



PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

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

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

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

GRADUATE CONCENTRATION

College/School: Thunderbird School of Global Management

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

Department/Division/School: Thunderbird School of Global Management

Proposing faculty group (if applicable): N/A

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

Name of proposed concentration: Sustainable Tourism

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.

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

Is the unit willing and able to implement the program if the fee is denied? Yes, we are able to implement the program.

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

Downtown Phoenix Polytechnic Tempe Thunderbird West Other: _____

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

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

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

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



PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

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:

Date: 2/1/2019

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), concentration in Sustainable Tourism allows Thunderbird MGM students to take courses from the Watts College of Public Service and Community Solutions' Master of Sustainable Tourism degree program. The program addresses the unique character of sustainability and sustainable practices in tourism development and management.

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.?

Recent research indicates that 1 in 10 people are employed in a tourism related job (World Economic Forum, 2017). Another study showed that travelers are more likely to visit places if there are sustainable practices in place (Mandala, 2017). In addition, governments are recognizing the importance of sustainability, leading the United Nations to outline sustainable development goals. As the tourism industry continues to adopt ecotourism and sustainability practices, a new set of skills is needed. In response, Thunderbird has designed the Sustainable Tourism concentration in collaboration with the Watts College of Public Service and Community Solutions.

The target audience for the concentration are students interested in working in sustainable tourism, hospitality, travel and related fields. Through a collaborative sequence of courses offered in partnership with Watts College, students will be able to work in and lead organizations that desire employees with global management and sustainable tourism skills.



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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 in the Watts College of Public Service and Community Solutions to develop this concentration. Thunderbird students pursuing this concentration will take courses with students in the MST in Sustainable Tourism and the Sustainable Tourism graduate certificate, resulting in higher demand for the MST 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 School of Sustainability, W.P. Carey School of Business, and various other units 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 Sustainable Tourism complements Thunderbird’s globally-focused degree program by adding additional specialized cross-training in sustainability practices 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 follow classes at Thunderbird and at the Watts College of Public Service and Community Solutions. The global business courses will be taught at Thunderbird School of Global Management and the concentration courses in Sustainable Tourism will be taught at the Watts College of Public Service and Community Solutions.

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 UOEEO’s approval of your assessment plan for this program. Visit the assessment portal at <https://uoeee.asu.edu/assessment-portal> or contact uoeee@asu.edu with any questions.

(See Appendix II).

4. CURRICULAR STRUCTURE

Please ensure that all *new* core course proposals have been submitted to the Provost’s office through the Curriculum ChangeMaker online course proposal submission system before this initiative is put on the University Graduate Council and CAPC agendas.

Core Courses for the Degree			
<i>Ensure the core listed below is the same as for the standalone degree</i>			
Prefix and Number	Course Title	New Course?	Credit Hours
TGM 506	Communicating and Negotiating Across Cultures	No	3
<i>Section sub-total:</i>			3
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



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TDM 520	Sustainable Thinking I	No	3
TDM 521	Sustainable Thinking II	No	3
TDM 540	Sustainable Food Management in Tourism	No	3
TDM 570	Sustainable Tourism	No	3
CRD 569	Advanced Tourism Studies	No	3
Section sub-total:			12
Elective or Research Courses <i>(as deemed necessary by supervisory committee)</i>			
Prefix and Number	Course Title	New Course?	Credit Hours
	Electives as Approved by the academic Unit	N/A	12
Section sub-total:			12
Culminating Experience(s) <i>E.g. – Capstone course, portfolio, written comprehensive exam, applied project, thesis (must be 6 credit hours with oral defense), dissertation (must be 12 credit hours with oral defense)</i>			Credit Hours
Capstone Course - TGM 597 Thunderbird Integrative Experience			1
Section sub-total:			1
Other Requirements <i>E.g. – internships, clinical requirements, field studies, foreign language exam as applicable (Except for TGM 596 and the foreign language requirement, other requirement courses may be substituted with approval of the academic unit)</i>			Credit Hours
Foreign Language as a Curriculum Requirement (see below)			
TGM 596 Thunderbird Experiential Practicum			6
TGM 545 Global Leadership and Strategy			3
TGM 557 Global Data and Marketing Analytics			3
TGM 515 Navigating Global and Regional Business Environments			3
TGM 517 Global Accounting and Financial Management			3
TGM 586 Global Entrepreneurship and Sustainable Business			3
Section sub-total:			21
Total required credit hours			49

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

Capstone Course - TGM 597 Thunderbird Integrative Experience - Provides a capstone experience that integrates content from several business areas including strategy, finance, cross-cultural communication, supply chains, leadership, operations, and accounting. May take the form of an integrative business computer simulation or a seminar drawing on faculty from a variety of business areas to highlight key issues in those areas.

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

Foreign Language as a Curriculum Requirement (any language)



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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.



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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 the admission, retention, and the overall program. In consultation with leadership at the Watts College of Public Service and Community Solutions, 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?

3-YEAR PROJECTED ANNUAL ENROLLMENT			
Please utilize the following tabular format	1 st Year	2 nd Year (Yr. 1 continuing + new entering)	3 rd Year (Yr. 1 & 2 continuing + new entering)
Number of Students in concentration (Headcount)	10	20	30

- C. Resource requirements needed to launch and sustain the program:** Describe any new resources required for this concentration's success such as new staff, new facilities, new library resources, new technology resources, etc. and include projected budget needs. If multiple units/programs will collaborate in offering this concentration, please discuss the resource contribution of each participating program. Letters of support must be included from all academic units that will commit resources to this concentration.

No new resources required

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

Name	Rank	Highest Degree	Area of Specialization/Expertise	Estimated Level of Involvement
Lena Booth	Associate Professor	Ph.D.	Finance	10%
Gyan Nyaupane	Professor	Ph.D.	Tourism	20% (TGM 570)
Pree Sainam	Assistant Professor	Ph.D.	Marketing Analytics	20%
Mary Sully de Luque	Associate Professor	Ph.D.	Leadership	20%
Kannan Ramaswamy	Professor	Ph.D.	Strategy	10%
Seigyoung Auh	Professor	Ph.D.	Marketing	20%
Rebekka Goodman	Lecturer	Ph.D.	Sustainable Development and Tourism	10% (TDM 520 and TDM 521)
Evan Jordan	Assistant Professor	Ph.D.	Sustainable Tourism	10% (TDM 530)



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Christine Vogt	Professor	Ph.D.	Destination Planning	10% (TDM 531)
Deepak Chhabra	Associate Professor	Ph.D.	Tourism and Hospitality	10% (CRD 569)
Graeme Rankine	Associate Professor	Ph.D.	Accounting	10% (TGM 517)

8. REQUIRED SUPPORTING DOCUMENTS

(Please label accordingly, i.e., Appendix or Attachment A, B, etc.)

Please include the following with your proposal:

- A. Statements of support from all deans
- B. Impact statements of heads of impacted academic units (programs with similar names/content, utilizing courses, faculty, etc.)



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APPENDIX I

OPERATIONAL INFORMATION FOR GRADUATE PROGRAMS

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

1. **Proposed name of concentration:** Sustainable Tourism

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

As the tourism industry continues to adopt ecotourism and sustainability practices, a new set of skills are needed. Thunderbird therefore created the Master of Global Management in Global Management, concentration in Sustainable Tourism to address the unique character of sustainability and sustainable practices in tourism development and management.

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 MGM concentration in Sustainable Tourism allows students to take courses in sustainable tourism from the Watts College of Public Service and Community Solutions. This concentration prepares students who desire to work in the tourism industry globally. Students interested in sustainable tourism management explore the practice of management and development of sustainable tourism businesses and destinations.

Students will integrate economic, social and environmental aspects of sustainability as it relates to tourism; conduct sustainability audits for destinations and businesses; evaluate community impacts of tourism; determine sustainable destinations; and perform business planning and management. This concentration is perfect for students interested in working in sustainable tourism, hospitality, travel and related fields.

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

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

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

Note: Office of the Provost approval is needed for ASU Online campus options.

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

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

Downtown Phoenix Polytechnic Tempe West Other: _____

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

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

6. **Admission Requirements**

An applicant must fulfill the requirements of both the Graduate College and the Thunderbird School of Global Management.

Applicants are eligible to apply to the program if they have earned a bachelor's or master's degree in any subject or related field, from a regionally accredited institution.



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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. 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.

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

Program admission deadlines website address:

8. Curricular Requirements:

Curricular Structure Breakdown for the Academic Catalog:

(To be completed by the Graduate College)

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

Required Core (3 credit hours)

TGM 506 Communicating and Negotiating Across Cultures (3)

Concentration (12 credit hours)

CRD 569 Advanced Tourism Studies (3)



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TDM 520 Sustainable Thinking I (3)
TDM 521 Sustainable Thinking II (3)
TDM 540 Sustainable Food Management in Tourism (3)
TDM 570 Sustainable Tourism (3)

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 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.

Tourism, Sustainable, 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.

- | | | | |
|-------------------------------------|---|--------------------------|---|
| <input type="checkbox"/> | Architecture & Construction | <input type="checkbox"/> | Interdisciplinary Studies |
| <input type="checkbox"/> | Arts | <input type="checkbox"/> | Law & Justice |
| <input checked="" type="checkbox"/> | Business | <input type="checkbox"/> | Mathematics |
| <input type="checkbox"/> | Communication & Media | <input type="checkbox"/> | Psychology |
| <input type="checkbox"/> | Education & Teaching | <input type="checkbox"/> | STEM |



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- | | |
|---|---|
| <input type="checkbox"/> Engineering & Technology | <input type="checkbox"/> Science |
| <input type="checkbox"/> Entrepreneurship | <input type="checkbox"/> Social and Behavioral Sciences |
| <input type="checkbox"/> Health & Wellness | <input type="checkbox"/> Sustainability |
| <input type="checkbox"/> Humanities | |

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

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

12. Contact and Support Information:

Office Location - Building Code & Room: (Search ASU map)	AZCTR 800
Campus Telephone Number: (may not be an individual's number)	602.496.7100
Program Email Address: (may not be an individual's email)	admissions.tbird@asu.edu
Program Website Address: (if one is not yet created, use unit website until one can be established)	https://thunderbird.asu.edu/degrees/graduate/master-global-management
Program Director (Name):	Josh Allen
Program Director (ASURITE):	rallen18
Program Support Staff (Name):	Heidi Bonilla
Program Support Staff (ASURITE):	hbonill1
Admissions Contact (Name):	Patti Lanning
Admissions Contact (ASURITE):	plannin1

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

NAME	ASURITE	ADMSN	POS
Josh Allen	rallen18	x	x



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Anthony Tam	atam5	x	x
Kim Smart	kcsmart		x
Heidi Bonilla	hbonill1		x

APPENDIX II
Assessment Plan

Outcome 1:	Students will demonstrate enhanced Social Capital.
Concepts:	The World Economic Forum reports that empathy and collaboration are two critical abilities for global manager success. These abilities rely on the development of Social Capital. This program is designed to develop a student's Social Capital through field-based action learning, team-based projects, and stretch assignments.
Competencies:	Students will have the ability to build sustainable trusting relationships—the basis of Social Capital—with others from diverse parts of the world through development of intercultural empathy, the ability to have interpersonal impact, and to act with diplomacy.
Measure/Method 1.1:	The Global Mindset Inventory will be used to assess development in Social Capital. A pre- and post-test will be used to assess change over time and program effect.
Performance Criterion 1.1:	At least 75% of the participants will achieve a 0.2 increase (on a five point scale) from pre- to post-test in the area of Social Capital.
Measure/Method 1.2:	Graduating students who are surveyed at graduation will evaluate the quality of their program's ability to enhance their Social Capital.
Performance Criterion 1.2:	75% of surveyed students will rate the extent to which their program enhanced their Social Capital as "Agree" or "Strongly Agree."
<i>Add Measure 3</i>	
Outcome 2:	Students will demonstrate knowledge of the dominant concepts and practices in sustainable tourism.
Concepts:	MGM in Sustainable Tourism prepares students who desire to work in the tourism industry globally. The program addresses the unique character of sustainability and sustainable practices in tourism development and management. Students interested in sustainable tourism management explore the practice of management and development of sustainable tourism businesses and destinations.
Competencies:	Students will integrate economic, social and environmental aspects of sustainability as it relates to tourism; conduct sustainability audits for destinations and businesses; evaluate community impacts of tourism; determine sustainable destinations; and perform business planning and management.
Measure/Method 2.1:	Students in TDM 520 Sustainable Thinking in Tourism or TDM 521 Sustainable Thinking in Tourism III will be required to take an exam that assesses knowledge of sustainability concepts.
Performance Criterion 2.1:	85 percent of students or better will achieve a score of 80 percent or better on the exam as evaluated by the instructor using a common, faculty-developed rubric.
Measure/Method 2.2:	Students will be required to take an exam that assesses the environmental, economic, and socio-cultural aspects of tourism development (TDM 570 Sustainable Tourism) or the sustainable food systems and practices in different types of global tourism (TDM 540 Sustainable Food Management in Tourism)
Performance Criterion 2.2:	85 percent of students or better will achieve a score of 80 percent or better on the exam as evaluated by the instructor using a common, faculty-developed rubric.

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

APPENDIX III
Support/Impact Statements

Thunderbird School of Global Management – Official Submission

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

Good Morning,

Please see the 4 attached concentration proposals.

Thank you,

Josh

Josh Allen '08

Director of Academic Programs

Thunderbird School of Global Management

+1.602.496.7001

JoshAllen@Thunderbird.ASU.edu

Skype:josh.globalmba

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Thunderbird is a unit of the Arizona State University Knowledge Enterprise

School for the Future of Innovation in Society – Impact Statement

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)

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

Sanjeev Khagram, Ph.D.

Dean and Director General

Thunderbird School of Global Management

W. P. Carey School of Business – Impact Statement

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



Where Business is Personal®

College of Liberal Arts and Sciences – Impact Statement

Subject: Re: High Priority and Urgent: Requesting Letter of Support
Date: Wednesday, February 13, 2019 at 11:36:33 PM Hong Kong Standard Time
From: Patrick Kenney
To: Sanjeev Khagram, Fabio Milner, Lena Booth, Roy Nelson, Mary Teagarden, Stacia Shelton
CC: Jeffrey Cohen, Nancy Gonzales, Elizabeth Wentz, Fabio Milner
Attachments: image002.png

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

Get [Outlook for iOS](#)

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 Libby 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 <fmilner@asu.edu>

Cc: Kyle Rader <kwrader@asu.edu>

Subject: Requesting Letter of Support

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

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

Lena

Lena C. Booth, Ph.D. | Associate Dean of Academic Programs and Finance Professor | Thunderbird School of Global Management | 400 E Van Buren, Suite 800 | Phoenix, AZ 85004 | Phone: 602-496-7061 | Email: lens.booth@thunderbird.asu.edu | Website: <http://www.thunderbird.edu> | A Unit of Arizona State University Knowledge Enterprise

MGM Concentrations:

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

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

Dear Sanjeev,

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

Adam

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

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

Dear Doug,

The following 15 concentrations for our Master of Global Management (MGM) Program has been approved by the Provost Office. We are in the next steps of submitting the "Proposal to Establish New Graduate Concentration" forms to the Graduate College, then bringing them

to the Senate and CAPC. To do that, we are asked to obtain a letter of support from your school. Could you please kindly provide us a letter of support saying you support all of the concentrations listed below, especially those that may be of relevance to your school? (An email indicating so would be sufficient.) The attached document outlines our MGM curriculum requirements and all the concentration course work for the 15 concentrations. Please kindly send us the letter of support by Wednesday, Feb 6, 2019. Please do not hesitate to reach out if you have any questions and concerns. Thanks very much!

MGM Concentrations:

- MGM in Global Business (Thunderbird and Carey)
- MGM in Global Affairs (Thunderbird)
- MGM in Global Digital Transformation (Thunderbird)
- MGM in Global Entrepreneurship (Thunderbird)
- MGM in Public Policy (Watts College of Public Service and Community Solutions)
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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

College of Health Solutions – Impact Statement

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: 602-496-7061 | 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](tel: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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Community Solutions)

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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

<Thunderbird-MGM-49 credits-Curriculum-Jan 31-2019.pdf>

School of Politics and Global Studies – Impact Statement

Subject: Re: Thunderbird Request for Letters of Support

Date: Wednesday, February 13, 2019 at 6:27:27 AM Hong Kong Standard Time

From: Cameron Thies

To: Lena Booth

CC: Elizabeth Wentz, Sanjeev Khagram

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: [480-727-2518](tel:480-727-2518) f: [480-965-3929](tel:480-965-3929)
email: cameron.thies@asu.edu
web: <https://pgs.clas.asu.edu/>

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

Date: Tuesday, February 12, 2019 at 3:17 PM

To: Cameron Thies <CAMERON.THIES@asu.edu>

Cc: Elizabeth Wentz <WENTZ@asu.edu>, Sanjeev Khagram <Sanjeev.Khagram@thunderbird.asu.edu>

Subject: FW: Thunderbird Request for Letters of Support

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

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

From: Stacia Shelton <Stacia.Shelton@thunderbird.asu.edu>

Date: Tuesday, February 5, 2019 at 11:46 AM
To: Lena Booth <Lena.Booth@thunderbird.asu.edu>
Subject: FW: Thunderbird Request for Letters of Support

From: Elizabeth Wentz <WENTZ@asu.edu>
Sent: Sunday, February 03, 2019 7:52 AM
To: Thunderbird Office of the Dean and Director General <ThunderbirdDean@exchange.asu.edu>
Cc: Cameron Thies <CAMERON.THIES@asu.edu>
Subject: Re: Thunderbird Request for Letters of Support

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

From: Thunderbird Office of the Dean and Director General <ThunderbirdDean@exchange.asu.edu>
Date: Friday, February 1, 2019 at 9:36 AM
To: Elizabeth Wentz <WENTZ@asu.edu>
Subject: Thunderbird Request for Letters of Support

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!

MGM Concentrations:

- MGM in Global Business (Thunderbird and Carey)
- MGM in Global Affairs (Thunderbird)
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- MGM in Nonprofit Leadership and Management (Watts College of Public Service and Community Solutions)

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- 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)

With gratitude, Sanjeev

Watts College of Pubic Service and Community Solutions – Impact Statement #1

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

Hi Lena,

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

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

Sian

Siân Mooney, Ph.D.

Associate Dean & College Professor

Professor | [School of Public Affairs](#)

Senior Sustainability Scientist | [Wrigley Global Institute of Sustainability](#)

Faculty Affiliate | [Center for Biodiversity Outcomes](#) & [Global Security Initiative](#)

Phone: +1 (602) 496-1752

Administrative Assistant: Linda Garcia

[Linda.Garcia@asu.edu]

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

Watts College of Pubic Service and Community Solutions – Impact Statement #2

From: Rebekka Goodman <rebekka.goodman@gmail.com>
Date: Friday, September 28, 2018 at 2:21 AM
To: Lena Booth <Lena.Booth@thunderbird.asu.edu>
Cc: Mark Roseland <Mark.Roseland@asu.edu>
Subject: Thunderbird Sustainable Tourism certificate list

Hi Lena,

These are the courses I would suggest along with the semesters they are offered. These courses are only online.. Please let me know if there is any other information you need (course descriptions/syllabi).

Rebekka

TDM 520 Sustainable Thinking I (Spring/Fall A)
TDM 521 Sustainable Thinking II (Spring/Fall B)
TDM 540 Sustainable Food Management in Tourism (Spring A)
TDM 570 Sustainable Tourism (Fall B/Summer B)
CRD 569 Advanced Tourism Studies (Fall A)

~~~~~  
*Rebekka Goodman PhD  
Lecturer, Program Advisor- Masters of Sustainable Tourism  
School of Community Resources and Development*

*Arizona State University  
602-496-1054*



## School of Sustainability – Impact Statement

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

Dear Dr. Booth,

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

Christopher Boone  
Dean and Professor



P.O. Box 875502 | Tempe, Arizona | 85287-5502  
PH: 480-965-2236 | Main: 480-965-2975  
[SchoolOfSustainability.asu.edu](http://SchoolOfSustainability.asu.edu)  
Executive Assistant: [Lorraine.Profocollo@asu.edu](mailto:Lorraine.Profocollo@asu.edu)  
480.965.2236



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

Dear Sanjeev,

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

Best,  
Chris

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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:** Thunderbird Office of the Dean and Director General <[ThunderbirdDean@exchange.asu.edu](mailto:ThunderbirdDean@exchange.asu.edu)>  
**Sent:** Friday, February 1, 2019 9:24 AM  
**To:** Christopher Callahan <[Christopher.Callahan@asu.edu](mailto:Christopher.Callahan@asu.edu)>  
**Subject:** Thunderbird Request for Letters of Support

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!

**MGM Concentrations:**

- MGM in Global Business (Thunderbird and Carey)
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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

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

Sanjeev,

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

Best,  
Todd

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**Todd R. Sandrin, Ph.D.**

[Dean, New College of Interdisciplinary Arts and Sciences](#)

[Vice Provost, West campus](#)

[Professor, School of Mathematical and Natural Sciences](#)

[Senior Sustainability Scientist - Julie Ann Wrigley Global Institute of Sustainability](#)

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

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**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

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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:**

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- MGM in Global Entrepreneurship (Thunderbird)
- MGM in Public Policy (Watts College of Public Service and Community Solutions)
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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

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**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

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**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!

**MGM Concentrations:**

- MGM in Global Business (Thunderbird and Carey)
- MGM in Global Affairs (Thunderbird)
- MGM in Global Digital Transformation (Thunderbird)
- MGM in Global Entrepreneurship (Thunderbird)
- MGM in Public Policy (Watts College of Public Service and Community Solutions)
- MGM in Public Administration (Watts College of Public Service and Community Solutions)
- MGM in Nonprofit Leadership and Management (Watts College of Public Service and Community Solutions)
- MGM in Sustainable Tourism (Watts College of Public Service and Community Solutions)
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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

College of Nursing and Health Innovation – Impact Statement

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

Hi Sanjeev,

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

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

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

Best  
Judy

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

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

**ASU** College of Nursing  
and Health Innovation

Arizona State University

500 North 3rd Street | Phoenix, AZ 85004

Ph: 602.496.2200 | [judith.karshmer@asu.edu](mailto: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.

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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)
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- 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)

With gratitude, Sanjeev

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Mary Lou Fulton Teachers College – Impact Statement

**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](mailto:Carole.Basile@asu.edu)  
**O: [480.965.3463](tel:480.965.3463) | M: [480.310.6887](tel:480.310.6887)**

On Feb 14, 2019, at 9:38 AM, Sanjeev Khagram <[Sanjeev.Khagram@thunderbird.asu.edu](mailto: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](mailto: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](mailto:Carole.Basile@asu.edu)  
**O: [480.965.3463](tel:480.965.3463) | M: [480.310.6887](tel:480.310.6887)**

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On Feb 13, 2019, at 10:39 PM, Sanjeev Khagram <[skhagram@asu.edu](mailto: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

**MGM Concentrations:**

- MGM in Global Business (Thunderbird and Carey)
- MGM in Global Affairs (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)

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

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

Hi Lena,

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

MGM Concentrations:

- MGM in Global Business (Thunderbird and Carey)
- MGM in Global Affairs (Thunderbird)
- MGM in Global Digital Transformation (Thunderbird)
- MGM in Global Entrepreneurship (Thunderbird)
- MGM in Public Policy (Watts College of Public Service and Community Solutions)
- MGM in Public Administration (Watts College of Public Service and Community Solutions)
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- MGM in Integrated Healthcare (School of Health Solutions)
- MGM in Global Healthcare Delivery (School of Health Solutions)

Regards,  
Kathryn

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Fulton School of Engineering – Impact Statement

**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

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**From:** Sanjeev Khagram <skhagram@asu.edu>  
**Sent:** Wednesday, February 13, 2019 10:34 PM  
**To:** Kyle Squires <squires@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

**MGM Concentrations:**

MGM in Global Business (Thunderbird and Carey)  
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## (NEW GRADUATE INITIATIVES)

### PROPOSAL PROCEDURES CHECKLIST

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

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

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

- Additional information can be found at the Provost's Office Curriculum Development website: [Courses link](#)
- For questions regarding proposing new courses, send an email to: [courses@asu.edu](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 may be impacted by the proposed program request
- if the program will have an online delivery option support will be required from the Provost's office and ASU Online. *(Please complete the ASU Online Offering form in [Curriculum ChangeMaker](#) to begin this request.)*

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

- Internal faculty governance review committee(s)
- academic unit head (e.g. Department Chair or School Director)
- academic unit Dean (will submit approved proposal to the [curriculumplanning@asu.edu](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. 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.