



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: | Thunderbird School of Global Management |
| <i>Note: Program ownership is coded at the College/School level first and may not be a center, department or division apart from it.</i> | |
| Department/Division/School: | Thunderbird School of Global Management |
| Proposing faculty group (if applicable): | N/A |

Existing graduate degree and major under which this concentration will be established: Master of Global Management (MGM) in Global Management

Name of proposed concentration: Global Business

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. The standard MGM fee carries over to the concentrations.

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? Yes, we are 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 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.

| | |
|---|------------------|
| Do Not Fill in this information: Office Use Only | CIP Code: |
| Plan Code: | |

PROPOSAL CONTACT



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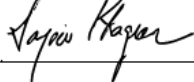
| | | | |
|----------------------|--------------|---------------|-------------------------------|
| Name: | Josh Allen | Title: | Director of Academic Programs |
| Phone number: | 602.496.7001 | Email: | joshallen@thunderbird.asu.edu |

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: Sanjeev Khagram

Signature: 

Date: January 23, 2019

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 Master of Global Management (MGM) in Global Management, Global Business program represents the foundational curriculum that Thunderbird has been offering for over 70 years. This concentration is created to allow students to specialize in the various pathways in global business such as global finance, global marketing, or global leadership. Students in this concentration will also take coursework from the highly-ranked W.P. Carey School of Business. The combination of Thunderbird and W.P. Carey will train students to understand the intricacies of both running companies and managing teams. It will also help attract students who are interested in both schools.

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.?

In 2017 two reports, the World Economic Forum's *The Future of Jobs* and McKinsey Global Institute's *Jobs of the Future*, suggested that "cross-cultural competency, social intelligence, novel and adaptive thinking" are important job skills for the future. Students in this concentration students will develop these essential skills and will delve deeper in pathways such as finance, marketing, and leadership. The Net Employment Outlook by McKinsey Global Institute 2017 ranked "business and financial operations" and "management" as the two jobs families expected to have the highest positive net employment.

The target audience for this concentration include students who aspire to become global managers or leaders in their chosen fields. According to the U.S. Bureau of Labor Statistics, the growth rate for Top Executives will be 8% from 2016-2026 with 193,100 new positions created over that period. During that same period, the growth rate for Administrative Services Managers will be 10%.

- 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.



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In the development of this concentration, Thunderbird reached out to the School for the Future of Innovation in Society, the College of Liberal Arts and Sciences, the Watts College of Public Service and Community Solutions, the School of Sustainability, College of Integrative Sciences and Arts, New College of Interdisciplinary Arts and Sciences, Sandra Day O'Connor College of Law, Herberger Institute for Design and the Arts, College of Nursing and Health Innovation, the Walter Cronkite School of Journalism and Mass Communication, and W.P. Carey School of Business and all have expressed their support for this concentration. As ASU as a whole continues to work toward the design aspiration to “Engage Globally,” every college will need to find its own niche in that space while being collaborative and supportive. The MGM in Global Management, Global Business concentration complements the other globally focused degree and certificate programs by equipping leaders to build sustainable businesses, economies, cultures, and environments.

(Impact Statements can be found in Appendix III.)

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.)

No. This concentration will be taught solely by faculty at Thunderbird.

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 UOECE'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 Appendix II)

4. CURRICULAR STRUCTURE

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 | | | |
|--|--|-------------|--------------|
| <i>Ensure the core listed below is the same as for the standalone degree</i> | | | |
| Prefix and Number | Course Title | New Course? | Credit Hours |
| TGM 506 | Communicating and Negotiating Across Cultures | No | 3 |
| Section sub-total: | | | 3 |
| Required Concentration Courses | | | |
| <i>(Students choose four courses from the list below for a total of twelve credit hours)</i> | | | |
| Prefix and Number | Course Title | New Course? | Credit Hours |
| TGM 518 | International Finance and Trade | No | 3 |
| TGM 519 | Global Financial Engineering | No | 3 |
| TGM 523 | Global Investments | No | 3 |
| TGM 524 | Valuation of the Private Firm | No | 3 |
| TGM 525 | Global Financing and Forecasting of the Private Firm | No | 3 |
| TGM 527 | Global Private Equity | No | 3 |



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| | | | |
|--|--|--------------------|---------------------|
| TGM 528 | Business Intelligence | No | 3 |
| TGM 529 | Multinational Corporate Finance (FORAD) | No | 3 |
| TGM 553 | Global Customer Decision Making | No | 3 |
| TGM 554 | Global Marketing Research | No | 3 |
| TGM 556 | Global Strategic Services Marketing | No | 3 |
| TGM 558 | Data Analysis for Strategic Marketing | No | 3 |
| TGM 559 | Global Brand Management | No | 3 |
| TGM 546 | Regional Industrial Analysis | No | 3 |
| TGM 547 | Leading Change and Transformation in a Global Environment | No | 3 |
| TGM 585 | Corporate Social Responsibility in a Global Context | No | 3 |
| TGM 507 | Global Organizational Consulting | No | 3 |
| TGM 538 | Corporate Partners | No | 3 |
| SCM 502 | Operations and Supply Chain Management | No | 3 |
| SCM 520 | Strategic Procurement | No | 3 |
| SCM 541 | Logistics in Supply Chain | No | 3 |
| SCM 542 | Logistics in the Emerging Markets & in Economic Development | No | 3 |
| HSM 550 | Health Care Marketing | No | 3 |
| Section sub-total: | | | 12 |
| Elective or Research Courses <i>(as deemed necessary by supervisory committee)</i> | | | |
| Prefix and Number | Course Title | New Course? | Credit Hours |
| | Electives as approved by the academic unit. Students specialize their electives various areas in global business such as global finance, global marketing, or global leadership. | N/A | 12 |
| Section sub-total: | | | 12 |
| Culminating Experience(s) <i>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)</i> | | | Credit Hours |
| Capstone Course - TGM 597 Thunderbird Integrative Experience | | | 1 |
| Section sub-total: | | | 1 |
| Other Requirements <i>E.g. – internships, clinical requirements, field studies, foreign language exam as applicable (Except for TGM 596 and the foreign language requirement, other requirement courses may be substituted with approval of the academic unit)</i> | | | Credit Hours |
| Foreign Language as a Curriculum Requirement (see below) | | | |
| TGM 596 Thunderbird Experiential Practicum | | | 6 |



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| | |
|---|-----------|
| TGM 545 Advanced Perspectives on Global Leadership and Strategy | 3 |
| TGM 557 Global Data and Marketing Analytics | 3 |
| TGM 515 Navigating Global and Regional Business Environments | 3 |
| TGM 517 Global Accounting and Financial Management | 3 |
| TGM 586 Global Entrepreneurship and Sustainable Business | 3 |
| Section sub-total: | 21 |
| Total required credit hours | 49 |

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).

Capstone Course - TGM 597 Thunderbird Integrative Experience

Provides a capstone experience that integrates content from several business areas including strategy, finance, cross-cultural communication, supply chains, leadership, operations, and accounting. May take the form of an integrative business computer simulation or a seminar drawing on faculty from a variety of business areas to highlight key issues in those areas.

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.).

Foreign Language as a Curriculum Requirement (any language)

Proficiency in a second language is required for graduation from the MGM degree. Students whose native language is not English who meet the admission requirements for the MGM program satisfy the language requirement.

Students whose native language is English must satisfy the graduation requirement for language proficiency by waiving this requirement through an Oral Proficiency Interview (OPI) administered by a 3rd party vendor OR successfully complete 6 hours of 400 level or higher of foreign language coursework as part of the program electives

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.

TGM 515 Navigating Global and Regional Business Environments. (3 Credits)

Globalization has dramatically expanded opportunities for international trade, investment, and economic development, but potential trade disputes, international financial crises, political risks, international environmental regulations, and ethical dilemmas in global business have also emerged. The first part of the course develops analytical tools for understanding the rapidly changing and dynamic global business environment, especially in the era of the 4th Industrial Revolution. With these tools, managers are better prepared to manage risks and take



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advantage of opportunities in the global economy. The second part deals with the regional business environment. The course begins with a brief geographical, demographic, and cultural overview of the region, and develops tools for analysis useful to assessing the Latin American business environment. While the emphasis is Latin America, the same tools could be applied to any region of the world.

TGM 557 Global Data and Marketing Analytics. (3 Credits)

Global companies are embracing digital technologies to better understand their customers' journey and subsequent word-of-mouth discussions consumers have about their product online. This course is about understanding how multinational organizations make strategic use of Big Data to gain a competitive advantage in the global economy. It delves into the understanding of global data, choosing whether to enter a foreign market, how to evaluate different foreign markets, the best methods for entering different markets, the market research design process, understanding consumer and B2B customer behavior, and ethical issues encountered in global marketing.

TGM 517 Global Accounting and Financial Management. (3 Credits)

Two-part course covering global accounting and global financial management. The first section covers financial accounting from a global perspective. Students have an opportunity to learn how to develop and use financial accounting information for external decision-making purposes. The second section equips students with the tools necessary to make strategic financing and investment decisions for value creation in a competitive global environment.

TGM 586 Global Entrepreneurship and Sustainable Business. (3 Credits)

Presents an overview of entrepreneurship and sustainable business. Involves acquiring a basic understanding of both the global entrepreneurship space and the sustainable business space. Students become familiar with the definitions applicable to these two topics, the basic place and role of these two domains in the global economy, and the significance of the two domains in the creation of jobs and sustainable economic activity.

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 Global Business concentration will be fully taught by Thunderbird School of Global Management, applications will therefore be reviewed by Thunderbird Staff and faculty. Students will be assigned to an academic success specialist at Thunderbird for advisement. Professor Lena Booth, the Associate Dean of Academic Programs, will oversee admission, retention, and the overall program

- 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 <small>(Yr. 1 continuing + new entering)</small> | 3rd Year <small>(Yr. 1 & 2 continuing + new entering)</small> |
| Number of Students in concentration (Headcount) | 10 | 20 | 30 |



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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.

No new resources required

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 |
|---------------------|---------------------|----------------|----------------------------------|--------------------------------|
| Lena Booth | Associate Professor | Ph.D. | Finance | 10% |
| Mark Esposito | Clinical Professor | Ph.D. | Global Management | 20% |
| Pree Sainam | Assistant Professor | Ph.D. | Marketing Analytics | 20% |
| Mary Sully de Luque | Associate Professor | Ph.D. | Leadership | 20% |
| Kannan Ramaswamy | Professor | Ph.D. | Strategy | 10% |
| Seigyoung Auh | Professor | Ph.D. | Marketing | 20% |
| Graeme Rankine | Associate Professor | Ph.D. | Accounting | 10% (TGM 517) |
| Michael Moffett | Associate Professor | Ph.D. | Finance | 10% (TGM 529) |
| John Fowler | Professor | Ph.D. | Supply Chain Management | 10% (SCM 502) |
| Mikaella Polyviou | Assistant Professor | Ph.D. | Supply Chain Risk | 10% (SCM 520) |
| Mani Janikaram | Faculty Associate | Ph.D. | Supply Chain Logistics | 10% (SCM 541) |
| Laurel Anderson | Associate Professor | Ph.D. | Marketing | 10% (HSM 550) |

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



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APPENDIX I

OPERATIONAL INFORMATION FOR GRADUATE PROGRAMS

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

1. **Proposed name of concentration:** Global Business

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

The concentration in Global Business is under the awarded and #1 ranked Master of Global Management degree in 2018 (Times Higher Education/ Wall Street Journal, 2018). This concentration will help sharpen students' global mindset, leadership, and management skills, and take their career to the next level.

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*)

Global business effectiveness requires knowledge and understanding of global dynamics, the ability to simplify and explain complex ideas, and a cosmopolitan view of the world. These three dimensions form the basis of global Intellectual Capital. This will be built inside and outside of the classroom through traditional international business class content delivery reinforced with field-based projects that apply international business content to illustrate social proof of global Intellectual Capital mastery. The global business concentration prepares students who aspire to become global managers or leaders in their chosen fields.

4. **Delivery/Campus Information Options:** On-campus only (ground courses and iCourses)

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 (all 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 Thunderbird School of Global Management.

Applicants are eligible to apply to the program if they have earned a bachelor's or master's degree in any subject or 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.



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Applicants are required to submit:

1. graduate admission application and application fee
2. official transcripts
3. proof of English proficiency
4. professional resume
5. two letters of recommendation
6. GRE or GMAT score

Additional Application Information

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

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 |
|--|-------------------------|------------------------------|
| <input checked="" type="checkbox"/> Fall (regular) <input type="checkbox"/> Session B | (year): 2019 (year): | July 1st October 1st |
| <input checked="" type="checkbox"/> Spring (regular) <input type="checkbox"/> Session B | (year): 2020 (year): | December 1st February 8th |
| <input checked="" type="checkbox"/> Summer (regular) <input type="checkbox"/> Summer B | (year): 2020 (year): | May 14th May 14th |
| <p><i>Note: Session B is only available for approved online programs.</i></p> | | |

Program admission deadlines website address:

8. Curricular Requirements:

Curricular Structure Breakdown for the Academic Catalog:

(To be completed by the Graduate College)

49 credit hours, a foreign language exam, including the required capstone course (TGM 597)

Required Core (3 credit hours)

TGM 506 Communicating and Negotiating Across Cultures (3)

Concentration (12 credit hours)

HSM 550 Health Care Marketing (3)

SCM 502 Operations and Supply Chain Management (3)



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SCM 520 Strategic Procurement (3)
SCM 541 Logistics in Supply Chain (3)
SCM 542 Logistics in the Emerging Markets & in Economic Development (3)
TGM 507 Global Organizational Consulting (3)
TGM 518 International Finance and Trade (3)
TGM 519 Global Financial Engineering (3)
TGM 523 Global Investments (3)
TGM 524 Valuation of the Private Firm (3)
TGM 525 Global Financing and Forecasting of the Private Firm (3)
TGM 527 Global Private Equity (3)
TGM 528 Business Intelligence (3)
TGM 529 Multinational Corporate Finance (FORAD) (3)
TGM 538 Corporate Partners (3)
TGM 546 Regional Industrial Analysis (3)
TGM 547 Leading Change and Transformation in a Global Environment (3)
TGM 553 Global Customer Decision Making (3)
TGM 554 Global Marketing Research (3)
TGM 556 Global Strategic Services Marketing (3)
TGM 558 Data Analysis for Strategic Marketing (3)
TGM 559 Global Brand Management (3)
TGM 585 Corporate Social Responsibility in a Global Context (3)

Electives (12 credit hours)

Other Requirement (21 credit hours)

Foreign Language

TGM 515 Navigating Global and Regional Business Environments (3)
TGM 517 Global Accounting and Financial Management (3)
TGM 545 Advanced Perspectives on Global Leadership and Strategy (3)
TGM 557 Global Data and Marketing Analytics (3)
TGM 586 Global Entrepreneurship and Sustainable Business (3)
TGM 596 Thunderbird Experiential Practicum (6)

Culminating Experience (1 credit hour)

TGM 597 Thunderbird Integrative Experience (1)

Additional Curriculum Information

For the concentration coursework, students choose four courses from the approved list for a total of twelve credit hours.

Students specialize their electives in various areas in global business such as global finance, global marketing, or global leadership. Electives are as approved by the academic unit.

Except for TGM 596 and the foreign language requirement, other requirement courses may be substituted with approval of the academic unit.

Proficiency in a second language is required for graduation from the MGM degree. Students whose native language is not English who meet the admission requirements for the MGM program satisfy the language requirement.

Students whose native language is English must satisfy the graduation requirement for language proficiency by waiving this requirement through an Oral Proficiency Interview (OPI) administered by a 3rd party vendor OR successfully complete 6 hours of 400 level or higher of foreign language coursework as part of the program electives



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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.

Global Management, Global Business, Global, Management, Business

11. Area(s) of Interest

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

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

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

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

12. Contact and Support Information:

| | |
|---|---|
| Office Location - Building Code & Room: (Search ASU map) | AZCTR 800 |
| Campus Telephone Number: (may not be an individual's number) | 602.496.7100 |
| Program Email Address: (may not be an individual's email) | admissions.tbird@asu.edu |
| Program Website Address: (if one is not yet created, use unit website until one can be established) | https://thunderbird.asu.edu/degrees/graduate/master-global-management |
| Program Director (Name): | Josh Allen |
| Program Director (ASURITE): | rallen18 |



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| | |
|---|---------------|
| Program Support Staff (Name): | Heidi Bonilla |
| Program Support Staff (ASURITE): | hbonill1 |
| Admissions Contact (Name): | Patti Lanning |
| Admissions Contact (ASURITE): | plannin1 |

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 |
|---------------|----------|-------|-----|
| Josh Allen | rallen18 | x | x |
| Anthony Tam | atam5 | x | x |
| Kim Smart | kcsmart | | x |
| Heidi Bonilla | hbonill1 | | x |

APPENDIX II - Assessment Plan

University Office of Evaluation and Educational Effectiveness

09-12-2018

Academic Program Assessment Plan

MGM in Global Business

Status: UOEEE Provisional Approval

Comments: UOEEE Approved

Element Outcome Measure Description

| | | | |
|--------------------|---|---|--|
| Outcome | 1 | | Students will demonstrate enhanced Social Capital. |
| Plan_2Concepts | 1 | | The World Economic Forum reports that empathy and collaboration are two critical abilities for global manager success. These abilities rely on the development of Social Capital. This program is designed to develop a student's Social Capital through field-based action learning, team-based projects, and stretch assignments. |
| Plan_3Competencies | 1 | | Students will have the ability to build sustainable trusting relationships—the basis of Social Capital—with others from diverse parts of the world through demonstration of intercultural empathy, interpersonal impact, and diplomacy. The Master of Global Management in Global Business is designed to develop Social Capital. |
| Measure | 1 | 1 | The Global Mindset Inventory will be used to assess development in Social Capital. A pre- and post-test will be used to assess change over time and program effect. |
| PC | 1 | 1 | At least 75% of the participants will achieve a 0.2 increase (on a five point scale) from pre- to post-test in the area of Social Capital. |
| Measure | 1 | 2 | Graduating students who are surveyed at graduation will evaluate the quality of their program's ability to enhance their Social Capital. |
| PC | 1 | 2 | 75% of surveyed students will rate the extent to which their program enhanced their Social Capital as "Agree" or "Strongly Agree." |
| Outcome | 2 | | Students will demonstrate enhanced Intellectual Capital. |
| Plan_2Concepts | 2 | | Global business effectiveness requires knowledge and understanding of global business dynamics, the ability to simplify and explain complex ideas, and a cosmopolitan view of the world. These three dimensions form the basis of global Intellectual Capital. This will be built inside and outside of the classroom through traditional international business class content delivery reinforced with field-based projects that apply international business content to illustrate social proof of global Intellectual Capital mastery. The program is designed to develop Intellectual Capital. |
| Plan_3Competencies | 2 | | Students will demonstrate three critical dimensions of global Intellectual Capital: (1) global business savvy or what a student knows about global business, global organizations, global trade and global affairs; (2) cognitive complexity or how well a student can explain complex topics; and (3) cosmopolitan outlook or the ability to interpret global dynamics through a sophisticated understanding and ability to apply appropriate frameworks. |
| Measure | 2 | 1 | The Global Mindset Inventory will be used to assess development in Intellectual Capital. A pre- and post-test will be used to assess change over time and program effect. |
| PC | 2 | 1 | At least 75% of the participants will achieve a 0.2 increase (on a five point scale) from pre- to post-test in the area of Intellectual Capital. |
| Measure | 2 | 2 | Graduating students who are surveyed at graduation will evaluate the quality of their program's ability to enhance Intellectual Capital. |
| PC | 2 | 2 | 75% of surveyed students will rate the extent to which their program enhanced their Intellectual capital as "Agree" or "Strongly Agree." |

Based on the research done through the Global Mindset Institute, a 0.2 increase for Social Capital and the 1 point increase for Global Citizenship was determined to be practically significant.

APPENDIX III
Support/Impact Statements

Thunderbird School of Global Management – Official Submission

From: Josh Allen <Joshallen@thunderbird.asu.edu>
Sent: Thursday, January 24, 2019 7:33 AM
To: curriculumplanning@asu.edu
Cc: Lena Booth <Lena.Booth@thunderbird.asu.edu>
Subject: MGM Concentration Proposals

Good Morning,

Please see the 4 attached concentration proposals.

Thank you,

Josh

Josh Allen '08

Director of Academic Programs

Thunderbird School of Global Management

+1.602.496.7001

JoshAllen@Thunderbird.ASU.edu

Skype:josh.globalmba

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Thunderbird is a unit of the Arizona State University Knowledge Enterprise

School for the Future of Innovation in Society – Impact Statement

From: David Guston
Sent: Friday, February 1, 2019 3:39:21 PM
To: Lena Booth; Sanjeev Khagram
Cc: Gary Grossman; Mary Jane Parmentier; Josh Allen
Subject: Re: Thunderbird Request for Letters of Support

Sanjeev, Lena

I am pleased to support the proposal for the Master of Global Management, with all its concentrations including that in Global Technology and Development.

Dave

David H. Guston
Foundation Professor
Director, School for the Future of Innovation in Society
Arizona State University

W. P. Carey School of Business – Impact Statement

From: Kay Faris <KAY.FARIS@asu.edu>
Date: Thursday, February 21, 2019 at 7:05 AM
To: Lena Booth <Lena.Booth@thunderbird.asu.edu>
Cc: Kay Faris <KAY.FARIS@asu.edu>
Subject: RE: Support for Thunderbird MGM Concentrations

Good Morning, Lena,

The W. P. Carey School is happy to support all of the new concentration areas within the Master of Global Management curriculum. We are also very happy to participate in the Global Business concentration with courses we have discussed.

Thank you for soliciting our input. Best wishes on this new format!

Kay

Kay A. Faris
Senior Associate Dean, Academic Programs
W. P. Carey School of Business
Arizona State University
Tempe, AZ 85287-3406
Phone: 480-965-7587
Fax: 480-965-3846
Kay.Faris@asu.edu

W. P. Carey School of Business – Course Use

From: Kay Faris <KAY.FARIS@asu.edu>
Date: Sunday, January 27, 2019 at 1:01 PM
To: Lena Booth <Lena.Booth@thunderbird.asu.edu>
Cc: Kay Faris <KAY.FARIS@asu.edu>, Amy Ostrom <AMY.OSTROM@asu.edu>
Subject: FW: Requesting Letter of Support

Hi Lena,

It was really a pleasure to talk with you this past week. I think your new degree plans sound very exciting. In concept, we are very supportive of the concentrations. But, I do have some questions about a few of the concentrations and courses.

- **MGM in Global Business.** For this concentration, we would be happy to contribute the following to the list of courses:
 - SCM 502 – online. This course is a prerequisite for several of our other SCM courses. We can accommodate your students in the online version of this course.
 - SCM 520 (SCM 502 is a prerequisite)
 - SCM 541 (SCM 502 is a prerequisite)
 - SCM 542 (SCM 541 is a prerequisite)
 - We would also be happy to add the following courses:
 - MKT 591 Sports Business Strategy and Industry Dynamics
 - MKT 591 Sports Business Analytics
 - MKT 591 Sports Business Revenue Generation
 - HSM 550 Health Care Marketing
 - As we continue to review courses, may we add additional ones if we believe we can provide them to your students?
- **MGM in Global Entrepreneurship**
 - In this concentration, you are proposing several courses which do not appear to be approved as yet. We have some concerns as these seem to be courses which fall in our WPC domain: We request that these be clearly differentiated from our courses.
 - Applied Marketing Analytics
 - Global Digital Marketing

Please let me know your thoughts.

Thanks, Lena.

Kay

Kay A. Faris
Senior Associate Dean, Academic Programs
W. P. Carey School of Business
Arizona State University
Tempe, AZ 85287-3406
Fax: 480-965-3846
Kay.Faris@asu.edu

College of Liberal Arts and Sciences – Impact Statement

From: Patrick Kenney <pkgenney@asu.edu>
Sent: Wednesday, February 13, 2019 8:36 AM
To: Sanjeev Khagram; Fabio Milner; Lena Booth; Roy Nelson; Mary Teagarden; Stacia Shelton
Cc: Jeffrey Cohen; Nancy Gonzales; Elizabeth Wentz; Fabio Milner
Subject: Re: High Priority and Urgent: Requesting Letter of Support

Hi Sanjeev, CLAS is supportive of the list of certificates below. Yes, please engage the relevant chairs and directors as you move forward.

Thanks, Pat

From: Sanjeev Khagram <sanjeev.khagram@thunderbird.asu.edu>
Sent: Tuesday, February 12, 2019 7:04 AM
To: Patrick Kenney; Fabio Milner; Lena Booth; Roy Nelson; Mary Teagarden; Stacia Shelton
Cc: Jeffrey Cohen; Nancy Gonzales; Elizabeth Wentz; Fabio Milner
Subject: High Priority and Urgent: Requesting Letter of Support

Dear Pat,

I know we wanted to get us all together to discuss joint programs : I would still very much like to get this scheduled.

In the meantime however, I would be so grateful if you could send me a letter with your support of our concentrations below. Just a simple few sentences would suffice.

We see these concentrations as just the beginning of joint programming, along with the 4+1s we are setting up with several of the departments in CLAS. There is so much I hope and know we can do together.

With Gratitude, Sanjeev

From: Fabio Milner <milner@asu.edu>
Sent: Wednesday, January 23, 2019 8:50 PM
To: Lena Booth; Sanjeev Khagram
Cc: Patrick Kenney; Jeffrey Cohen; Nancy Gonzales; Elizabeth Wentz; Fabio Milner
Subject: Re: Requesting Letter of Support

Dear Sanjeev and Lena,

I would like to get the Dean of CLAS our three Divisional Deans directly involved in conversations with you at Thunderbird for joint program development.

I am sure they will be very rewarding for both colleges.

All the best,

Fabio

Fabio Augusto Milner, PhD

Associate Dean of Graduate Initiatives

College of Liberal Arts and Sciences

Director of Mathematics for STEM Education

School of Mathematical and Statistical Sciences

Arizona State University



From: Lena Booth <Lena.Booth@thunderbird.asu.edu>

Date: Tuesday, January 22, 2019 at 14:16

To: Fabio Milner <fmilner@asu.edu>

Cc: Kyle Rader <kwraeder@asu.edu>

Subject: Requesting Letter of Support

How are you, Fabio? Hope you had a great weekend!

As you know, our Master of Global Management (MGM) has gone through a major curriculum transformation to integrate Thunderbird into the larger ASU family. We have worked with various colleges at ASU to offer concentrations for our degree. The following 15 concentrations for our MGM Program have been approved by the Provost Office. We are in the next steps of submitting the Proposal to Establish New Graduate Concentration forms to the Graduate College, then bringing them to the Senate and CAPC. To do that, we are asked to obtain a letter of support from your school. Could you please kindly provide us a letter of support saying you support all of the concentrations that may be of relevance to your school such as Global Affairs, Global Health Care Delivery, Sustainability Solutions, or others? The attached document outlines our MGM curriculum requirements and all the concentration course work for the 15 concentrations. Please kindly send us the letter of support by Monday, Jan 28, 2019 if you may. Please do not hesitate to reach out if you have any questions and concerns. Thanks very much!

Lena

Lena C. Booth, Ph.D. | Associate Dean of Academic Programs and Finance Professor | Thunderbird School of Global Management | 400 E Van Buren, Suite 800 | Phoenix, AZ 85004 | Email: lena.booth@thunderbird.asu.edu | Website: <http://www.thunderbird.edu> | A Unit of Arizona State University Knowledge Enterprise

MGM Concentrations:

- MGM in Global Business (Thunderbird and Carey)
- MGM in Global Affairs (Thunderbird)
- MGM in Global Digital Transformation (Thunderbird)
- MGM in Global Entrepreneurship (Thunderbird)

- MGM in Public Policy (Watts College of Public Service and Community Solutions)
- MGM in Public Administration (Watts College of Public Service and Community Solutions)
- MGM in Nonprofit Leadership and Management (Watts College of Public Service and Community Solutions)
- MGM in Sustainable Tourism (Watts College of Public Service and Community Solutions)
- MGM in Global Legal Studies (Sandra Day O'Connor College of Law)
- MGM in Sustainability Solutions (School of Sustainability)
- MGM in Creative Industries and Design Thinking (The Design School, Herberger Institute for Design and the Arts)
- MGM in Digital Audience Strategy (Cronkite School)
- MGM in Global Development and Innovation (School for the Future of Innovation in Society)
- MGM in Integrated Healthcare (School of Health Solutions)
- MGM in Global Healthcare Delivery (School of Health Solutions)

School of Sustainability – Impact Statement

From: Christopher Boone <Christopher.G.Boone@asu.edu>
Date: Thursday, January 31, 2019 at 4:49 PM
To: Lena Booth <Lena.Booth@thunderbird.asu.edu>, Caroline Harrison <Caroline.Harrison@asu.edu>
Cc: Nicole Darnall <ndarnall@asu.edu>
Subject: Re: Request Letter of Support

Dear Dr. Booth,

I am writing to provide my support for the new Master of Global Management and the proposed concentrations. In particular, I want to call out my support for the concentrations in Sustainable Solutions and Sustainable Tourism. We are ready to teach the necessary SOS courses indicated in the proposal and look forward to this partnership with the Thunderbird School of Global Management.

Christopher Boone
Dean and Professor



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

Walter Cronkite School of Journalism and Mass Communication – Impact Statement

From: Christopher Callahan <Christopher.Callahan@asu.edu>
Sent: Friday, February 01, 2019 5:16 PM
To: Thunderbird Office of the Dean and Director General <ThunderbirdDean@exchange.asu.edu>
Subject: RE: Thunderbird Request for Letters of Support

Dear Sanjeev,

We have reviewed the proposed new concentrations within the Master of Global Management program. The Cronkite School supports the proposal, and we look forward to collaborating on the Digital Audience Strategy concentration in particular. We do not anticipate any negative impact from the other proposed concentrations. Congratulations on a very impressive array of new offerings.

Best,
Chris

Christopher Callahan
Dean and Professor, Walter Cronkite School of Journalism and Mass Communication
Vice Provost, Arizona State University
CEO, Arizona PBS
555 N. Central Ave.
Phoenix, Ariz. 85004
602.496.5012
ccallahan@asu.edu
<http://cronkite.asu.edu>
<http://facebook.com/CronkiteSchool>
http://twitter.com/Cronkite_ASU

Watts College of Public Service and Community Solutions – Impact Statement

From: Sian Mooney <Sian.Mooney@asu.edu>
Date: Wednesday, January 30, 2019 at 11:59 AM
To: Lena Booth <Lena.Booth@thunderbird.asu.edu>
Subject: MGM Concentrations - external to Watts College

Hi Lena,

Watts College is delighted to support to the proposed concentrations for MGM (below). These provide exciting new offerings for students at ASU.

- MGM in Global Business (Thunderbird and Carey)
- MGM in Global Affairs (Thunderbird)
- MGM in Global Digital Transformation (Thunderbird)
- MGM in Global Entrepreneurship (Thunderbird)
- MGM in Global Legal Studies (Sandra Day O'Connor College of Law)
- MGM in Sustainability Solutions (School of Sustainability)
- MGM in Creative Industries and Design Thinking (The Design School, Herberger Institute for Design and the Arts)
- MGM in Digital Audience Strategy (Cronkite School)
- MGM in Global Development and Innovation (School for the Future of Innovation in Society)
- MGM in Integrated Healthcare (School of Health Solutions)
- MGM in Global Healthcare Delivery (School of Health Solutions)

Sian

Siân Mooney, Ph.D.

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**

Phone: +1 (602) 496-1752

Administrative Assistant: Linda Garcia

[Linda.Garcia@asu.edu]

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

New College of Interdisciplinary Arts and Sciences – Impact Statement

From: Todd Sandrin <Todd.Sandrin@asu.edu>
Sent: Friday, February 01, 2019 3:50 PM
To: Thunderbird Office of the Dean and Director General <ThunderbirdDean@exchange.asu.edu>
Cc: Patricia Friedrich <Patricia.Friedrich@asu.edu>
Subject: RE: Thunderbird Request for Letters of Support

Sanjeev,

New College is happy to support these exciting new graduate degree programs and looks forward to opportunities to partner with Thunderbird to create innovate and new undergraduate and graduate degrees in the future.

Best,
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

 **New College**
of Interdisciplinary Arts and Sciences
Arizona State University

College of Integrative Sciences and Arts – Impact Statement

From: Duane Roen <Duane.Roen@asu.edu>
Sent: Friday, February 01, 2019 2:02 PM
To: Thunderbird Office of the Dean and Director General <ThunderbirdDean@exchange.asu.edu>
Cc: Kevin Ellsworth <Kevin.Ellsworth@asu.edu>
Subject: RE: Thunderbird Request for Letters of Support

Sanjeev,

The MGM looks exciting.

CISA supports all of the proposed MGM concentrations because we are confident that there is sufficient market demand for these MGM degrees as well as CISA's MS in Organizational Leadership degree—and ASU's other graduate programs in leadership.

Best wishes for much success with the MGM,
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

College of Nursing and Health Innovation – Impact Statement

From: Judith Karshmer <Judith.Karshmer@asu.edu>
Sent: Friday, February 01, 2019 10:11 AM
To: Thunderbird Office of the Dean and Director General <ThunderbirdDean@exchange.asu.edu>
Cc: Katherine Kenny <Katherine.Kenny@asu.edu>; Craig Thatcher <Craig.Thatcher@asu.edu>; David Coon <David.W.Coon@asu.edu>
Subject: Re: Thunderbird Request for Letters of Support

Hi Sanjeev,

Happy to do this – would love however to have a joint program with you ...

- Health Innovation (we have a great Master of Health Innovation degree option)
- Global Nursing & Healthcare Leadership (would love for this to be part of a dual degree MGM-to our DNP (Doctor of Nursing Practice in Executive Healthcare Leadership)

And we have a new MS in Aging – might be way cool to connect on that one as well....

Best
Judy

I'm including Craig in this email as he is our globalization champion for the college....

--

Judith F. Karshmer, PhD, PMHCNS-BC, FAAN
Dean & Professor

ASU College of Nursing
and Health Innovation
Arizona State University
500 North 3rd Street | Phoenix, AZ 85004
Ph: 602.496.2200 | judith.karshmer@asu.edu
<https://nursingandhealth.asu.edu>

Sandra Day O'Connor College of Law – Impact Statement

From: Adam Chodorow <adam.chodorow@asu.edu>
Sent: Friday, February 8, 2019 7:25 PM
To: Sanjeev Khagram
Subject: RE: Thunderbird Request for Letters of Support

Dear Sanjeev,

The College of Law wholeheartedly supports Thunderbird's proposals as described below. In particular, we look forward to working with you to create the MGM in Global Legal Studies.

Adam

Adam Chodorow
Jack E. Brown Professor of Law
Associate Dean for Academic Affairs
Sandra Day O'Connor College of Law, Arizona State University
Mail Code 9520, 111 E. Taylor St, Phoenix, AZ 85004
Tel: (480) 727-8574
Fax: (480) 965-2427
Email: Adam.Chodorow@asu.edu
SSRN: <http://ssrn.com/author=474399>

From: Thunderbird Office of the Dean and Director General <thunderbirddean@exchange.asu.edu>
Sent: Friday, February 1, 2019 7:25 PM
To: Douglas Sylvester (Dean)
Subject: Thunderbird Request for Letters of Support

Dear Doug,

The following 15 concentrations for our Master of Global Management (MGM) Program has been approved by the Provost Office. We are in the next steps of submitting the "Proposal to Establish New Graduate Concentration" forms to the Graduate College, then bringing them to the Senate and CAPC. To do that, we are asked to obtain a letter of support from your school. Could you please kindly provide us a letter of support saying you support all of the concentrations listed below, especially those that may be of relevance to your school? (An email indicating so would be sufficient.) The attached document outlines our MGM curriculum requirements and all the concentration course work for the 15 concentrations. Please kindly send us the letter of support by Wednesday, Feb 6, 2019. Please do not hesitate to reach out if you have any questions and concerns. Thanks very much!

MGM Concentrations:

- MGM in Global Business (Thunderbird and Carey)
- MGM in Global Affairs (Thunderbird)
- MGM in Global Digital Transformation (Thunderbird)
- MGM in Global Entrepreneurship (Thunderbird)
- MGM in Public Policy (Watts College of Public Service and Community Solutions)
- MGM in Public Administration (Watts College of Public Service and Community Solutions)
- MGM in Nonprofit Leadership and Management (Watts College of Public Service and Community Solutions)
- MGM in Sustainable Tourism (Watts College of Public Service and Community Solutions)
- MGM in Global Legal Studies (Sandra Day O'Connor College of Law)
- MGM in Sustainability Solutions (School of Sustainability)

- MGM in Creative Industries and Design Thinking (The Design School, Herberger Institute for Design and the Arts)
- MGM in Digital Audience Strategy (Cronkite School)
- MGM in Global Development and Innovation (School for the Future of Innovation in Society)
- MGM in Integrated Healthcare (School of Health Solutions)
- MGM in Global Healthcare Delivery (School of Health Solutions)

Sanjeev Khagram, Ph.D.

Dean and Director General

Thunderbird School of Global Management

Herberger Institute for Design and the Arts – Impact Statement

From: Kathryn Maxwell <K.Maxwell@asu.edu>
Date: Wednesday, February 13, 2019 at 12:43 PM
To: Lena Booth <Lena.Booth@thunderbird.asu.edu>
Cc: Steven Tepper <Steven.Tepper@asu.edu>
Subject: Re: Support for MGM in Creative Industries and Design Thinking

Hi Lena,

The Herberger Institute is pleased to offer its support of all of the proposed concentrations for the Masters in Global Management. Please see complete list below.

MGM Concentrations:

- MGM in Global Business (Thunderbird and Carey)
- MGM in Global Affairs (Thunderbird)
- MGM in Global Digital Transformation (Thunderbird)
- MGM in Global Entrepreneurship (Thunderbird)
- MGM in Public Policy (Watts College of Public Service and Community Solutions)
- MGM in Public Administration (Watts College of Public Service and Community Solutions)
- MGM in Nonprofit Leadership and Management (Watts College of Public Service and Community Solutions)
- MGM in Sustainable Tourism (Watts College of Public Service and Community Solutions)
- MGM in Global Legal Studies (Sandra Day O'Connor College of Law)
- MGM in Sustainability Solutions (School of Sustainability)
- MGM in Creative Industries and Design Thinking (The Design School, Herberger Institute for Design and the Arts)
- MGM in Digital Audience Strategy (Cronkite School)
- MGM in Global Development and Innovation (School for the Future of Innovation in Society)
- MGM in Integrated Healthcare (School of Health Solutions)
- MGM in Global Healthcare Delivery (School of Health Solutions)

Regards,
Kathryn

Kathryn Maxwell
Associate Dean for Students
Professor of Printmaking

ASU Herberger Institute for Design and the Arts

Dixie Gammage Hall, Rm. 132

PO Box 872102
Tempe, AZ 85287-2102

p: 480.965.0050

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(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)

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.

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.