



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: Digital Audience Strategy

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

Plan Code:

CIP Code:



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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: January 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 Digital Audience Strategy allows Thunderbird students who are pursuing a Master of Global Management to take courses from The Walter Cronkite School of Journalism and Mass Communication's Digital Audience Strategy graduate programs. Through a collaborative sequence of courses offered in partnership with the Cronkite School, students will be able to combine the global management skills of the traditional Master of Global Management with digital expertise and skills like social media targeting and search engine optimization.

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.?

Digital marketing is expected to have an 11 percent compound annual growth through 2021 (Forbes, 2017). Similarly, advances in technology have made programming and data analysis in-reach to far less technically trained individuals. This has created a new class of hybrid jobs that combine digital skills with marketing and design (Burning Glass, 2015). In response to this trend, Thunderbird has designed the Digital Audience Strategy concentration under the Master of Global Management degree program.

The target audience for the concentration are students interested in augmenting their digital skills in the area of marketing, design, and product development. Through a collaborative sequence of courses offered in partnership with the Cronkite School, students will be able to combine the global management skills of the traditional Master of Global Management degree with digital expertise.



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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 Walter Cronkite School of Journalism and Mass Communication to develop this concentration. Students of this concentration will take courses with the MS in Digital Audience Strategy degree and Digital Audiences graduate certificate students, creating higher demand for the Cronkite School graduate 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, and 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, Digital Audience Strategy concentration complements the other globally-focused degree and certificate programs by adding additional specialized cross-training in digital audience strategy 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 Cronkite School. The global business courses will be taught at the Thunderbird School of Global Management and some concentration courses in Digital Audience Strategy will be taught at the Cronkite School.

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.

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			
Prefix and Number	Course Title	New Course?	Credit Hours
MCO 561	Defining the Digital Audience	No	3



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	Students choose three courses from the list below for a total of nine credit hours		
MCO 562	Search Engine Strategy for Digital Audience Acquisition	No	3
MCO 563	Social Media Campaigns and Engagement	No	3
MCO 564	Digital Audience Research and Behavior	No	3
MCO 565	Digital Audience Analytics	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.



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- 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



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definitions applicable to these two topics, the basic place and role of these two domains in the global economy, and the significance of the two domains in the creation of jobs and sustainable economic activity.

7. ADMINISTRATION AND RESOURCES

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

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 Walter Cronkite School of Journalism and Mass Communication, 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 <small>(Yr. 1 continuing + new entering)</small>	3 rd Year <small>(Yr. 1 & 2 continuing + new entering)</small>
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%
Syed Hussain	Assistant Professor	Ph.D.	Communication and Digital Technology	20%
Pree Sainam	Assistant Professor	Ph.D.	Marketing Analytics	20%
Mary Sully de Luque	Associate Professor	Ph.D.	Leadership	20%
Kannan Ramaswamy	Professor	Ph.D.	Strategy	10%
Seigyoung Auh	Professor	Ph.D.	Marketing	20%
Jessica Pucci	Assistant Dean	MA	Digital Audience	10% (MCO 561)



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Kirsten Markson	Faculty Associate	MA	Public Relations	10% (MCO 563)
Kyounghee Kwon	Assistant Professor	Ph.D.	Social Media	10% (MCO 564)
Jacob Nelson	Assistant Professor	Ph.D.	Digital Media	10% (MCO 565)

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:** Digital Audience Strategy

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

A new class of hybrid jobs that combine digital skills with marketing and design has recently emerged. The Master of Global Management in Global Management, concentration in Digital Audience Strategy, in partnership with the Cronkite School, offers students the ability to combine global management skills with digital expertise.

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)*

Strong quantitative and qualitative research methods provide the foundation of effective digital audience strategy, and graduates earning this concentration will demonstrate the ability to conduct research to identify and reach target audiences.

Research used to identify and reach target audiences through digital audience strategy include traditional and emerging methods such as real-time website and social media audience analysis, social network analysis, search engine optimization analysis, surveys, focus groups and competitive analysis. Students will demonstrate skill in using a range of methods to inform strategy for specific outcomes. This concentration is perfect for students who are interested in augmenting their digital skills in the areas of marketing, design, and product development.

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)

MCO 561 Defining the Digital Audience (3)



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- MCO 562 Search Engine Strategy for Digital Audience Acquisition (3)
- MCO 563 Social Media Campaigns and Engagement (3)
- MCO 564 Digital Audience Research and Behavior (3)
- MCO 565 Digital Audience Analytics (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 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 must take MCO 561, then choose three courses from MCO 562, MCO 563, MCO 564 or MCO 565 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.

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

12. Contact and Support Information:

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



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

NAME	ASURITE	ADMSN	POS
Josh Allen	rallen18	x	x
Anthony Tam	atam5	x	x
Kim Smart	kcsmart		x
Heidi Bonilla	hbonill1		x

APPENDIX II
Assessment Plan

University Office of Evaluation and Educational Effectiveness 09-12-2018
Academic Program Assessment Plan
MGM in Digital Audience Strategy

Status:UOEEE Provisional Approval

Comments:UOEEE Approved

Element Outcome Measure Description

Outcome	1		Students will demonstrate enhanced Social Capital.
Plan_2Concepts	1		The World Economic Forum reports that empathy and collaboration are two critical abilities for global manager success. These are equally critical for those seeking careers in Global Affairs. These abilities rely on the development of Social Capital. This program is designed to develop a student’s Social Capital through field-based action learning, team-based projects, and stretch assignments.
Plan_3Competencies	1		Students will have the ability to build sustainable trusting relationships—the basis of Social Capital—with others from diverse parts of the world through development of intercultural empathy, the ability to have interpersonal impact, and to act with diplomacy.
Measure	1	1	The Global Mindset Inventory will be used to assess development in Social Capital. A pre- and post-test will be used to assess change over time and program effect.
PC	1	1	At least 75% of the participants will achieve a 0.2 increase (on a five point scale) from pre- to post-test in the area of Social Capital.
Measure	1	2	Graduating students who are surveyed at graduation will evaluate the quality of their program’s ability to enhance their Social Capital.
PC	1	2	75% of surveyed students will rate the extent to which their program enhanced their Social Capital as “Agree” or “Strongly Agree.”
Outcome	2		Students of the concentration will be able to use research to identify and reach target audiences.
Plan_2Concepts	2		Strong quantitative and qualitative research methods provide the foundation of effective digital audience strategy, and graduates earning this concentration must be able to demonstrate that they can conduct research that allows them to identify and reach target audiences.
Plan_3Competencies	2		Research used to identify and reach target audiences through digital audience strategy include traditional and emerging methods such as real-time website and social media audience analysis, social network analysis, search engine optimization analysis, surveys, focus groups and competitive analysis. Students must demonstrate skill in using a range of methods to inform strategy for specific outcomes.
Measure	2	1	In MCO 562 Search Engine Strategy for Digital Audience Acquisition, students must complete Google AdWords Professional certification, a credential recognized across the communications industry as evidence of professional ability to identify and reach target audiences using digital advertising research.
PC	2	1	At least 90 percent of graduates of the program will earn Google AdWords Professional certification.
Measure	2	2	In MCO 564 Digital Audience Research and Behavior, students will complete five written assignments that require graduate-level analysis of quantitative and qualitative audience behavior data to identify target audiences. Student work will be evaluated using a rubric of professional standards for digital audience research analysis.
PC	2	2	At least 80 percent of graduates of the program will demonstrate professional-level digital audience research analysis.

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

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)**
- **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)**

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

Dear Sanjeev,

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

Adam

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

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

Dear Doug,

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

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

MGM Concentrations:

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

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

<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: lens.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)
- 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)

With gratitude, Sanjeev

Watts College of Public Service and Community Solutions – Impact Statement

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

Hi Lena,

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

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

Sian

Sian 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

School of Sustainability – Impact Statement

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

Dear Dr. Booth,

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

Christopher Boone
Dean and Professor



P.O. Box 875502 | Tempe, Arizona | 85287-5502
PH: 480-965-2236 | Main: 480-965-2975
SchoolOfSustainability.asu.edu
Executive Assistant: Lorraine.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

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

From: Thunderbird Office of the Dean and Director General <ThunderbirdDean@exchange.asu.edu>
Sent: Friday, February 1, 2019 9:24 AM
To: Christopher Callahan <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)
- MGM in Global Affairs (Thunderbird)
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- MGM in Public Administration (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

Friday, November 30, 2018 at 11:02:14 PM Mountain Standard Time

Subject: Re: Learning Outcome and Measurements for Certificate in Digital Audience Strategy
Date: Tuesday, October 9, 2018 at 10:39:35 AM Mountain Standard Time
From: Rebecca Blatt
To: Lena Booth, Jessica Pucci

Hi Lena,

Yes – I'm pasting the courses below. Jessica is revising some syllabi for you and will share those ASAP!

MCO 561 - Defining the Digital Audience (3 credits)

Through case-study analyses and hands-on exercises, students learn how audiences differ across industries and platforms, what elements engage or dissuade users, and how to use audience data to create growth strategies.

Then students could choose three of these four:

MCO 562 – Search Engine Strategy for Digital Audience Acquisition (3 credits)

Students grow audiences with keyword and competitive analyses, search engine optimization and marketing.

MCO 563 - Social Media Campaigns and Engagement (3 credits)

Students develop skills in planning and executing organic and paid social media campaigns, audience conversation research, targeting, campaign measurement, A/B testing, community management and more.

MCO 564 - Digital Audience Research and Behavior (3 credits)

Students learn emerging and traditional research methods for understanding audience behavior.

MCO 565 - Digital Audience Analytics (3 credits)

Students learn how to access, manipulate and analyze digital audience data, and translate metrics into actionable insights.

Rebecca

Rebecca Blatt
Assistant Dean
Walter Cronkite School of Journalism and Mass Communication
Arizona State University
Direct: 602 496-2443
Mobile: 919 428-1463
@reblatt
rebecca.blatt@asu.edu

From: Lena Booth <Lena.Booth@thunderbird.asu.edu>
Date: Tuesday, October 9, 2018 at 10:37 AM
To: Rebecca Blatt <Rebecca.Blatt@asu.edu>, Jessica Pucci <jepucci@asu.edu>
Subject: Re: Learning Outcome and Measurements for Certificate in Digital Audience Strategy

Hi Rebecca and Jessica:

Hope this email finds you well. Just following up to see if your team has identified concentration courses for the MGM in Digital Audience Strategy. 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: lana.booth@thunderbird.asu.edu | Website: <http://www.thunderbird.edu> | A Unit of Arizona State University Knowledge Enterprise

From: Rebecca Blatt <Rebecca.Blatt@asu.edu>
Date: Wednesday, September 26, 2018 at 1:31 PM
To: Lena Booth <Lena.Booth@thunderbird.asu.edu>, "jepucci@asu.edu" <jepucci@asu.edu>, damariz quiz <dquiz@asu.edu>
Cc: Sanjeev Khagram <Sanjeev.Khagram@thunderbird.asu.edu>, Christopher Callahan <Christopher.Callahan@asu.edu>
Subject: Re: Learning Outcome and Measurements for Certificate in Digital Audience Strategy

Absolutely, Lena. I'd like to set up a time to talk with you and Jessica Pucci, who oversees our digital audience strategy programs, to discuss courses and next steps. I'm copying Damariz Quiz who can assist with scheduling. Please let us know if there's anyone else on your team you'd like to include.

Best,
Rebecca

Sent from my iPhone

On Sep 25, 2018, at 10:25 PM, Lena Booth <Lena.Booth@thunderbird.asu.edu> wrote:

Hi Rebecca:

Hope this email finds you well. Now that we have submitted the Master of Global Management (MGM) concentration in Digital Audience Strategy, we should explore the next steps. If you don't mind, could you please identify courses from your school that should be in this concentration? A concentration usually is 12 credits, but it could go to 15 credits if you find it absolutely necessary. (I think there will be more demand for the concentration if only 12 credits are required.) If you prefer to chat, please feel free to call me at my cell: 480-399-1803.

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: lana.booth@thunderbird.asu.edu | Website: <http://www.thunderbird.edu> | A Unit of Arizona State University Knowledge Enterprise

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

Sanjeev,

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

Best,
Todd

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



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)
- 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

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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- 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

<https://nursingandhealth.asu.edu>

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

With gratitude, Sanjeev

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> 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](mailto:carole.basile@asu.edu)
O: [480.965.3463](tel:480.965.3463) | M: [480.310.6887](tel: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

MGM Concentrations:

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Herberger Institute for Design and the Arts – Impact Statement

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

Hi Lena,

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

MGM Concentrations:

- MGM in Global Business (Thunderbird and Carey)
- MGM in Global Affairs (Thunderbird)
- MGM in Global Digital Transformation (Thunderbird)
- MGM in Global Entrepreneurship (Thunderbird)
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- MGM in Integrated Healthcare (School of Health Solutions)
- MGM in Global Healthcare Delivery (School of Health Solutions)

Regards,
Kathryn

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

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

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

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

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

Obtain the internal reviews/approvals of the academic unit.

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

Additional Recommendations

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

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

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