



**ARIZONA STATE UNIVERSITY
PROPOSAL TO ESTABLISH A NEW GRADUATE DEGREE**

This template is to be used only by programs that have received specific written approval from the Provost's office to proceed with internal proposal development and review. A separate proposal must be submitted for each individual new degree program.

DEGREE PROGRAM

College/School(s) offering this degree: College of Public Programs

Unit(s) within college/school responsible for program: School of Community Resources & Development (SCRD)

Proposed Degree Name: MAS in Sustainable Tourism

Master's Degree Type: Master of Advanced Study (MAS)

Proposed title of major: Sustainable Tourism

Is a program fee required? Yes No (Yes if implemented in 2012, no if implemented in 2011)

Is the unit willing and able to implement the program if the fee is denied? Yes No

Requested effective term: Fall and year: 2011

(The first semester and year for which students may begin applying to the program)

PROPOSAL CONTACT INFORMATION

(Person to contact regarding this proposal)

Name: Kathleen Andereck

Title: Director

Phone: 602-496-1056

email: kandereck@asu.edu

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: 3/7/11

College Dean name:
(if more than one college involved)

College Dean signature

Date:

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PROPOSAL TO ESTABLISH A NEW GRADUATE DEGREE**

This proposal template should be completed in full and submitted to the University Provost's Academic Council [[mail to: curriculumplanning@asu.edu](mailto:curriculumplanning@asu.edu)]. It must undergo all internal university review and approval steps including those at the unit, college, and university levels. A program **may not** be implemented until the Provost's Office notifies the academic unit that the program may be offered.

DEGREE PROGRAM INFORMATION

Master's Type: MAS
(E.g. MS, MA, MAS or PSM)

Proposed title of major: Sustainable Tourism

1. PURPOSE AND NATURE OF PROGRAM

- A. Brief program description** (This is a catalog type description of no more than 250 words. Include the distinctive features of the program that make it unique. Do not include program or admission requirements.)

Students in the MAS in Sustainable Tourism receive a comprehensive education with a focus on the environmental, economic and social aspects of tourism, equipping them with the skills necessary to create pioneering sustainable development solutions to the challenges facing tourism today. This holistic curriculum focuses on integrating all three pillars of sustainability into existing tourism theories and concepts. The program prepares future sustainable tourism professionals to meet the increasing demand for people trained in sustainability practices and the application of those practices in tourism. The program can be completed online.

- B. Total credit hours required for the program: 31**

- C. Are any concentrations to be established under this degree program?** Yes No

2. PROGRAM NEED. Explain why the university needs to offer this program (include data and discussion of the target audience and market).

The ASU Master of Advanced Study in Sustainable Tourism degree is a unique and innovative new program that will address the growing demand for tourism professionals who are trained in applying the three pillars of sustainability (i.e. society, environment and economics) to tourism development. Our graduates will receive a comprehensive education with a focus on the environmental, economic and social aspects of tourism, equipping them with the skills necessary to create pioneering sustainable development solutions to the challenges facing tourism today. Despite a growing demand in graduate programs that focus on sustainability, tourism departments have been slow to offer graduate program options to students interested in understanding the relationships between tourism development and sustainability. Although Europe and the UK have offered graduate programs in sustainable tourism development for many years, the US currently has only a handful of programs available that focus on the environment and tourism development, with even fewer focusing specifically on sustainability. Currently, only four universities in the US offer graduate degrees in sustainable tourism development. The most prominent of these are East Carolina University and University of North Texas. Neither of these programs have a holistic curriculum that focuses on integrating all three pillars of sustainability into existing tourism theories and concepts. As well, neither are online programs and both require residence at the respective universities.

Data on the demand for tourism professionals trained in sustainability is scarce; however research does show that students are beginning to demand a greater focus on environmental issues as well as

corporate social responsibility when looking for graduate programs. The proliferation of organizations such as Sustainable Travel International (Ted Martens, Director of Outreach and Development, is a SCRD M.S. graduate), National Geographic's Center for Sustainable Destinations, the International Ecotourism Society, and the Sustainable Tourism Stewardship Council among many others, points to the growing importance of this field. Many of the large hotel chains, airlines, attractions companies, and convention and visitor bureaus have instituted sustainability practices. Even the United States Agency for International Development website has an entire section devoted to sustainable tourism development and has supported 123 sustainable tourism projects in 72 countries (http://www.usaid.gov/our_work/agriculture/landmanagement/tourism/sustainable_tourism.html).

Sustainable tourism is clearly becoming important and SCRD will fill a gap in sustainable tourism education by providing an excellent and accessible professional master program. The Master of Advanced Study in Sustainable Tourism will be geared towards professionals seeking a flexible yet rigorous graduate degree program. For this reason, we have chosen to offer the program entirely online with an option for some face-to-face classes for students residing in Arizona. An online degree program will allow students from all over the world, many of whom would otherwise be discouraged from obtaining degrees due to financial or visa constraints, to have access to our School's excellent faculty and to an education that will allow for personal growth and professional advancement. The program can be taken in 12 months or 24 months, either plan requiring the completion of a minimum of 31 credit hours, which includes an applied project. Students will enter in the fall semester as either a 12-month or a 24-month cohort and follow a fairly prescriptive program of study. The new courses to be offered will be translated into an interactive online experience appropriate for master level study. This will allow more faculty to participate providing online lectures in their field of expertise and give students greater access to different perspectives and approaches to sustainable tourism. Some courses will be taught by not one, but by several faculty each providing his or her own unique perspective on sustainable tourism topics, issues and practices.

Research demonstrates that the demand for online programs is growing steadily. According to the Sloan Consortium, online enrollments are growing at rates far in excess of the total higher education student population, with the most recent data demonstrating no signs of slowing. Over 4.6 million students were taking at least one online course during the fall 2008 term; a 17 percent increase over the number reported the previous year. The 17 percent growth rate for online enrollments far exceeds the 1.2 percent growth of the overall higher education student population. More than 25% of higher education students are currently taking at least one course online with 66 percent of US institutions reporting increased demand for new online courses and programs and 73 percent seeing increased demand for existing online courses and programs.

- 3. IMPACT ON OTHER PROGRAMS.** List other academic units that might be impacted by the proposed program and describe the potential impact (e.g., how the implementation of this program might affect student headcount/enrollment, student recruitment, faculty participation, course content, etc. in other programs). Attach letters of collaboration/support from impacted programs.

We do not anticipate that the MAS in Sustainable Tourism will have any impact on existing programs at ASU. The unique nature of the online program with a directed focus on sustainability and tourism means it will be appealing in ways no other program offered at the University will be. Student recruitment will be through advertising in academic and trade journals and magazines, as well as through email groups that include tourism academics and practitioners. We will primarily be targeting tourism professionals globally who are interested in professional development to enhance their careers. Because the main market is those who have an undergraduate degree in tourism or a related field, we anticipate no negative effect on School of Sustainability programs.

- 4. PROJECTED ENROLLMENT** How many new students do you anticipate enrolling in this program each year for the next five years? Please note, The Arizona Board of Regents (ABOR) requires nine masters and six doctoral degrees be awarded every three years. Thus, the projected enrollment numbers must account for this ABOR requirement.

5-YEAR PROJECTED ANNUAL ENROLLMENT					
Please utilize the following tabular format.	1 st Year	2 nd Year (Yr 1 continuing + new entering)	3 rd Year (Yr 1 & 2 continuing + new entering)	4 th Year (Yrs 1, 2, 3 continuing + new entering)	5 th Year (Yrs 1, 2, 3, 4 continuing + new entering)
Number of Students Majoring (Headcount)	20	40	50	60	60

5. STUDENT LEARNING OUTCOMES AND ASSESMENT

A. List the knowledge, competencies, and skills students should have when they graduate from the proposed degree program. (You can find examples of program Learning Outcomes at <http://www.asu.edu/oue/assessment.html>).

See section 5.B.

B. Describe the plan and methods to assess whether students have achieved the knowledge, competencies and skills identified in the Learning Outcomes. (You can find examples of assessment methods at <http://www.asu.edu/oue/assessment.html>).

Students will demonstrate an understanding of the dominant theories and practices in tourism studies and sustainability. They will be able to assess levels of sustainability of tourism businesses and destinations through training in indicator and audit creation and implementation and be knowledgeable in ways to increase sustainability. Each course will have its own level of assessment through a combination of examinations and essays to demonstrate the student's comprehension of material. As this is a graduate degree, students will not only need to understand but be able to apply what they have learned in real world settings. This skill will be tested and assessed in their best practices workshop course and through their final project. Each student will have a faculty member assigned to the approval, support, and assessment of final projects.

Specific assessment outcomes and measurements include:

Outcome 1: Students will demonstrate knowledge of the dominant concepts and practices in sustainable tourism.

Measure 1.1: Students in TDM 520 Sustainable Thinking will be required to take an exam that assesses knowledge of sustainability concepts.

Performance criterion 1.1: 80 percent of students or better will achieve a score of 80 percent or better on the exam as evaluated by the instructor.

Measure 1.2: Students in REC 569 Advance Tourism Studies will be required to take an exam that assesses knowledge of tourism principles and concepts.

Performance criterion 1.2: 80 percent of students or better will achieve a score of 80 percent or better on the exam as evaluated by the instructor.

Outcome 2: Students will demonstrate application of the dominant theories and practices in sustainable tourism.

Measure 2.1: Students in TDM 562 Best Practices Workshop will be required to present a sustainable tourism best practices case study to the class.

Performance criterion 2.1: 80 percent of students or better will achieve a score of 80 percent or better on the case study as evaluated by the instructor.

Measure 2.2: Students in TDM 593 Applied Project will be required to apply sustainable tourism principles and practices to a tourism destination or business by completing an applied project.

Performance criterion 2.2: 80 percent of students or better will achieve a score of 80 percent or better on the applied project as evaluated by the instructor.

6. **ACCREDITATION OR LICENSING REQUIREMENTS (if applicable).** Provide the names of the external agencies for accreditation, professional licensing, etc. that guide your curriculum for this program, if any. Describe any requirements for accreditation or licensing.

None

7. **FACULTY, STAFF AND RESOURCE REQUIREMENTS**

A. **Faculty**

- i. **Current Faculty.** List the name, rank, highest degree, area of specialization/expertise and estimate of the level of involvement of all current faculty who will teach in the program.
- Kathleen Andereck, Ph.D., Professor and Director, Community-based tourism. Will provide several online lectures for various classes.
 - Deepak Chhabra, Ph.D., Assistant Professor, Cultural tourism; tourism marketing. Will teach one of the elective courses and provide several lectures for other classes.
 - Rebekka Goodman, Ph.D., Lecturer, Sustainable tourism development. Will teach/facilitate courses
 - Gyan Nyaupane, Ph.D., Assistant Professor, Sustainable tourism; nature-based tourism. Will be responsible for one class and provide several lectures for other classes.
 - Dallen Timothy, Ph.D. Professor, Cultural tourism; tourism planning. Will provide several lectures for two classes, teaches one of the elective courses.
 - Timothy Tyrrell, Ph.D., Professor, Tourism economics. Will teach one of the elective courses and provide several lectures for other classes.
 - Other faculty will provide occasional online guest lectures.
 - All tourism faculty will contribute to assessment of applied projects.
- ii. **New Faculty.** Describe the new faculty hiring needed during the next three years to sustain the program. List the anticipated hiring schedule and financial sources for supporting the addition of these faculty.

One faculty member in Sustainable Tourism to be hired in 2013 using enrollment funding generated by this program.

We will also seek to hire one lecturer/course manager if finances permit using enrollment funding.

- iii. **Administration of the program.** Explain how the program will be administered for the purposes of admissions, advising, course offerings, etc. Discuss the available staff support.

As with the School's other programs, a faculty program director will oversee admissions, advising, course offerings and other operational aspects of the program. A tourism faculty committee will review applications to determine admission recommendations to the Graduate College. Other staff support in the School is adequate to manage the program. An administrative assistant is responsible for helping with student files and walk-in support, the director's executive assistant provides support as needed, as does the Student Services Manager and Academic Support Specialist.

- B . **Resource requirements to launch and sustain the program.** Describe any new resources required for this program's success such as new staff, new facilities, new library resources, new technology resources, etc

None

8. **CURRICULAR STRUCTURE OF THE PROPOSED PROGRAM**

- A. **Admission Requirements** The requirements listed below are Graduate College requirements. Please modify and/or expand if the proposed degree has additional admissions requirements.

- i. **Degree.** Minimum of a bachelor's degree (*or equivalent*) or a graduate degree from a regionally accredited College or University of recognized standing in a related field such as tourism, hospitality, sustainability, environmental studies, business, geography, or planning.

- ii. Modify or expand, if applicable:
- iii. **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 Modify or expand, if applicable:
- iv. **English Proficiency Requirement for International Applicants.** If applicable list any English proficiency requirements that are higher than and/or in addition to the Graduate College requirement. (See Graduate College website http://graduate.asu.edu/admissions/international/english_proficiency):
- v. **Required Admission Examinations.**
 GRE GMAT Millers Analogies None Required
- vi. **Reference Letters.** Three letters of recommendation from current or former employers, current or former faculty members, or others who are familiar with your scholarly and professional abilities and characteristics will be submitted through the online application.
- vii. **Professional Statement.** A written professional statement describing the applicant's purpose in pursuing the Master's degree will be submitted online. In addition, a current resume will be required outlining previous professional activities.
- viii. **Application Review Terms.** Indicate all terms for which applications for admissions are accepted and the corresponding application deadline dates, if any:

- Fall Deadline (month/year):
- Spring Deadline (month/year): May 15
- Summer Deadline (month/year): July 30

B. Degree Requirements. Below provide the curricular requirements for the proposed degree program.

- i. **Total credit hours (cr hrs) required for the degree program: 31 credit hours**
- ii. **Core courses.** List all required core courses and total credit hours for the core (required courses other than internships, thesis, dissertation, capstone course, etc). Omnibus number courses cannot be used as core courses. Permanent numbers must be requested by submitting course proposal to ACRES for approval.

Total cr hrs for required core courses: 24 credit hours

Course prefix & number	Course title	Credit hours	New course?
TDM 520	Sustainable Thinking	5	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>
TDM 580	Sustainable Tourism	3	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>
REC 569	Advanced Tourism Studies	3	Y <input type="checkbox"/> N <input checked="" type="checkbox"/>
TDM 561	Best Practices Workshop Preparation	1	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>
TDM 562	Best Practices Workshop Presentation	1	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>
TDM 530	Sustainable Destination Planning and Management	5	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>
TDM 540	Sustainable Food Management in Tourism	3	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>
TDM 550	Managing the Sustainable Tourism Business	3	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>

iii. Elective Courses

Total cr hrs for program electives: 3 credit hours

Provide a sample list of elective courses:

Course prefix & number	Course title	Credit hours	New course?
TDM 448	Heritage and Cultural Tourism	3	Y <input type="checkbox"/> N <input checked="" type="checkbox"/>
TDM 458	International Tourism	3	Y <input type="checkbox"/> N <input checked="" type="checkbox"/>
TDM 482	Sustainable Revenue Management in Tourism	3	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>
TDM 494	Special Topics	3	Y <input type="checkbox"/> N <input checked="" type="checkbox"/>
	Other courses as approved		

(Please expand table as needed. Right click in white space of last cell. Select "Insert Rows Below")

- iv. **400-Level Courses.** No more than 6 credit hours of 400-level coursework can be included on graduate student program of study.
 1. Are 400-level ASU courses allowed on student program of study for this degree? Yes No
 2. If yes, how many credit hours? 3
- v. **Additional Requirements (if applicable).** Provide a brief description of any additional requirements (e.g. internships, clinicals, field study, etc.)

Total cr hrs for other required courses:

List course info for any additional requirements (e.g. internships, clinicals, field study, etc.)

Course prefix & number	Course title	Credit hours	New course?
			Y <input type="checkbox"/> N <input type="checkbox"/>
			Y <input type="checkbox"/> N <input type="checkbox"/>

(Please expand table as needed. Right click in white space of last cell. Select "Insert Rows Below")

vi. **Total cr hrs required for research (if applicable):**

- vii. **Culminating experience** for the proposed program (please check all that apply and provide requested information): **4 credit hours**

	Required?	Brief description of the applied project or the capstone course, as applicable.	Course prefix and number	Credit hours
Thesis (master's only)	<input type="checkbox"/>			
Applied Project (master's only)	<input checked="" type="checkbox"/>	Students will complete an applied project that may consist of a sustainable tourism development plan for a community, a thorough sustainability audit of a tourism business, or other project as approved.	TDM 593	4 cr hrs
Capstone course (master's only)	<input type="checkbox"/>			
Dissertation (doctoral only)	<input type="checkbox"/>			

(Please expand table as needed. Right click in white space of last cell. Select "Insert Rows Below")

- viii. **Master's program comprehensive exams, please check all that apply** (Please note: for doctoral programs, a written and an oral comprehensive exam are required.)

(Written comprehensive exam is required)

- Oral comprehensive exam is required
- No oral comprehensive exam required

- ix. **Committee:** Required Number of Thesis or Dissertation Committee Members (must be at least 3 including chair or co-chairs):
- x. **Foreign Language Exam.**
Foreign Language Examination(s) required? Yes No
If yes, list all foreign languages required:
- xi. **Course Prefix(es)** Provide the following information for the proposed graduate program.
a. Will a new course prefix(es) be required for this degree program?
Yes No
b. If yes, complete the [Course Prefixes / Subjects Form](#) for each new prefix and submit it as part of this proposal submission.
- xii. **New Courses Required for Proposed Degree Program.** Provide course prefix, number, title, and credit hours and description for any new courses required for this degree program.

TDM 520 Sustainable Thinking

The three pillars of sustainability are society, economy and environment; but sustainability is more than the sum of its parts. Sustainable thinking is a course that will focus on establishing the foundations of sustainability while emphasizing the need for students to retrain the way they think about the systems in which these foundations function. Through tourism related case studies, students will learn how to create sustainability indicators and receive training in the implementation and analysis of audits. Focus will also be on creative ways to increase levels of sustainability in tourism destinations.

TDM 580 Sustainable Tourism

Tourism has a multitude of impacts, both positive and negative, on people's lives and on the environment. More recently, the tourism industry recognizes the need to make some measurable efforts to use resources responsibly, care for the environment, and improve livelihoods of local communities. This class critically examines the environmental, economic, and socio-cultural aspects of tourism development, and strategies to attain balance between these three dimensions to guarantee its long-term sustainability.

TDM 561 Best Practices Workshop (Preparation) and TDM 562 Best Practices Workshop (Presentation) – 1 credit hour each

These two one-credit hour courses will allow students to apply their acquired knowledge in preparation for their final paper. Students will independently research a tourism case study for the application of a small sustainability audit (based on secondary sources). The first portion of this workshop will be the research and approval of a case study. The second part will be the presentation to other students on the analysis and demonstration of sustainability strengths and weaknesses of the case study.

TDM 540 Sustainable Food Management in Tourism

Food is an essential component of tourism. In recent years, a wide range of publications have addressed interrelationships of food and tourism from perspectives including authenticity, innovation, and regional development. However, issues related to sustainability have received comparably little attention. Sustainable Food Management in Tourism will address issues such as farmers markets, local foods, organic food, heritage cuisines, food waste management, cultural sensitivity and other topics. Course work for this class will include field trips and off-campus experiences with organizations that now focus on a "farm to table" food life cycle management.

TDM 530 Sustainable Destination Planning and Management

The goal of sustainable tourism planning is to enhance the positive outcomes of tourism while mitigating the negative consequences. This course will apply sustainable economic and


regional development concepts and theories to destination product development. Students will learn the fundamentals of sustainable planning including stakeholder involvement and meeting community needs, providing high quality visitor experiences all while considering the environmental and social effects of tourism development.

TDM 550 Managing the Sustainable Tourism Business

Business management has traditionally addressed the ability of an enterprise to survive and sustain itself economically. Today, current realizations about the impact of business, and specifically the business of tourism, on the broader ecosystem and on the eco- and social system of destination travel has lead to management for financial, social and environmental sustainability. Students will learn to assess sustainability impacts of business operations, to identify and assess alternative business resource management techniques, and to evaluate operational models for embedding sustainability practices into business models. The focus will be on applied management techniques, and students will have an opportunity to utilize these in the field, in a community lab environment.

TDM 482 Sustainable Revenue Management in Tourism

Revenue management in the tourism industry has traditionally addressed the problem of maximizing revenues by allocating capacity and setting prices. In recent years, the scope has expanded to include wide ranges of interrelated marketing and finance issues. This course examines the economic notions of revenue management and develops a framework for addressing the dynamic, long-term concepts of sustainable revenue management. The focus will be on the Arizona lodging industry and guest speakers from local resorts and hotels will provide expert accounts of the best current practices.

Date: February 15, 2011
To: Graduate College
From: Afsaneh Nahavandi, Associate Dean 
Re: Proposal for a new Masters in Sustainable Tourism

The School of Community Resources and Development is developing a new masters degree in Sustainable Tourism. The College of Public Programs Dean's office is in full support of the program.

Cc: Debra Friedman, COPP Dean
Kathleen Andereck, SCRD Director

Office of the Dean

Impact Statement from the School of Sustainability

From Dr. Sander van der Leeuw, Dean, School of Sustainability

From: Afsaneh Nahavandi
Sent: Wednesday, March 09, 2011 11:49 AM
To: Julie Ramsden
Cc: Kathleen Andereck
Subject: FW: new MAS degree

Here's the email from sustainability for the MAS program.

Afsaneh Nahavandi, PhD
Associate Dean, College of Public Programs
Professor of Public Administration

From: Sander Van Der Leeuw
To: Kathleen Andereck
Cc: Trish Yasolsky; Debra Friedman; Afsaneh Nahavandi
Subject: RE: new MAS degree

Hello Kathy,

We have no objections.

Thank you,
Sander

From: Kathleen Andereck
To: Sander Van Der Leeuw
Cc: Trish Yasolsky; Debra Friedman; Afsaneh Nahavandi
Subject: new MAS degree

Hello Sander,

The School of Community Resources and Development is proposing a new Master of Advanced Studies in Sustainable Tourism starting in fall 2011. We do not anticipate this program having any effect on enrollment in the School of Sustainability, as it will be online and target a completely different market than SOS programs. We are promoting the program to tourism professionals nationally and internationally who are not able to relocate for a master level degree program. Some of the classes may be of interest to your students but are specific to sustainable tourism. Please let me know if you have any concerns or objections to this program. Thanks.

Kathy

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