



PROPOSAL TO ESTABLISH A NEW MASTER'S DEGREE PROGRAM

College/School/Division Dean name:	College of Integrative Sciences and Arts / Dr. Duane Roen, Dean
Signature:	See attached
Date:	

Please note: Proposals for new degrees also require the review and recommendation of approval from the University Graduate Council, Curriculum and Academic Programs Committee (CAPC), the Academic Senate (2 readings), and the Office of the Provost before they can be put into operation.

The final approval notification will come from the Office of the Provost.

1. PURPOSE AND NATURE OF PROGRAM

A. Provide a brief program description:

The Master of Science in organizational leadership will offer a theoretically and methodologically rigorous approach to study the leadership of public, private, and non-profit organizations. Students will complete coursework addressing organizational dynamics, institutional evolution, strategic change, leading diverse teams, collaborative governance, conflict mediation, critical problem-solving, leadership assessment and advanced methodological and statistical skills. Students will integrate and apply knowledge and skills in one of two culminating experiences: 1) a master's thesis, or 2) an applied leadership project.

This scholarly approach to organizational leadership prepares students for doctoral study and/or professional leadership positions by addressing both theories and praxes of leadership. Students will first analyze, assess, critique, and apply a comprehensive body of scholarship and theories of organizational leadership. Students will then identify and apply appropriate research and analysis techniques to investigate complex organizational leadership problems and develop evidence-based solutions.

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

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

2. PROGRAM NEED

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

The MS in organizational leadership is an innovative degree that fills the needs of an emerging job market positioning our graduates to meet the complex challenges of their communities. The depth and breadth of the program's curriculum compliments numerous baccalaureate degrees and prepares graduates to thrive as they confront the multi-faceted leadership challenges in their communities and in society more broadly. Leadership continues to be a growing field of study in the United States and the need for graduate programs in the field is clear.

According to 2018 Emsi Data, there were roughly 223,000 organizational leadership jobs (in sectors of management, education, human resources, finance, information technology, public sector, health care) in the United States based on program market demand, but only 4,100 such master's degrees were conferred that year. This leaves a substantial gap that ASU can help fill. The growth rate for jobs in this field is increasing, according to Emsi Data, at a 1.1% change rate or 23,730 jobs added per year. The median hourly wage is \$35.90 to \$50.88.

Also, according to this same data only one peer institution, Michigan State University, has a Master's degree in organizational leadership. The program graduated 166 students in 2017 with 4% of the market share at a 31.7% growth rate year-to-year. However, the largest year-to-year growth was at Azusa Pacific University College, which



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grew 3,450% from 2017 to 2018 and graduated 71 students. Based on our own data research we are expecting to outpace our peer institution and set a new standard for others to follow.

The Faculty of Leadership & Interdisciplinary Studies in the College of Integrative Sciences and Arts currently offers a Bachelor of Arts in organizational leadership to 1,476 undergraduates, a minor in organizational leadership to 45 students, and Bachelor of Arts in interdisciplinary studies organizational leadership concentration to 444 students. We surveyed all current students of which 37% responded that they were "Very likely" to "pursue a master's degree in organizational leadership." Emsi 2018 data also shows that students from across the country who have earned bachelor's degrees from disciplines like business administration and management, liberal arts and sciences, liberal studies, business and commerce, English language and literature, and education are pursuing advanced study of leadership. This degree will also attract working professionals in many fields who are seeking career advancement.

We have assembled a strong core of faculty who are well positioned to serve these students by establishing a transdisciplinary Master of Science in organizational leadership that builds upon our baccalaureate degrees and complements other graduate degrees at Arizona State University.

3. IMPACT ON OTHER PROGRAMS

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

See Appendix II

4. PROJECTED ENROLLMENT

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

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

5-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)	4 th Year (Yrs. 1, 2, 3 continuing + new entering)	5 th Year (Yrs. 1, 2, 3, 4 continuing + new entering)
Number of Students Majoring (Headcount)	100	125	150	200	300

We anticipate high enrollment based on our market analysis, the 2018 Emsi data, and popularity of our undergraduate BA degree in organizational leadership. The BA in organizational leadership degree was launched in 2014 and has quickly grown to almost 1,500 students.

5. ACCREDITATION OR LICENSING REQUIREMENTS (if applicable)

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

N/A

6. STUDENT LEARNING OUTCOMES AND ASSESMENT

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



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See Appendix III

7. CURRICULAR STRUCTURE

A. Curriculum Listing

Required Core Courses for the Degree			
Prefix and Number	Course Title	New Course?	Credit Hours
OGL 520	Organizational Leadership: Social Psychological Perspectives	Yes	3
OGL 530	Critical Perspectives in Leadership Theory	Yes	3
OGL 540	Evidence Based Inquiry in Organizational Leadership	Yes	3
<i>Section sub-total:</i>			9
Required Methods Courses (Students select two courses from the list below. Other courses may be used with approval of the academic unit)			
Prefix and Number	Course Title	New Course?	Credit Hours
OGL 570	Analyzing Organizations	Yes	3
OGL 571	Advanced Leadership Assessment	Yes	3
OGL 574	Qualitative Data Analysis in Leadership Research	Yes	3
OGL 575	Quantitative Data Analysis in Leadership Research	Yes	3
OGL 576	Advanced Multivariate Data Analysis	Yes	3
OGL 577	Structural Equation Modeling	Yes	3
OGL 578	Agent-Based Modeling to Address Complexity in Leadership Research	Yes	3
NLM 530	Program Evaluation and Information Management	No	3
<i>Section sub-total:</i>			6
Restricted Electives (Students select 4-5 courses from the list below for a total of 12 or 15 credit hours depending on the culminating experience selected. Other courses may be used with approval of the academic unit.)			
Prefix and Number	Course Title	New Course?	Credit Hours
OGL 551	Developing Leadership Through Emotional Intelligence	Yes	3
OGL 552	Leading Diverse Teams	Yes	3
OGL 553	Intercultural Leadership	Yes	3
OGL 554	Learning and Development in Organizations	Yes	3
OGL 555	Leading Beyond Conflict	Yes	3
OGL 561	Collaborative Governance: NGOs and Private-Public Partnerships	Yes	3
OGL 562	Resource Development in Organizations: A Multiple Capitals Approach	Yes	3



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OGL 563	Leading Social Change: Community Activism	Yes	3
NLM 560	Leadership and Ethics in the Nonprofit Sector	No	3
NLM 610	Executive Leadership and Governance	No	3
NLM 570	International Non-Governmental Organizations	No	3
<i>Section sub-total:</i>			12-15
Culminating Experience(s) <i>E.g. – Capstone course, portfolio, written comprehensive exam, applied project, thesis (must be 6 credit hours with oral defense)</i>			Credit Hours
OGL 593 Applied Project			3
OGL 599 Thesis			6
<i>Section sub-total:</i>			3-6
Total required credit hours			33

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

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

8. COURSES

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

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

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

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

OGL 520 Organizational Leadership: Social Psychological Perspectives (3)

Social psychology is defined by the social influence that all people have on the beliefs, feelings, and behavior of others. This course is a graduate-level study of social influences, the behavioral ramifications associated with the psychology of social processes and the ramifications for organizations and organizational leadership. The foundations of the field of social psychology, methodological approaches, interdisciplinary perspectives and application-oriented ideas and innovations form the basis for this course that integrates scholarship and applied social psychology to gain an enhanced perspective on the social influences associated with organizational and interpersonal behavior. From a leadership perspective, the course explores ideas as diverse as interpersonal influence, attitude formation and differentiation, stereotyping and prejudice, attraction, persuasion, obedience and aggression.

OGL 530 Critical Perspectives in Leadership Theory (3)

This course engages the normative and epistemological underpinnings of many of the theories of organizational leadership studies. This critical engagement explores how assumptions about leadership and leadership theories may challenge or reinforce, overtly or not, oppressive social relations. It also seeks to place leadership studies as an academic field in a broader social, political, cultural and ethical context to best address the embedded assumptions in leadership relations.

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OGL 540 Evidence Based Inquiry in Organizational Leadership (3)

This course focuses on the qualitative and quantitative research methods that are commonly used to assess organizations. The course will explore how best to frame organizational assessments and explore possible methodological choices for assessment design. Both quantitative designs and qualitative approaches to organizational assessment will be discussed. The course focuses on planning assessments, making informed research decisions, understanding the ethical implications of organizational assessment, carrying out research and reporting findings.

OGL 551 Developing Leadership Through Emotional Intelligence (3)

This course will encourage greater knowledge of yourself through personal reflection, participation in experiential activities and numerous opportunities to make sense of your discoveries. All of this will occur within the context of expanding your knowledge of leadership skills and abilities. You are encouraged to take every opportunity to learn about you and bring your insights to bear in our classroom discussions. The goal of this course is to shape the leader within you so that you are best positioned to lead in all areas of your life. Over the next few weeks, we will explore the essential knowledge, abilities, and values relevant to effective leadership. By the end of this course you will have a greater understanding of your own leadership style and developmental plan for acquiring new leadership related knowledge and abilities throughout your career.

OGL 552 Leading Diverse Teams (3)

This course is designed to help you build more effective working relationships and to improve your ability to lead, influence, cooperate and work effectively with others in today's increasingly team-oriented organizations. This is an experiential course that may differ from previous courses you have taken. At the center of the course is an intensive, unstructured learning group experience. The primary educational tool in this class will be your experience in a group (in this class referred to as a T-Group or Training Group). Other educational resources in this class will be readings, brief theory discussions, personal journals and a personal reflection paper after the class sessions conclude. These will be fundamental for helping you to frame your learning group experience and for facilitating your learning. The emphasis of this course is on learning about oneself in the context of others based on the here-and-now experience of the group.

OGL 553 Intercultural Leadership (3)

In today's increasingly global and interconnected world it is important for leaders to understand the role that culture plays in one's leadership and communication style. Through this course students will obtain the knowledge and skills necessary to lead in culturally diverse environments. Through readings, discussions, video and interactive simulations, this course will help students to gain a concrete understanding of a variety of leadership and communication styles that are found throughout the world. Students will also increase their intercultural competencies and global awareness.

OGL 554 Learning and Development in Organizations (3)

The course focuses on adult learning interventions and professional development within the context of a learning organizational setting. Motivation and adult learning, current neuroscience, Bohm dialogue and instructional design are integrated into the course. Students will develop the knowledge and skills needed to plan, design, develop, implement and evaluate adult learning interventions (materials, courses, curricula, programs) within different forms of organizations.

OGL 555 Leading Beyond Conflict (3)

Today's leaders are increasingly confronted with conflicts that escalate into issues that could result in costly litigation. The course will comprise of a review and analysis of contemporary methods of alternative dispute resolution, including arbitration, negotiation and mediation, with a strong focus on mediation. Through this course, students will learn about the alternatives to costly litigation and develop working strategies to take advantage of these alternatives.

OGL 561 Collaborative Governance: NGOs and Private-Public Partnerships (3)

This course will expose students to the opportunities and challenges of the non-market, non-state realm of nongovernmental organizations and how they facilitate private-public partnerships. It will assess the realm of

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action, appropriateness of their missions and where they find their limitations. This course necessarily will require students to think globally and consider the roles of various actors of civil society with a critical eye.

OGL 562 Resource Development in Organizations: A Multiple Capitals Approach (3)

Many types of resources are needed for organizations to achieve long-term sustainability. This course surveys various capital resources firms need to succeed. Students will learn about tools such as the International Integrated Reporting Council's six capitals framework (financial, manufactured, intellectual, human, social, natural) and theories that undergird these models. Through readings, case studies, and assignments, students will learn about the process of value creation; the relationship between resources and an organization's business model; how the various forms of capital can be measured and reported; and what leaders can do to intentionally develop multiple forms of capital in a way that creates financial returns for the organization.

OGL 563 Leading Social Change: Community Activism (3)

This course focuses on methods used to reform social, cultural or political norms, beginning at the local level and connecting with movements for broader social change. Grassroots movements arise on all sides of the political spectrum, and local movements can unite activists around common goals despite larger ideological differences. The term "grassroots" is a misnomer, however, in that it implies the lack of leaders or of institutional support, whereas in reality, leaders attempting to change society must learn to network with a variety of stakeholders, from the level of individual neighbors to political leaders and large institutions. Students look critically and creatively at the ways local leaders have worked on a daily basis to promote community-based causes, in order to become more effective local activists, organizers, and civic and community leaders.

OGL 570 Analyzing Organizations (3)

This course focuses on the qualitative and quantitative research methods that are commonly used to assess organizations. The course will explore how best to frame organizational assessments and explore possible methodological choices for assessment design. Both quantitative designs and qualitative approaches to organizational assessment will be discussed. The course focuses on planning assessments, making informed research decisions, understanding the ethical implications of organizational assessment, carrying out research and reporting finding.

OGL 571 Advanced Leadership Assessment (3)

In this course students will reflect on and assess their advancement as leaders while also critiquing and assisting with the development of leadership abilities in colleagues. Leadership effectiveness and social dynamics are analyzed in contexts ranging from students' own experiences to narratives in historical, literary, anthropological, political and sociological contexts. Hands-on practice with leadership assessment surveys is central to the course, and students are trained in creating their own versions of qualitative and quantitative questions on 360-degree surveys.

OGL 574 Qualitative Data Analysis in Leadership Research (3)

Students learn research design and research methods in leadership using qualitative approaches.

OGL 575 Quantitative Data Analysis in Leadership Research (3)

The objectives of this course are to provide a broad understanding of the theoretical and methodological issues involved in basic data analysis in leadership research. As such, this course aims to expose students to the assumptions, principles and applications of basic quantitative research methods and analytical techniques, such as t-test, ANOVA and simple regression. This course uses the SPSS statistical software.

OGL 576 Advanced Multivariate Data Analysis (3)

The objectives of the course are to provide a broad understanding of the theoretical and methodological issues involved in applied multivariate data analysis in leadership research. As such, this course aims to expose students to the assumptions, principles and applications of a selected set of multivariate techniques, from multiple regression to mediation, moderation and conditional process analysis. This course uses the SPSS statistical software.



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OGL 577 Structural Equation Modeling (3)

The objectives of the course are to provide a broad understanding of the theoretical and methodological issues involved in structural equation modeling in leadership research. As such, this course aims to expose students to the assumptions, principles and applications of structural equation modeling. This course uses SPSS and AMOS statistical packages.

OGL 578 Agent-Based Modeling to Address Complexity in Leadership Research (3)

Leadership is a complex process that involves multiple stakeholders, including followers, organizations and communities. In this course students will learn to think about leadership processes systematically and learn to use NetLogo to build agent-based models capturing phenomena of interest. We will also examine how the interactions among individual agents in the system create dynamics and emergent collective outcomes.

OGL 593 Applied Project

Students in the applied project culminating experience will complete a project that emphasizes the practices of organizational leadership. It will ask students to draw on the coursework they have taken for a case study of an organization of their choosing, where they will identify the scope of the problem, the intervention to be undertaken, and the results of the intervention.

9. FACULTY, STAFF, AND RESOURCE REQUIREMENTS

A. Faculty

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

Name	Rank	Highest Degree	Area of Specialization/Expertise	Estimated Level of Involvement Key: Low = 1-2; Medium = 3-4; High = 5+ classes per year
Denise Bates	Assistant Professor	PhD	Organizational Leadership, History	Medium
Jennifer L.S. Chandler	Lecturer	PhD	Organizational Leadership, Project Management	High
Elizabeth Castillo	Assistant Professor	PhD	Organizational Leadership, Not for Profit Management	High
Stephen Davis	Lecturer	PhD	Leadership and Social Change	Medium
Jessica Hirshorn	Principal Lecturer	EdD	Organizational Leadership, Global Leadership, Intercultural Communication, Qualitative Methods	Medium
Robert Kirsch	Assistant Professor	PhD	Organizational Leadership, Leadership Theory, Institutional Dynamics, Qualitative Methods	High
Jules Klagge	Lecturer	PhD	Organizational Leadership, Curriculum Development, Applied Projects, Quantitative Methods	Medium
Kathryn Terzano	Lecturer	PhD	Organizational Leadership, Urban Planning	Medium
Emily Mertz	Lecturer	PhD	Organizational Leadership, Anthropology	Medium



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Patience Akpan	Associate Professor	PhD	Organizational Leadership, Technological Studies	Medium
Michael Pryzdia	Lecturer Senior	PhD	Organizational Leadership, Human Resource Training	Medium
Dave Thomas	Principal Lecturer	PhD	Organizational Leadership, Organizational Psychology, Applied Projects	Medium
Mai Trinh	Assistant Professor	PhD	Organizational Leadership, Leadership Identity, Quantitative Methods	High
Lillian Wallace	Lecturer	PhD	Organizational Leadership, Training and Development, Quantitative Methods	High
Kenneth Wilmott	Instructor	JD	Conflict Resolution, Alternative Dispute Resolution, Legal Reasoning in Organizations	Low

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

We do not need to hire new faculty to launch program in Spring 2020, and we will evaluate the need to hire additional faculty thereafter as enrollment grows. The number of faculty we will hire for the next three years will depend entirely on enrollment growth and on the revenue which that enrollment growth generates. If the program enrollment grows as anticipated, we will need to hire two Lecturers each year for the next three years to sustain the program. Any such hires will be funded entirely by revenue generated by the program's ASUOnline enrollment and campus enrollment growth funds. This plan has been approved by the college.

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

Admissions: The established Graduate Studies Committee in the Leadership and Interdisciplinary Studies Unit has selected an admissions task force of six members to work with support staff for reviewing and admitting students. Dr. Robert Kirsch will serve as the director of graduate studies and chair of the committee.

Advising: Faculty advisors will guide students completing their applied projects and theses. They will be responsible for advising students who are in the applied project stages, or helping students identify their thesis committees.

Course Offerings: The courses will be offered as iCourse and oCourse sections as well as face-to-face offerings at the Polytechnic campus and Tempe campuses. To ensure efficient use of resources, we will limit courses offered at the Polytechnic and Tempe campuses to those that are required or most popular based on student demand. We will reevaluate as the program grows.

Graduate Support Staff: We will utilize our current two administrative staff to provide support with admissions processing, IPOS coordination and student and faculty support. As the program grows, we will reevaluate the need to hire additional staff for student and faculty support.



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

No additional resources are needed at this time.



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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 title of major:** Organizational Leadership

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

Are you excited about developing or furthering your knowledge of organizational leadership in preparation for a managerial role or to enhance your career path? This master's program gives you the flexibility to grow knowledge and skills in a field that is in high demand and is applicable to many career paths.

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 Master of Science in Organizational Leadership offers a theoretically and methodologically rigorous approach to studying and creating use-inspired research needed to impact organizational leadership. Students will explore such areas as: organizational dynamics, institutional evolution, strategic change, leading diverse teams, collaborative governance, conflict mediation, critical problem solving, leadership assessment and will learn advanced methodological and statistical skills.

The program places special emphasis on learning best practices and other applied aspects of leading organizations. Students will tailor their degree to their interests through a vast array of leadership elective courses. In consultation with a faculty advisor, students choose from many different elective courses, ranging from not-for-profit leadership to intercultural leadership.

4. **Delivery/Campus Information Options:** Both, On-Campus and ASU Online

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

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

Note: Office of the Provost approval is needed for ASU Online delivery option.

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

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

Downtown Phoenix Polytechnic Tempe West Other: _____

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

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

6. **Admission Requirements:**

Applicants must fulfill the requirements of both the Graduate College and the College of Integrative Sciences and Arts

Applicants are eligible to apply to the program if they have earned a bachelor's or master's degree in any area 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. letter of intent
4. professional resume
5. two letters of recommendation
6. proof of English proficiency

Additional Application Information

An applicant whose native language is not English (regardless of current residency) must provide proof of English proficiency. An applicant whose native language is not English will be expected to have one of the following TOEFL scores: 600 traditional paper-based or 100 Internet-based, or applicant must have a passing score in the English for Graduate Admissions online course through ASU Global Launch.

GRE or GMAT scores are recommended but not required.

All applicants must submit a written letter of intent that includes a detailed statement of purpose addressing how the program goals coincide with the student's personal and professional objectives. The essay will be evaluated on the basis of content, presentation and evidence of graduate-level writing ability (500 words maximum).

The professional resume or curriculum vitae are limited to 2 pages in length.

Applicants must submit two letters of reference that focus on the ability of the applicant to do academic work.

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

Starting spring 2020, we plan to admit students for every term and B session.

Program admission deadlines website address: <https://cisa.asu.edu/ogladmissions>



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8. Curricular Requirements:

Curricular Structure Breakdown for the Academic Catalog:

(To be completed by the Graduate College)

- 33 credit hours and a thesis, or
- 33 credit hours including the required applied project course (OGL 593)

Required Core (9 credit hours)

- OGL 520 Organizational Leadership: Social Psychological Perspectives (3)
- OGL 530 Critical Perspectives in Leadership Theory (3)
- OGL 540 Evidence Based Inquiry in Organizational Leadership (3)

Required Methods Courses (6 credit hours)

- OGL 570 Analyzing Organizations (3)
- OGL 571 Advanced Leadership Assessment (3)
- OGL 574 Qualitative Data Analysis in Leadership Research (3)
- OGL 575 Quantitative Data Analysis in Leadership Research (3)
- OGL 576 Advanced Multivariate Data Analysis (3)
- OGL 577 Structural Equation Modeling (3)
- OGL 578 Agent-Based Modeling to Address Complexity in Leadership Research (3)

Restricted Electives (12 or 15 credit hours)

Culminating Experience (3 or 6 credit hours)

- OGL 593 Applied Project (3)
- OGL 599 Thesis (6)

Additional Curriculum Information

Students will complete either an applied project or thesis for the culminating experience.

For the required methods coursework, students select two courses from the above list to fulfill the requirement.

Students select 4 or 5 courses from a restricted elective list depending on the culminating experience selected. Please see the academic unit for the approved restricted elective list.

Other courses may be used for the methods and elective coursework with approval of the academic unit.

9. Comprehensive Exams:

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

N/A

10. Allow 400-level courses: Yes No

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

11. Committee:

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

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

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



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executive
innovation
management
manager
teams
supervisor
administrator

13. Area(s) of Interest

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

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

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

- | | |
|--|--|
| <input type="checkbox"/> Architecture & Construction | <input 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 checked="" type="checkbox"/> Social and Behavioral Sciences |
| <input type="checkbox"/> Health & Wellness | <input type="checkbox"/> Sustainability |
| <input type="checkbox"/> Humanities | |

14. Contact and Support Information:

Office Location - Building Code & Room: <i>(Search ASU map)</i>	USE 138
Campus Telephone Number: <i>(may not be an individual's number)</i>	480-965-1970
Program Email Address: <i>(may not be an individual's email)</i>	CISA@asu.edu
Program Website Address: <i>(if one is not yet created, use unit website until one can be established)</i>	https://cisa.asu.edu
Program Director (Name):	Robert Kirsch
Program Director (ASURITE):	rekirsch
Program Support Staff (Name):	Vicki Asato
Program Support Staff (ASURITE):	Asato



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Admissions Contact (Name):	Vicki Asato
Admissions Contact (ASURITE):	asato

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

NAME	ASURITE	ADMSN	POS
Kevin Ellsworth	ellswork	Y	Y
Erica Peters	ebuschat	Y	Y
David Corlett	dmcorlet	Y	Y



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**

APPENDIX II

Support/Impact Statements

College of Integrative Sciences and Arts – Official Submission/College Support

Dear Curriculum Planning Colleagues,

Attached is CISA's proposal for an MS in Organizational Leadership.

Thank you for your help with the process.

Best,
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



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**

ASU Online/EdPlus – Support Statement



MEMORANDUM

To: Duane Roen
From: Casey Evans
Date: March 7, 2019
Subject: MS Organizational Leadership

Dear Dean Roen,

On behalf of Dean Regier, I would like to offer this memo of support to launch the MS in Organizational Leadership degree for digital immersion in during the Academic Year 2019-2020.

Please note that in order to proceed with implementation you must receive final approval to launch an online program from the University Provost.

Thank you!

Casey Evans

Sr. Director, Program and Portfolio Management
EdPlus / ASU Online
Arizona State University

1365 North Scottsdale Road
Suite 200
Scottsdale, AZ 85257
p: [480-884-1548](tel:480-884-1548)



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**

Mary Lou Fulton Teachers College – Impact Statement

From: Carole Basile <Carole.Basile@asu.edu>

Sent: Tuesday, January 29, 2019 5:15 AM

To: Duane Roen <Duane.Roen@asu.edu>

Subject: Re: Request for Impact Statements - New Program Proposal - MS Organizational Leadership

Duane, this is fine with us! 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)



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**

W. P. Carey School of Business – Impact Statement

From: Kay Faris <KAY.FARIS@asu.edu> **Sent:** Thursday,
January 31, 2019 3:44 PM **To:** Duane Roen
<Duane.Roen@asu.edu> **Cc:** Kay Faris
<KAY.FARIS@asu.edu>
Subject: FW: Request for Impact Statements - New Program Proposal - MS Organizational Leadership
Importance: High **Hi Duane,**

Thank you for reaching out to the W. P. Carey School of Business. While there will be quite a bit of overlap in some of these leadership courses, I don't believe our student markets will be the same. So, we have no significant concerns about the MS Organizational Leadership program and we wish you the best!

Thanks, Kay

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



PROPOSAL TO ESTABLISH A NEW MASTER'S DEGREE PROGRAM

Watts College of Public Service and Community Solutions – Impact Statement

From: Kevin Ellsworth <Kevin.Ellsworth@asu.edu>
Sent: Wednesday, February 27, 2019 1:46 PM
To: Mark Hager <Mark.Hager@asu.edu>; Duane Roen <Duane.Roen@asu.edu>
Cc: Mark Roseland <Mark.Roseland@asu.edu>; Robert Kirsch <rekirsch@asu.edu>; Kelli Haren <Kelli.Haren@asu.edu>
Subject: RE: Questions- New Program Proposal - MS Organizational Leadership

Hello Mark,

Sorry about my late reply. I appreciate your suggestions, and I appreciate that you are willing to make your classes available to our graduate students. We will add NLM 530 to the menu of methods courses, and we will add NLM 560, NLM 610, and NLM 570 to our menu of elective courses. I will also share the information about your certificates with the faculty so they can share those great opportunities with our students.

Thanks again,
Kevin

From: Mark Hager
Sent: Monday, February 18, 2019 11:43 AM
To: Duane Roen <Duane.Roen@asu.edu>; Kevin Ellsworth <Kevin.Ellsworth@asu.edu>
Cc: Mark Roseland <Mark.Roseland@asu.edu>; Robert Kirsch <rekirsch@asu.edu>
Subject: RE: Questions- New Program Proposal - MS Organizational Leadership

Duane, Kevin: Thanks for talking with us briefly last Wednesday about the potential points of synergy between your leadership masters program and the master of nonprofit leadership and management. I didn't have a specific outcome in mind when we started the call, so I appreciate the conversation, and want to reiterate that we are open to other points of connection that we might not yet have considered.

We discussed the potential of bringing some of our established courses into your program offerings, to supplement the methods and general electives options.

For the methods courses, NLM 530 (Program evaluation and information management) might be a good fit. It would likely provide a more applied (management-oriented) option than the data analysis courses you have listed. We'd appreciate your consideration in adding it to your advertised methods courses for your proposed degree.

For electives, a couple of our classes may be useful options for your students, although both are going to focus self-consciously on nonprofits :

- NLM 560, Leadership and ethics
- NLM 610, Executive leadership and governance

If you anticipate sufficient students in your program with an interest in nonprofits, we would appreciate your consideration in adding these to your advertised electives for your proposed degree.

I'd also suggested in our call that our NLM 570 (International NGOs) might be an established option for your OGL 561, although you noted that Robert may be approaching the topic in a different way. He confirmed that in subsequent emails. If you are open to adding NLM 570 to your list of advertised electives for students with a particular interest in this topic, we are open to that.



PROPOSAL TO ESTABLISH A NEW MASTER'S DEGREE PROGRAM

You note in your proposal that you are not proposing specializations. If you re-think that in the future, a nonprofit track might be something to consider. The masters degree in public affairs offers such a track, using our NLM courses.

Short of a track, your students interested in nonprofits might enroll simultaneously in one of our certificates. We offer two certificates at the graduate level, one in nonprofit leadership and management (<https://lodestar.asu.edu/content/nonprofit-leadership-management-certificate>) and one in community development and entrepreneurship (<https://lodestar.asu.edu/content/social-entrepreneurship-community-development-certificate>). Possible that your masters students might complete one of these certificates while completing a specialization in the OGL masters degree, or something similar. Anyway, future possibilities to consider.

We appreciate the conversation, and the consideration on these options.

Mark H

From: Mark Roseland <Mark.Roseland@asu.edu>

Sent: Tuesday, February 5, 2019 8:21 AM

To: Duane Roen <Duane.Roen@asu.edu>

Cc: Kevin Ellsworth <Kevin.Ellsworth@asu.edu>; Mark Hager <Mark.Hager@asu.edu>; Jeniece Morales <jeniece.morales@asu.edu>

Subject: Re: Questions- New Program Proposal - MS Organizational Leadership

Duane and Kevin,

I am asking Jeniece Morales, my EA, to arrange a time for us to chat about this. I am inviting Mark Hager from our Masters in Nonprofit Leadership and Management program to join us.

Thanks,

Mark

Mark Roseland

Director and Professor

[School of Community Resources & Development](#)

Senior Sustainability Scientist

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

Arizona State University

Mail Code: 4020

411 N. Central Ave., Ste. 550

Phoenix, AZ 85004-0690

email: mark.roseland@asu.edu

[LinkedIn: Academia; Pando-Sustainable Communities](#)



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**



From: Duane Roen
Sent: Monday, February 4, 2019 8:58 PM
To: Sian Mooney; Mark Roseland
Cc: Kevin Ellsworth
Subject: RE: Questions- New Program Proposal - MS Organizational Leadership

Thanks for getting back to me, Sian.

I look forward to the conversation, Mark.

I am copying, Kevin Ellsworth, the head for the Faculty of Leadership and Interdisciplinary Studies. It might be helpful to have him join our conversation because he most likely knows details that I may not know.

Best,
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

From: Sian Mooney <Sian.Mooney@asu.edu>
Sent: Monday, February 4, 2019 5:05 PM
To: Mark Roseland <Mark.Roseland@asu.edu>; Duane Roen <Duane.Roen@asu.edu>
Subject: Questions- New Program Proposal - MS Organizational Leadership
Importance: High

Hi Duane,

The School of Community Resources and Development in Watts College had some questions about the proposed initiative. I am connecting you with Mark Roseland (the School Director) who will reach out and start a dialogue. If I can assist in any way once you have had a chance to meet/talk please let me know.

Please let me know how I can help,
Sian

Sian Mooney, Ph.D.
Associate Dean & College Professor
Professor | **School of Public Affairs**



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**

Senior Sustainability Scientist | [Wrigley Global Institute of Sustainability](#)
Faculty Affiliate | [Center for Biodiversity Outcomes](#) & [Global Security Initiative](#)

Administrative Assistant: Linda Garcia
[Linda.Garcia@asu.edu]

From: Duane Roen <Duane.Roen@asu.edu>
Sent: Monday, January 28, 2019 6:59 PM
To: Sian Mooney <Sian.Mooney@asu.edu>
Subject: Request for Impact Statements - New Program Proposal - MS Organizational Leadership
Importance: High

On Jan 28, 2019, at 7:05 PM, Duane Roen <Duane.Roen@asu.edu> wrote:

Siane,

This is a request for an impact statement for the attached new program proposal for an MS in Organizational Leadership as presented by The Faculty of Leadership and Interdisciplinary Studies in the College of Integrative Sciences and Arts.

Attached to this memo are the following files:

1. Program Proposal Form
2. Approved Assessment Plan
3. New Course Syllabi (zip file):
 - OGL 520 Organizational Leadership: Social Psychological Perspectives (3)
 - OGL 530 Critical Perspectives in Leadership Theory (3)
 - OGL 540 Evidence Based Inquiry in Organizational Leadership (3)
 - OGL 551 Developing Leadership Through Emotional Intelligence (3)
 - OGL 552 Leading Diverse Teams (3)
 - OGL 553 Intercultural Leadership (3)
 - OGL 554 Learning and Development in Organizations (3)
 - OGL 555 Leading Beyond Conflict (3)
 - OGL 555 Leading Beyond Conflict (Alternative Dispute Resolution) (3)
 - OGL 556 Leadership for Wicked Environmental Problems (3)
 - OGL 558 Leading Organizational Innovation (3)
 - OGL 559 Modeling Systems and Stakeholders (3)
 - OGL 560 Project Portfolio Management (3)
 - OGL 561 Collaborative Governance: NGOs and Private-Public Partnerships (3)
 - OGL 562 Resource Development in Organizations: A Multiple Capitals Approach (3)
 - OGL 563 Leading Social Change: Community Activism (3)
 - OGL 565 Future of Work (3)
 - OGL 566 Inclusive Leadership in STEM (3)
 - OGL 567 Social Inequity (3)
 - OGL 569 Indigenous Leadership and Diplomacy in a Changing World (3)



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**

- OGL 570 Analyzing Organizations (3)
- OGL 571 Advanced Leadership Assessment (3)
- OGL 574 Qualitative Data Analysis in Leadership Research (3)
- OGL 575 Quantitative Data Analysis in Leadership Research (3)
- OGL 576 Advanced Multivariate Data Analysis (3)
- OGL 577 Structural Equation Modeling (3)
- OGL 578 Agent-Based Modeling to Address Complexity in Leadership Research (3)
- OGL 593 Applied Project

Thank you for considering this request.

Best,
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

Thunderbird School of Global Management – Impact Statement



March 28, 2019

Dear Graduate Council Members,

On behalf of Dean Sanjeev Khagram, the Thunderbird School of Global Management fully and enthusiastically supports the MS in Organizational Leadership.

Sincerely,

A handwritten signature in black ink that reads "Mary B. Teagarden".

Mary B. Teagarden
Professor of Global Strategy
Editor, *Thunderbird International Business Review*
Editor, *Journal of International Business Studies*



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**

New College of Interdisciplinary Arts and Sciences – Impact Statement

From: Patricia Friedrich <Patricia.Friedrich@asu.edu>
Sent: Thursday, April 4, 2019 2:51 PM
To: Duane Roen <Duane.Roen@asu.edu>
Subject: Re: Request for Impact Statements - New Program Proposal - MS Organizational Leadership

Dear Duane:

I do not have any concerns from SHArCS either, so New College is excited to support this proposal. Thank you, Patty

Patricia Friedrich, PhD
Associate Dean of Academic Programs and Faculty Affairs,
New College of Interdisciplinary Arts and Sciences
Professor of Linguistics/Rhetoric and Composition,
School of Humanities, Arts, and Cultural Studies
Arizona State University P. O. Box 37100
4701 W. Thunderbird Rd. Mail Code 3051
Phoenix, AZ, USA 85069-7100
voice 602 543-6046

From: Scott Barclay <Scott.W.Barclay@asu.edu>
Date: Thursday, April 4, 2019 at 12:14 PM
To: Duane Roen <Duane.Roen@asu.edu>, Paul LePore <Paul.Lepore@asu.edu>
Cc: Patricia Friedrich <Patricia.Friedrich@asu.edu>, Scott Barclay <Scott.W.Barclay@asu.edu>
Subject: Request for Impact Statements - New Program Proposal - MS Organizational Leadership

The School of Social and Behavioral Sciences in the New College of Interdisciplinary Arts and Sciences is supportive of the introduction of the MS in Organizational Leadership by the faculty in the College of Integrative Sciences and Arts (CISA). We identify no significant negative impact on our current courses from this proposed action and we are delighted that this interesting programmatic addition will soon be offered on a more regular basis to ASU students.

Scott Barclay
Director and Professor
School of Social and Behavioral Sciences



Arizona State University
New College of Interdisciplinary Arts and Sciences
“A small college experience with major university resources”

Scott.W.Barclay@asu.edu
602-543-8577



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**

From: Duane Roen <Duane.Roen@asu.edu>

Sent: Tuesday, March 5, 2019 4:39 PM

To: Paul LePore <Paul.Lepore@asu.edu>; Patricia Friedrich <Patricia.Friedrich@asu.edu>

Subject: Request for Impact Statements - New Program Proposal - MS Organizational Leadership

Importance: High

Paul and Patty,

This is a request for impact statements for CISA's proposal for an MS in Organizational Leadership. The program proposal, assessment plan and new course syllabi for the program are attached. Please let me know if you have any questions.

Thank you for considering this request.

Best,
Duane



PROPOSAL TO ESTABLISH A NEW MASTER'S DEGREE PROGRAM

The College– Impact Statement

From: Robert Kirsch <rekirsch@asu.edu>
Sent: Friday, March 15, 2019 9:59 AM
To: Cynthia Rose <Cynthia.Rose@asu.edu>
Subject: Fwd: FW: Request for Impact Statements - New Program Proposal - MS Organizational Leadership

Here's the impact statement from CLAS, Cynthia. I have not yet heard back from Fabio, but the day is young.

Thanks!
Robert

----- Forwarded message -----

From: Erica Peters <Erica.Peters@asu.edu>
Date: Wed, Mar 13, 2019 at 8:18 AM
Subject: FW: Request for Impact Statements - New Program Proposal - MS Organizational Leadership
To: Robert Kirsch <Robert.Kirsch@asu.edu>

Hi Robert!

Here is another one we need to look at and potentially meet with – I wanted to be sure you were in the loop!

Erica

Erica Peters
Program Manager, Faculty of Leadership and Interdisciplinary Studies
Arizona State University
College of Integrative Sciences and Arts | cisa.asu.edu
P.O. Box 870604
Tempe, AZ 85287-0604
P: (480) 965-3062 | F: (480) 727-6344

From: Duane Roen
Sent: Tuesday, March 12, 2019 7:35 PM
To: Kevin Ellsworth <Kevin.Ellsworth@asu.edu>; Erica Peters <Erica.Peters@asu.edu>
Cc: Kelli Haren <Kelli.Haren@asu.edu>; Cynthia Rose <Cynthia.Rose@asu.edu>
Subject: FW: Request for Impact Statements - New Program Proposal - MS Organizational Leadership

Here is an impact statement from The College.

They are requesting some changes.

From: Fabio Milner <milner@asu.edu>
Sent: Tuesday, March 12, 2019 12:51 PM
To: Duane Roen <Duane.Roen@asu.edu>
Cc: Kyle Rader <kwrader@asu.edu>; Fabio Milner <milner@asu.edu>; Nancy Gonzales



PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM

<nancy.gonzales@asu.edu>; Elizabeth Wentz <WENTZ@asu.edu>; Patrick Kenney <pkenney@asu.edu>
Subject: Re: Request for Impact Statements - New Program Proposal - MS Organizational Leadership

Dear Duane,

A couple of The College's units expressed direct impact on their program. Please see below.

1. Psychology: your program has a course with the title "Structural Equation Modeling," which is the identical title as one of our courses (albeit ours has a different prefix). Can you make this course title more specific to *organizational leadership* so that it does not duplicate ours?
2. Communication: it potentially could impact our brand new (second year) Online MA in Communication. Our MA is in applied organizational communication, and concepts such as conflict management, organizational structure and theory (of which leadership is a part) are all central parts of the degree program, and fundamental to it.

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: Fabio Milner <milner@asu.edu>
Date: Wednesday, March 6, 2019 at 13:22
To: Paul LePore <Paul.Lepore@asu.edu>, Kyle Rader <kwrader@asu.edu>, Jenny Smith <jenny.smith@asu.edu>
Cc: Fabio Milner <milner@asu.edu>
Subject: Re: Request for Impact Statements - New Program Proposal - MS Organizational Leadership



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**

From: Duane Roen
Sent: Tuesday, March 5, 2019 4:39:12 PM

To: Paul LePore; Patricia Friedrich
Subject: Request for Impact Statements - New Program Proposal - MS Organizational Leadership

Paul and Patty,

This is a request for impact statements for CISA's proposal for an MS in Organizational Leadership. The program proposal, assessment plan and new course syllabi for the program are attached. Please let me know if you have any questions.

Thank you for considering this request.

Best,
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



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**

Ira A. Fulton Schools of Engineering, The Polytechnic School – Impact Statement

From: Ann McKenna <Ann.McKenna@asu.edu>
Sent: Sunday, March 10, 2019 10:11 AM
To: Sergio Quiros <Sergio.Quiros@asu.edu>; Sandeep Gupta <Sandeep.Gupta@asu.edu>
Cc: Cindy Boglin <Cindy.Boglin@asu.edu>; Allison Curran <Allison.Curran@asu.edu>; Jeremy Helm <JEREMY.HELM@asu.edu>; James Collofello <JAMES.COLLOFELLO@asu.edu>; Duane Roen <Duane.Roen@asu.edu>; Carolyn Hirata <Carolyn.Hirata@asu.edu>
Subject: Re: Request for Impact Statement - New Program Proposal - MS Organizational Leadership

Hi Sergio,

The polytechnic school supports the proposed MS in organizational leadership program to be offered by CISA.
Ann

--

Ann F. McKenna, PhD
Professor and Director, The Polytechnic School
Ira A. Fulton Schools of Engineering
Arizona State University
6049 S Backus Mall, Sutton Hall 140
Mesa, AZ 85212
Phone: 480-727-5121
Email: ann.mckenna@asu.edu

From: Sergio Quiros <Sergio.Quiros@asu.edu>
Date: Friday, March 8, 2019 at 10:52 AM
To: Ann McKenna <Ann.McKenna@asu.edu>, Sandeep Gupta <Sandeep.Gupta@asu.edu>
Cc: Cindy Boglin <Cindy.Boglin@asu.edu>, Allison Curran <Allison.Curran@asu.edu>, Jeremy Helm <JEREMY.HELM@asu.edu>, James Collofello <JAMES.COLLOFELLO@asu.edu>, Duane Roen <Duane.Roen@asu.edu>
Subject: FW: Request for Impact Statement - New Program Proposal - MS Organizational Leadership

Dear Ann and Sandeep,

Attached for your review is a proposal to establish a new MS in Organizational Leadership program from the College of Integrative Sciences and Arts. The Graduate College has requested a statement of support from our schools. Can you please look over the attached documentation and respond with your support or any questions/concerns?

Thank you,

Sergio Quiros

Specialist Senior, Academic and Student Affairs
Ira A. Fulton Schools of Engineering
Arizona State University
Tempe, AZ 85287-8109
Phone: 480/727-5770
Email: Sergio.Quiros@asu.edu



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**

From: Duane Roen <Duane.Roen@asu.edu>
Date: March 7, 2019 at 7:51:54 PM MST
To: Sergio Quiros <Sergio.Quiros@asu.edu>
Cc: Ann McKenna <Ann.McKenna@asu.edu>
Subject: Request for Impact Statement - New Program Proposal - MS Organizational Leadership

Hi, Sergio.

The Graduate College asked me to email you about one of CISA's degree proposals.

This is a request for an impact statement for the attached new program proposal for an MS in Organizational Leadership as presented by the Faculty of Leadership and Interdisciplinary Studies in the College of Integrative Sciences and Arts.

Attached to this memo are the following files:

1. Program Proposal Form
2. Approved Assessment Plan
3. New Course Syllabi (zip file):
 - OGL 520 Organizational Leadership: Social Psychological Perspectives (3)
 - OGL 530 Critical Perspectives in Leadership Theory (3)
 - OGL 540 Evidence Based Inquiry in Organizational Leadership (3)
 - OGL 551 Developing Leadership Through Emotional Intelligence (3)
 - OGL 552 Leading Diverse Teams (3)
 - OGL 553 Intercultural Leadership (3)
 - OGL 554 Learning and Development in Organizations (3)
 - OGL 555 Leading Beyond Conflict (3)
 - OGL 555 Leading Beyond Conflict (Alternative Dispute Resolution) (3)
 - OGL 556 Leadership for Wicked Environmental Problems (3)
 - OGL 558 Leading Organizational Innovation (3)
 - OGL 559 Modeling Systems and Stakeholders (3)
 - OGL 560 Project Portfolio Management (3)
 - OGL 561 Collaborative Governance: NGOs and Private-Public Partnerships (3)
 - OGL 562 Resource Development in Organizations: A Multiple Capitals Approach (3)
 - OGL 563 Leading Social Change: Community Activism (3)
 - OGL 565 Future of Work (3)
 - OGL 566 Inclusive Leadership in STEM (3)
 - OGL 567 Social Inequity (3)
 - OGL 569 Indigenous Leadership and Diplomacy in a Changing World (3)
 - OGL 570 Analyzing Organizations (3)
 - OGL 571 Advanced Leadership Assessment (3)
 - OGL 574 Qualitative Data Analysis in Leadership Research (3)
 - OGL 575 Quantitative Data Analysis in Leadership Research (3)



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**

OGL 576 Advanced Multivariate Data Analysis (3)
OGL 577 Structural Equation Modeling (3)
OGL 578 Agent-Based Modeling to Address Complexity in Leadership Research (3)
OGL 593 Applied Project

Thank you for considering this request.

Best,
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



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**

**Ira A. Fulton Schools of Engineering, School of Computing, Informatics, and Decision Systems Engineering –
Impact Statement**

In general I do not find a major overlap with what we teach. There are three courses that I believe are duplicates of several courses offered throughout ASU (including IEE courses).

Rene

From: Allison Curran <Allison.Curran@asu.edu>
Sent: Wednesday, April 3, 2019 3:54 PM
To: Nong Ye <nongye@asu.edu>; Rene Villalobos <Rene.Villalobos@asu.edu>
Cc: Sandeep Gupta <Sandeep.Gupta@asu.edu>; Sergio Quiros <Sergio.Quiros@asu.edu>
Subject: FW: Request for Impact Statement - New Program Proposal - MS Organizational Leadership
Importance: High

Hello All,

We are being asked to review this quickly. Can one of you review this and provide a statement by the end of the week?

Allison Curran

Assistant Director, Academic Services

[Arizona State University](#)

[Ira A. Fulton Schools of Engineering](#)

[School of Computing, Informatics, and Decision Systems Engineering](#)

Centerpoint Building - CIDSE Academic Advising Center

660 South Mill Avenue, Centerpoint, Suite 105 - Tempe, AZ 85281

P: 480-965-3199 F: 480-965-6630

Parking information: [Click Here](#)



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**

From: Duane Roen <Duane.Roen@asu.edu>
Sent: Monday, April 01, 2019 2:01 PM
To: Sandeep Gupta <Sandeep.Gupta@asu.edu>
Cc: Kyle Squires <squires@asu.edu>; Sergio Quiros <Sergio.Quiros@asu.edu>
Subject: FW: Request for Impact Statement - New Program Proposal - MS Organizational Leadership
Importance: High

Hi, Sandeep. The Graduate College has asked me to contact you again to request an impact statement for CISA's proposal for an MS in Organizational Leadership. Thanks.

Best,
Duane

From: Sergio Quiros <Sergio.Quiros@asu.edu>
Sent: Friday, March 8, 2019 10:52 AM
To: Ann McKenna <Ann.McKenna@asu.edu>; Sandeep Gupta <Sandeep.Gupta@asu.edu>
Cc: Cindy Boglin <Cindy.Boglin@asu.edu>; Allison Curran <Allison.Curran@asu.edu>; Jeremy Helm <JEREMY.HELM@asu.edu>; James Collofello <JAMES.COLLOFELLO@asu.edu>; Duane Roen <Duane.Roen@asu.edu>
Subject: FW: Request for Impact Statement - New Program Proposal - MS Organizational Leadership

Dear Ann and Sandeep,

Attached for your review is a proposal to establish a new MS in Organizational Leadership program from the College of Integrative Sciences and Arts. The Graduate College has requested a statement of support from our schools. Can you please look over the attached documentation and respond with your support or any questions/concerns?

Thank you,

Sergio Quiros

Specialist Senior, Academic and Student Affairs
Ira A. Fulton Schools of Engineering
Arizona State University
Tempe, AZ 85287- 8109
Phone: 480/727- 5770
Email: Sergio.Quiros@asu.edu



**PROPOSAL TO ESTABLISH A NEW MASTER'S
DEGREE PROGRAM**

College of Health Solutions– Impact Statement

From: Julie Liss <JULIE.LISS@asu.edu>
Sent: Monday, March 11, 2019 9:14 AM
To: Duane Roen <Duane.Roen@asu.edu>
Cc: Deborah Helitzer <Deborah.Helitzer@asu.edu>; Kate Lehman <KATE.LEHMAN@asu.edu>
Subject: Request for Impact Statement - New Program Proposal - MS Organizational Leadership
Importance: High

Duane:

This looks like a great addition to CISA's portfolio of degrees. The College of Health Solutions supports the creation of the MS in Organizational Leadership. It should have no effect on our degrees.

Sincerely,

Julie Liss
Associate Dean

From: Duane Roen <Duane.Roen@asu.edu>
Sent: Thursday, March 7, 2019 7:54 PM
To: Kate Lehman <KATE.LEHMAN@asu.edu>
Cc: Deborah Helitzer <Deborah.Helitzer@asu.edu>
Subject: Request for Impact Statement - New Program Proposal - MS Organizational Leadership
Importance: High

Kate,

The Graduate College asked me to email you about one of CISA's degree proposals.

This is a request for an impact statement for the attached new program proposal for an MS in Organizational Leadership as presented by the Faculty of Leadership and Interdisciplinary Studies in the College of Integrative Sciences and Arts.

Attached to this memo are the following files:

1. Program Proposal Form
2. Approved Assessment Plan
3. New Course Syllabi (zip file):
 - OGL 520 Organizational Leadership: Social Psychological Perspectives (3)
 - OGL 530 Critical Perspectives in Leadership Theory (3)
 - OGL 540 Evidence Based Inquiry in Organizational Leadership (3)
 - OGL 551 Developing Leadership Through Emotional Intelligence (3)
 - OGL 552 Leading Diverse Teams (3)
 - OGL 553 Intercultural Leadership (3)



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- OGL 554 Learning and Development in Organizations (3)
- OGL 555 Leading Beyond Conflict (3)
- OGL 555 Leading Beyond Conflict (Alternative Dispute Resolution) (3)
- OGL 556 Leadership for Wicked Environmental Problems (3)
- OGL 558 Leading Organizational Innovation (3)
- OGL 559 Modeling Systems and Stakeholders (3)
- OGL 560 Project Portfolio Management (3)
- OGL 561 Collaborative Governance: NGOs and Private-Public Partnerships (3)
- OGL 562 Resource Development in Organizations: A Multiple Capitals Approach (3)
- OGL 563 Leading Social Change: Community Activism (3)
- OGL 565 Future of Work (3)
- OGL 566 Inclusive Leadership in STEM (3)
- OGL 567 Social Inequity (3)
- OGL 569 Indigenous Leadership and Diplomacy in a Changing World (3)
- OGL 570 Analyzing Organizations (3)
- OGL 571 Advanced Leadership Assessment (3)
- OGL 574 Qualitative Data Analysis in Leadership Research (3)
- OGL 575 Quantitative Data Analysis in Leadership Research (3)
- OGL 576 Advanced Multivariate Data Analysis (3)
- OGL 577 Structural Equation Modeling (3)
- OGL 578 Agent-Based Modeling to Address Complexity in Leadership Research (3)
- OGL 593 Applied Project

Thank you for considering this request.

Best,
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



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College of Nursing and Health Innovation– Impact Statement

From: Katherine Kenny <Katherine.Kenny@asu.edu>
Sent: Monday, April 1, 2019 6:01 PM
To: Duane Roen <Duane.Roen@asu.edu>
Cc: Judith Karshmer <Judith.Karshmer@asu.edu>; Susan Draughn <Susan.Draughn@asu.edu>
Subject: FW: Request for Impact Statement - New Program Proposal - MS Organizational Leadership
Importance: High

Dear Duane – Thank you for asking the Edson College of Nursing and Health Innovation (CONHI) to review your proposal and courses for a MS in Organizational Leadership. While our college offers graduate degrees (Master of Healthcare Innovation and Doctor of Nursing Practice – Innovation Leadership) that include content and courses related to organizational assessment, organizational change, and leading change in complex health systems, I do not see that your proposal or course offerings present a conflict with the courses and degrees that Edson CONHI offers. Please accept this note as support for your degree proposal and we wish you all the best as you progress through the University approval process.

Thank you.

Best,
Kathy

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



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APPENDIX III

Assessment Plan

University Office of Evaluation and Educational Effectiveness 09-11-2018
Academic Program Assessment Plan

MS in Organizational Leadership

Status:UOEEE Provisional Approval

Comments:UOEEE Approved

Element Outcome Measure Description

Outcome	1		Graduates will be able to apply a comprehensive body of organizational leadership scholarship and theory to identify and propose solutions to complex problems of leadership practice.
Plan_2Concepts	1		This program produces students who are critical consumers, producers, and practitioners of leadership scholarship and theory.
Plan_3Competencies	1		Students will produce scholarship to apply social psychological and critical theories of leadership.
Measure	1	1	In OGL 520 Organizational Leadership: Social Psychological Perspectives, students will demonstrate in a culminating research paper that they can apply social psychological scholarship and theories of leadership to identify and propose solutions to a problem of leadership practice.
PC	1	1	As measured on a rubric developed by a faculty committee--with sections for evidence of theoretical application in the 1) identification of the problem of leadership practice, and 2) proposed solution to the problem of leadership practice--at least 90% of students will earn a rating of "mastery" or better on the five-point scale: 1=failing 2=unsatisfactory 3=adequate 4=mastery 5=superior.
Measure	1	2	In OGL 530 Critical Perspectives in Leadership Theory, students will demonstrate in a culminating research paper that they can critique a proposed solution to a problem of leadership practice by applying critical perspectives in leadership theory and articulating the normative and epistemological underpinnings of organizational leadership theories within the broader social, political, cultural, and ethical contexts of leadership theory.
PC	1	2	As measured on a rubric developed by a faculty committee--with sections for 1) articulating the normative and epistemological underpinnings of organizational leadership theories, and 2) articulating the broader contexts of leadership theory--at least 90% of students will earn a rating of "mastery" or better on the five-point scale: 1=failing 2=unsatisfactory 3=adequate 4=mastery 5=superior.



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Element Outcome Measure Description

Outcome	2		Graduates will be able to demonstrate that they can identify and apply appropriate advanced quantitative and qualitative assessment methods of data analysis to leadership effectiveness and leadership theory.
Plan_2Concepts	2		This program produces students who are critical consumers, producers, and practitioners of leadership scholarship and theory.
Plan_3Competencies	2		This program produces students who can identify and apply advanced quantitative and qualitative assessment methods to leadership effectiveness and leadership theory.
Measure	2	1	In OGL 571 Advanced Leadership Assessment, students will demonstrate in a culminating case study their abilities to 1) gather, interpret and evaluate quantitative and qualitative evidence of leadership effectiveness, 2) apply advanced assessment methods to assess leadership effectiveness including the assessment of self and others, and 3) apply the data to create leadership development plans with interventions to improve leadership effectiveness.
PC	2	1	As measured on a rubric developed by a faculty committee with sections for gathering and analyzing evidence and for using that evidence to identify appropriate interventions to improve leadership effectiveness, at least 90% of students will earn a rating of "mastery" or better on the five-point scale: 1=failing 2=unsatisfactory 3=adequate 4=mastery 5=superior.
Measure	2	2	In OGL 574 Qualitative Data Analysis in Leadership Research, students will demonstrate in a culminating research paper that they can identify and apply an advanced qualitative method of data analysis to develop, assess or apply a theory of leadership they anticipate using in their culminating experience.
PC	2	2	As measured on a rubric developed by a faculty committee with sections for identification, assessment and application of qualitative methods, at least 90% of students will earn a rating of "mastery" or better on the five-point scale: 1=failing 2=unsatisfactory 3=adequate 4=mastery 5=superior.
Measure	2	3	In OGL 575 Quantitative Data Analysis in Leadership Research, students will demonstrate in a culminating research paper that they can identify and apply an advanced quantitative method of data analysis (and appropriate tools including SPSS) to develop, assess or apply a theory of leadership they anticipate using in their culminating experience.
PC	2	3	As measured on a rubric developed by a faculty committee with sections for identification, assessment, and application of quantitative methods, at least 90% of students will earn a rating of "mastery" or better on the five-point scale: 1=failing 2=unsatisfactory 3=adequate 4=mastery 5=superior.

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



PROPOSAL TO ESTABLISH A NEW MASTER'S DEGREE PROGRAM

(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 or degree programs may be impacted by the proposed request
 - if the program will have an online delivery option support will be required from the Provost's office and ASU Online. *(Please complete the ASU Online Offering form in [Curriculum ChangeMaker](#) to begin this request.)*
- Obtain the internal reviews/approvals of the academic unit.**
 - internal faculty governance review committee(s)
 - academic unit head (e.g. Department Chair or School Director)
 - academic unit Dean or their designee (will submit approved proposal to the curriculumplanning@asu.edu 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. To be included in the handbook are the unit/college satisfactory academic progress policies, current degree program requirements (outlined in the approved proposal) and a link to the Graduate Policies and Procedures website: http://graduate.asu.edu/faculty_staff/policies.