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**

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

**Existing graduate degree and major under which this concentration will be established:**

Master of Global Management (MGM) in Global Management

**Name of proposed concentration:**

Sustainability Solutions

**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, the same program fee of the MGM will apply to this concentration.

**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
  - [x] 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

<table>
<thead>
<tr>
<th>Plan Code:</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIP Code:</td>
</tr>
</tbody>
</table>
PROPOSAL CONTACT

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: [Signature]
Date: 1/25/2019

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, concentration in Sustainability Solutions allows Thunderbird students who are pursuing a Master of Global Management to take courses in the School of Sustainability’s Master of Sustainability Solutions degree program. Through a collaborative sequence of courses offered in partnership with the School of Sustainability, students will be able to gain the skills needed to work in organizations that value sustainable solutions to global and local problems.

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.?

Research shows that over 40 percent of executives want to align their company’s goals with sustainability principles. In the same survey, chief executive officers identified sustainability as a top priority (McKinsey, 2014). Governments are also increasingly recognizing the importance of sustainability. This has led the United Nations to outline sustainable development goals for 2030. As sustainability gains more traction, knowledge in this area will become increasingly attractive to employers. Thunderbird has designed the Sustainability Solutions concentration to prepare students for these new organizational norms.

The target audience for the concentration are students interested in complementing their global management education with expertise in sustainability.
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.

Thunderbird has worked closely with the School of Sustainability to develop this concentration. Thunderbird students pursuing this concentration will take courses with students in the MSUS in Sustainability Solutions, resulting in higher demand for the MSUS courses. A copy of some of our correspondence has been attached in Appendix III.

In the development of this concentration, Thunderbird also 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, W.P. Carey School of Business, among others, 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, concentration in Sustainability Solutions complements the other globally-focused degree and certificate programs by adding additional specialized cross-training in sustainability and the fundamentals of global management.

(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.)

This concentration is interdisciplinary. Students will enroll in classes at Thunderbird and at the School of Sustainability. The global business courses will be taught at Thunderbird School of Global Management and the concentration courses in Sustainability Solutions will be taught at the School of Sustainability.

3. STUDENT LEARNING OUTCOMES AND ASSESSMENT

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

(See 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.

<table>
<thead>
<tr>
<th>Core Courses for the Degree</th>
<th>Ensure the core listed below is the same as for the standalone degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prefix and Number</td>
<td>Course Title</td>
</tr>
<tr>
<td>TGM 506</td>
<td>Communicating and Negotiating Across Cultures</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Required Concentration Courses |
| (Students choose four courses from the list below for a total of twelve credit hours) |
| Prefix and Number | Course Title | New Course? | Credit Hours |
| | | | |
### PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

<table>
<thead>
<tr>
<th>Prefix and Number</th>
<th>Course Title</th>
<th>New Course?</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOS 508</td>
<td>Fundamentals of Sustainability</td>
<td>Yes</td>
<td>3</td>
</tr>
<tr>
<td>SOS 509</td>
<td>Solving Sustainability Problems</td>
<td>Yes</td>
<td>3</td>
</tr>
<tr>
<td>SOS 514</td>
<td>Human Dimensions of Sustainability</td>
<td>No</td>
<td>3</td>
</tr>
<tr>
<td>SOS 545</td>
<td>Organizations, Sustainability &amp; Public Policy</td>
<td>No</td>
<td>3</td>
</tr>
<tr>
<td>SOS 548</td>
<td>Transformational Sustainability Entrepreneurship</td>
<td>Yes</td>
<td>3</td>
</tr>
</tbody>
</table>

**Elective or Research Courses**

(as deemed necessary by supervisory committee)

<table>
<thead>
<tr>
<th>Prefix and Number</th>
<th>Course Title</th>
<th>New Course?</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>Electives as Approved by the academic Unit</td>
<td>N/A</td>
<td>12</td>
</tr>
</tbody>
</table>

**Culminating Experience(s)**

- 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)
- Capstone Course - TGM 597 Thunderbird Integrative Experience

<table>
<thead>
<tr>
<th>Prefix and Number</th>
<th>Course Title</th>
<th>New Course?</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td></td>
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<td>1</td>
</tr>
</tbody>
</table>

**Other Requirements**

- E.g. – internships, clinical requirements, field studies, foreign language exam as applicable
- Foreign Language as a Curriculum Requirement (see below)
- TGM 596 Thunderbird Experiential Practicum
- TGM 545 Global Leadership and Strategy
- TGM 557 Global Data and Marketing Analytics
- TGM 515 Navigating Global and Regional Business Environments
- TGM 517 Global Accounting and Financial Management
- TGM 586 Global Entrepreneurship and Sustainable Business

<table>
<thead>
<tr>
<th>Prefix and Number</th>
<th>Course Title</th>
<th>New Course?</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>6</td>
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<tr>
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<td></td>
<td></td>
<td></td>
<td>3</td>
</tr>
</tbody>
</table>

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 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.
SOS 508 Fundamentals of Sustainability (3 Credits)
Graduate level course that covers sustainability research and approaches. It covers important concepts in sustainability, including systems thinking, strategic thinking, social-environmental-technological systems, governance, future thinking, and normative concerns.

SOS 509 Solving Sustainability Problems (3 Credits)
Graduate level course that presents methods on how to identify and analyze sustainability problems and how to develop interventions and strategies that can solve and mitigate sustainability problems. It introduces integrated frameworks for sustainability problem solving, which is applicable to all sustainability-related professions.

SOS 548 Transformational Sustainability Entrepreneurship (3 Credits)
This course familiarizes students with concepts and examples of sustainable entrepreneurial models that are radically different from conventional business models. With a focus on small- and medium-sized organizations, students will learn about structure and function of sustainability-oriented B-corporations, cooperatives, non-profit organizations, alternative business incubators, impact investment companies, and other models.

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?

   Professor Lena Booth, the Associate Dean of Academic Programs at Thunderbird, will oversee admission, retention, and the overall program. In consultation with leadership at the School of Sustainability, Thunderbird will review applications, make admissions recommendations, and track enrollment and retention. Students will be assigned academic success specialists at Thunderbird for advisement.

   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?

<table>
<thead>
<tr>
<th>3-YEAR PROJECTED ANNUAL ENROLLMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please utilize the following tabular format</td>
</tr>
<tr>
<td>Number of Students in concentration (Headcount)</td>
</tr>
</tbody>
</table>

   (Yr. 1 continuing + new entering)
   (Yr. 1 & 2 continuing + new entering)

   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.

<table>
<thead>
<tr>
<th>Name</th>
<th>Rank</th>
<th>Highest Degree</th>
<th>Area of Specialization/Expertise</th>
<th>Estimated Level of Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lena Booth</td>
<td>Associate Professor</td>
<td>Ph.D.</td>
<td>Finance</td>
<td>10%</td>
</tr>
<tr>
<td>Nicole Darnall</td>
<td>Associate Professor</td>
<td>Ph.D.</td>
<td>Sustainability</td>
<td>20% (SOS 545)</td>
</tr>
<tr>
<td>Pree Sainam</td>
<td>Assistant Professor</td>
<td>Ph.D.</td>
<td>Marketing Analytics</td>
<td>20%</td>
</tr>
<tr>
<td>Mary Sully de Luque</td>
<td>Associate Professor</td>
<td>Ph.D.</td>
<td>Leadership</td>
<td>20%</td>
</tr>
<tr>
<td>Kannan Ramaswamy</td>
<td>Professor</td>
<td>Ph.D.</td>
<td>Strategy</td>
<td>10%</td>
</tr>
<tr>
<td>Seigyoung Auh</td>
<td>Professor</td>
<td>Ph.D.</td>
<td>Marketing</td>
<td>20%</td>
</tr>
<tr>
<td>Daniel Fischer</td>
<td>Assistant Professor</td>
<td>Ph.D.</td>
<td>Sustainable Consumption</td>
<td>10% (SOS 514)</td>
</tr>
<tr>
<td>Graeme Rankine</td>
<td>Associate Professor</td>
<td>Ph.D.</td>
<td>Accounting</td>
<td>10% (TGM 517)</td>
</tr>
</tbody>
</table>

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.)
APPENDIX I
OPERATIONAL INFORMATION FOR GRADUATE PROGRAMS
(This information is used to populate the Graduate Programs Search/catalog website.)

1. Proposed name of concentration: Sustainability Solutions

2. Marketing description (Optional - 50 words maximum. The marketing description should not repeat content found in the program description.)
   
   Joining Thunderbird’s #1 ranked Master in Global Management degree (Times Higher Education/Wall Street Journal, 2019) with the Nation’s first school of sustainability, the MGM in Global Management, concentration in Sustainability Solutions prepares students with the skills needed to work in organizations that value sustainable solutions to solve global and local problems.

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)
   
   As sustainability gains more traction, knowledge in this area will become increasingly attractive to employers. Thunderbird has designed the MGM in Global Management, concentration in Sustainability Solutions to prepare students for these new organizational norms. Students will assess an organization’s sustainability options and propose how these options create value to the organization. Students will specialize in organizational change, organizational sustainability, systems thinking, and strategic thinking.

   This program is perfect for students who are interested in complementing their global management education with expertise in sustainability.

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.
PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

Applicants are required to submit:

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

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.

<table>
<thead>
<tr>
<th>Terms</th>
<th>Years</th>
<th>University Late Fee Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>☑ Fall (regular)</td>
<td>(year): 2019</td>
<td>July 1st</td>
</tr>
<tr>
<td></td>
<td>(year):</td>
<td>October 1st</td>
</tr>
<tr>
<td>☑ Spring (regular)</td>
<td>(year): 2020</td>
<td>December 1st</td>
</tr>
<tr>
<td></td>
<td>(year):</td>
<td>February 8th</td>
</tr>
<tr>
<td>☑ Summer (regular)</td>
<td>(year): 2020</td>
<td>May 14th</td>
</tr>
<tr>
<td></td>
<td>(year):</td>
<td>May 14th</td>
</tr>
</tbody>
</table>

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)

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)
SOS 508 Fundamentals of Sustainability (3)
SOS 509 Solving Sustainability Problems (3)
SOS 514 Human Dimensions of Sustainability (3)
SOS 545 Organizations, Sustainability & Public Policy (3)
SOS 548 Transformational Sustainability Entrepreneurship (3)
PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

Electives (12 credit hours)

Other Requirements (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.

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 third party vendor OR successfully complete six credit hours of 400 level or higher of foreign language coursework as part of the program electives

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.
Sustainability Solutions, Sustainability, Global Management, Global, Management

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

☒ Architecture & Construction ☐ Interdisciplinary Studies
☐ Arts ☐ Law & Justice
☒ Business ☐ Mathematics
☐ Communication & Media ☐ Psychology
☐ Education & Teaching ☐ STEM
☐ Engineering & Technology ☐ Science
☐ Entrepreneurship ☐ Social and Behavioral Sciences
☐ Health & Wellness ☐ Sustainability
☐ Humanities
B. Select one (1) secondary area of interest from the list below that applies to this program.

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

12. Contact and Support Information:

<table>
<thead>
<tr>
<th>Office Location - Building Code &amp; Room:</th>
<th>AZCTR 800</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus Telephone Number:</td>
<td>602.496.7100</td>
</tr>
<tr>
<td>(may not be an individual’s number)</td>
<td></td>
</tr>
<tr>
<td>Program Email Address:</td>
<td><a href="mailto:admissions.tbird@asu.edu">admissions.tbird@asu.edu</a></td>
</tr>
<tr>
<td>(may not be an individual’s email)</td>
<td></td>
</tr>
<tr>
<td>Program Website Address:</td>
<td><a href="https://thunderbird.asu.edu/degrees/graduate/master-global-management">https://thunderbird.asu.edu/degrees/graduate/master-global-management</a></td>
</tr>
<tr>
<td>(if one is not yet created, use unit website until one can be established)</td>
<td></td>
</tr>
<tr>
<td>Program Director (Name):</td>
<td>Josh Allen</td>
</tr>
<tr>
<td>Program Director (ASURITE):</td>
<td>rallen18</td>
</tr>
<tr>
<td>Program Support Staff (Name):</td>
<td>Heidi Bonilla</td>
</tr>
<tr>
<td>Program Support Staff (ASURITE):</td>
<td>hbonill1</td>
</tr>
<tr>
<td>Admissions Contact (Name):</td>
<td>Patti Lanning</td>
</tr>
<tr>
<td>Admissions Contact (ASURITE):</td>
<td>plannin1</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>NAME</th>
<th>ASURITE</th>
<th>ADMSN</th>
<th>POS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Josh Allen</td>
<td>rallen18</td>
<td>x</td>
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</tr>
<tr>
<td>Anthony Tam</td>
<td>atam5</td>
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<tr>
<td>Kim Smart</td>
<td>ksmart</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Heidi Bonilla</td>
<td>hbonill1</td>
<td>x</td>
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</tbody>
</table>
APPENDIX II
Assessment Plan

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.
Hi, please see attached the 11 concentration proposals for Master of Global Management (MGM), both in Word and in pdfs.

Thanks,

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  |  Phone: 602-496-7061  |  Email: lena.booth@thunderbird.asu.edu  |  Website: [http://www.thunderbird.edu](http://www.thunderbird.edu)  |  A Unit of Arizona State University Knowledge Enterprise
Subject: Re: Thunderbird Request for Letters of Support
Date: Saturday, February 2, 2019 at 6:39:21 AM Hong Kong Standard Time
From: David Guston
To: Lena Booth, Sanjeev Khagram
CC: Gary Grossman, Mary Jane Parmentier, Josh Allen

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

From: Thunderbird Office of the Dean and Director General <ThunderbirdDean@exchange.asu.edu>
Date: Friday, February 1, 2019 at 9:17 AM
To: David Guston <David.Guston@asu.edu>
Subject: Thunderbird Request for Letters of Support

How are you, David?

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)
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• 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
Subject: RE: Support for Thunderbird MGM Concentrations
Date: Thursday, February 21, 2019 at 10:05:01 PM Hong Kong Standard Time
From: Kay Faris
To: Lena Booth
CC: Kay Faris
Attachments: image002.png

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
Arizona State University
Where Business is Personal®
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

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---

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

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---

From: Patrick Kenney <pkenney@asu.edu>
Sent: Wednesday, January 23, 2019 3:57 PM
To: Sanjeev Khagram; Fabio Milner; Lena Booth; Roy Nelson; Mary Teagarden; Stacia Shelton  
Cc: Jeffrey Cohen; Nancy Gonzales; Elizabeth Wentz; Fabio Milner  
Subject: RE: Requesting Letter of Support

Yes, good idea Fabio and Sanjeev, let’s meet to be sure everyone is on the same page.

Thanks, Pat

Patrick J. Kenney  
Dean, College of Liberal Arts and Sciences  
Foundation Professor, School of Politics and Global Studies  
Arizona State University

From: Sanjeev Khagram <Sanjeev.Khagram@thunderbird.asu.edu>  
Sent: Wednesday, January 23, 2019 1:00 PM  
To: Fabio Milner <milner@asu.edu>; Lena Booth <Lena.Booth@thunderbird.asu.edu>; Roy Nelson <Roy.Nelson@thunderbird.asu.edu>; Mary Teagarden <Mary.Teagarden@thunderbird.asu.edu>; Stacia Shelton <Stacia.Shelton@thunderbird.asu.edu>  
Cc: Patrick Kenney <pkenney@asu.edu>; Jeffrey Cohen <Jeffrey.J.Cohen@asu.edu>; Nancy Gonzales <nancy.gonzales@asu.edu>; Elizabeth Wentz <WENTZ@asu.edu>; Fabio Milner <milner@asu.edu>  
Subject: Re: Requesting Letter of Support

This would be fabulous Fabio,

We have spoken to Pat, Jeff, Nancy, and Libbby but a joint meeting would be most welcome!  
I have looped in Stacia to coordinate schedules.

With Gratitude, Sanjeev

Get Outlook for iOS

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

Armstrong Hall, Office 285
P: 480/965-5877 | F: 480/965-2110
milner@asu.edu
URL: https://clas.asu.edu/content/fabio-milner

From: Lena Booth <Lena.Booth@thunderbird.asu.edu>
Date: Tuesday, January 22, 2019 at 14:16
To: Fabio Milner <familner@asu.edu>
Cc: Kyle Rader <kwradler@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!
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)
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- 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)
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 coursework 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!

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Sanjeev Khagram, Ph.D.

Dean and Director General

Thunderbird School of Global Management
Subject: Re: Thunderbird Request for Letters of Support
Date: Wednesday, February 13, 2019 at 5:42:23 AM Hong Kong Standard Time
From: Julie Liss
To: Lena Booth
CC: Kate Lehman

Hi Lena,

This email is to express the College of Health Solution's support for the concentrations listed below.
Best wishes,

julie

From: Lena Booth <Lena.Booth@thunderbird.asu.edu>
Date: Tuesday, February 12, 2019 at 2:24 PM
To: Julie Liss <JULIE.LISS@asu.edu>
Subject: FW: Thunderbird Request for Letters of Support

Hi Julie:

Please see below for our request. 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?

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 | Phone: 602-486-7061 | Email: lena.booth@thunderbird.asu.edu | Website: http://www.thunderbird.edu | A Unit of Arizona State University Knowledge Enterprise

From: Stacia Shelton <Stacia.Shelton@thunderbird.asu.edu>
Date: Tuesday, February 5, 2019 at 11:48 AM
To: Lena Booth <Lena.Booth@thunderbird.asu.edu>
Subject: FW: Thunderbird Request for Letters of Support

From: Deborah Helitzer <Deborah.Helitzer@asu.edu>
Sent: Friday, February 01, 2019 10:13 AM
To: Thunderbird Office of the Dean and Director General <ThunderbirdDean@exchange.asu.edu>
Cc: Julie Liss <JULIE.LISS@asu.edu>
Subject: Re: Thunderbird Request for Letters of Support

Hi. Julie Liss, our Assoc Dean for Academic Success will provide you with a letter of support.

Regards
Deborah
Deborah Helitzer, ScD
Dean and Professor
College of Health Solutions
Arizona State University
550 N 3rd Street
Phoenix, AZ 85004
602.496.1943
deborah.helitzer@asu.edu
Web: chs.asu.edu

For appointments and information, please contact Malissa Todd (malissa.endsley@asu.edu)

Sent from my iPhone

On Feb 1, 2019, at 9:18 AM, Thunderbird Office of the Dean and Director General <ThunderbirdDean@exchange.asu.edu> wrote:

How are you, Deborah?

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!

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- 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

Dear Lena,

On behalf of the School of Politics and Global Studies, I support the Master of Global Management concentrations listed below. I look forward to talking about the ways our two Schools might cooperate in the future.

Best,
Cameron

Cameron G. Thies
Professor & Director
School of Politics & Global Studies
Arizona State University

6748 Lattie F. Coor Hall
P.O. Box 8733902
Tempe, AZ 85287
p: 480-727-3518 f: 480-965-3929
email: cameron.thies@asu.edu
web: https://ipgsclas.asu.edu/

Dear Cameron:

Hope this email finds you well. I am writing to request a letter of support for our Master of Global Management concentrations listed below, and to set up a meeting for us to talk about possible collaboration opportunities between our schools.

Hope to hear from you soon.

Thanks,

Lena

From: Stacia Shelton <Stacia.Shelton@thunderbird.asu.edu>
Dear Sanjeev,

Thank you for being in touch about this. The only unit in the social sciences who may want to be involved is the School of Politics and Global Studies. Cameron Thies, cc’d here, is the school’s director. Hopefully you two can talk about what is possible together.

See you soon.

Libby

My Dear Elizabeth,

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!

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• MGM in Integrated Healthcare (School of Health Solutions)
• MGM in Global Healthcare Delivery (School of Health Solutions)

With gratitude, Sanjeev
Hi Lena,

Watts College is delighted to support 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)
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- 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]
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 course indicated in the proposal and look forward to this partnership with the Thunderbird School of Global Management.

Christopher Boone  
Dean and Professor

School of Sustainability
Arizona State University
P.O. Box 115562 | Tempe, Arizona | 85287-5502
FAX: 480-965-2236 | Phone: 480-965-2975
SchoolOfSustainability@asu.edu
Executive Assistant: Lorraine.Protorelllo@asu.edu
480-965-2236

School of Sustainability – Impact Statement #1

Request to implement a new graduate concentration
I was able to get agreement on the following courses for the Sustainability Concentration:

**SOS 508 Fundamentals of Sustainability (New Course)**
Graduate level course that covers sustainability research and approaches. It covers important concepts in sustainability, including systems thinking, strategic thinking, social-environmental-technological systems, governance, future thinking, and normative concerns.

**SOS 509 Solving Sustainability Problems (New Course)**
Graduate level course that presents methods on how to identify and analyze sustainability problems and how to develop interventions and strategies that can solve and mitigate sustainability problems. It introduces integrated frameworks for sustainability problem solving, which is applicable to all sustainability-related professions.

**SOS 514 Human Dimensions of Sustainability**
Concepts and definitions of the human dimensions of sustainability; the role of attitudes and values in shaping sustainability goals, practices, and programs; the diversity of values and socio-cultural contexts relating to sustainability; bottom-up and top-down sustainable policy development, social data collection methodologies.

**SOS 545 Orgs, Sustain & Public Policy**
Sustainability concerns are fast becoming a strategic issue for organizations in all sectors. In the last ten years, numerous organizations have completely redefined their business strategies in line with principles of sustainability by balancing the requirements for economic development, environmental quality and social justice, and governments worldwide are developing programs and policies that encourage these activities. Explores the connections between organization strategy—especially within the private sector, sustainability and public policy. Through a combination of practical cases, readings and lectures, class sessions engage students in discussions aimed at developing sustainability assessment models. Additionally, students apply new strategy tools that incorporate principles of proactive environmental management and social responsibility designed to enhance the public good.

**SOS 548 (New Course, was SOS 598 Special Topic: Transformation Sust Entrepreneurship)**
This course familiarizes students with concepts and examples of sustainable entrepreneurial models that are radically different from conventional business models. With a focus on small- and medium-sized organizations, students will learn about structure and function of sustainability-oriented B-corporations, cooperatives, non-profit organizations, alternative business incubators, impact investment companies, and other models.
Thanks Caroline. We were given the deadline of Jan 21 by Grad College in order to have time to implement it this coming fall. Since this has to be reviewed by Senate and CAPC after Grad College, I was wondering if you would like to just give us a list of courses right now, and we can say students can choose any 4 from that list (provided pre-requisites are met). If your faculty decide certain courses have to be core courses later, we can make a program change as that is a lot easier (fewer bodies have to approve). Please let me know what you think of the idea.

Thanks,

Lena

Hi Lena—

We are still in the processing of working with our faculty on confirming the core courses that would be used for this concentration. It is unlikely that we would have decisions by the end of this week but I will let you know on the progress.

Caroline J. Harrison, PhD
Curricular and Academic Programs
Senior Sustainability Scholar

Arizona State University
P.O. Box 875502 | Tempe, Arizona | 85287-5502
PH: 480-965-8645 | Main: 480-965-2975
SchoolOfSustainability.asu.edu

Dear Caroline:

The MGM concentration in Sustainability Solutions has been approved by the Provost Office. We need to submit the detail course work to the Grad College by January 21 the latest. Do you mind sharing with us the courses required for the Sustainability Solutions concentration by end of this week? We have got all the courses for the other 14 concentrations except yours. Really appreciate your help here.
Thanks in advance for your cooperation!

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 | Phone: 602-496-7061 | Email: lena.booth@thunderbird.asu.edu
Website: http://www.thunderbird.edu | A Unit of Arizona State University Knowledge Enterprise
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
callahan@asu.edu
http://cronkite.asu.edu
http://facebook.com/CronkiteSchool
http://twitter.com/Cronkite_ASU

How are you, Chris?

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!

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- MGM in Global Business (Thunderbird and Carey)
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- MGM in Global Healthcare Delivery (School of Health Solutions)

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

ASU
New College of Interdisciplinary Arts and Sciences
Arizona State University

From: Thunderbird Office of the Dean and Director General
Sent: Friday, February 1, 2019 9:23 AM
To: Todd Sandrin <Todd.Sandrin@asu.edu>
Subject: Thunderbird Request for Letters of Support

How are you, Todd?

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)
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- MGM in Global Healthcare Delivery (School of Health Solutions)

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

From: Thunderbird Office of the Dean and Director General <ThunderbirdDean@exchange.asu.edu>
Sent: Friday, February 1, 2019 9:20 AM
To: Duane Roen <Duane.Roen@asu.edu>
Subject: Thunderbird Request for Letters of Support

How are you, Duane?

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!

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

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From: Thunderbird Office of the Dean and Director General <ThunderbirdDean@exchange.asu.edu>
Date: Friday, February 1, 2019 at 9:35 AM
To: Judith Karshmer <Judith.Karshmer@asu.edu>
Subject: Thunderbird Request for Letters of Support

N
My Dear Judith,

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!

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With gratitude, Sanjeev
Subject: Re: Urgent request
Date: Friday, February 15, 2019 at 1:11:06 AM Hong Kong Standard Time
From: Carole Basile
To: Sanjeev Khagram
CC: Lena Booth

And yes, of course I support these programs!

Carole G. Basile
Dean
Arizona State University
Mary Lou Fulton Teachers College
P.O. Box 871811, Tempe, AZ 85281-1811

O: 480.965.3463 | M: 480.310.6887

On Feb 14, 2019, at 9:38 AM, Sanjeev Khagram <Sanjeev.Khagram@thunderbird.asu.edu> wrote:

Dear Carol,

Looping in my amazing Associate Dean Lena Booth on this. We are not 100% sure why, but this is one of the requests we got from the Grad College. Given the transdisciplinary breadth of our new curriculum, they may also ask for an impact statement from you at the Teachers College for our concentrations. We’d love to see a concentration in intl educational leadership and management.

With Gratitude, Sanjeev

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From: Carole Basile <carole.basile@asu.edu>
Sent: Thursday, February 14, 2019 5:09 AM
To: Sanjeev Khagram
Cc: Sherman Dorn
Subject: Re: Urgent request

Sanjeev, there doesn’t seem to be anything here with MLFTC so I’m not sure what I’m approving. Maybe I’m missing something? cb

Carole G. Basile
Dean
Arizona State University
Mary Lou Fulton Teachers College
P.O. Box 871811, Tempe, AZ 85281-1811

O: 480.965.3463 | M: 480.310.6887
On Feb 13, 2019, at 10:39 PM, Sanjeev Khagram <skhagram@asu.edu> wrote:

Dear Carol,

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 15 concentrations for our MGM Program listed below have been approved by the Provost’s 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 below?

With Gratitude, Sanjeev

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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.

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Regards,
Kathryn
Subject: RE: Urgent request
Date: Friday, February 15, 2019 at 4:18:28 AM Hong Kong Standard Time
From: Kyle Squires
To: Sanjeev Khagram
CC: Lena Booth

Dear Sanjeev,

Thanks very much for the note and sorry for the lag in responding. FSE is supportive of these concentrations.

I would also note that as these move forward there are a few concentrations where there might be possibilities for us to include some FSE courses (if appropriate). Realize that conversation can be had in due course though if that were of interest I would look forward to discussing. Those concentrations are,

- MGM in Global Entrepreneurship (Thunderbird)
- MGM in Global Healthcare Delivery (School of Health Solutions)
- MGM in Global Digital Transformation (Thunderbird)

Thanks,

-- Kyle

From: Sanjeev Khagram <skhagram@asu.edu>
Sent: Wednesday, February 13, 2019 10:34 PM
To: Kyle Squires <squries@asu.edu>
Cc: Lena Booth <Lena.Booth@thunderbird.asu.edu>
Subject: Urgent request

Dear Kyle,

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 15 concentrations for our MGM Program listed below have been approved by the Provost’s 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?

With Gratitude, Sanjeev

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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](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](https://provost.asu.edu/curriculum-development).
  - 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.](https://provost.asu.edu/curriculum-development))

☐ 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](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](http://graduate.asu.edu/faculty_staff/policies) to access Graduate Policies and Procedures.