

This template is to be used only by programs that have received specific written approval from the Provost's office to proceed with internal proposal development and review. The proposal template should be completed in full and submitted to the University Provost's Office [[mailto: curriculumplanning@asu.edu](mailto:curriculumplanning@asu.edu) ]. It must undergo all internal university review and approval steps including those at the unit, college, and university levels. A program **may not** be implemented until the Provost's Office notifies the academic unit that the program may be offered.

**MASTER'S DEGREE PROGRAM**

<b>College/School:</b>	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>	
<b>Department/Division/School:</b>	Thunderbird School of Global Management
<b>Proposing faculty group (if applicable):</b>	N/A

<b>Name of proposed degree program:</b>	Master of Global Leadership and Strategy(MGLS) in Global Leadership and Strategy
<b>Proposed title of major:</b>	Global Leadership and Strategy
<b>Master's degree type:</b>	Other
If Degree Type is "Other", provide degree type and proposed abbreviation:	MGLS
<b>Is a program fee required?</b>	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.

**Requested effective term and year:** Spring 2020  
 (The first semester and year for which students may begin applying to 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](mailto:asuonline@asu.edu) who can provide you with additional information regarding the online request process.*

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

**PROPOSAL CONTACT**

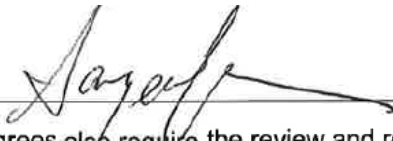
<b>Name:</b> Josh Allen	<b>Title:</b> Director of Academic Programs
<b>Phone number:</b> 602.496.7001	<b>Email:</b> joshallen@thunderbird.asu.edu

**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 degree program.

*Note: An electronic signature, an email from the dean or dean's designee, or a PDF of the signed signature page is acceptable.*

Signature:



Date:

2/19/19

**Please note:** Proposals for new degrees also require the review and recommendation of approval from the University Graduate Council, Curriculum and Academic Programs Committee (CAPC), the Academic Senate (2 readings), 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. PURPOSE AND NATURE OF PROGRAM

### A. Provide a brief program description:

The MGLS in Global Leadership and Strategy is a global cohort executive leadership and strategy program that centers on development of advanced capabilities to conceptualize and deliver profitable growth along with the competencies to lead the strategy execution effort in a complex and dynamic global environment. This requires an innovative, integrated educational experience. Rather than a static arrangement of courses fragmented by disciplines this program more closely patterns executive decision realities by orienting around key themes that naturally flow from the macro to the micro, global to local, public to private, drawing from and interweaving relevant disciplines to successfully address the pressing issues executives face. It is by definition trans-disciplinary in nature and reflects this fundamental philosophy in both approach and execution.

Blended learning makes this possible by combining thematically anchored content delivered using a combination of digital modules and on ground activities with field-deployed experiential learning projects (alternating between developed and emerging markets) that allow participants to interact first-hand with leaders who shape policy and industry and to demonstrate executive acumen through action/response simulation, sprint consultancy engagement, and innovation challenge delivery. Two culminating deliverables (TGM 605 and TGM 606) bridge the program's six modules: 1) Organizational Level – Gamechanger Project (blueprint the future of participant's industry, design for how participant's firm can reimagine itself within this near future, and articulate participant's and team's/division's role in the new reality) 2) Individual Level – Leadership Development Plan (work with advisor/coach to develop a personalized view of strengths and weaknesses and pathway to sustained leadership performance).

The result is a deeply innovative, action-oriented, global executive finishing experience.

### B. Will concentrations be established under this degree program? Yes No

(Please provide additional concentration information in the curricular structure section – number 7.)

## 2. PROGRAM NEED

Explain why the university should offer this program (include data and discussion of the target audience and market).

Thunderbird has developed this unique degree program with blended learning that combines digital and ground coursework with thematically anchored content using hub-based experiential learning in major international cities like Geneva, Mumbai, Shanghai or Nairobi. This degree is designed for individuals who are headed to the C-Suite (or similar); they are advanced (high potential) mid-career with at least 8+ years of managerial experience. Students will be drawn from multinational corporations (MNCs), Global private businesses, global start-ups, international organizations (IOs), international non-governmental organizations (INGOs), etc., with sufficient mobility to engage in this program. This is a finishing degree.

2017) identified a 10 percent growth in managerial and executive jobs that require leadership, critical thinking and project management skills. Deloitte found that only 14 percent of global firms were doing an excellent job of senior leadership development; 85 percent were doing an inadequate job. (<https://www2.deloitte.com/global/en/pages/human-capital/articles/leaders-at-all-levels.html>). Grant Thornton and the Conference Board identify similar gaps (<https://www.granthornton.global/en/insights/articles/q2-2017-economic-update-insight/>; <https://www.conference-board.org/closing-talent-gaps/>). Successful senior leaders need much more than business skill mastery; they need to be globally sophisticated, innovative, curious and able to make rapid decisions. Most organizations are "redesigning their entire strategy for leadership development, driving deeper skills faster, developing leaders globally, and building leadership on a continuous basis." The Master of Global Leadership and Strategy is designed to accelerate the career trajectory of high potential individuals to fill the global senior leadership pipeline talent gap.

**3. IMPACT ON OTHER PROGRAMS**

Attach any letters of collaboration or support from impacted programs (see checklist sheet). Please submit as a separate document.  
See attached letters of support.

**4. PROJECTED ENROLLMENT**

How many new students do you anticipate enrolling in this program each year for the next five years?

*Note: The Arizona Board of Regents (ABOR) requires that nine master's degrees be awarded every three years. Thus, the projected enrollment numbers must account for this ABOR requirement.*

<b>5-YEAR PROJECTED ANNUAL ENROLLMENT</b>					
Please utilize the following tabular format	<b>1<sup>st</sup> Year</b>	<b>2<sup>nd</sup> Year</b> (Yr. 1 continuing + new entering)	<b>3<sup>rd</sup> Year</b> (Yr. 1 & 2 continuing + new entering)	<b>4<sup>th</sup> Year</b> (Yrs. 1, 2, 3 continuing + new entering)	<b>5<sup>th</sup> Year</b> (Yrs. 1, 2, 3, 4 continuing + new entering)
Number of Students Majoring (Headcount)	16	18	20	20	20

**5. ACCREDITATION OR LICENSING REQUIREMENTS (if applicable)**

Provide the names of the external agencies for accreditation, professional licensing, etc. that guide your curriculum for this program, if any. Describe any requirements for accreditation or licensing.

AACSB, <https://www.aacsb.edu/accreditation/standards/business>

**6. STUDENT LEARNING OUTCOMES AND ASSESMENT**

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](mailto:uoeee@asu.edu) with any questions.

**7. CURRICULAR STRUCTURE**

**A. Curriculum Listing**

<b>Required Core Courses for the Degree</b>			
<b>Prefix and Number</b>	<b>Course Title</b>	<b>New Course?</b>	<b>Credit Hours</b>
TGM 601	Megatrends: Understanding Future Drivers and their Influencers	Yes	5
<b>Section sub-total:</b>			5
<b>Other Requirements</b>			
<i>(May be substituted upon academic unit's approval)</i>			

Prefix and Number	Course Title	New Course?	Credit Hours
TGM 602	Sustainable Futures: Building, Tapping and Creating Shared Value in a Changing World	Yes	5
TGM 603	Shaping Markets: Market Entry and Winning Strategies	Yes	5
TGM 604	Capturing Dividends: Finding, Fostering and Exploiting New Insights	Yes	5
TGM 605	Deliver Results I: Resourcing and Influencing to Maximize Impact	Yes	5
<i>Section sub-total:</i>			20
<b>Culminating Experience(s)</b>			<b>Credit Hours</b>
<i>E.g. – Capstone course, portfolio, written comprehensive exam, applied project, thesis (must be 6 credit hours with oral defense)</i>			
TGM 606 Delivering Results II: Peak Dynamism Execution and Comprehensive Debrief			5
<i>Section sub-total:</i>			5
<b>Total required credit hours</b>			30

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

**B. Will concentrations be established under this degree program?**  Yes  No

**8. COURSES**

**A. Course Prefix(es):** Provide the following information for the proposed graduate program.

- Will a new course prefix(es) be required for this degree program?  
Yes  No

If yes, complete the [Course Prefixes / Subjects Form](#) for each new prefix and submit it as part of this proposal submission. Form is located under the courses tab.

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

**TGM 601 - Megatrends: Understanding Future Drivers and Their Influences (5 credit hours)** - The course provides broad exposure to emerging and future transdisciplinary drivers and their influences. The lead professor for this Phoenix-based course will partner with faculty from ASU colleges including the Ira A. Fulton Schools of Engineering, the Walter Cronkite School of Journalism and Mass Communication, the School of Public Affairs, and the Sandra Day O'Connor College of Law (and possibly other ASU Schools or Units). Representative topics will span from crisis management in an era of hypercompetition and mass communications to the global legal implications of digitalization (e.g. Industry 4.0) and the emerging role of INGOs in partnering with private companies to seek shared value and sustainability.

**TGM 602 - Sustainable Futures: Building, Tapping, and Creating Shared Value in a Changing World (5 credit hours)** - The course provides broad exposure to emerging and future transdisciplinary environmental drivers and their influences on business, non-profit organizations and governments. It will focus on four interwoven themes: First, how do global firms create, experience and leverage shared value creation to drive innovation and growth. Second, exploration and application of contemporary models for mapping and understanding today's complex, dynamic systems, ecosystem development and cluster formation. Third, by delving into the function of multilateral agencies such as the World Trade Organization (WTO), World Health Organization (WHO), United

Nations Human Rights Council (UNHRC), United Nations Conference on Trade and Development (UNCTAD), and World Business Council for Sustainable Development (WBCSD) in shaping and driving environmental influence on organizations, and understanding the public policy value chain. And, fourth, unbundling the impact of environment on innovation and growth success drivers in next generation of manufacturing industries such as pharmaceuticals or precision engineering, on service industries such as banking or non-profit organizations, on governments, and on NGOs.

**TGM 603 - Shaping Markets: Market Entry and Winning Strategies (5 credit hours)** - The course provides broad exposure to emerging and future transdisciplinary drivers and their influences regarding. It will focus primarily on how global firms create value and thus will cover a spectrum of topics ranging from country specific competitive advantage and the notion of distance, to alternative global strategy archetypes, and sources of competitive advantage for emerging market multinationals. The approach will be integrative in that it seeks to apply multiple decision-making tools and frameworks to untangle the complexities of managing in a global corporation. The experiential segment of the course module will be anchored in an emerging market setting to provide students a hands-on view of the dynamics shaping the growth markets of today and tomorrow.

**TGM 604 - Capturing Dividends: Finding, Fostering, and Exploiting New Insights (5 credit hours)** - The course provides broad exposure to emerging and future transdisciplinary drivers and their influences with respect to innovation, technology, and creativity. The lead professor for this module will partner with thought and practice leaders from Thunderbird/ASU colleges and beyond. Representative topics will span from understanding technology trends and their drivers to structuring for innovation and creativity success, and the leader's role and relevant skillset therein. From input, to process, to output this module provides access to leading-edge best practices for seeing what others miss (successfully finding and developing valuable innovation), effectively assessing, prototyping, and validating, and winning adoption for new ideas and insights (and fostering these skills in others).

**TGM 605 - Delivering Results I: Resourcing and Influencing to Maximize Impact (5 credit hours)** - The course provides broad exposure to emerging and future transdisciplinary drivers and their influences with respect to execution of strategy on global and local levels. The lead professor for this module will partner with thought and practice leaders from Thunderbird/ASU colleges and beyond. Representative topics will span from understanding strategy execution, project leadership and influencing strategies and approaches, and the leader's role and relevant skillset therein. Starting with both global and local strategies in place, this module provides access to leading-edge best practices for seeing what others miss in the implementation, or execution, of strategy both globally and locally.

**TGM 606 - Delivering Results II: Peak Dynamism Execution and Comprehensive Debrief (5 credit hours)** - The course provides broad exposure to emerging and future transdisciplinary drivers and their influences with respect to execution of strategy on global and local levels. The lead professor for this module will partner with thought and practice leaders from Thunderbird/ASU colleges and beyond. Representative topics will span from implementing global strategy, evaluating and responding to regional dynamics in fast expanding markets, bridging potential headquarter and field chasms, and executing in peak dynamism. This module provides access to leading-edge best practices for implementing strategy in fast expanding, emerging markets.

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

**A. Faculty**

- i. **Current Faculty** – Complete the table below for all current faculty members who will teach in the program. If listing faculty from an academic unit outside of the one proposing the degree, please provide a support statement from that unit.

Name	Rank	Highest Degree	Area of Specialization/Expertise	Estimated Level of Involvement
Christine Pearson	Professor	Ph.D	Global Leadership	30%

Mary Teagarden	Professor	Ph.D	Global Strategy	50%
Kannan Ramaswamy	Professor	Ph.D	Global Management	30%
Tom Hunsaker	Clinical Associate Professor	Ph.D	Global Management	50%
Lena Booth	Professor	Ph.D	Global Finance	30%
William Youngdahl	Associate Professor	Ph.D	Global Project and Operations Leadership	30%
Mark Esposito	Clinical Professor	Ph.D	Business Model Innovation and Economic Development	50%

- ii. **New Faculty** - Describe the new faculty hiring needed during the next three years to sustain the program. List the anticipated hiring schedule and financial sources for supporting the addition of these faculty members.

N/a

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

Applications will be reviewed by Thunderbird Staff and faculty. A program manager from Thunderbird's Academic Operations team will work with students as academic advisor. He/she will also make sure the program runs smoothly (building courses, managing travel logistics, etc.). Professor Lena Booth, the Associate Dean of Academic Programs, will oversee admission, retention, and the overall program.

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

The program budget includes one additional program manager for program delivery support. The budget has been approved by Thunderbird and was sent to the Vice Provost for Academic Planning and Budget in January 2019.

**APPENDIX I  
OPERATIONAL INFORMATION FOR GRADUATE PROGRAMS**

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

- 1. Proposed title of major:** Master of Global Leadership and Strategy
- 2. Marketing description** *(Optional - 50 words maximum. The marketing description should not repeat content found in the program description.)*

Where high potentials turn to master delivery of Industry 4.0 growth—the world’s most innovative global executive educational experience.

- 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 MGLS in Global Leadership and Strategy is a global cohort executive leadership and strategy program that centers on development of advanced capabilities to conceptualize and deliver profitable growth along with the competencies to lead the strategy execution effort in a complex and dynamic global environment. This innovative program closely patterns executive decision realities by orienting around key themes that naturally flow from the macro to the micro, global to local, public to private, interweaving relevant disciplines to address the pressing issues executives face. It is trans-disciplinary in both approach and execution.

This program combines thematically anchored content with field-deployed experiential learning projects (alternating between developed and emerging markets) that allow participants to interact first-hand with leaders who shape policy and industry and to demonstrate executive acumen through action/response simulation, sprint consultancy engagement, and innovation challenge delivery. The result is a deeply innovative, action-oriented, global executive education experience.

- 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 delivery option.*

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](mailto:asuonline@asu.edu) who can provide you with additional information regarding the online request process.*

- 6. Admission Requirements:**

Applicants 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.

**Applicants are required to submit:**

1. graduate admission application and application fee
2. official transcripts
3. proof of English proficiency
4. professional resume
5. letter of intent/written statement
6. admissions interview(s)

**Additional Application Information**

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

If applicable, list any English proficiency requirements that are supplementary to the Graduate College requirement.

Applicants should be "high potential"—selected by their organization as on a trajectory to senior executive positions. They must have 8 years of leadership/executive experience.

**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.*

<b>Terms</b>	<b>Years</b>	<b>University Late Fee Deadline</b>
<input type="checkbox"/> Fall (regular) <input type="checkbox"/> Session B	(year): (year):	July 1st October 1st
<input checked="" type="checkbox"/> Spring (regular) <input type="checkbox"/> Session B	(year): 2020 (year):	December 1st February 8th
<input type="checkbox"/> Summer (regular) <input type="checkbox"/> Summer B	(year): (year):	May 14th May 14th

*Note: Session B is only available for approved online programs.*

**Program admission deadlines website address:**

**8. Curricular Requirements:**

**Curricular Structure Breakdown for the Academic Catalog:**

*(To be completed by the Graduate College)*

30 credit hours including the required capstone course (TGM 606)

**Required Core (5 credit hours)**

TGM 601 Megatrends: Understanding Future Drivers and their Influencers (5)

**Other Requirement (20 credit hours)**

TGM 602 Sustainable Futures: Building, Tapping and Creating Shared Value in a Changing World (5)

TGM 603 Shaping Markets: Market Entry and Winning Strategies (5)



TGM 604 Capturing Dividends: Finding, Fostering and Exploiting New Insights (5)  
 TGM 605 Deliver Results I: Resourcing and Influencing to Maximize Impact (5)

**Culminating Experience (5 credit hours)**

TGM 606 Delivering Results II: Peak Dynamism Execution and Comprehensive Debrief (5)

**Additional Curriculum Information**

Other requirement courses may be substituted with approval of the academic unit.

**9. Comprehensive Exams:**

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

N/A

**10. Allow 400-level courses:**      Yes      No

*Note: No more than 6 credit hours of 400-level coursework may be included on a graduate student plan of study.*

**11. Committee:**

Required number of thesis committee members (must be at least 3 including chair or co-chairs): N/A

Required number of non-thesis option committee members (must be a minimum of one): 1

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

Business, Global Business, Global, International, Leadership, Strategy, Global Leadership, International Business

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

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

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

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

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

**14. Contact and Support Information:**

<b>Office Location - Building Code &amp; Room:</b>	AZCTR 800
--	-----------

<i>(Search ASU map)</i>	
<b>Campus Telephone Number:</b> (may not be an individual's number)	602.496.7100
<b>Program Email Address:</b> (may not be an individual's email)	admissions.tbird@asu.edu
<b>Program Website Address:</b> (if one is not yet created, use unit website until one can be established)	https://thunderbird.asu.edu/degrees/graduate/executive-master-global-leadership-strategy
<b>Program Director (Name):</b>	Josh Allen
<b>Program Director (ASURITE):</b>	rallen19
<b>Program Support Staff (Name):</b>	Wendy Cano
<b>Program Support Staff (ASURITE):</b>	wcano1
<b>Admissions Contact (Name):</b>	Patti Lanning
<b>Admissions Contact (ASURITE):</b>	plannin1

15. **Application and iPOS Recommendations:** List the Faculty and Staff who 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
Wendy Cano	wcano1		x
Nicole Brown	ntbrown2		x

**APPENDIX II**  
**Impact/Support Statements**

Thunderbird School of Global Management and Leadership – Official Submission

**From:** Josh Allen <[Joshallen@thunderbird.asu.edu](mailto:Joshallen@thunderbird.asu.edu)>  
**Sent:** Friday, February 22, 2019 8:09 AM  
**To:** [curriculumplanning@asu.edu](mailto:curriculumplanning@asu.edu)  
**Cc:** Lena Booth <[Lena.Booth@thunderbird.asu.edu](mailto:Lena.Booth@thunderbird.asu.edu)>  
**Subject:** MGLS Program Proposal

Hi,

Please see the attached proposal and supporting documentation for the MGLS degree.

Thank you,  
Josh

**Josh Allen '08**

Director of Academic Programs

**Thunderbird School of Global Management**

+1.602.496.7001

[JoshAllen@Thunderbird.ASU.edu](mailto:JoshAllen@Thunderbird.ASU.edu)

Skype:josh.globalmba

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*Times Higher Education/Wall Street Journal 2019*



*Thunderbird is a unit of the Arizona State University Knowledge Enterprise*

**Herberger Institute for Design and the Arts – Impact Statement**

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**From:** Steven Tepper <[Steven.Tepper@asu.edu](mailto:Steven.Tepper@asu.edu)>

**Date:** Wednesday, February 20, 2019 at 4:31 PM

**To:** Sanjeev Khagram <[Sanjeev.Khagram@thunderbird.asu.edu](mailto:Sanjeev.Khagram@thunderbird.asu.edu)>

**Cc:** Lena Booth <[Lena.Booth@thunderbird.asu.edu](mailto:Lena.Booth@thunderbird.asu.edu)>, Mary Teagarden <[Mary.Teagarden@thunderbird.asu.edu](mailto:Mary.Teagarden@thunderbird.asu.edu)>, Tom Hunsaker <[Tom.Hunsaker@thunderbird.asu.edu](mailto:Tom.Hunsaker@thunderbird.asu.edu)>

**Subject:** Re: High Priority: Impact Statements for new Thunderbird Degree Program

Sangeev:

I wanted to express Herberger Institute's support for the Masters of Global Leadership and Strategy degree. This is an incredibly innovative format and I believe this will be a signature degree for ASU. Herberger is happy to support this in any way we can, including teaching courses or modules from our Design School and our new masters in innovation, a new degree with WP Carey and FSE. We see many synergies.

Steven

Steven J. Tepper

Dean and Director

Foundation Professor

Herberger Institute for Design and the Arts

Arizona State University

**School of Sustainability – Impact Statement**

**From:** Christopher Boone <[Christopher.G.Boone@asu.edu](mailto:Christopher.G.Boone@asu.edu)>

**Date:** Tuesday, February 19, 2019 at 1:54 PM

**To:** Sanjeev Khagram <[Sanjeev.Khagram@thunderbird.asu.edu](mailto:Sanjeev.Khagram@thunderbird.asu.edu)>

**Cc:** Lena Booth <[Lena.Booth@thunderbird.asu.edu](mailto:Lena.Booth@thunderbird.asu.edu)>, Mary Teagarden <[Mary.Teagarden@thunderbird.asu.edu](mailto:Mary.Teagarden@thunderbird.asu.edu)>, Tom Hunsaker <[Tom.Hunsaker@thunderbird.asu.edu](mailto:Tom.Hunsaker@thunderbird.asu.edu)>, Nicole Darnall <[ndarnall@asu.edu](mailto:ndarnall@asu.edu)>, Caroline Harrison <[Caroline.Harrison@asu.edu](mailto:Caroline.Harrison@asu.edu)>

**Subject:** Re: High Priority: Impact Statements for new Thunderbird Degree Program

Dear Sanjeev,

The School of Sustainability is pleased to support the proposed Master of Global Leadership and Strategy. It will not harm or burden the graduate programs in the School of Sustainability in any way. Rather, I expect this program to boost interests in sustainability graduate programs in SOS and across the university. We stand ready to assist however you deem appropriate and helpful.

**Christopher Boone**

Dean and Professor



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

PH: 480-965-2236 | Main: 480-965-2975

[SchoolOfSustainability.asu.edu](http://SchoolOfSustainability.asu.edu)

Executive Assistant: [Lorraine.Protocollo@asu.edu](mailto:Lorraine.Protocollo@asu.edu)

480.965.2236

**W.P. Carey School of Business – Impact Statement**

**From:** "Amy Hillman (DEAN)" <[AMY.HILLMAN@asu.edu](mailto:AMY.HILLMAN@asu.edu)>  
**Date:** Tuesday, February 19, 2019 at 5:40 AM  
**To:** Sanjeev Khagram <[Sanjeev.Khagram@thunderbird.asu.edu](mailto:Sanjeev.Khagram@thunderbird.asu.edu)>  
**Cc:** Lena Booth <[Lena.Booth@thunderbird.asu.edu](mailto:Lena.Booth@thunderbird.asu.edu)>, Mary Teagarden  
<[Mary.Teagarden@thunderbird.asu.edu](mailto:Mary.Teagarden@thunderbird.asu.edu)>, Tom Hunsaker <[Tom.Hunsaker@thunderbird.asu.edu](mailto:Tom.Hunsaker@thunderbird.asu.edu)>  
**Subject:** Re: High Priority: Impact Statements for new Thunderbird Degree Program

Hello Sanjeev,

The W. P. Carey School has no objections to your new degree the Masters of Global Leadership and Strategy.

Amy

Amy J. Hillman, PhD  
Charles J. Robel Dean's Chair  
W. P. Carey School of Business  
Arizona State University  
[amy.hillman@asu.edu](mailto:amy.hillman@asu.edu)  
480.965.3402

**College of Nursing and Health Innovation – Impact Statement**

---

**From:** Katherine Kenny <[Katherine.Kenny@asu.edu](mailto:Katherine.Kenny@asu.edu)>

**Date:** Wednesday, February 20, 2019 at 9:57 AM

**To:** Sanjeev Khagram <[Sanjeev.Khagram@thunderbird.asu.edu](mailto:Sanjeev.Khagram@thunderbird.asu.edu)>

**Cc:** Lena Booth <[Lena.Booth@thunderbird.asu.edu](mailto:Lena.Booth@thunderbird.asu.edu)>, Mary Teagarden <[Mary.Teagarden@thunderbird.asu.edu](mailto:Mary.Teagarden@thunderbird.asu.edu)>, Tom Hunsaker <[Tom.Hunsaker@thunderbird.asu.edu](mailto:Tom.Hunsaker@thunderbird.asu.edu)>, Judith Karshmer <[Judith.Karshmer@asu.edu](mailto:Judith.Karshmer@asu.edu)>

**Subject:** FW: High Priority: Impact Statement for new Thunderbird Degree Program

Dear Sanjeev – thank you for sending the proposal for the Master of Global Leadership and Strategy. We have carefully reviewed your proposal and it looks amazing. We do not see any competition with the programs or courses we offer in the College of Nursing and Health Innovation. On behalf of the College of Nursing and Health Innovation we support this proposal moving through the University approval process. Best to you and your team.

Best,  
*Kathy*

Katherine (Kathy) Kenny, DNP, RN, ANP-BC, FAANP, FAAN  
Associate Dean of Academic Affairs  
College of Nursing and Health Innovation  
Arizona State University  
(P) 602-496-1719  
(F) 602-496-0545  
[Katherine.kenny@asu.edu](mailto:Katherine.kenny@asu.edu)

Fulton Schools of Engineering – Impact Statement

Sunday, March 3, 2019 at 1:36:24 PM Hong Kong Standard Time

---

**Subject:** RE: High Priority: Impact Statement for new Thunderbird Degree Program  
**Date:** Wednesday, February 20, 2019 at 3:50:43 AM Hong Kong Standard Time  
**From:** Kyle Squires  
**To:** Sanjeev Khagram  
**CC:** Annette Bowers, Lena Booth, Mary Teagarden, Tom Hunsaker  
**Attachments:** image001.gif, image002.gif, image003.gif, image004.png, image006.png

Hi Sanjeev,

Thanks for contacting me. This looks very interesting and on behalf of FSE I am happy to support. Regards,

-- Kyle

---

**From:** Sanjeev Khagram <Sanjeev.Khagram@thunderbird.asu.edu>  
**Sent:** Monday, February 18, 2019 7:54 PM  
**To:** Kyle Squires <squires@asu.edu>  
**Cc:** Lena Booth <Lena.Booth@thunderbird.asu.edu>; Mary Teagarden <Mary.Teagarden@thunderbird.asu.edu>; Tom Hunsaker <Tom.Hunsaker@thunderbird.asu.edu>  
**Subject:** High Priority: Impact Statement for new Thunderbird Degree Program

Dear Kyle,

Thunderbird is proposing a new degree – the Masters of Global Leadership and Strategy with a 2020 Spring start date (see attached) – which has been approved by ABOR. This program targets high potential individuals selected by their organizations as on a trajectory to senior executive positions. Candidates must have at least 8 years of leadership/executive experience to enroll. The program will be delivered over 6 modules in 6 countries, supplemented with online components. In order to submit the new degree proposal attached for the Senate and CAPC to review, we need to get an impact statement from your school. Would you be so kind to email us with a letter of support? We would appreciate to get this before Feb 21, 2019. Please let me know if you have any questions.

With Gratitude, Sanjeev



Watts College of Public Service and Community Solutions – Impact Statement

**Subject:** Re: High Priority: Impact Statement for new Thunderbird Degree Program  
**Date:** Wednesday, February 20, 2019 at 1:42:04 AM Hong Kong Standard Time  
**From:** Jonathan Koppell  
**To:** Donald Siegel, Sanjeev Khagram  
**CC:** Lena Booth, Mary Teagarden, Tom Hunsaker, Cynthia Lietz, Sian Mooney, Teresa Moya  
**Attachments:** image001.gif, image002.gif, image003.gif, image004.png, image005.png

Yes, we will support the new thunderbird degree proposal.

jonathan koppell  
watts college

---

**From:** Sanjeev Khagram  
**Sent:** Monday, February 18, 2019 7:52:02 PM  
**To:** Jonathan Koppell; Donald Siegel  
**Cc:** Lena Booth; Mary Teagarden; Tom Hunsaker  
**Subject:** High Priority: Impact Statement for new Thunderbird Degree Program

Dear Jonathan,

Thunderbird is proposing a new degree – the Masters of Global Leadership and Strategy with a 2020 Spring start date (see attached) – which has been approved by ABOR. This program targets high potential individuals selected by their organizations as on a trajectory to senior executive positions. Candidates must have at least 8 years of leadership/executive experience to enroll. The program will be delivered over 6 modules in 6 countries, supplemented with online components. In order to submit the new degree proposal attached for the Senate and CAPC to review, we need to get an impact statement from your school. Would you be so kind to email us with a letter of support? We would appreciate to get this before Feb 21, 2019. Please let me know if you have any questions.

With Gratitude, Sanjeev

College of Liberal Arts and Sciences – Impact Statement

**Subject:** Re: High Priority: Impact Statement for new Thunderbird Degree Program  
**Date:** Tuesday, February 19, 2019 at 10:26:28 PM Hong Kong Standard Time  
**From:** Patrick Kenney  
**To:** Sanjeev Khagram  
**CC:** Lena Booth, Mary Teagarden, Tom Hunsaker  
**Attachments:** image001.gif, image002.gif, image003.gif, image004.png, image005.png

The College of Liberal Arts and Sciences approves.

Pat

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**From:** Sanjeev Khagram <sanjeev.khagram@thunderbird.asu.edu>  
**Sent:** Monday, February 18, 2019 7:57 PM  
**To:** Patrick Kenney  
**Cc:** Lena Booth; Mary Teagarden; Tom Hunsaker  
**Subject:** High Priority: Impact Statement for new Thunderbird Degree Program

Dear Pat,

Thunderbird is proposing a new degree – the Masters of Global Leadership and Strategy with a 2020 Spring start date (see attached) – which has been approved by ABOR. This program targets high potential individuals selected by their organizations as on a trajectory to senior executive positions. Candidates must have at least 8 years of leadership/executive experience to enroll. The program will be delivered over 6 modules in 6 countries, supplemented with online components. In order to submit the new degree proposal attached for the Senate and CAPC to review, we need to get an impact statement from your school. Would you be so kind to email us with a letter of support? We would appreciate to get this before Feb 21, 2019. Please let me know if you have any questions.

With Gratitude, Sanjeev

Mary Lou Fulton Teachers College – Impact Statement

**Subject:** Re: High Priority: Impact Statement for new Thunderbird Degree Program  
**Date:** Tuesday, February 19, 2019 at 11:11:58 AM Hong Kong Standard Time  
**From:** Carole Basile  
**To:** Sanjeev Khagram  
**CC:** Lena Booth, Mary Teagarden, Tom Hunsaker  
**Attachments:** image001.gif, image002.gif, image003.gif, image004.png, image005.png, image006.gif, image007.gif, image008.gif, image009.png, image010.png

We are happy to support this program!

Best—cb

**Carole G. Basile**  
Dean  
Arizona State University  
Mary Lou Fulton Teachers College  
[P.O. Box 871811, Tempe, AZ 85281-1811](mailto:cbasile@asu.edu)

**O: [480.965.3463](tel:480.965.3463) | M: [480.310.6887](tel:480.310.6887)**

On Feb 18, 2019, at 7:58 PM, Sanjeev Khagram <[Sanjeev.Khagram@thunderbird.asu.edu](mailto:Sanjeev.Khagram@thunderbird.asu.edu)> wrote:

Just looping in Lena, Mary and Tom from my team at Thunderbird ...

**Dr. Sanjeev Khagram**  
Dean & Director General |  
Foundation Professor of Global Leadership |  
Thunderbird School of Global Management  
> [Apply today](#) > [Refer a Future Thunderbird](#) |  
[#birdonlyhere](#) | [#birdlife](#) | [thunderbird.asu.edu](http://thunderbird.asu.edu)

**#FollowSanjeev** <[image001.gif](#)><[image002.gif](#)><[image003.gif](#)>

<[image004.png](#)>

*Thunderbird is a unit of the ASU Knowledge Enterprise*

**ASU is #1  
in the U.S. for  
Innovation** <[image005.png](#)>

**From:** Sanjeev Khagram <[Sanjeev.Khagram@thunderbird.asu.edu](mailto:Sanjeev.Khagram@thunderbird.asu.edu)>  
**Date:** Monday, February 18, 2019 at 7:54 PM  
**To:** Carole Basile <[Carole.Basile@asu.edu](mailto:Carole.Basile@asu.edu)>  
**Subject:** High Priority: Impact Statement for new Thunderbird Degree Program

Dear Carole

Thunderbird is proposing a new degree – the Masters of Global Leadership and Strategy with a 2020 Spring start date (see attached) – which has been approved by ABOR. This program targets high potential individuals selected by their organizations as on a trajectory to senior executive positions. Candidates must have at least 8 years of leadership/executive experience to enroll. The program will be delivered over 6 modules in 6 countries, supplemented with online components. In order to submit the new degree proposal attached for the Senate and CAPC to review, we need to get an impact statement from your school. Would you be so kind to email us with a letter of support? We would appreciate to get this before Feb 21, 2019. Please let me know if you have any questions.

With Gratitude, Sanjeev

**Dr. Sanjeev Khagram**

Dean & Director General |

Foundation Professor of Global Leadership |

Thunderbird School of Global Management

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#FollowSanjeev      <image006.gif><image007.gif><image008.gif>

<image009.png>

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**ASU is #1  
in the U.S. for  
Innovation**

<image010.png>

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**College of Health Solutions – Impact Statement**

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**From:** Julie Liss <[JULIE.LISS@asu.edu](mailto:JULIE.LISS@asu.edu)>

**Date:** Thursday, February 21, 2019 at 10:41 AM

**To:** Lena Booth <[Lena.Booth@thunderbird.asu.edu](mailto:Lena.Booth@thunderbird.asu.edu)>

**Cc:** Mary Teagarden <[Mary.Teagarden@thunderbird.asu.edu](mailto:Mary.Teagarden@thunderbird.asu.edu)>, Tom Hunsaker <[Tom.Hunsaker@thunderbird.asu.edu](mailto:Tom.Hunsaker@thunderbird.asu.edu)>, Deborah Helitzer <[Deborah.Helitzer@asu.edu](mailto:Deborah.Helitzer@asu.edu)>, Sanjeev Khagram <[Sanjeev.Khagram@thunderbird.asu.edu](mailto:Sanjeev.Khagram@thunderbird.asu.edu)>, Kate Lehman <[KATE.LEHMAN@asu.edu](mailto:KATE.LEHMAN@asu.edu)>

**Subject:** Re: Masters of Global Leadership and Strategy

Lena,

We have reviewed the Master of Global Leadership and Strategy proposal and we, at the College of Health Solutions, offer our support.

Best wishes and thank you.

Julie

**Walter Cronkite School of Journalism and Mass Communication – Impact Statement**

**From:** Kathleen Burke <Kathleen.Burke@asu.edu> on behalf of Christopher Callahan <Christopher.Callahan@asu.edu>  
**Date:** Thursday, February 21, 2019 at 2:12 PM  
**To:** Sanjeev Khagram <Sanjeev.Khagram@thunderbird.asu.edu>  
**Subject:** FW: High Priority / Tome Sensitive Request

Dear Sanjeev,

We have reviewed this proposal and support the development of this new degree. Please let us know how we can support the interdisciplinary offerings. This looks like an exciting program.

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](mailto:ccallahan@asu.edu)  
<http://cronkite.asu.edu>  
<http://facebook.com/CronkiteSchool>  
[http://twitter.com/Cronkite\\_ASU](http://twitter.com/Cronkite_ASU)

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**From:** Sanjeev Khagram <Sanjeev.Khagram@thunderbird.asu.edu>  
**Sent:** Wednesday, February 20, 2019 5:43 PM  
**To:** Christopher Callahan <Christopher.Callahan@asu.edu>  
**Cc:** Lena Booth <Lena.Booth@thunderbird.asu.edu>  
**Subject:** High Priority / Tome Sensitive Request

Sorry for the short notice on this ...

Dear Chris,

Thunderbird is proposing a new degree – the Masters of Global Leadership and Strategy with a 2020 Spring start date (see attached) – which has been approved by ABOR. This program targets high potential individuals selected by their organizations as on a trajectory to senior executive positions. Candidates must have at least 8 years of leadership/executive experience to enroll.

The program will be delivered over 6 modules in 6 countries, supplemented with online components. In order to submit the new degree proposal attached for the Senate and CAPC to review, we need to get an impact statement from your school. Would you be so kind to email us with a letter of support? We would appreciate to get this before Feb 21, 2019. Please let me know if you have any questions.

**Sandra Day O'Connor College of Law – Impact Statement**

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**From:** Adam Chodorow <adam.chodorow@asu.edu>  
**Sent:** Sunday, March 3, 2019 10:36 AM  
**To:** Sanjeev Khagram  
**Subject:** FW: High Priority request

Dear Sanjeev,

Doug forwarded me the email below. The College of Law wholeheartedly supports this proposal.

Please let me know if you need anything else.

Adam

---

Adam Chodorow  
Associate Dean for Academic Affairs  
Jack E. Brown Professor of Law  
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](mailto:Adam.Chodorow@asu.edu)  
SSRN: <http://ssrn.com/author=474399>

**From:** Sanjeev Khagram <[Sanjeev.Khagram@thunderbird.asu.edu](mailto:Sanjeev.Khagram@thunderbird.asu.edu)>  
**Date:** March 3, 2019 at 12:17:31 AM MST  
**To:** "Douglas Sylvester (Dean)" <[Douglas.Sylvester@asu.edu](mailto:Douglas.Sylvester@asu.edu)>  
**Cc:** Lena Booth <[Lena.Booth@thunderbird.asu.edu](mailto:Lena.Booth@thunderbird.asu.edu)>  
**Subject:** High Priority request

Dear Doug,

Thunderbird is proposing a new degree – the Executive Masters of Global Leadership and Strategy with a 2020 Spring start date – which has been approved by ABOR. This program

targets high potential individuals selected by their organizations as on a trajectory to senior global executive positions. Candidates must have at least 8-10 years of leadership/executive experience to enroll.

The program will be delivered over 6 modules in 6 countries, supplemented with online components. In order to submit the new degree proposal attached for the Senate and CAPC to review, we need to get an impact statement from your school. Would you be so kind to email us with a letter of support? We would appreciate to get this before March 5, 2019 if possible. Please let me know if you have any questions.

With Gratitude, Sanjeev

Dr. Sanjeev Khagram  
Director-General and Dean  
Thunderbird School of Global Management  
Foundation Professor of Global Leadership, The Arizona State University Knowledge Enterprise

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APPENDIX III

Assessment

University Office of Evaluation and Educational Effectiveness 09-12-2018  
 Academic Program Assessment Plan

**Master in Global Leadership and Strategy**

Status:UOEEE Provisional Approval

Comments:UOEEE Approved

Element Outcome Measure Description

Outcome	1		Students will demonstrate enhanced ability to think with a Global Mindset.
Plan_2Concepts	1		The Master of Global Leadership and Strategy is focused on development of leaders of the future for success in the global arena through intense immersion in Thunderbird's School of Global Management's global delivery hubs supplemented with virtual learning. Learning will be experiential and action-oriented.
Plan_3Competencies	1		Students will demonstrate measurable development of their Global Mindset which comprises intellectual, social and psychological capital. Intellectual Capital is the student's knowledge of global organizations, global industries, global value networks and cultural complexities. Social Capital is the student's ability to build sustainable trusting relationships with others from diverse parts of the world. Psychological Capital is the student's passion, excitement, respect, flexibility and openness towards other cultures.
Measure	1	1	A pre- and post-test will be administered to each student in the program to assess development in their ability to think in a Global Mindset. Development will be measured along three factors: Intellectual Capital, Cultural Capital, and Social Capital.
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 on each on of the three factors.
Measure	1	2	Graduating students who are surveyed at graduation will evaluate the quality of their program's ability to enhance Global Mindset.
PC	1	2	75% of surveyed students will rate the extent to which their program enhanced their Global Mindset as "Agree" or "Strongly Agree";

Element Outcome Measure Description

Outcome	2		Students will demonstrate enhanced ability in Global Leadership.
Plan_2Concepts	2		Globalization, economic change, more stringent regulation and tougher governance make realizing global stakeholder value increasingly difficult. This dynamic context demands leaders who have been developed to engage globally, value entrepreneurship and transform society through the development of their leadership versatility. The Masters in Global Leadership and Strategy program is designed to provide this development.
Plan_3Competencies	2		These leaders of the future will develop and demonstrate leadership versatility—the ability to deal with the paradox and fast-paced change encountered in the global environment. Students will develop and demonstrate the ability to adjust their behavior and apply the right leadership approach for the circumstances at hand in a variety of global contexts.
Measure	2	1	Students will be assessed in their ability to meet the criteria utilizing the Leadership Versatility Index.
PC	2	1	75% of students will achieve the level in the Versatility Index that approximates a score of "0" which represents an optimal balance between "overdoing" and "underdoing" with regards to leadership behaviors.
Measure	2	2	Graduating students who are surveyed at graduation will evaluate the quality of their program's ability to enhance Global Leadership
PC	2	2	75% of surveyed students will rate the extent to which their program enhanced their Global Leadership as "Agree" or "Strongly Agree."

If you have questions, please e-mail [assessment@asu.edu](mailto: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](mailto: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 or degree programs may be impacted by the proposed 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 or their designee (will submit approved proposal to the [curriculumplanning@asu.edu](mailto: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](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. To be included in the handbook are the unit/college satisfactory academic progress policies, current degree program requirements (outlined in the approved proposal) and a link to the Graduate Policies and Procedures website: [http://graduate.asu.edu/faculty\\_staff/policies](http://graduate.asu.edu/faculty_staff/policies).