PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

This form should be used for academic units wishing to propose a new concentration for existing graduate degrees.

A concentration is a subspecialty within a degree and major. It indicates the fulfillment of a designated, specialized course of study, which qualifies the student with skills and training in one highly concentrated area of the major. Concentrations are formally-recognized educational designations (including the assignment of a university plan code for reporting/record-keeping purposes and appearance on the ASU transcript). Concentrations are distinguished from more informal academic distinctions such as "emphases," "tracks," "foci," "options," etc.

This proposal template should be completed in full and submitted to the University Provost's Office [mail to: 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.

GRADUATE CONCENTRATION

College/School: College of Liberal Arts and Sciences

Note: Program ownership is coded at the College/School level first and may not be a center, department or division apart from it.

Department/Division/School: School of Politics and Global Studies (SPGS)

Proposing faculty group (if applicable)**:** N/A

Existing graduate degree and major under which this concentration will be established: Master of Arts (MA) in Global Security

Name of proposed concentration: Cybersecurity

Requested effective term and year: Fall 2019

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

Is a program fee required? Yes, a program fee is required.

Note: for more information about program fee requests, visit https://provost.asu.edu/curriculum-development/changemaker/form-instructions#fees

Is the unit willing and able to implement the program if the fee is denied? No, we are not able to implement the program.

Delivery method and campus or location options: *select all locations that apply*

☐ Downtown Phoenix   ☐ Polytechnic   ☐ Tempe   ☐ Thunderbird   ☐ West   ☐ Other: _____

☐ **Both** on-campus **and** ☐ ASU Online* **-** (check applicable campus(es) from options listed above)

☒ ASU Online only (all courses online and managed by ASU Online)

Note: Once students elect a campus or digital option, they will not be able to move between the modalities. Approval from the Office of the University Provost and Philip Regier (Executive Vice Provost and Dean) is required to offer programs through ASU Online. This approval begins by submitting the Request for Digital Immersion Consideration form in Curriculum ChangeMaker. An EdPlus letter of support must be included with this proposal to demonstrate preliminary approval for digital immersion. Contact EdPlus at edplusprogrammanagement@asu.edu for additional information regarding the online request process.

Do Not Fill in this information: <u>Office Use Only</u> Plan Code:	CIP Code:

PROPOSAL CONTACT

Name:	Daniel Rothenberg	**Title:**	Professor of Practice, Co-Director, Center on the Future of War

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Phone number: (480) 965-8563   **Email:** daniel.rothenberg@asu.edu

DEAN APPROVAL(S)
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 concentration.
Note: An electronic signature, an email from the dean or dean's designee, or a PDF of the signed signature page is acceptable.
College/School/Division Dean name: *Fabio Milner*
Signature: *Fabio Milner*   Date: 9/18/18

Please note: Proposals for new concentrations also require the review and recommendation of approval from the University Graduate Council, Curriculum and Academic Programs Committee (CAPC), the Academic Senate (Information item only), 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.

1. **OVERVIEW**

   Provide a brief description *(no more than 150 words)* of the new concentration (including the focus of the new concentration, relationship to other concentrations within this degree program, etc.).

   The Cybersecurity concentration under the online MA in Global Security is a unique, interdisciplinary program engaging cyber issues from a national and international security perspective. The program is practically-oriented and provides students with a grounded, relevant, and constantly updated understanding of cybersecurity. Courses are taught by SPGS faculty with the support of scholars, practitioners and top thought leaders associated with the Center on the Future of War. The program links academic experts with skilled professionals, combining a focus on major ideas and trends in global cybersecurity with specific case studies and policy exercises. The concentration is designed to aid graduates in pursuing and advancing careers in government agencies, the military, humanitarian assistance and the private sector. This concentration is non-technical, requires no computer science or engineering background, and focuses on global security and policy issues. It is complementary to other ASU educational initiatives while serving the goals of the New American University.

2. **IMPACT ASSESSMENT**

   A. **Explain the unit's need for the new concentration** (e.g., market demand, research base, direction of the discipline, and interdisciplinary considerations). How will the new concentration complement the existing degree program, including enrollment, national ranking, etc.?

   The Cybersecurity concentration is an excellent addition to the online MA in Global Security and is a key element of our growth plan to serve ASU's commitment to innovative education by breaking down traditional silos, linking practitioners and academics and serving students' needs by engaging core elements of the internet age, such as security. The U.S. Bureau of Labor Statistics projects that cybersecurity jobs will increase 18% through 2024 and professional organizations (such as EdTech) estimate that by 2021, there will be over 3 million unfilled cybersecurity jobs. While there are many technical cybersecurity programs available (in-person and online) there are very few that integrate the issue within a broader global security framework which is essential given the scope and pace of external cyber-attacks. As more of our world socially, politically, and economically is increasingly bound to and dependent upon cyber systems, cybersecurity has become one of the most significant policy issues at every level of governance and in every aspect of national and international practice. This is seen in the transformation of core institutions, such as the creation of the U.S. military's Cyber Command (the first deputy commander is now an ASU

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professor at SPGS and is leading our concentration) as well as rapid expansions in cybersecurity organizations, programs and jobs in every industry. There is substantial market demand for this concentration as evidenced by the rising significance of multiple national and international incidents (Sony Hack, Stuxnet, Facebook hacks, etc.) as well as the expanded role of interconnectivity in all aspects of our lives through social media, GPS location, phone tracking, commercial mining of information use, etc. The rapid success of our online MA in Global Security (reaching our 5 year enrollment goal in 1 year) suggests that there is a strong demand for interdisciplinary graduate security training that focuses on big ideas and is taught by top scholars and practitioners. In conversations with current students and in our early marketing efforts, we have found substantial interest in linking the big idea policy oriented vision of our MA with a concentration in cybersecurity. We also intend the program to elevate ASU's reputation by connecting the university with globally recognized cyber experts and national security thought leaders who will both teach classes in the Cybersecurity concentration and contribute lectures and related material. While there are an increasing number of technically oriented cybersecurity programs around the U.S., there are few, if any, that adopt our approach of engaging the issue from a broad, interdisciplinary national and international security framework. In this way, the concentration builds on the unique research base of existing programming through the Center on the Future of War which connects ASU faculty and others with key leaders in global security issues (military, industry, government, civil society, scholars, etc.). The concentration effectively tracks the current direction of the discipline by providing online graduate education in a growing area that few other universities have addressed while using the program fee to ensure constant content updating. The Cybersecurity concentration substantially complements the existing online MA in Global Security by providing students an opportunity to study key issues with top thinkers and policy experts. We are certain the program will have high enrollment based on our experiences with recruitment and admissions to date. We have around 100 students enrolled in the MA in Global Security, 500% more than in our approved plan in only one year and our early recruitment efforts suggest increasing demand for the MA as well as significant interest in cybersecurity as linked to broader security questions. While there are no formal rankings of programs of this type, the concentration is part of a larger strategy to define ASU as the national gold standard for online policy-oriented, practitioner-focused interdisciplinary graduate education in global security.

B. Please identify other related ASU programs and describe how the new concentration will complement these existing ASU programs? If applicable, statements of support from affected academic unit administrators should be included with this proposal submission.

At present, there are no ASU degrees similar to the proposed Cybersecurity concentration under the online MA in Global Security. The closest similar program is in the MA in Emergency Management and Homeland Security. Our co-directors and faculty team work closely with this program and have consulted with their leadership to ensure that our program and theirs are complementary rather than competitive. In general, our focus is on international affairs and global security while theirs is on domestic issues, with students in each of our programs generally pursuing distinct career tracks. At present, we encourage our MA students to take appropriate classes in their program and they do the same with their students. Similarly, both of our programs are working jointly to enable students in related security programs to take classes at our PLuS Alliance partner institution, the University of New South Wales, just as they encourage their students to study with us. As such, our proposed concentration does not compete with the MA in Emergency Management and Homeland Security.

We have also consulted with and received supportive impact statements and letters from a number of other ASU colleagues that are working on programing in the broad cyber area and, more generally, in fields linked in some ways with our programming, including (in alphabetical order):
   o   Christopher Boone, Dean, School of Sustainability;
   o   John Carlson, Interim Director, Center for the Study of Religion and Conflict;
   o   Brian Gerber, Senior Academic Director for the MA in Emergency Management and Homeland Security;
   o   Adam Chodorow, Associate Dean for Academic Affairs, Sandra Day O'Connor College of Law;
   o   Patricia Friedrich, Associate Dean of Academic Programs and Faculty Affairs, New College of Interdisciplinary Arts and Sciences;
   o   Kristin Gilger, Senior Associate Dean, Walter Cronkite School of Journalism and Mass Communications;
   o   Sandeep Gupta, School of Computing, Informatics, and Decision System Engineering;
   o   David Guston, Founding Director, School for the Future of Innovation in Society;

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- o Amy Hillman, Dean, W.P. Carey School of Business;
- o Tracy Fessenden, Interim Director, School of Historical, Philosophical and Religious Studies;
- o Paul LePore, Associate Dean, CLAS;
- o Sian Mooney, Watts College of Public Service and Community Solutions;
- o Duane Roen, Vice Provost and Dean, College of Integrative Sciences and Arts;
- o Todd Sandrin, Dean, New College of Interdisciplinary Arts and Sciences;
- o Kyle Squires, Dean, Ira A. Fulton Schools of Engineering; and,
- o Steven Tepper, Dean and Director, Herberger Institute for Design and the Arts.

All of our ASU colleagues have expressed support and interest in our proposed concentration. Where relevant, we hope our program and courses integrate, support and enable other online graduate programs at ASU (as with our links with EMHS).

Our program is non-technical such that students will not be required to have in-depth understanding of computer science, engineering, coding, etc. For this reason, our program does not compete with any related programs in these colleges and schools. In fact, our program can be complementary to the degree that technically-oriented graduate students would benefit from our policy-oriented course offerings (it is unlikely that our students could take high-level engineering or computer science courses). While our program draws on multiple fields to provide a comprehensive engagement with cybersecurity from a national and international security perspective (political science, technology studies, communications, journalism, law, public policy, history, etc.) it does not compete with any online graduate program at ASU and relies on faculty within the Center and SPGS as well as faculty drawn from our broader team of policy professionals and nationally recognized thought leaders. We are fully committed to developing a program that complements the work of all of our ASU colleagues.

C. Is this an interdisciplinary concentration? If yes, please address the relationship of the proposed concentration to other existing degree programs and any parallel or similar concentrations in those degree programs. (Please include relevant Memoranda of Understanding regarding this interdisciplinary concentration from all applicable academic units.)

The proposed Cybersecurity concentration is interdisciplinary just as the online MA in Global Security is. Our focus is towards a policy-oriented, non-technical engagement with cyber issues (and global security more generally) which requires linking academic research with professional engagement, coupling journal articles and scholarly books from multiple fields with journalism, government reports, military perspectives, input from private industry and positions and materials from a variety of civil society groups. The concentration is oriented towards practitioners and not academic disciplines and draws on the Center on the Future of War's interdisciplinary team of affiliated faculty as well as from experts linked to ASU through New America, our partner organization which has long had strong international security and cyber innovation programming. Our proposed concentration does not compete with any ASU school or program and is complementary with the larger vision of an integrated educational and research effort to position the university as a leader in an interdisciplinary engagement with cybersecurity connecting multiple programs, schools and colleges. Our concentration and our MA is designed to integrate and assist colleagues in meeting ASU's strategic goals as a national and international leader in education.

3. STUDENT LEARNING OUTCOMES AND ASSESSMENT

Attach a PDF copy of the assessment plan printed from the University Office of Evaluation and Educational Effectiveness assessment portal demonstrating UOEEE's approval of your assessment plan for this program. Visit the assessment portal at https://uoeee.asu.edu/assessment-portal or contact uoeee@asu.edu with any questions.

See attached Assessment Plan

4. CURRICULAR STRUCTURE

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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.

Core Courses for the Degree			
Ensure the core listed below is the same as for the standalone degree			
Prefix and Number	**Course Title**	**New Course?**	**Credit Hours**
GSC 501	War, Conflict and Security	No	3
		Section sub-total:	3
Required Concentration Courses			
Prefix and Number	**Course Title**	**New Course?**	**Credit Hours**
GSC 560	Overview of Cybersecurity	Yes	3
GSC 561	Cybersecurity Threats and Trends	Yes	3
GSC 562	Cybersecurity, Global Politics and Resiliency	Yes	3
GSC 563	Cybersecurity Planning and Strategy	Yes	3
		Section sub-total:	12
Elective or Research Courses			
(As deemed necessary by supervisory committee. Other courses may be used with approval of the academic unit.)			
Prefix and Number	**Course Title**	**New Course?**	**Credit Hours**
GSC 502	Security Studies	No	3
GSC 503	Future of War	No	3
GSC 504	Understanding Conflict and War	No	3
GSC 505	Law of War	No	3
GSC 506	U.S. Politics of Security	No	3
GSC 507	Global Politics of Security	No	3
GSC 508	Comparative Studies of Conflict	No	3
GSC 509	Emerging Technologies and Global Security	No	3
GSC 510	Governance in Post-Conflict and Transitional Contexts	No	3
GSC 511	Terrorism and Insurgency	No	3
GSC 512	Global Trends	No	3
CRJ 553	Terrorism/Weapons of Mass Destruction	No	3
GSC 598	Any omnibus GSC course	No	3
		Section sub-total:	12
Culminating Experience(s)			**Credit Hours**
E.g. – Capstone course, portfolio, written comprehensive exam, applied project, thesis (must be 6 credit hours with oral defense), dissertation (must be 12 credit hours with oral defense)			
GSC 550 Capstone			3
		Section sub-total:	3

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Total required credit hours	30

1. List all required core courses and total credit hours for the core (required courses other than internships, thesis, dissertation, capstone course, etc.)**.**
2. Omnibus numbered courses cannot be used as core courses.
3. Permanent numbers must be requested by submitting a course proposal to Curriculum ChangeMaker for approval.

A. Please describe the culminating experience(s) required for completion of the existing degree and major, and the proposed concentration *(e.g., thesis, dissertation, comprehensive exams, capstone course, portfolio, applied project).*

All students in the online MA in Global Security must complete a capstone course which serves as the culminating experience for the program. The capstone is managed through a class required for all MA students (including those who select the Cybersecurity concentration): GSC 550 Capstone. This course serves as the culminating experience of the Master of Arts in Global Security. The capstone course allows each student to explore a research area, interest, theme or question. Final written products will be developed through consultations with faculty.

B. Please describe any other requirements for completion of the existing degree and major, and the proposed concentration *(e.g., internships, clinical requirements, field studies, foreign language exam etc.).*

There are no "Other Requirements" for the program.

5. COMPREHENSIVE EXAMS
(Please choose what is appropriate for the degree type selected)

A. Master's Comprehensive Exam (when applicable), please select from the appropriate option.

N/A

6. COURSES

A. New Courses Required for Proposed Program: Provide course prefix, number, title, credit hours and brief description for any new courses required for this program.

GSC 560 Overview of Cybersecurity (3) – This class provides an overview of cybersecurity with a focus on its relationship to broad national and international security issues. The class explains core concepts of cybersecurity, cyberwar, cyberpolitics and cyberpower. It introduces key ideas of internet architecture and complexity, the basics of cyberattacks and defense, public governance and protection, private management and questions of espionage and the potential for escalation within cyber domains.

GSC 561 Cybersecurity Threats and Trends (3) – This class focuses on the complex nature of cybersecurity threats as well as emerging trends within the field. The class covers issues of hacking and data breaches, protecting critical infrastructure and cybercrime and includes key case studies on these issues. It also links social theory and policy discussions related to social media and interconnectedness as well as key legal and ethical issues associated with cybersecurity.

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GSC 562 Cybersecurity, Global Politics and Resiliency (3) – This class engages the special challenges associated with preparing for cybersecurity threats with a focus on the meaning and mechanisms of enabling resiliency from a global security perspective. The class provides an overview of ways to understand and conceptualize core vulnerabilities, types of attackers and modes of targeting, as a way of developing ideas and systems to withstand complex threats. The class also reviews key ideas and modes of encryption, the theoretical and practical challenges of attribution and a broad, interdisciplinary overview of policies to enable resiliency as one of the core cybersecurity ideas.

GSC 563 Cybersecurity Planning and Strategy (3) – This class engages key ideas and mechanisms for comprehensive cybersecurity planning with a focus on the meaning and implementation of strategy. The class provides an overview of relevant institutions and actors (National Security Council, National Security Agency, Cyber Command, internet management entities) and distinguishes between their modes of threat analysis. It engages both public and private cyberpolicy, engaging the differences and similarities of corporate and government planning by using concrete cases studies. It also reviews international cyber and internet regulation, the overlapping roles of non-state actors and distinct modes of conceptualizing the future of cybersecurity as a strategic challenge.

7. **ADMINISTRATION AND RESOURCES**

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

   The proposed Cybersecurity concentration will use the current administrative structure of the online MA in Global Security. The MA is run by two co-directors who are faculty in the School of Politics and Global Studies. They are assisted by an MA coordinator and a postdoctoral fellow working on the program. No additional administration resources are required to launch the program. However, we plan to increase administrative staff for the online MA as needed, with salaries to be covered by program fees.

   B. **Projected Enrollment:** How many students will be admitted immediately following final approval of the concentration? What are enrollment projections for the next three years?

3-YEAR PROJECTED ANNUAL ENROLLMENT			
Please utilize the following tabular format	**1st Year**	**2nd Year** (Yr. 1 continuing + new entering)	**3rd Year** (Yr. 1 & 2 continuing + new entering)
Number of Students in concentration (Headcount)	20	35	45

   C. **Resource requirements needed to launch and sustain the program:** Describe any new resources required for this concentration's success such as new staff, new facilities, new library resources, new technology resources, etc. and include projected budget needs. If multiple units/programs will collaborate in offering this concentration, 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 concentration.

   The MA and SPGS will not need any additional resource requirements to launch the program. Assuming that the Cybersecurity concentration and the MA in Global Security grow as expected, the program will hire additional staff, lecturers and faculty and will use the same successful model as with the overall MA for ensuring ongoing course content updating and links to major thought leaders in the field. All costs associated with

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additional staffing related to program growth will be covered by the MA program fees (just as current MA in Global Security administrative staff are covered by current program fees).

D. Current Faculty: Complete the table below for all current faculty members who will teach in the program.

Name	Rank	Highest Degree	Area of Specialization/Expertise	Estimated Level of Involvement
Daniel Rothenberg	Professor of Practice	PhD	International law, conflict trends, interdisciplinary security studies	Faculty
Jeff Kubiak	Professor of Practice	PhD	Complex strategy, international relations, US and foreign actors	Faculty
Robert Schmidle	Professor of Practice	PhD	Cybersecurity, cyberwar, strategic vision, future of cyber	Faculty
Peter Bergen	Professor of Practice	MA	National security reporting, terrorism	Faculty
Sarah Holewinski	Professor of Practice	MA	Complex emergencies, global politics, international institutions	Faculty
Candace Rondeaux	Professor of Practice	MA	International security threats, cyber	Faculty
Anand Gopal	Assistant Research Professor	PhD	Insurgencies, Syria, Afghanistan, Iraq, war reporting	Faculty

All MA in Global Security faculty have advanced graduate degrees and, of special significance for the program, are recognized experts and, often major thought leaders and key practitioners in their areas of expertise. For example, Prof. Bergen is among the top journalists working on terrorism. He has written half a dozen New York Times best sellers, produced Emmy award nominated films, and is CNN terrorism senior commentator. Prof. Holewinski was recently on the Joint Chiefs of Staff, on Amb. Power's UN team and director of "Civilians in Conflict" one of the most significant NGOS working on humanitarian assistance. Prof. Rondeaux was with the US Institute of Peace and was the Washington Post Bureau Chief for Afghanistan/Pakistan and was on a Pulitzer Prize winning team. Robert Schmidle is a retired Lt. Gen. in the US Marine Corps who was the first Deputy Commander of Cyber Command and has a PhD in Philosophy (Georgetown). Anand Gopal is one of the country's top war correspondents who has a PhD in Sociology (Columbia) and has won many of the most prestigious awards. The MA in Global Security is co-directed by Daniel Rothenberg (PhD University of Chicago) and Jeff Kubiak (PhD Fletcher School, Tufts University).

8. REQUIRED SUPPORTING DOCUMENTS
(Please label accordingly, i.e., Appendix or Attachment A, B, etc.)

Please include the following with your proposal:

A. Statements of support from all deans - See appendix II.

B. Impact statements of heads of impacted academic units (programs with similar names/content, utilizing courses, faculty, etc.) - See appendix II.

APPENDIX I

OPERATIONAL INFORMATION FOR GRADUATE PROGRAMS

(This information is used to populate the Graduate Programs Search/catalog website.)

1. **Proposed name of concentration:** Cybersecurity

2. **Marketing description** *(Optional - 50 words maximum. The marketing description should not repeat content found in the program description.)*

The cybersecurity concentration is a unique, interdisciplinary program engaging cyber issues from a national and international security perspective. The program allows students to learn about cybersecurity policy and practices online, from anywhere in the world, while working part-time or full-time with faculty who are key practitioners and top thought leaders.

3. **Provide a brief program description** *(Catalog type (i.e. will appear in Degree Search) – no more than 150 words. Do not include any admission or curriculum information)*

The cybersecurity concentration is a unique element within the MA in Global Security, engaging cyber issues from an interdisciplinary perspective with a focus on global security. The program is practically-oriented and provides students with relevant, and continually updated understanding of the complex risks, threats, and modes of protection and response associated with cybersecurity. Students progress at their own pace (it can be completed in one year or in a six year period). They can take the concentration while working full-time or part-time. The program is a non-technical degree designed to prepare students for a rapidly expanding field with a focus on the complex relationship between cybersecurity and global politics. Students learn from top faculty including scholars, leaders and skilled practitioners with classes integrating case studies, policy exercises and critical thinking to prepare students for career advancement.

4. **Delivery/Campus Information Options:** ASU Online only

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

ASU Online curriculum consists of courses that have no face-to-face content. iCourses are online courses for students in on-campus programs. iCourses may be included in a program, but may not comprise the entirety of a program. On-campus programs must have some face-to-face content
Note: Office of the Provost approval is needed for ASU Online campus options.

☒ ASU Online only (<u>all</u> courses online and managed by ASU Online)

All other campus or location options (please select all that apply):

☐ Downtown Phoenix   ☐ Polytechnic   ☐ Tempe   ☐ West   ☐ Other: _____

☐ **Both** on-campus **and** ☐ ASU Online* **-** (check applicable campus(es) from options listed above)

*Note: Once students elect a campus or Online option, students will not be able to move between the on-campus and the ASU Online options. Approval from the Office of the University Provost and Philip Regier (Executive Vice Provost and Dean) is required to offer programs through ASU Online. Please complete the ASU Online Offering form in Curriculum ChangeMaker to begin this request. Prior to completing the online Curriculum ChangeMaker form, please contact EdPlus at asuonline@asu.edu who can provide you with additional information regarding the online request process

6. **Admission Requirements**

An applicant must fulfill the requirements of both the Graduate College and the College of Liberal Arts and Sciences.

Applicants are eligible to apply to the program if they have earned a bachelor's or master's degree in the humanities (English, history, etc.); social sciences (anthropology, sociology, political science, etc.); sciences (biology, chemistry, etc.); policy (public administration, etc.); computer science; engineering (all subfields); or a closely related field from a regionally accredited institution.

Applicants must have a minimum of a 3.00 cumulative GPA (scale is 4.00 = "A") in the last 60 hours of a student's first bachelor's degree program, or applicants must have a minimum of a 3.00 cumulative GPA (scale is 4.00 = "A") in an applicable master's degree program.

Applicants are required to submit:
     1. graduate admission application and application fee

2. official transcripts
3. one letter of recommendation
4. proof of English proficiency

Additional Application Information

Applicants whose native language is not English (regardless of current residency) must provide proof of English proficiency.

Applicants must submit at least one letter of recommendation for admission but may submit additional letters.

7. Application Review Terms (if applicable session):

Indicate the first term and year in which applications will be opened for admission. Applications will be accepted on a rolling basis after that time.

Note: It is the academic unit's responsibility to display program deadline dates on their website.

Terms	Years	University Late Fee Deadline
☒ Fall (regular) ☐ Session B	(year): 2019 (year):	July 1st October 1st
☒ Spring (regular) ☐ Session B	(year): 2020 (year):	December 1st February 8th
☐ Summer (regular) ☐ Summer B	(year): (year):	May 14th May 14th
Note: Session B is only available for approved online programs.		

Program admission deadlines website address: https://spgs.clas.asu.edu/global-security-ma

8. Curricular Requirements:

Curricular Structure Breakdown for the Academic Catalog:
(To be completed by the Graduate College)

Required Core (3 credit hours)
GSC 501 War, Conflict and Security (3)

Concentration (12 credit hours)
GSC 560 Overview of Cybersecurity (3)
GSC 561 Cybersecurity Threats and Trends (3)
GSC 562 Cybersecurity, Global Politics and Resiliency (3)
GSC 563 Cybersecurity Planning and Strategy (3)

Electives or Research (12 credit hours)

Culminating Experience (3 credit hours)
GSC 550 Capstone (3)

Additional Curriculum Information
For electives or research, students will take coursework from a restricted list for a total of 12 credit hours. Students should contact the academic unit for the approved course list. Other coursework may be used with approval of the academic unit.

9. Allow 400-level courses: ☐ Yes ☒ No
Note: No more than six credit hours of 400-level coursework may be included on a graduate student plan of study.

10. **Keywords**: List all keywords that could be used to search for this concentration. Keywords should be specific to the proposed concentration – limit 10 keywords.

cybersecurity, cyber, global, international, security, cyberwar, cybercrime, war, conflict, rights, politics

11. **Area(s) of Interest**

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

    ☐ Architecture & Construction ☐ Interdisciplinary Studies
    ☐ Arts ☐ Law & Justice
    ☐ Business ☐ Mathematics
    ☐ Communication & Media ☐ Psychology
    ☐ Education & Teaching ☐ STEM
    ☐ Engineering & Technology ☐ Science
    ☐ Entrepreneurship ☒ Social and Behavioral Sciences
    ☐ Health & Wellness ☐ Sustainability
    ☐ Humanities

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

    ☐ Architecture & Construction ☒ Interdisciplinary Studies
    ☐ Arts ☐ Law & Justice
    ☐ Business ☐ Mathematics
    ☐ Communications & Media ☐ Psychology
    ☐ Education & Teaching ☐ STEM
    ☐ Engineering & Technology ☐ Science
    ☐ Entrepreneurship ☐ Social and Behavioral Sciences
    ☐ Health & Wellness ☐ Sustainability
    ☐ Humanities

12. **Contact and Support Information:**

Office Location - Building Code & Room: (*Search ASU map*)	Coor Hall (COOR) Room 6801
Campus Telephone Number: (may not be an individual's number)	480-965-8563
Program Email Address: (may not be an individual's email)	spgs@asu.edu
Program Website Address: (if one is not yet created, use unit website until one can be established)	https://spgs.clas.asu.edu/
Program Director (Name):	Daniel Rothenberg Jeff Kubiak
Program Director (ASURITE):	Daniel: drothenb Jeff: jjkubiak
Program Support Staff (Name):	Leah Legg
Program Support Staff (ASURITE):	llegg
Admissions Contact (Name):	Laura Polk
Admissions Contact (ASURITE):	lwilm

13. Application and iPOS Recommendations: List the Faculty and Staff that will input admission/POS recommendations to Gportal **and** indicate their approval for Admissions and/or POS:

NAME	ASURITE	ADMSN	POS
Leah Legg	llegg	yes	yes
Jeffrey Kubiak	jjkubiak	yes	yes
Daniel Rothenberg	drothenb	yes	no

College of Liberal Arts and Sciences – Official Submission

From: Paul LePore <Paul.Lepore@asu.edu>
Sent: Wednesday, September 19, 2018 3:06 PM
To: curriculumplanning@asu.edu
Cc: Jenny Smith <jenny.smith@asu.edu>; P.F. Lengel <PFLengel@asu.edu>; Paul LePore <Paul.Lepore@asu.edu>
Subject: Proposal to Establish a New Graduate Concentration MA in Global Security (Cybersecurity)

Please accept the attached proposal to establish a new graduate concentration in Cybersecurity for the MA in Global Security.

Thank you,

PL

PAUL C. LEPORE, Ph.D.
Associate Dean
College of Liberal Arts and Sciences
Armstrong Hall, Suite 152-H

Arizona State University | P.O. Box 872601 | Tempe, Arizona 85287-2601
480.965.6506 | Fax: 480.965.2110 | e-mail: paul.lepore@asu.edu

ASU College of Liberal Arts and Sciences — *First Year Forward*

Watts College of Public Service and Community Solutions – Impact Statement

Brian Gerber, Senior Academic Director for the MA in Emergency Management and Homeland Security Program

Dear Program Review Committee:

As the Director of the MA in Emergency Management and Homeland Security, I fully support the proposed Cybersecurity Concentration in the online Master of Arts in Global Security in the School of Politics and Global Studies within the College of Liberal Arts and Sciences.

I acknowledge the academic, intellectual and programmatic value of this online concentration which builds on key ASU strengths and embodies core elements of our university's commitment to innovation and interdisciplinary approaches to pressing global issues.

This program is a welcome addition to the ASU online offerings. It is an excellent complement to the MA in Emergency Management and Homeland Security that I direct. Its focus on international affairs and global security is distinct from our focus (which is geared specifically to content issues related to management of domestic emergencies and crises) and the their students generally pursue distinct career tracks from our students. I.E., our student target populations are distinct and do not overlap. But that the same time, I would also note that a course or two might fit for my program students' interests, and this, our students might well benefit from taking some classes in the proposed Concentration.

I believe the Cybersecurity Concentration will add substantially to the overall ASU commitment to expanding master's-level online degree programs.

Sincerely yours,

Brian Gerber

Brian J. Gerber, PhD
Senior Academic Director, M.A. in Emergency Management & Homeland Security https://publicservice.asu.edu
Co-Director: Center for Emergency Management & Homeland Security https://cemhs.asu.edu/
College of Public Service & Community Solutions I Arizona State University
Phone: (602) 496-0566 | E-mail: Brian.Gerber@asu.edu | 411 N. Central Ave., Phoenix AZ 85004

ASU college of **public service**
& community solutions
ARIZONA STATE UNIVERSITY

ASU Watts College
of Public Service and Community Solutions
Arizona State University

October 16, 2018

Dear Program Review Committee:

I am writing to express my support for the proposed Cybersecurity Concentration in the online Master of Arts in Global Security in the School of Politics and Global Studies within the College of Liberal Arts and Sciences.

I acknowledge the academic, intellectual and programmatic value of this online concentration which builds on key ASU strengths and embodies core elements of our university's commitment to innovation and interdisciplinary approaches to pressing global issues.

The Cybersecurity concentration will add substantially to the overall ASU commitment to expanding master's-level online degree programs.

Sincerely yours,

Siân Mooney
Siân Mooney
Associate Dean & College Professor
Professor|School of Public Affairs
Senior Sustainability Scientist |Wrigley Global Institute of Sustainability
Faculty Affiliate |Center for Biodiversity Outcomes & Global Security Initiative

Daniel,

CISA enthusiastically supports your proposal for a new concentration in Cybersecurity for the MA in Global Security.

By the way, I regularly meet with East Valley chambers of commerce, and employers very frequently tell me that they need more cybersecurity experts.

Best,
Duane

Duane Roen
Vice Provost, Polytechnic campus
Dean, College of Integrative Sciences and Arts
Dean, University College
Arizona State University
Mail Code: 2780
7271 E Sonoran Arroyo Mall
Mesa, AZ 85212-6415
P: 480-727-6513

New College of Interdisciplinary Arts and Sciences – Impact and Support Statement

From: Todd Sandrin
Sent: Tuesday, October 23, 2018 2:22 PM
To: Daniel Rothenberg <Daniel.Rothenberg@asu.edu>
Cc: Patricia Friedrich <Patricia.Friedrich@asu.edu>
Subject: RE: Letter of support for a new concentration in Cybersecurity for the MA in Global Security

Dear Daniel,

New College supports the proposed Cybersecurity Concentration in the online Master of Arts in Global Security in the School of Politics and Global Studies within the College of Liberal Arts and Sciences.

I acknowledge the academic, intellectual and programmatic value of this online concentration which builds on key ASU strengths and embodies core elements of our university's commitment to innovation and interdisciplinary approaches to pressing global issues. The Cybersecurity Concentration will add substantially to the overall ASU commitment to expanding master's-level online degree programs.

As a college with noted expertise in cybersecurity, New College looks forward to collaborating with CLAS to offer any classes that would be useful to and suitable for the program. Faculty in our School of Mathematical and Natural Sciences look forward to further conversation and collaboration in this regard.

Best regards,
Todd

Todd R. Sandrin, Ph.D.
Dean, New College of Interdisciplinary Arts and Sciences
Vice Provost, West campus
Professor, School of Mathematical and Natural Sciences
Senior Sustainability Scientist - Julie Ann Wrigley Global Institute of Sustainability

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From: Patricia Friedrich
Sent: Wednesday, October 17, 2018 1:14 PM
To: Daniel Rothenberg <Daniel.Rothenberg@asu.edu>
Subject: Re: cybersecurity concentration

Hi Daniel,

Thank you so much for the comments which I also briefly expand on with this message (see below). In my experience, this email will suffice to indicate that New College is in support of the MA in Global Security, having consulted with the appropriate School (MNS), and to also indicate our willingness to work together. Please let us know if you need anything more formal.

Thank you, Patty

Patricia Friedrich, PhD

Associate Dean of Academic Programs and Faculty Affairs,

New College of Interdisciplinary Arts and Sciences

Professor of Linguistics/Rhetoric and Composition,

School of Humanities, Arts, and Cultural Studies

Arizona State University P. O. Box 37100

4701 W. Thunderbird Rd. Mail Code 3051

Phoenix, AZ, USA 85069-7100

voice 602 543-6046

College of Liberal Arts and Sciences

School of Historical, Philosophical and Religious Studies – Support Statement

Dear Program Review Committee:

I am writing to express my support for the proposed Cybersecurity Concentration in the online Master of Arts in Global Security in the School of Politics and Global Studies within the College of Liberal Arts and Sciences.

I acknowledge the academic, intellectual and programmatic value of this online concentration which builds on key ASU strengths and embodies core elements of our university's commitment to innovation and interdisciplinary approaches to pressing global issues.

The Cybersecurity concentration will add substantially to the overall ASU commitment to expanding master's-level online degree programs.

Sincerely yours,

Tracy Fessenden
Interim Director, School of Historical, Philosophical, and Religious Studies
Steve and Margaret Forster Professor
Faculty of Religious Studies
Arizona State University

ASU · Walter Cronkite
SCHOOL OF JOURNALISM
AND MASS COMMUNICATION

ARIZONA STATE UNIVERSITY

August 10, 2018

Dear Program Review Committee:

I am writing to express my support for the proposed Cybersecurity Concentration in the online Master of Arts in Global Security in the School of Politics and Global Studies within the College of Liberal Arts and Sciences.

I acknowledge the academic, intellectual and programmatic value of this online concentration, which builds on key ASU strengths and embodies core elements of our university's commitment to innovation and interdisciplinary approaches to pressing global issues.

The Cybersecurity concentration will add substantially to the overall ASU commitment to expanding master's-level online degree programs.

Sincerely yours,

Kristin Gilger
Senior Associate Dean
Walter Cronkite School of Journalism and Mass Communication

ASU School for the
Future of Innovation
in Society
Arizona State University

13 August 2018

Dear Program Review Committee:

I am writing to express my support for the proposed Cybersecurity Concentration in the online Master of Arts in Global Security in the School of Politics and Global Studies within the College of Liberal Arts and Sciences.

I acknowledge the academic, intellectual and programmatic value of this online concentration, which builds on key ASU strengths and embodies core elements of our university's commitment to innovation and interdisciplinary approaches to pressing global issues.

The Cybersecurity Concentration will add substantially to the overall ASU commitment to expanding master's-level, online degree programs.

Sincerely,

David H. Guston
Foundation Professor
Founding Director, School for the Future of Innovation in Society
Co-Director, Consortium for Science, Policy and Outcomes
Interim Co-Director, Institute for the Future of Innovation in Society

PO Box 875603, Tempe, AZ 85287-5603
(480) 727-8787 Fax: (480) 727-8791
sfis@asu.edu   sfis.asu.edu

Dear Program Review Committee:

I am writing to express my support for the proposed Cybersecurity Concentration in the online Master of Arts in Global Security in the School of Politics and Global Studies within the College of Liberal Arts and Sciences.

I acknowledge the academic, intellectual and programmatic value of this online concentration which builds on key ASU strengths and embodies core elements of our university's commitment to innovation and interdisciplinary approaches to pressing global issues.

The program will enhance and complement Herberger's own research and teaching in signal processing, the Internet of Things, big data and pattern recognition of flows of people and information globally. We look forward to opportunities for collaboration.

The Cybersecurity concentration will add substantially to the overall ASU commitment to expanding master's-level online degree programs.

Sincerely yours,

Steven Tepper
Dean and Director, Herberger Institute for Design and the Arts
Foundation Professor
Arizona State University

Recent news: https://asunow.asu.edu/20180425-disruptors-desert-jen-cole-head-new-national-accelerator-asu

Daniel,

The School of Sustainability is happy to support the new Cybersecurity concentration in the online MA in Global Security.

Chris Boone

Christopher Boone
Dean and Professor

ASU School of **Sustainability**
Arizona State University

P.O. Box 875502 | Tempe, Arizona | 85287-5502

PH: 480-965-2236 | Main: 480-965-2975
SchoolOfSustainability.asu.edu
Executive Assistant: Lorraine.Protocollo@asu.edu
480.965.2236

ARIZONA STATE UNIVERSITY

Center for the Study of
Religion and Conflict

PO Box 870802
Tempe, AZ 85287-0802

(480) 965-7187
Fax: (480) 965-9611
www.asu.edu/csrc

20 August 2018

Dear Program Review Committee:

This letter is written in support for the School of Politics and Global Studies' proposed Cybersecurity Concentration in the online Master of Arts in Global Security.

The academic, intellectual, and programmatic merits of this online concentration are both self-evident and significant. As well, this program will build on key ASU strengths in security, military, and veteran studies not to mention broader university commitments to innovation, interdisciplinarity, and practical approaches to pressing global issues. Finally, the Cybersecurity concentration will add substantially to ASU's efforts to expand master's-level online degree programs.

I fully endorse this program and look forward to watching it take flight.

Sincerely,

John Carlson
Interim Director, Center for the Study of Religion and Conflict
Associate Professor of Religious Studies, SHPRS
Arizona State University

From: Daniel Rothenberg <Daniel.Rothenberg@asu.edu>
Date: Thursday, August 9, 2018 at 12:37 PM
To: Amy Hillman <AMY.HILLMAN@asu.edu>
Subject: Request for a letter of support for a new concentration

Dear Amy

Hello. How are you? I know that you are super busy so please feel free to forward this to whomever is most appropriate. I am writing to request a letter of support for a new Cybersecurity Concentration within the online MA in Global Security based in the School of Politics and Global Studies (SPGS).

You provided us with a very helpful letter when we created the MA. We have now finished our first year, have our first graduates and have over 100 students. We're planning to grow to 300-500 in the next several years if all goes well. Of course, this is nothing like your rather amazing online MBA.

The Cybersecurity Concentration is interdisciplinary and focuses on non-technical policy and strategy issues linked to this important and expanding area of national and international security. The Concentration builds on the Center on the Future of War's partnership with New America, a DC-based think tank, highlighting the expertise of recent SPGS faculty hires (such as Lt. Gen. Robert Schmidle, the first deputy director of Cyber Command) and key thought leaders in the field (such as Peter W. Singer, author of two of the major texts in the field).

While the Cybersecurity Concentration has no direct impact on your unit's courses or programming, it provides ways for some of your faculty to increase the visibility of their research and, if interested, to contribute to the program. The Concentration is designed to complement existing educational programming and support ASU's commitment to developing university-wide interdisciplinary engagement with cybersecurity issues in ways that connect academic research, graduate education and policy.

Our online MA in Global Security has just completed its first year and we now have over 100 students with a 3-year plan for ongoing expansion. This Concentration is being developed in response to student interest and as a means of meeting our commitment to defining ASU as a leader in online, graduate training in national and international security issues.

Below, I have pasted a brief description of our program. I have also pasted a draft letter which you may want to use. If you'd prefer, your staff can simply cut and paste the text into an email from your office to me.

Please let me know if you have any questions about the program which I will gladly answer over the phone or in person.

Thank you so much in advance!

Wishing you all the very best,

Daniel

Overview of Cybersecurity Concentration in the online MA in Global Security

The Cybersecurity Concentration in the online MA in Global Security, based in the School of Politics and Global Studies (SPGS), is a unique, interdisciplinary program engaging cyber issues from a national and international security perspective. The program is practically-oriented and designed to provide students with a grounded, relevant, and constantly updated understanding of the complex risks, threats, and modes of protection and response associated with cybersecurity. Courses are taught by SPGS faculty with the support of scholars, practitioners and top thought leaders that are part of the Center on the Future of War team. The program links academic experts with skilled professionals, combining a focus on major ideas and trends in global cybersecruity with specific case studies and policy exercises. The concentration is designed to aid graduates advance their careers in government agencies, the military, humanitarian assistance and the private sector.

From: Amy Hillman (DEAN)
Sent: Monday, August 20, 2018 12:08 PM
To: Daniel Rothenberg <Daniel.Rothenberg@asu.edu>
Subject: Re: Request for a letter of support for a new concentration

We are fine with this, Daniel.

Amy

Amy Hillman, PhD
Dean and Rusty Lyon Chair of Strategy
Arizona State University
W. P. Carey School of Business
amy.hillman@asu.edu | Ph: 480.965.3402

ASU W. P. Carey School of Business
Arizona State University

Where Business Is Personal*

ASU Ira A. Fulton Schools of
Engineering
Arizona State University

Office of the Dean

P.O. Box 879309
Tempe, AZ 85287-9309

(480) 965-1730
Fax: (480) 965-4000
engineering.asu.edu

August 20, 2018

Dear Program Review Committee:

I am writing to express my support for the proposed Cybersecurity Concentration in the online Master of Arts in Global Security in the School of Politics and Global Studies within the College of Liberal Arts and Sciences.

I acknowledge the academic, intellectual and programmatic value of this online concentration which builds on key ASU strengths and embodies core elements of our university's commitment to innovation and interdisciplinary approaches to pressing global issues.

The Cybersecurity concentration will add substantially to the overall ASU commitment to expanding master's-level online degree programs.

Sincerely,

Kyle D. Squires, Dean and Professor
Ira A. Fulton Schools of Engineering

ASU ARIZONA STATE   COLLEGE   Adam Chodorow   480-727-8574 (ph)
UNIVERSITY   OF LAW   111 E. Taylor St.   480-965-2427(f)
                                    Phoenix, AZ   adam.chodorow@asu.edu
                                    85004

August 28, 2018

Re: Cybersecurity Concentration in the MA in Global Security

Dear Program Review Committee:

I am writing to express the College of Law's support for the proposed Cybersecurity Concentration in the online Master of Arts in Global Security in the School of Politics and Global Studies within the College of Liberal Arts and Sciences.

The College of Law is contemplating a program that touches on cybersecurity and the law, but we do not believe that this program will overlap with such a program, should we go down that path.

Please feel free to contact me with any questions,

Sincerely,

Adam S. Chodorow
Associate Dean for Academic Affairs
Professor of Law
Willard H. Pedrick Distinguished
Research Scholar

To: Daniel Rothenberg

From: Casey Evans

Date: July 31, 2018

Subject: Master of Arts in Global Security Concentration in Cybersecurity

Dear Daniel,

Congratulations!

The Master of Arts in Global Security concentration in Cybersecurity program has received support from Dean Phil Regier to be offered through ASU Online. This program must complete university governance reviews for formal approval. Please include this support memo along with your proposal submission when it is submitted formally to the university (to curriculumplanning@asu.edu) by your dean or their designee.

Please note that in order to proceed with implementation, final approval must be supplied by the university provost.

Once again, congratulations! We are excited to work with you on your new program.

Thank you!

Casey Evans

Director, Academic Program Management

EdPlus at ASU

Arizona State University

Phone: (480) 884-1631

Casey.l.evans@asu.edu

CC: Kim Naig

ASU **Ira A. Fulton Schools of Engineering**
Arizona State University

School of Computing,
Informatics, and
Decision Systems
Engineering

P.O. Box 878809
Tempe, AZ 85287-8809

(480) 965-3190
Fax: (480) 965-2751
cidse.engineering.asu.edu

October 12, 2018

Daniel Rothenberg
Professor of Practice, School of Politics and Global Studies
Co-Director, Center on the Future of War
Arizona State University
Senior Fellow, New America

Dear Dr. Rothenberg:

I am writing to express my support for the proposed Cybersecurity Concentration in the online Master of Arts in Global Security in the School of Politics and Global Studies within the College of Liberal Arts and Sciences.

I acknowledge the academic, intellectual and programmatic value of this online concentration which builds on key ASU strengths and embodies core elements of our university's commitment to innovation and interdisciplinary approaches to pressing global issues.

The Cybersecurity concentration in the Master of Computer Science program in the School of Computing, Informatics, and Design Systems Engineering concentrates on building technical skills therefore, this program is complimentary and not competitive with our program.

The Cybersecurity concentration will add substantially to the overall ASU commitment to expanding master's-level online degree programs.

Sincerely yours,

Sandeep Gupta, PhD
Director and Professor
School of Computing, Informatics, and Decision Systems Engineering
Ira A. Fulton Schools of Engineering

ASU Arizona State University | THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT
A unit of the Arizona State University Knowledge Enterprise

400 E. Van Buren, Suite 900
Phoenix, Arizona 85004, USA
+1 602.496.7000
thunderbird.asu.edu

December 20, 2018

Dear Program Review Committee:

I am writing to express my support for the proposed Cybersecurity Concentration in the online Master of Arts in Global Security in the School of Politics and Global Studies within the College of Liberal Arts and Sciences.

I acknowledge the academic, intellectual and programmatic value of this online concentration which builds on key ASU strengths and embodies core elements of our university's commitment to innovation and interdisciplinary approaches to pressing global issues.

The Cybersecurity concentration will add substantially to the overall ASU commitment to expanding master's-level online degree programs.

Sincerely yours,

Sanjeev Khagram, Ph.D.
Dean & Director General
Thunderbird School of Global Management

We educate global leaders who create sustainable prosperity worldwide.

<div style="background-color:#7a0019; color:#f5c518;">

University Office of Evaluation and Educational Effectiveness 11-13-2018
Academic Program Assessment Plan
</div>

MA Concentration in Global Security (Cybersecurity)

Status: UOEEE Provisional Approval

Comments:

Element   Outcome Measure Description

Outcome	1		Comprehension of Core Cybersecurity Concepts – Graduates will demonstrate comprehension of an interdisciplinary foundation for understanding current and emerging cybersecurity issues, including developing core competencies for innovative engagement with the complexity of the potential threats, viable protective measures, general policies to enable preparation and appropriate planning.
Plan_2Concepts	1		Cybersecurity
Plan_3Competencies	1		Innovative engagement in the preparation and planning for cyber threats
Measure	1	1	Performance on short essays in GSC 560 Overview of Cybersecurity in which comprehension of core cybersecurity concepts, a key competency of the program, represents the focus of the assignment.
PC	1	1	66% of students will receive excellent (A+, A) or very good (A-, B+) grades on the two short essays integrated into courses in which comprehension of core cybersecurity concepts, a key competency of the program, is the focus of the assignment.
Measure	1	2	Performance on the final essay of GSC 560 Overview of Cybersecurity in which comprehension of core cybersecurity concepts, a key competency of the program, represents the focus of the assignment.
PC	1	2	66% of students will receive excellent (A+, A) or very good (A-, B+) grades on the final essay of GSC 560 in which comprehension of core cybersecurity concepts, a key competency of the program, is the focus of the assignment.

Element	Outcome	Measure	Description
Outcome	2		Framing Core Cybersecurity Questions – Graduates will demonstrate competency for framing questions, issues and analysis related to an interdisciplinary approach to current and emerging cybersecurity issues.
Plan_2Concepts	2		Framing core questions
Plan_3Competencies	2		Critical analysis
Measure	2	1	Performance on short essays integrated into courses other than GSC 560 in which framing core cybersecurity questions, a key competency of the program, represents the focus of the assignment.
PC	2	1	66% of students will receive excellent (A+, A) or very good (A-, B+) grades on two short essays integrated into courses other than GSC 560 in which framing core cybersecurity questions, a key competency of the program, is the focus of the assignment.
Measure	2	2	Performance on short essays integrated into courses other than GSC 560 in which framing core cybersecurity questions, a key competency of the program, represents the focus of the assignment.
PC	2	2	66% of students will receive excellent (A+, A) or very good (A-, B+) grades on the final essay integrated into courses other than GSC 560 in which framing core cybersecurity questions, a key competency of the program, is the focus of the assignment.
Measure	2	3	
PC	2	3	
Outcome	3		Graduates of the program will be prepared to synthesize multiple perspectives on global security and demonstrate the capacity to formulate positions that acknowledge the complexity and diversity of security challenges while deploying interdisciplinary ideas to enable focused and rigorous analysis.
Plan_2Concepts	3		Global security, cybersecurity, security challenges
Plan_3Competencies	3		Synthesizing data, formulate positions, critical analysis
Measure	3	1	Students will receive a grade of B or better (at least a 3.0 on a 4.0 scale) on the final project in GSC 550 in the Capstone course
PC	3	1	75% of students will earn a rating a at least a 3.0 on a 4.0 scale on the faculty designed rubric for the Capstone project
Measure	3	2	Students will be given a final assessment during the Capstone project which will evaluate cumulative knowledge they have gained throughout the degree program. 75% of students in the Capstone course will will earn a rating a "Meets" or "Exceeds Expectations" on this assessment via a faculty rubric.
PC	3	2	75% of students will earn a rating a "Meets" or "Exceeds Expectations" via a faculty rubric or at least a 3 out of 4 on a 4-point scale as an evaluation tool of the final assessment

If you have questions, please e-mail assessment@asu.edu or call UOEEE at (480) 727-1731.

(NEW GRADUATE INITIATIVES)

PROPOSAL PROCEDURES CHECKLIST

Academic units should adhere to the following procedures when requesting new curricular initiatives (degrees, concentrations or certificates).

☒ **Obtain the required approval from the Office of the Provost to move the initiative forward for internal ASU governance reviews/approvals. Please see the academic strategic plan website at: https://provost.asu.edu/curriculum-development.**

☒ **Submit any new courses that will be required for the new curricular program to the Curriculum ChangeMaker   online course approval system for review and approval.**

- ▪ Additional information can be found at the Provost's Office Curriculum Development website: Courses link
- ▪ For questions regarding proposing new courses, send an email to: courses@asu.edu

☒ **Prepare the applicable proposal template and operational appendix for the proposed initiative.**

☒ **Obtain letters or memos of support or collaboration (if applicable).**

- ▪ When resources (faculty or courses) from another academic unit will be utilized
- ▪ When other academic units may be impacted by the proposed program request
- ▪ if the program will have an online delivery option support will be required from the Provost's office and ASU Online. (*Please complete the ASU Online Offering form in Curriculum ChangeMaker to begin this request.*)

☐ **Obtain the internal reviews/approvals of the academic unit.**

- ▪ Internal faculty governance review committee(s)
- ▪ academic unit head (e.g. Department Chair or School Director)
- ▪ academic unit Dean (will submit approved proposal to the curriculumplanning@asu.edu email account for further ASU internal governance reviews (as applicable, University Graduate Council, CAPC and Senate)

☐ **Establish a Graduate Student Handbook for the new degree program** – Students need to know the specific requirements and milestones they must meet throughout their degree program. A Graduate Student Handbook provided to students when they are admitted to the degree program and published on the website for the new degree gives students this information. Include in the handbook the unit/college satisfactory academic progress policies, current degree program requirements (outlined in the approved proposal) and provide a link to the Graduate Policies and Procedures website. Please go to http://graduate.asu.edu/faculty_staff/policies to access Graduate Policies and Procedures.

Additional Recommendations

All new graduate programs require specific processes and procedures to maintain a successful degree program. Below are items that the Graduate College strongly recommends that academic units establish after the program is approved for implementation.

☐ **Establish satisfactory academic progress policies, processes and guidelines** – Check within the proposing academic unit and/or college to see if there are existing academic progress policies and processes in place. If none have been established, please go to http://graduate.asu.edu/faculty_staff/policies and scroll down to the **academic progress review and remediation processes** (for faculty and staff) section to locate the reference tool and samples for establishing these procedures.