtown - Tempe - Polytechnic - West

- **Both** on-campus **and** ASU Online (*) - (Check applicable campus from options listed.)

- Thunderbird campus

* **To select desired box**, place cursor on the left side of the box, right click mouse, select *Properties*, under *Default Value* select *Checked*, press *OK* and the desired box will be checked

3. Keywords: (List all keywords that could be used to search for this program. Keywords should be specific to the proposed program.)

Global, Business, Management, International

4. Area(s) of Interest:

* **To select desired box**, place cursor on the left side of the box, right click mouse, select *Properties*, under *Default Value* select *Checked*, press *OK* and the desired box will be checked

A. Select one (1) primary area of interest from the list below that applies to this program.

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> | Architecture & Construction |
| <input type="checkbox"/> | Arts |
| <input checked="" type="checkbox"/> | Business |
| <input type="checkbox"/> | Communications & Media |
| <input type="checkbox"/> | Education & Teaching |
| <input type="checkbox"/> | Engineering & Technology |
| <input type="checkbox"/> | Entrepreneurship |
| <input type="checkbox"/> | Health & Wellness |
| <input type="checkbox"/> | Humanities |
| <input type="checkbox"/> | Interdisciplinary Studies |
| <input type="checkbox"/> | Law & Justice |
| <input type="checkbox"/> | Mathematics |
| <input type="checkbox"/> | Psychology |
| <input type="checkbox"/> | STEM |
| <input type="checkbox"/> | Science |
| <input type="checkbox"/> | Social and Behavioral Sciences |
| <input type="checkbox"/> | Sustainability |

B. Select one (1) secondary area of interest from the list below that applies to this program.

- [Architecture & Construction](#)
- [Arts](#)
- [Business](#)
- [Communications & Media](#)
- [Education & Teaching](#)
- [Engineering & Technology](#)
- [Entrepreneurship](#)
- [Health & Wellness](#)
- [Humanities](#)
- [Interdisciplinary Studies](#)
- [Law & Justice](#)
- [Mathematics](#)
- [Psychology](#)
- [STEM](#)
- [Science](#)
- [Social and Behavioral Sciences](#)
- [Sustainability](#)

W. P. Carey School of Business – Support Statement

From: wpcarey <amy.hillman@asu.edu>
Date: Tuesday, August 12, 2014 11:43 AM
To: Stacey Whitecotton <Stacey.Whitecotton@asu.edu>, Mark Searle <MARK.SEARLE@asu.edu>
Subject: Impact statement/support for Thunderbird@ASU degrees

Hello,

The W. P. Carey School of Business has no objections to and will support the implementation of (provide courses for) the Certificate in Global Management, Certificate in Global Affairs and Certificate in Global Development being proposed by the Thunderbird School of Global Management at ASU.

Amy

Amy Hillman
Rusty Lyon Chair of Strategy
Dean, W. P. Carey School of Business
Arizona State University
Twitter: @WPCDean
amy.hillman@asu.edu

College of Liberal Arts and Sciences – Impact Statement

From: Patrick Kenney <pkenney@asu.edu>
Date: Tuesday, August 12, 2014 1:43 PM
To: wpcarey <amy.hillman@asu.edu>
Subject: Impact statement/support for Thunderbird@ASU degrees

The College of Liberal Arts and Sciences has no objections to and will support the implementation of (provide courses for) the Certificate in Global Management, Certificate in Global Affairs and Certificate in Global Development being proposed by the Thunderbird School of Global Management at ASU..

Pat



*Patrick J. Kenney
Vice Provost and Dean, College of Liberal Arts and Sciences
Dean, Social Sciences
Director, Institute for Social Science Research
Arizona State University
Tempe, AZ 85287-6505
Phone: 480-965-4222*

College of Public Programs – Impact Statement

From: Jonathan Koppell <koppell@asu.edu>
Date: August 14, 2014 at 2:44:21 PM MST
To: Amy Hillman <AMY.HILLMAN@asu.edu>, Patrick Kenney <pkenney@asu.edu>
Subject: RE: Impact statement/support for Thunderbird@ASU degrees

Hello,

The College of Public Programs has no objections to and will support the implementation of (provide courses for) the Masters of Global Management, M.A. In Global Affairs & Management, and Certificates of Global Management, Global Affairs and Global Development being proposed by the Thunderbird School of Global Management at ASU.

Jonathan Koppell

Jonathan GS Koppell
Dean, ASU College of Public Programs