

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

MASTER'S DEGREE PROGRAM

College/School: The College of Liberal Arts and Sciences
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: School of Politics and Global Studies
Proposing faculty group (if applicable):

Name of proposed degree program: Master of Arts (MA) in International Affairs and Leadership
Proposed title of major: International Affairs and Leadership
Master's degree type: MA - Master of Arts

If Degree Type is "Other", provide degree type and proposed abbreviation:

Is a program fee required? Yes, a program fee is required.

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

Is the unit willing and able to implement the program if the fee is denied? No, we are not able to implement the program.

Requested effective term and year: Spring 2020
 (The first semester and year for which students may begin applying to the program)

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

- Downtown Phoenix Polytechnic Tempe Thunderbird West Other: Washington D.C.

(Graduate College Note: pending leadership review)

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

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

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

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

PROPOSAL CONTACT			
Name:	Ashleigh Bowers	Title:	Education Programs Coordinator
Phone number:	(202)601-4301	Email:	Ashleigh.Bowers@asu.edu

DEAN APPROVAL(S)	
This proposal has been approved by all necessary unit and college/school levels of review, and the college/school(s) has the resources to offer this degree program. I recommend implementation of the proposed degree program.	
<i>Note: An electronic signature, an email from the dean or dean's designee, or a PDF of the signed signature page is acceptable.</i>	
College/School/Division Dean name:	Fabio A Milner

Signature:

Falio Milner

Date: 4/1/2019

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 MA in International Affairs and Leadership offered by The College of Liberal Arts and Sciences in collaboration with the McCain Institute in Washington D.C. prepares students for international leadership roles in a dynamic active learning environment led by senior international affairs professionals from the public and private sectors. Drawing on the McCain Institute's access and connectivity in Washington D.C.'s international community, and ASU's extensive academic capacity, students will acquire a distinctive edge to succeed in the full spectrum of international affairs professions.

Guided by Senator John McCain's legacy of public service, and values that have guided the McCain family for generations, ASU's McCain Institute is a non-partisan do-tank dedicated to advancing character-driven global leadership based on security, economic opportunity, freedom and human dignity-- in the United States and around the world. The Institute implements concrete programs aimed at making a difference in people's lives across a range of critical areas: leadership development, human rights, rule of law, international security and combatting human trafficking. The Institute provides an open and non-partisan forum for public debate and constructive engagement.

The program offers a unique blend of leadership capacity development, both theory and practice, U.S. foreign policy decision-making, regional international affairs knowledge, and key global issues substantive training.

Students will take coursework at ASU's Washington Center, the Barrett and O'Connor Building, as well as complete selected icourses or as a combination of in-person and digital environment.

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).

In a constantly globalized environment, experts in international affairs will play a crucial leadership role in all sectors within the private and public domain. Graduates of the program will be prepared for this complex international environment through extensive exposure to topics such as foreign policy, national security, international trade, human rights issues, and character-driven leadership. The program will utilize the unique expertise of professors of practice to teach the classes as well as to guide students of the program as they either enter or continue in the work force. Graduates of the program will be able to pursue a variety of careers such as: foreign service officers, special and tactical military officers, security analysts, non-profit coordinators, business operations specialists, international economists, and public policy analysts. According to a 2014 Forbes article, a master's degree in International Relations ranked as the fifth best degree for jobs with a projected employment increase for jobs associated with this degree (Forbes, 2014). The Bureau of Labor Statistics (BLS) states that the field of political scientists is projected to grow 3%, economists at 6%, emergency management directors at 6%, lawyers at 8%, legislators at 7%, and business operation specialists at 9%. Additionally, BLS does indicate that "candidates with advanced degrees, strong

writing and analytical skills, and experience researching or performing policy analysis should have the best job prospects” (BLS, 2018).

The proposed Master of Arts in International Affairs and Leadership will advance the knowledge of its graduates about the current and future global community and U.S. interests and values. The strong component of character-driven leadership will provide knowledge of the theories about what constitutes a good leader and will challenge the students through practical exercises to develop their skills and talent to become a leader in their own communities and chosen professions and society broadly. Their increased knowledge of international affairs will help the graduates to be more effective and engaged in foreign cultures and experiences outside the United States and more successful in representing American values to citizens of other countries. International graduates likewise will be able to have more impact in their own cultures and countries.

Whether inside or outside the United States, their improved leadership skills and knowledge of best practices and strategies will support graduates in their social and professional activities and dealing with people and group dynamics. This master’s degree will increase their earning power and also their worth to their society by being informed and talented members of a community.

“Principles of Character-Driven Leadership”, for example, will focus on values: individual, organizational and national. Students will also explore the “leader in me” by examining the values that they embrace and the causes they believe in, which will shape the graduates to be able to make positive contributions to their employer and to society. Specific courses such as: “Human Rights and Real Politik;” “Combatting Human Trafficking;” “Women in the World Order”; and “The World of Islam: Sunnis and Shias;” will make a contribution to the graduate’s knowledge of both the challenges and opportunities of our global society.

We believe that, if the graduates are successful and ready to make a mark on their community and society as character-driven leaders and well-informed citizens, they also will be prosperous. Likewise, society will benefit from having more young professionals knowledgeable about international issues.

The partnership with the McCain Institute and the legacy of Senator John McCain in the programs of the McCain Institute offer a connectivity and access in Washington, DC leadership in government, the private sector and in Congress that is unmatched by other graduate programs. The proposed course syllabi have been crafted to focus on the future of the global world and what challenges and opportunities will exist for the graduates in their careers. The courses have a short component of history and current status to form a foundation for building the projections that students will develop, and how they should prepare for future success in a rapidly changing world.

The courses will be led by senior international affairs professionals from the public and private sectors who are successful practitioners. This program will blend practitioners with academic professionals at ASU through collaboration with various ASU faculties. Other institutions in the Washington D.C. area follow a more traditional method of large lecture style classes that do not allow students to engage with the professors and lack the reality-based outlook that is the Master of Arts in International Affairs and Leadership is implementing. This program will establish a different style of learning in Washington D.C. that students are seeking out more than the traditional methods other schools maintain. The entire program, especially courses IAL 501 and IAL 502, offers a unique blend of leadership capacity development, both in theory and in practice, and U.S. foreign policy decision-making (IAL 504) that is simply not available at any other university in Washington, DC.

An additional competitive edge is the significantly reduced cost of the Master of Arts in International Affairs and Leadership program. Total estimated costs of the program to students is \$56,000 which is approximately 60 percent of the costs for similar Washington DC-area international affairs graduate programs. The new program will be providing higher quality for a significantly lower cost. This will also allow the program to be more inclusive of students who have less financial resources.

3. IMPACT ON OTHER PROGRAMS

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

The Thunderbird School of Global Management offers a variety of management and leadership degrees that focus on international business. Their closest degree to the proposed MA International Affairs and Leadership is the Online Master of Applied Leadership and Management degree. This degree is heavily oriented to the business world with classes such as: States and Markets in the Global Economy, Accounting for Business Leaders, Entrepreneurship and Business Plan Development, and Global Marketing Strategy. The Master of Arts in International Affairs and Leadership will develop a foundation of character-driven leadership through its core curriculum and then emphasize the importance of leadership in every elective class.

The MA in International Affairs and Leadership program will collaborate with current offerings at ASU including the Master of Arts in Global Security and the Master of Arts in Political Science. Both are established, specialized programs that may complement an international affairs and leadership program. Collaboration could include curriculum development and class offerings.

See Appendix III for additional impact statement from impacted units.

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)	20	25	50	50	50

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.

No external accreditation needed.

6. 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 attached Assessment Plan (Appendix II).

7. CURRICULAR STRUCTURE

A. Curriculum Listing

Required Core Courses for the Degree			
Prefix and Number	Course Title	New Course?	Credit Hours
IAL 501	Principles of Character-Driven Leadership	Yes	3
IAL 502	The Making of U.S. National Security Policy	Yes	3
IAL 503	Applied International Leadership: Case Studies	Yes	3
Section sub-total:			9
Restricted Elective Courses			
(Students will select seven elective courses. As deemed necessary by supervisory committee. Other courses may be used with approval of the academic unit.)			

Prefix and Number	Course Title	New Course?	Credit Hours
IAL 504	U.S. Diplomacy in Action – The Embassy Country Team	Yes	3
IAL 505	The Modern Global Economy: Dollars and Sense	Yes	3
IAL 508	Transatlantic Relations: Does Europe Still Matter?	Yes	3
IAL 509	Western Hemisphere: Good Neighbors, Tough Challenges	Yes	3
IAL 511	Human Rights and Real Politik	Yes	3
IAL 512	Settling the Global Counterterrorism Agenda	Yes	3
IAL 514	Transnational Challenges – Combatting Human Trafficking	Yes	3
IAL 598	Pax America and Brazil, Russia, India, and China (BRIC)	Yes	3
IAL 598	The Future of Africa	Yes	3
IAL 598	International Negotiations: Trust but Verify	Yes	3
IAL 598	Multilateral Alliances and Diplomacy	Yes	3
IAL 598	Women and the World Order	Yes	3
IAL 598	The World of Islam: Sunnis and Shias	Yes	3
IAL 598	Following the Money: International Finance	Yes	3
<i>Section sub-total:</i>			21
Culminating Experience(s)			Credit Hours
<i>E.g. – Capstone course, portfolio, written comprehensive exam, applied project, thesis (must be 6 credit hours with oral defense)</i>			
IAL 560: Capstone			3
<i>Section sub-total:</i>			3
Other Requirements			Credit Hours
<i>E.g. – internships, clinical requirements, field studies, foreign language exam as applicable</i>			
IAL 584: Internship			3
<i>Section sub-total:</i>			3
Total required credit hours			36

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

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

8. COURSES

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

- Will a new course prefix(es) be required for this degree program?

Yes No

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

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

IAL 501: Principles of Character-Driven Leadership, 3 credit hours

- Principals of Character Driven Leadership provides the student with the core concepts of character driven leadership defined as the commitment to do the right thing, the right way for the right reasons. The course focuses on values; individual, organizational, and national, along with ethics; culminating with a clear understanding of leadership. Students will explore the “leader in me” by examining the values that they embrace and the causes that they believe in, along with understanding “the environment I lead in” and the criticality of comprehending where they lead and who they lead.

IAL 502: The Making of U.S. National Security Policy, 3 credit hours

- IAL 502 outlines the origins and current structure of America’s national security architecture. Using actual policy decisions, students will exercise the process of analysis, decision-making and translating into action, elements of the country’s national security agenda. The course will also include intensive analysis of the intent and outcome of such critical policy decisions and the leadership exercised by the participating decision-makers.

IAL 503: Applied International Leadership: Case Studies, 3 credit hours

- IAL 503 builds on the theoretical and practical foundation of the McCain Institute’s leadership development curriculum conveyed in IAL 501. During the semester, students will engage with faculty and with each other in multiple in-depth applied leadership scenarios, examining various aspects of leadership in international settings. The semester will culminate in individual student presentations analyzing a complex international leadership challenge. Case studies and scenarios in international settings with real-world choices and dilemmas that require group decision-making and leadership in a pressure-filled, crisis situation to achieve a peaceful and successful outcome.

IAL 584: Internship, 3 credit hours

- Students identify and participate in an instructor-approved semester-long field project in the public or private sector in an international setting, either abroad or with a U.S. – based international organization. As part of the internship, the student must integrate into the assigned organization’s professional team and participate in its mission achievement.

IAL 560: Capstone, 3 credit hours

- Each student must prepare a comprehensive presentation capturing the knowledge and insights gained during the degree program, focused on a specific international affairs leadership challenge. A 45-minute oral and written presentation must show analytical rigor and defend a tangible strategic plan for achieving impact and positive change.

IAL 504: U.S. Diplomacy in Action - the Embassy Country Team, 3 credit hours

- Led by a former U.S. Ambassador, students constitute an U.S. Embassy Country Team for a specific country and manage a reality-based diplomatic agenda. Students will be assigned the actual roles of Embassy team members, and together with their “Ambassador” will practice how U.S. foreign policy is developed and executed in the field and for the final written and oral project will develop and present new, creative programs for promotion of U.S. interests to improve the bilateral relationship with the country.

IAL 505: The Modern Global Economy: Dollars and Sense, 3 credit hours

- Students will be challenged to consider future economic and business trends and technology that offer growth and opportunities, but also economic and business developments that threaten stability such as cyber threats and pandemics. Traditional trading and finance global systems will be compared to the rising new economic “nationalism”. Regional economic alliances will be evaluated.

IAL 508: Transatlantic Relations: Does Europe Still Matter?, 3 credit hours

- IAL 508 projects forward the directions the U.S. and Europe are moving. The students will be challenged to analyze and consider “over the horizon” trends and opportunities, but also the

risks of conflict and how to mitigate and solve challenges. Case studies will present “Character-driven leadership” by U.S. and European leaders as they manage issues of cooperation and competition.

IAL 509: Western Hemisphere: Good Neighbors, Tough Challenges, 3 credit hours

- This course will explore the opportunities and challenges facing the United States in its relationships with its regional neighbors, including Canada, Mexico, Central America, the Caribbean and South America. The lectures and readings will consider how the region’s social, cultural and economic history shapes its relations with the U.S. and the rest of the world.

IAL 511: Human Rights and Realpolitik, 3 credit hours

- This course will explore the origins of the human rights movement, watershed moments, and contemplate what may be next. The course is based on the foundation that respecting human rights is not simply the right moral choice, but one that has an economic and national security implications: that the world is more prosperous and more secure when freedom and rights are universally afforded.

IAL 512: Setting a Global Counterterrorism Agenda, 3 credit hours

- Students analyze, discuss, and propose tactics and strategies for countering global terrorism, mainly, but not exclusively from the U.S. perspective. IAL 512 focuses on U.S. counter-terrorism strategy against Middle East terrorism since 9/11. Based on actual policy decisions, students will exercise the process of decision-making and translating into action, elements of the U.S. counter-terrorism agenda in partnership with allies and adversaries.

IAL 514: Transnational Challenges - Combatting Human Trafficking, 3 credit hours

- A practical, global, interdisciplinary examination of the many issues surrounding human trafficking and modern slavery. Students will connect similarities and differences between historical and modern-day slavery, analyze the role and impact of criminal and civil justice sector decisions and actions in fighting human trafficking and understand the role of international and national laws and other government rulemaking.

IAL 598: Pax America and Brazil, Russia, India, and China (BRIC), 3 credit hours

- The United States is still the largest economy, strongest military power and most influential in terms of democratic and free market values. However, power is shifting from the superpower world of the past to increasing influence from China, Russia, and other regional powers. Which are the countries in ascendency for the future and what does it mean for global world order and peace, economic prosperity and the United Nations system of multilateral diplomacy?

IAL 598: The Future of Africa, 3 credit hours

- Focus would be on economic and democratic development throughout the continent while addressing the challenges of poverty, health threats such as pandemics and other diseases, corruption and home-grown terrorism such as Al Shabab and Boko Haram. U.S. and western countries as well as China and other outside powers continue to compete for influence in Africa, especially where resources are available. South Africa and conflicts remaining between countries and rival groups around the Great Lakes region will be studied.

IAL 598: International Negotiations: Trust but Verify, 3 credit hours

- Students will learn and conduct reality-based exercises on how to negotiate cross-cultural international agreements. Learning blocks include how to conduct win-win negotiations, how to understand and navigate cultural differences and messaging, and how to set negotiating goals and measure success. Case studies and scenarios will be exercises from government, business and NGOs.

IAL 598: Multilateral Alliances and Diplomacy, 3 credit hours

- Students will study the current UN systems and selected regional alliances to evaluate the benefits and limitations of multilateral diplomacy. The post-World War II Breton Woods system is changing and new economic and political alliances have emerged from Europe, China, Russia and in other regions. What should be the way forward in creating future economic and political growth, creativity and stability?

IAL 598: Women in the World Order, 3 credit hours

- The future leadership roles of women in international affairs will be studied. Students in this course will gain a deeper understanding of gender issues and future leadership of women in key positions in developed countries. Similarly, students will focus on creating policies and programs that center on the importance of women leaders in rural communities in Africa, Asia and Latin America for empowerment and economic and political growth.

IAL 598: The World of Islam: Sunnis and Shias, 3 credit hours

- Students will learn the basic tenets of Islam, including differences between Sunnis, Shias and what this means in terms of religion and politics of the Islamic world. Major nation-states such as Iran, Saudi Arabia, the United Arab Emirates, Egypt and their rivalries will be studied as regional powers. Conflict states and areas such as Afghanistan, Pakistan and Iraq will be presented. Students will be challenged to create strategies for stability and progress towards economic and political development and to stem radical ideas and terrorists' influence. North Africa and moderate states such as Jordan, Morocco, Lebanon and others will be included and studied as possible bridges in geopolitical terms.

IAL 598: Following the Money: International Finance, 3 credit hours

- The course initially will focus students on researching the International financial money flows globally between national income accounts and within the Bretton Woods system in the 20th and 21st centuries. Both private and public sector organizations are seeking their next generation of leaders who are ready to enter the work force and think creatively about improving international financial flows. Students will analyze and conceptualize International trade and investments models that will continue to evolve and change with new financial technologies and networks. Selected case studies of foreign investments in developing countries and development finance models will be critiqued by students. Course also will focus on criminal movement of money through money laundering and the corrosive effect of corruption on legitimate financial transactions.

The new Master of Arts in International Affairs and Leadership has a carefully developed curriculum based on ASU's guiding principles of access, excellence, and impact.

In terms of diversity and access, the curriculum provides practical applications to the learning experience to the career aspirations of all students interested in international affairs and the development of leadership skills. The unique access to a faculty of senior international affairs practitioners, blended with exceptional ASU faculty colleagues, creates a highly diverse learning environment unmatched by more traditional academic programs. All syllabi that we have written include goals for each learning segment and clear outcomes we seek at the completion of the courses. The innovative structure of each curriculum, along with the leadership component, and the exceptional value of this degree in comparison to competitive offerings at more than twice the cost, makes this the clear number one choice for students from all walks of life in a highly affordable package. The inclusion in the faculty of international as well as U.S. experts in foreign affairs, international trade and information policy, area expertise, as well as national security policy, provides for a wide range of insights that maximizes student exposure to the widest range of views and practical applications possible.

A hallmark of the new degree is the clearly defined set of program outcomes based on another core ASU principle: defining ourselves by how our students succeed. The degree's very name announces its goal under this principle - International Affairs AND Leadership. According to Forbes, the Bureau of Labor Statistics is seeing a growing interest in public policy and political issues. In addition, in both the public and private sector, there exists a strong emphasis on leadership development alongside other professional qualifications as a prerequisite for institutional and individual success. Our curriculum, our faculty, and the ASU innovative spirit, will prepare students for entry and advancement in careers in the public or private sector demanding this combination of skills.

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
Michael C. Polt	Ambassador, Senior Director, Professor of Practice	Masters, 35 years of foreign service experience	Diplomacy, Foreign Policy, Leadership, International Affairs, National Security, Europe, Latin America	High
Edward B. O'Donnell	Ambassador, Professor of Practice, Colonel in the U.S. Army Reserves	Masters, 33 years of foreign service experience	Diplomacy, Foreign Policy, Politics, International Economics and Trade, Latin America, Europe, Holocaust Issues, Afghanistan, Counternarcotics and Counterterrorism	High
Benjamin Freakley	Lieutenant General, Special Advisor to the President of ASU, Professor of Practice	Masters, 36 years of military and leadership affairs experience	Military Affairs and Strategy, Leadership, Ethics, Foreign Policy, Afghanistan, Iraq	Moderate
Matt Rooney	Former Deputy Assistant Secretary of State, Managing Director of the Bush Institute-SMU Economic Growth Initiative	Masters, 30 years of foreign service experience	Regional and Domestic Economic Policy, Latin America, North American Relations, Europe, Free Trade, Market Based Solutions	Low
Paul Fagan	Senior Director, Professor of Practice	Bachelors, 24 years experience in international development	Human Rights and Democracy, Africa, International Development, Democratic Republic of the Congo	Low
Nicholas Rasmussen	Senior Director, Former Director of the NCTC, Professor of Practice	Masters, 27 years experience in national security	Counterterrorism, National Security, Intelligence, Political Military, Middle East Peace	Low
Kristen Leanderson Abrams	Senior Director, Professor of Practice	Juris Doctor, 20 years experience in combatting human trafficking and human rights	Combatting Human Trafficking, Labor Exploitation in the Agricultural Sector, Human Rights, Public International Law, Political Law, Womens Rights, Non-Profit Management	Low
Kurt Volker	Ambassador, Executive Director, Professor of Practice	Masters, 30 years experience in government,	Diplomacy, Foreign Policy, National Security, Negotiation, Transatlantic Relations, Europe	Moderate

		academic, and private sector		
Clint Williamson	Ambassador, Senior Director, Professor of Practice	Juris Doctor, 26 years experience in international law and governance	International Rule of Law, Governance and Security, National Security, War Crimes Issues	Low
John Negroponte	Ambassador, former U.S. Deputy Secretary of State, Deputy National Security Advisor, U.S. Director of National Intelligence	Bachelors, over 49 years experience in government and diplomacy	Diplomacy, National Security, Intelligence, United Nations, Foreign Policy	Low
Catherine A. Novelli	Former Undersecretary of State for Economic Growth, Energy, and the Environment; President for Listening For America; former Vice President for Worldwide Government Affairs at Apple Inc.	Master of Laws, over 30 years experience in international trade and economy	International Trade Policy, Government Relations, Global Economic Development, Multilateral Partnerships, Free Trade Agreements	Low

Experts currently at the McCain Institute will be central to the Master of Arts degree program's leadership and faculty. McCain Institute experts who will teach and lecture have practical experience and academic credentials in international affairs and in broad range of areas: national security, international economics, human rights, rule of law, countering trafficking in person, counter terrorism, intelligence, U.S. foreign policy, etc.

Faculty associates are determined by both their academic and professional achievements. Both individuals that have a bachelors degree are experts of their respective fields. Paul Fagan is the Senior Director for Human Rights and Democracy at the McCain Institute. He has over 24 years of experience in the field and has served as the Executive Director of the Eastern Congo Initiative (ECI) and as the International Republican Institute's Africa Director. John Negroponte is currently at McLarty Associates following a distinguished career in diplomacy and national security. He has served as the Director of National Intelligence, Deputy Secretary of State, and Deputy National Security Advisor. Additionally, he has previously taught at Yale's Jackson Institute and the Elliott School of International Affairs at George Washington University.

The Master of Arts in International Affairs and Leadership program is designed to allow students to be exposed to and interact with senior government and private sector officials, as well as top decision-makers in public and private life. This unique experience gives students an opportunity to engage with professionals in the field for a firsthand look at academic theory in action. The program will prepare students to enter a career in the public or private sector and learning directly from experts from the field will provide the students a foundation for future success.

Ambassador Edward O'Donnell will serve as the Program Director as well as a Professor of Practice in the School of Politics and Global Studies. Ambassador Michael Polt is the Senior Director for Leadership Programs at the McCain Institute and is a Professor of Practice as well. Both are completely dedicated to the success of the program and recognize the high level of involvement that will be required to ensure the program has a clean launch. Individuals that are listed as low or moderate represent their involvement in the program as a whole but not their dedication to the specific areas of involvement. Faculty members that have a specialization will be increasingly involved in the program when that area of expertise is required. All faculty will be involved in the development of coursework to ensure proper coverage of the issue and a thorough review of the quality of the content.

- 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.

The Master of Arts degree program will be taught by Faculty Associates who will be hired to teach unique classes central to the program. Faculty Associates will be part of the rich mix in Washington, D.C. of international affairs practitioners who have deep experience working in the U.S. Government, U.S. Congress, non-governmental organizations, think tanks or public policy institutes, foreign embassies and international organizations such as the International Monetary Fund and World Bank and the private sector of international business.

As the Program Director, Ambassador Edward O'Donnell will work with faculty associates to further develop these classes, guarantee the quality of the proposed coursework, and ensure that the classes continuously support the overall success of the students. The faculty associates bring years of specialized experience to the curriculum that is critical for students to obtain a well-rounded, thorough examination of the topic. Ambassador O'Donnell and the administration team of the program will work directly with the faculty associates to ensure that the development of the course maintains the high expectations of both the School of Politics and Global Studies, the Graduate College, and ASU as a whole.

An estimated six faculty associates will be hired each year to sustain the classes required for a successful Master of Arts degree program. Faculty associates will be hired using revenue generated through the approved program fee. A potential hiring schedule will be structured as: two for the fall semester, three for the spring, and one for the summer. Faculty members will be hired using financial resources from the students' program fee. As the program grows, additional classes will be needed and some classes may be included from other ASU programs either as icourses or a combination of icourse/digital courses.

If enrollment is low in the early years of the program, all pre-existing faculty and administration team members are aware that additional effort will be needed to counter the lack of program fee revenue. The new program is prepared to prioritize resources to offset for low enrollment should that situation occur.

- 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.

This program will be administered using existing structures and procedures available in the School of Politics and Global Studies (SPGS) as well as The College of Liberal Arts and Sciences. In conjunction with SPGS and The College, Professor of Practice Ambassador Edward O'Donnell will be responsible for the leadership and curricula of the program and the McCain Institute's Education Programs Coordinator, Ashleigh Bowers, will manage operations, assist in the admissions process, and support the administration of the program.

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

The new program will be supported in collaboration between the School of Politics and Global Studies (SPGS), The College of Liberal Arts and Sciences, and the McCain Institute. All three departments currently maintain resources that have been identified as being available to support the Master of Arts in International Affairs and Leadership degree without compromising existing

programs. Additionally, ASU maintains a wide array of resources that allow for a successful launch of the program.

**APPENDIX I
OPERATIONAL INFORMATION FOR GRADUATE PROGRAMS**

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

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

N/A

- 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 MA in International Affairs and Leadership offered by The College of Liberal Arts and Sciences and the McCain Institute prepares students for international leadership roles in a dynamic active learning environment led by senior international affairs professionals from the public and private sectors. Drawing on the legacy of values-driven leadership embodied by Senator John McCain, the McCain Institute's access and connectivity in the international community, and ASU's extensive academic capacity, students will acquire a distinctive edge to succeed in the full spectrum of international affairs professions.

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

- 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:

Washington D.C.

(Graduate College Note: pending leadership review)

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 Liberal Arts and Sciences.

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

Applicants must have a minimum of a 3.00 cumulative GPA (scale is 4.00 = "A") in the last 60 hours of a student's first bachelor's degree program, or applicants must have a minimum of a 3.00 cumulative GPA (scale is 4.00 = "A") in an applicable master's degree program.

Applicants are required to submit:

1. graduate admission application and application fee
2. official transcripts
3. letter of intent
4. professional resume
5. writing sample
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.

Applicants are encouraged to have a foundational understanding of microeconomics and macroeconomics prior to starting the program.

GRE or GMAT results are not required but can be submitted as an additional application material.

Applicants should have a deep-rooted interest in international issues of the future and a desire to influence them through character-driven leadership within the context of an increasingly complicated, globalized world. Ideal candidates are those who have previous leadership experience and who plan to devote their careers to working with other cultures and nations across a variety of sectors. While an ideal candidate has previous experience traveling or living overseas and has previously studied a language other than English, we also welcome candidates with no prior experience in these areas. Both international and domestic students are encouraged to apply.

Using the letter of intent, applicants should narrate their own leadership journeys as well as their motivations for further studies in the areas of international affairs and leadership. The letter of intent should describe applicants' academic and professional interests to date, their definitions of character-driven leadership, their reasons for pursuing a master's degree in International Affairs and Leadership, and how this advanced degree relates to their specific future goals.

The application review panel will also review the applicant's writing skills. Successful applicants must be able to tell a concise, coherent story about their past experiences and future goals.

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): 2020 (year):	July 1st October 1st
<input checked="" type="checkbox"/> Spring (regular) <input type="checkbox"/> Session B	(year): 2020 (year):	December 1st February 8th
<input type="checkbox"/> Summer (regular) <input type="checkbox"/> Summer B	(year): (year):	May 14th May 14th

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

Program admission deadlines website address: spgs.clas.asu.edu

8. Curricular Requirements:

Curricular Structure Breakdown for the Academic Catalog:

(To be completed by the Graduate College)

Required Core (9 credit hours)

IAL 501 Principles of Character-Driven Leadership (3)
IAL 502 The Making of U.S. National Security Policy (3)
IAL 503 Applied International Leadership: Case Studies (3)

Electives (21 credit hours)

Other Requirement (3 credit hours)

IAL 584 Internship (3)

Culminating Experience (3 credit hours)

IAL 560 Capstone (3)

9. Comprehensive Exams:

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

Both written and oral comp exams are required.

10. Allow 400-level courses: Yes No

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

11. Committee:

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

Required number of non-thesis option committee members (must be a minimum of one): 2

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.

Leadership, International Affairs, Foreign Policy, Ethics, Values, Diplomacy, Rule of Law and Governance, Human Rights, Combatting Human Trafficking, Counterterrorism and National Security

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 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 checked="" 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 checked="" 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 | |

14. Contact and Support Information:

Office Location - Building Code & Room: <i>(Search ASU map)</i>	COOR 6675
Campus Telephone Number: (may not be an individual's number)	480-965-8563
Program Email Address: (may not be an individual's email)	spgs@asu.edu
Program Website Address: (if one is not yet created, use unit website until one can be established)	spgs.clas.asu.edu
Program Director (Name):	Edward B. O'Donnell
Program Director (ASURITE):	ebodonn1
Program Support Staff (Name):	Ashleigh Bowers
Program Support Staff (ASURITE):	aebower1
Admissions Contact (Name):	Ashleigh Bowers
Admissions Contact (ASURITE):	aebower1

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
Michael C. Polt	mpolt	Yes	Yes
Edward B. O'Donnell	ebodonn1	Yes	Yes
Ashleigh Bowers	aebower1	Yes	Yes
Rachel Hunkler	rhunkler	Yes	Yes

(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.

Assessment Plan

Status: UOEEE Provisional Approval

Comments: UOEEE Approved

Element Outcome Measure Description

Outcome	1		Graduates of the program will be able to clearly analyze challenges in international affairs, articulate the development of relevant U.S. foreign policy, and demonstrate its practical application and implementation in the field.
Plan_2Concepts	1		Critical thinking and analysis in reality-based international affairs scenarios; Effective verbal and written communication in the relevant professional setting; Foreign language proficiency; Sophisticated understanding of the multiple layers of government and private sector resources available to foreign policy decision-makers.
Plan_3Competencies	1		The ability to collect and synthesize relevant information to make a knowledgeable decision with an actionable result; Effective, sharply focused public speaking and written communications skills to convey a clear and purposeful message in an international context; Advanced ability to operate professionally and achieve results in unfamiliar cultural settings.
Measure	1	1	In a final presentation, we will look at the level and sophistication of reality-based research and proposed policy recommendations that demonstrate a clear understanding of the multiple available levers of national power and their appropriate deployment for achieving national security goals.
PC	1	1	85% of students will receive a B grade or higher, or hit 4 out of 5 categories on the rubric, in the Final Presentation.
Measure	1	2	Students will present detailed, reality-based policy recommendations as a result of their research, synthesized in their final presentation, before a panel of foreign policy experts to defend their recommendations.
PC	1	2	85% of students will receive a B grade or higher, or hit 4 out of 5 categories on the rubric, in the Final Presentation.

Measure 1.1:
 In the final presentation for IAL 502: The Making of U.S. National Security Policy, we will look at the level and sophistication of reality-based research and proposed policy recommendations that demonstrate a clear understanding of the multiple available levers of national power and their appropriate deployment for achieving national security goals.

Element	Outcome	Measure	Description	
	Outcome	2	Graduates of the program will be able to clearly evaluate foreign policy challenges and apply effective diplomatic negotiating strategies and tactics to achieve positive outcomes.	
	Plan_2Concepts	2	Negotiation tactics; Conflict resolution skills; Adaptability in diverse negotiating environments; Understanding of basic concepts of international law and the variety of culturally influenced negotiating styles.	
	Plan_3Competencies	2	The ability to navigate the complex foreign policy landscape; Convening authority to explore a diversity of opinions and to resolve differences; Understanding and deploying diplomatic protocol to achieve negotiation outcomes; Identifying and effectively interacting with the diverse players and their agendas operating in the international environment.	
	Measure	2	1	In action teams, students will participate in active simulation exercises and produce a collective policy document reflecting lessons learned that demonstrate their understanding and ability to achieve positive outcomes in a challenging international setting. Students will be required to articulate their policy choices and negotiating strategy and to justify verbally and in writing the expected impact and consequences of their policy recommendations.
	PC	2	1	85% of students will receive a B grade or higher, or hit 4 out of 5 categories on the rubric, on the Policy Document that encompasses lessons learned from simulations, recommendations for improvement and overall simulation results.
	Measure	2	2	Students will participate in weekly online group discussion panels where they are expected to discuss the current policy environment, analyze and assess negotiation strategies based on previous class lectures and readings, and propose next steps in advancing a complex set of interwoven policy objectives.
	PC	2	2	90% of students will receive a B grade or higher, or hit 4 out of 5 categories on the rubric, that shows clear understanding and application of weekly readings.
	Outcome	3	Graduates of the program will have a sophisticated understanding of character-driven leadership and its role in a highly complex international environment, incorporating critical thinking, complex problem solving, and building of professional relationships with international partners as well as adversaries.	
	Plan_2Concepts	3	Ethical reasoning; Values based decision making; Formation of the foundation of trust; Networking in an international environment; Understanding of the power and influence of traditional and modern media.	
	Plan_3Competencies	3	Employing diplomacy skills inside and outside of traditional diplomatic discourse; Leading teams to find creative solutions to challenges in violent, uncertain, complex and ambiguous international settings; Comprehension and successful application of leadership principles based on values, ethics, and character; Ability to establish and lead formal and ad-hoc teams composed of diverse international team members.	
	Measure	3	1	Students will produce a Final Presentation (Applied Leadership Project) on a leadership challenge in which they will be required to propose a comprehensive leadership solution, including an impact assessment and benchmarks to measure success.
	PC	3	1	85% of students will receive a B grade or higher, or hit 4 out of 5 categories on the rubric, on the Final Paper.
	Measure	3	2	Students will defend their Applied Leadership Project, ready for implementation, before a panel of substance and leadership experts.
	PC	3	2	85% of students will receive a B grade or higher, or hit 4 out of 5 categories on the rubric, on the Applied Leadership Project.

Element Outcome Measure Description

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

APPENDIX III

Support/Impact Statements

From: [Kyle Rader](#)
To: CurriculumPlanning@asu.edu
Cc: [Amanda Morales-Calderon](#); [Erin Froncek](#); [Kimberly Castillo](#)
Subject: Proposal to Establish a New Masters Degree - MA International Affairs and Leadership
Date: Tuesday, April 2, 2019 8:23:11 AM
Attachments: [Proposal - Masters of Arts in International Affairs and Leadership-040219.pdf](#)
[MA International Affairs and Leadership-040219.doc](#)

Hello,

Please find the attached proposal to establish a new masters degree program for the MA in International Affairs and Leadership. I have attached a signed .pdf version as well as a word version of the document.

Can you please confirm receipt and that this will be included on the last University Graduate Council meeting of this spring?

If you need anything further with this request, please let me know.

Thanks,

Kyle Rader

Director, Graduate Initiatives

Arizona State University

Office of the Dean

The College of Liberal Arts & Sciences

P. 480.727.1048 | F. 480.965.1093

School of Civic and Economic Thought and Leadership, The College of Liberal Arts and Sciences— Support

School of Civic and Economic Thought and Leadership Support Letter

Monday, February 11, 2019 at 12:11:41 AM Mountain Standard Time

Subject: RE: Request for Support - MA International Affairs and Leadership, ASU - The McCain Institute from Ambassador O'Donnell
Date: Thursday, January 10, 2019 at 2:30:47 PM Mountain Standard Time
From: Paul Carrese
To: Edward O'Donnell, Gayla Marsh
CC: Michael Polt, Ashleigh Bowers, Benjamin Freakley, Rachel Hunkler, Fabio Milner, Kyle Rader

Dear Ambassador O'Donnell,

I apologize for the tardy reply. This is the first week of the new semester and as a department head I am running around . . . not quite with my hair on fire, but, it is smoldering.

Dean Milner wrote to me in December about this idea, and I replied that I would be glad to write a letter of support. In late November I met one of your Institute colleagues copied here – Ambassador Polt -- at a dinner in Washington, D.C. that President Crow's office asked me to attend. I will be back in touch with Michael Polt and you about some possible collaborations between SCETL and the Institute. And I look forward to hearing more about the IAL degree. (SCETL has a 400 level course in our undergraduate curriculum that I teach, Statesmanship and American Grand Strategy, which addresses the same spirit of character-driven international leadership as the IAL program. I taught as a civilian professor at the USAF Academy for 18 years before coming to ASU to start this new School.)

And, here is the requested statement:

I have reviewed the McCain Institute's proposal to establish a new master's degree program in International Affairs and Leadership and have not identified any conflicts with the programs at the School of Civic and Economic Thought and Leadership. I am fully supportive of this new degree and the proposed courses that accompany the degree.

With best regards,

Paul

Paul Carrese
Director and Professor
School of Civic and Economic Thought and Leadership
Arizona State University
pcarrese@asu.edu
<https://scetl.asu.edu/>
Inspiring Leadership and Statesmanship for the Common Good

From: Edward O'Donnell <ebodonn1@asu.edu>
Sent: Thursday, January 10, 2019 12:08 PM
To: Paul Carrese <Paul.Carrese@asu.edu>; Gayla Marsh <Gayla.Marsh@asu.edu>
Cc: Michael Polt <Michael.Polt@asu.edu>; Ashleigh Bowers <Ashleigh.Bowers@asu.edu>; Benjamin Freakley <Benjamin.Freakley@asu.edu>; Rachel Hunkler <Rachel.Hunkler@asu.edu>; Fabio Milner <milner@asu.edu>; Kyle Rader <kwrader@asu.edu>
Subject: Request for Support - MA International Affairs and Leadership, ASU - The McCain Institute from Ambassador O'Donnell

Dr. Paul Carrese
Director
School of Civic and Economic Thought and Leadership
Arizona State University

It is my pleasure to notify you of the upcoming launch of Arizona State University's new Masters in International Affairs and Leadership (MA IAL), which will be housed at the McCain Institute in Washington, D.C. I am writing to request your support of this program as we prepare for the first cohort of graduate students in Fall 2019.

The MA IAL is a unique, two-year program centered around the McCain family's legacy of character-driven leadership and its application to professions in international affairs. The program will be offered through the School of Politics and Global Studies (College of Liberal Arts and Sciences), although the majority of courses will be taught at the ASU Barrett & O'Connor Washington Center. Leveraging the McCain Institute's extensive network in D.C., the program will draw from the expertise of practitioners from a wide variety of international sectors.

We are currently in the process of obtaining approval from the Arizona Board of Regents and have been working closely with Fabio Milner and Kyle Rader at CLAS. As part of this process, we kindly request your written support for the program and proposed courses. I have attached the full proposal, for your reference, and am happy to answer any specific questions you may have about this new MA degree.

At the McCain Institute, we seek to close the global leadership gap. We hope you will assist us in our efforts by supporting this initiative.

If helpful, we have included a draft statement of support below:

Draft Statement:

I have reviewed the McCain Institute's proposal to establish a new master's degree program in International Affairs and Leadership and have not identified any conflicts with the programs at the School of Civic and Economic Thought and Leadership. I am fully supportive of this new degree and the proposed courses that accompany the degree.

XXXXX END DRAFT XXXXX

Edward

Ambassador Edward B. O'Donnell
Professor of Practice

McCain Institute for International Leadership
at Arizona State University
1800 I Street, NW
Washington, DC 20006

Thunderbird School of Global Management– Impact Statement

Thunderbird School of Global Management Support Letter



400 E. Van Buren, Suite 900
Phoenix, Arizona 85004, USA
+1 602.496.7000
thunderbird.asu.edu

February 1, 2019

Ambassador Edward B. O'Donnell
Professor of Practice
McCain Institute for International Leadership
at Arizona State University
1800 I Street, NW
Washington, DC 20006

Dear Ambassador O'Donnell:

I have reviewed the McCain Institute's proposal to establish a new master's degree program in International Affairs and Leadership and have not identified any conflicts with the programs at the Thunderbird School of Global Management. I am fully supportive of this new degree and the proposed courses that accompany the degree.

Sincerely,

A handwritten signature in black ink that reads 'Sanjeev Khagram'.

Sanjeev Khagram, Ph.D.
Dean and Director General

W. P. Carey School of Business Support Letter

From: [Kay Faris](#)
To: [Edward O'Donnell](#)
Cc: [Fabio Milner](#); [Cameron Thies](#); [Kyle Rader](#); [Ashleigh Bowers](#); [Taavi Turu](#); [Michael Polt](#); [Rachel Hunkler](#); [Kay Faris](#)
Subject: RE: New Masters in International Affairs and Leadership (MA IAL) -- The McCain Institute and ASU - CLAS -- Request for Letter of Support from Ambassador Edward O'Donnell
Date: Friday, March 8, 2019 6:37:48 AM
Attachments: [jmaoe001.pptx](#)

Hi Edward,

The W. P. Carey School has reviewed the proposal for the New Masters in International Affairs and Leadership and the accompanying courses and we have not identified any conflicts with W. P. Carey programs or courses. We support this proposal and wish you the best.

Please let me know if you have any additional questions.

Thanks,

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®

From: Edward O'Donnell [mailto:ebodonn1@asu.edu]
Sent: Tuesday, February 26, 2019 10:12 AM
To: Kay Faris <KAY.FARIS@asu.edu>
Cc: Fabio Milner <milner@asu.edu>; Cameron Thies <CAMERON.THIES@asu.edu>; Kyle Rader <kwrader@asu.edu>; Ashleigh Bowers <Ashleigh.Bowers@asu.edu>; Taavi Turu <taavi.turu@gmail.com>; Michael Polt <Michael.Polt@asu.edu>; Rachel Hunkler <Rachel.Hunkler@asu.edu>
Subject: New Masters in International Affairs and Leadership (MA IAL) -- The McCain Institute and ASU - CLAS -- Request for Letter of Support from Ambassador Edward O'Donnell

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

Dean Faris:

It is my pleasure to notify you of the upcoming launch of Arizona State University's new Masters in International Affairs and Leadership (MA IAL), which will be housed at the McCain Institute in Washington, D.C. I am writing to request your support of this program as we prepare for the first cohort of graduate students in January 2020.

The MA IAL is a unique, two-year program centered around the McCain family's legacy of character-driven leadership and its application to professions in international affairs. The program will be offered through the School of Politics and Global Studies (College of Liberal Arts and Sciences), although the majority of courses will be taught at the ASU Barrett & O'Connor Washington Center. Leveraging the McCain Institute's extensive network in D.C., the program will draw from the expertise of practitioners from a wide variety of international sectors.

We are currently in the process of obtaining approval from Arizona State University and have been working closely with Fabio Milner and Kyle Rader at CLAS. As part of this process, we kindly request your written support for the program and proposed courses. I have attached the full proposal, for your reference, and am happy to answer any specific questions you may have about this new MA degree.

At the McCain Institute, we seek to close the global leadership gap. We hope you will assist us in our efforts by supporting this initiative.

If helpful, we have included a draft statement of support below:

Draft Statement:

I have reviewed the McCain Institute's proposal to establish a new master's degree program in International Affairs and Leadership and have not identified any conflicts with the programs at the W.P. Carey School of Business. I am fully supportive of this new degree and the proposed courses that accompany the degree.

XXXXXX END DRAFT XXXXXX

Edward

Ambassador Edward B. O'Donnell
Professor of Practice

McCain Institute for International Leadership
at Arizona State University
1800 I Street, NW

Watts College of Public Service and Community

RE: New Master of Arts in International Affairs and Leadership



Sian Mooney <Sian.Mooney@asu.edu>

Edward O'Donnell; Jonathan Koppell

Sunday, April 14, 2019 at 6:41 AM

[Show Details](#)

Dear Edward,

I have consulted with School Directors and reviewed the McCain Institute's proposal to establish a new master's degree program in International Affairs and Leadership and have not identified any conflicts with the programs at the Watts College of Public Service and Community Solutions. Watts College is fully supportive of this new degree and the proposed courses that accompany the degree.

Please let us know if we can assist,

Sian

Siân Mooney, Ph.D.

Associate Dean & College Professor

Professor | [School of Public Affairs](#)

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

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

Phone: +1 (602) 496-1752

Administrative Assistant: Linda Garcia

[\[Linda.Garcia@asu.edu\]](mailto:Linda.Garcia@asu.edu)



Did someone at ASU provide you with exceptional service? Send a [SUN Award](#).

Solutions – Impact Statement

RE: New Master of Arts in International Affairs and Leadership



Sian Mooney <Sian.Mooney@asu.edu>

Edward O'Donnell; Jonathan Koppell

Sunday, April 14, 2019 at 6:41 AM

[Show Details](#)

From: Edward O'Donnell <ebodonn1@asu.edu>

Sent: Thursday, April 11, 2019 1:24 PM

To: Jonathan Koppell <koppell@asu.edu>; Sian Mooney <Sian.Mooney@asu.edu>

Cc: Michael Polt <Michael.Polt@asu.edu>; Benjamin Freakley <Benjamin.Freakley@asu.edu>; Kyle Rader <kwrader@asu.edu>; Fabio Milner <milner@asu.edu>; Cameron Thies <CAMERON.THIES@asu.edu>; Ashleigh Bowers <Ashleigh.Bowers@asu.edu>

Subject: New Master of Arts in International Affairs and Leadership

Importance: High

Dean Koppell and Associate Dean Mooney:

It is my pleasure to notify you of the upcoming launch of Arizona State University's new Master of Arts in International Affairs and Leadership (MA IAL), which will be housed in Washington, D.C. with collaboration from the McCain Institute. I am writing to request your support of this program as we prepare for the first cohort of graduate students in January 2020.

The MA IAL is a unique, two-year program centered around the McCain family's legacy of character-driven leadership and its application to professions in international affairs. The program will be offered through the School of Politics and Global Studies (College of Liberal Arts and Sciences), although the majority of courses will be taught at the ASU Barrett & O'Connor Washington Center. Leveraging the McCain Institute's extensive network in D.C., the program will draw from the expertise of practitioners from a wide variety of international sectors.

We are currently in the process of obtaining approval from the University and have been working closely with Fabio Milner and Kyle Rader at CLAS. As part of this process, we kindly request your written support for the program and proposed courses. We are planning on sending this statement to the University Graduate Council for review by **April 19th**. Your support of our program would be greatly appreciated. I have attached the full proposal, for your reference, and am happy to answer any specific questions you may have about this new MA degree.

At the McCain Institute, we seek to close the global leadership gap. We hope you will assist us in our efforts by supporting this initiative.

If helpful, we have included a draft statement of support below:

RE: New Master of Arts in International Affairs and Leadership



Sian Mooney <Sian.Mooney@asu.edu>

Edward O'Donnell; Jonathan Koppell

Sunday, April 14, 2019 at 6:41 AM

[Show Details](#)

attached the full proposal, for your reference, and am happy to answer any specific questions you may have about this new MA degree.

At the McCain Institute, we seek to close the global leadership gap. We hope you will assist us in our efforts by supporting this initiative.

If helpful, we have included a draft statement of support below:

Draft Statement:

I have reviewed the McCain Institute's proposal to establish a new master's degree program in International Affairs and Leadership and have not identified any conflicts with the programs at the Watts College of Public Service and Community Solutions. I am fully supportive of this new degree and the proposed courses that accompany the degree.

XXXXX END DRAFT XXXXX

Edward

Ambassador Edward B. O'Donnell

Professor of Practice

McCain Institute for International Leadership

at Arizona State University

1800 I Street, NW

Washington, DC 20006

Tel: [202.804.7361](tel:202.804.7361)

Cell: [571.375.6848](tel:571.375.6848)

www.McCainInstitute.org

[Twitter](#) • [Facebook](#) • [Instagram](#) • [YouTube](#)

New College of Interdisciplinary Arts and Sciences – Impact Statement

From: [Patricia Friedrich](#)
To: [Fabio Milner](#)
Cc: [Tosha Ruggles](#); [Kyle Rader](#); [Edward O'Donnell](#); [Ashleigh Bowers](#)
Subject: Re: New Master of Arts in International Affairs and Leadership
Date: Monday, April 22, 2019 12:33:08 PM
Attachments: [image001.png](#)
[image002.png](#)

New College has reviewed the McCain Institute's proposal to establish a new master's degree program in International Affairs and Leadership and has not identified any conflicts with our programs. We are supportive of this new degree and the proposed courses that accompany the degree.

Our best wishes,

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: Fabio Milner <milner@asu.edu> **Date:** Thursday, April 18, 2019 at 3:12 PM **To:** Tosha Ruggles <tosha.ruggles@asu.edu>
Cc: Michael Polt <Michael.Polt@asu.edu>, Kyle Rader <kwrader@asu.edu>, Ashleigh Bowers <Ashleigh.Bowers@asu.edu>, Edward O'Donnell <ebodonn1@asu.edu>, Fabio Milner <milner@asu.edu>
Subject: Re: New Master of Arts in International Affairs and Leadership

Dear Tosha,

I am writing to request an impact/support letter (email will suffice) from the New College of Interdisciplinary Arts for the new MA program we are trying to get approved as soon as possible because it is a priority for President Crow. This is the McCain Institute's Master of Arts (MA) in International Affairs and Leadership. The McCain Institute resides in ASU's Washington DC's campus. The program will have several retired US ambassadors with extraordinary careers as faculty and, as you can see, I am very enthusiastic to have it launched.

We have been asked to provide an impact/support letter from the New College of Interdisciplinary Arts. A suggested draft is included below from Ambassador O'Donnell (highlighted).

Please let me know if this is something you would do yourself, or whom should the Director of the program (Ambassador Edward O'Donnell) contact in the New College of Interdisciplinary Arts to request the letter. It is quite urgent because we need to forward it by the end of the day tomorrow.

Thanks so much, Fabio

**Fabio Augusto Milner, PhD Associate Dean of Graduate Initiatives The 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: Edward O'Donnell <ebodonn1@asu.edu>
Date: Thursday, April 11, 2019 at 13:26
To: Tosha Ruggles <tosha.ruggles@asu.edu>
Cc: Michael Polt <Michael.Polt@asu.edu>, Fabio Milner <milner@asu.edu>, Kyle Rader <kwrader@asu.edu>, Ashleigh Bowers <Ashleigh.Bowers@asu.edu>
Subject: New Master of Arts in International Affairs and Leadership Director Tosha Ruggles:
It is my pleasure to notify you of the upcoming launch of Arizona State University's new Master of Arts in International Affairs and Leadership (MA IAL), which will be housed in Washington, D.C. with collaboration from the McCain Institute. I am writing to request your support of this program as we prepare for the first cohort of graduate students in January 2020.

The MA IAL is a unique, two-year program centered around the McCain family's legacy of character-driven leadership and its application to professions in international affairs. The program will be offered through the School of Politics and Global Studies (College of Liberal Arts and Sciences), although the majority of courses will be taught at the ASU Barrett & O'Connor Washington Center. Leveraging the McCain Institute's extensive network in D.C., the program will draw from the expertise of practitioners from a wide variety of international sectors.

We are currently in the process of obtaining approval from the University and have been

working closely with Fabio Milner and Kyle Rader at CLAS. As part of this process, we kindly request your written support for the program and proposed courses. We are planning on sending this statement to the Graduate Council for review by April 19th. Your support of our program would be greatly appreciated. I have attached the full proposal, for your reference, and am happy to answer any specific questions you may have about this new MA degree.

At the McCain Institute, we seek to close the global leadership gap. We hope you will assist us in our efforts by supporting this initiative.

If helpful, we have included a draft statement of support below:

Draft Statement:

I have reviewed the McCain Institute's proposal to establish a new master's degree program in International Affairs and Leadership and have not identified any conflicts with the programs at the New College of Interdisciplinary Arts. I am fully supportive of this new degree and the proposed courses that accompany the degree.

XXXXX END DRAFT XXXXX

Edward

Ambassador Edward B. O'Donnell
Professor of Practice

McCain Institute for International Leadership at Arizona State University
1800 I Street, NW
Washington, DC 20006
Tel: 202.804.7361
Cell: 571.375.6848
www.McCainInstitute.org

Twitter • Facebook • Instagram • YouTube

Sandra Day O'Connor College of Law – Impact Statement

From: Adam Chodorow <Adam.Chodorow@asu.edu>
Date: Monday, April 22, 2019 at 9:18 AM
To: Fabio Milner <milner@asu.edu>
Subject: RE: New Master of Arts in International Affairs and Leadership
Resent-From: <milner@asu.edu>

Dear Fabio,

I have reviewed the McCain Institute's proposal to establish a new master's degree program in International Affairs and Leadership and have not identified any conflicts with the programs at the Sandra Day O'Connor Law School. We fully support this new degree and the proposed courses that accompany the degree.

Adam

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

From: Fabio Milner <milner@asu.edu>

Sent: Thursday, April 18, 2019 3:17 PM

To: Adam Chodorow <Adam.Chodorow@asu.edu>

Cc: Michael Polt <Michael.Polt@asu.edu>; Clint Williamson <John.C.Williamson@asu.edu>; Kyle Rader <kwrader@asu.edu>; Ashleigh Bowers <Ashleigh.Bowers@asu.edu>; Edward O'Donnell <ebodonn1@asu.edu>; Fabio Milner <milner@asu.edu>

Subject: Re: New Master of Arts in International Affairs and Leadership

Dear Adam,

I am writing to request an impact/support letter (email will suffice) from *the Sandra Day O'Connor Law School* for the new MA program we are trying to get approved as soon as possible because it is a priority for President Crow. This is the McCain Institute's Master of Arts (MA) in International Affairs and Leadership. The McCain Institute resides in ASU's Washington DC's campus. The program will have several retired US ambassadors with extraordinary careers as faculty and, as you can see, I am very enthusiastic to have it launched.

We have been asked to provide an impact/support letter from *Sandra Day O'Connor Law School*. A suggested draft is included below from Ambassador O'Donnell (highlighted).

Please let me know if this is something you would do yourself, or whom should the Director of the program (Ambassador Edward O'Donnell) contact in *the Sandra Day O'Connor Law School* to request the letter. It is quite urgent because we need to forward it by the end of the day tomorrow.

Thanks so much,
Fabio

Fabio Augusto Milner, PhD

Associate Dean of Graduate Initiatives

[The 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: Edward O'Donnell <ebodonn1@asu.edu>

Date: Thursday, April 11, 2019 at 13:29

To: Adam Chodorow <Adam.Chodorow@asu.edu>

Cc: Michael Polt <Michael.Polt@asu.edu>, Clint Williamson <John.C.Williamson@asu.edu>, Fabio Milner <milner@asu.edu>, Kyle Rader <kwrader@asu.edu>, Ashleigh Bowers <Ashleigh.Bowers@asu.edu>

Subject: New Master of Arts in International Affairs and Leadership

Dean Chodorow:

It is my pleasure to notify you of the upcoming launch of Arizona State University's new Master of Arts in International Affairs and Leadership (MA IAL), which will be housed in Washington, D.C. with collaboration from the McCain Institute. I am writing to request your support of this program as we prepare for the first cohort of graduate students in January 2020.

The MA IAL is a unique, two-year program centered around the McCain family's legacy of character-driven leadership and its application to professions in international affairs. The program will be offered through the School of Politics and Global Studies (College of Liberal Arts and Sciences), although the majority of courses will be taught at the ASU Barrett & O'Connor Washington Center. Leveraging the McCain Institute's extensive network in D.C., the program will draw from the expertise of practitioners from a wide variety of international sectors.

We are currently in the process of obtaining approval from the University and have been working closely with Fabio Milner and Kyle Rader at CLAS. As part of this process, we kindly request your written support for the program and proposed courses. We are planning on sending this statement to the University Graduate Council for review by **April 19th**. Your support of our program would be greatly appreciated. I have attached the full proposal, for your reference, and am happy to answer any specific questions you may have about this new MA degree.

At the McCain Institute, we seek to close the global leadership gap. We hope you will assist us in our efforts by supporting this initiative.

If helpful, we have included a draft statement of support below:

Draft Statement:

I have reviewed the McCain Institute's proposal to establish a new master's degree program in International Affairs and Leadership and have not identified any conflicts with the programs at the Sandra Day O'Connor Law School. I am fully supportive of this new degree and the proposed courses that accompany the degree.

XXXXX END DRAFT XXXXX

Edward

Ambassador Edward B. O'Donnell

Professor of Practice

**McCain Institute for International Leadership at Arizona State
University**

1800 I Street, NW
Washington, DC 20006

Tel: [202.804.7361](tel:202.804.7361)

Cell: [571.375.6848](tel:571.375.6848)

www.McCainInstitute.org

[Twitter](#) • [Facebook](#) • [Instagram](#) • [YouTube](#)

College of Integrative Sciences and Arts – Impact Statement

 RE: New Master of Arts in International Affairs and Leadership



Duane Roen

Edward O'Donnell; Michael Polt; Fabio Milner; Kyle Rader; Cameron Thies; Ashleigh Bowers

Sunday, April 14, 2019 at 6:09 PM

[Show Details](#)

Ambassador O'Donnell,

The proposal for an MA in International Affairs and Leadership looks great! What a wonderful opportunity for students. The College of Integrative Sciences and Arts is delighted to support the proposal.

Please let me know if CISA can do anything else to assist.

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

 RE: New Master of Arts in International Affairs and Leadership**Duane Roen**

Edward O'Donnell; Michael Polt; Fabio Milner; Kyle Rader; Cameron Thies; Ashleigh Bowers

Sunday, April 14, 2019 at 6:09 PM

[Show Details](#)

From: Edward O'Donnell <ebodonn1@asu.edu>**Sent:** Thursday, April 11, 2019 1:22 PM**To:** Duane Roen <Duane.Roen@asu.edu>**Cc:** Michael Polt <Michael.Polt@asu.edu>; Fabio Milner <milner@asu.edu>; Kyle Rader <kwrader@asu.edu>; Cameron Thies <CAMERON.THIES@asu.edu>; Ashleigh Bowers <Ashleigh.Bowers@asu.edu>**Subject:** New Master of Arts in International Affairs and Leadership**Importance:** High

Dean Roen:

It is my pleasure to notify you of the upcoming launch of Arizona State University's new Master of Arts in International Affairs and Leadership (MA IAL), which will be housed in Washington, D.C. with collaboration from the McCain Institute. I am writing to request your support of this program as we prepare for the first cohort of graduate students in January 2020.

The MA IAL is a unique, two-year program centered around the McCain family's legacy of character-driven leadership and its application to professions in international affairs. The program will be offered through the School of Politics and Global Studies (College of Liberal Arts and Sciences), although the majority of courses will be taught at the ASU Barrett & O'Connor Washington Center. Leveraging the McCain Institute's extensive network in D.C., the program will draw from the expertise of practitioners from a wide variety of international sectors.

We are currently in the process of obtaining approval from the University and have been working closely with Fabio Milner and Kyle Rader at CLAS. As part of this process, we kindly request your written support for the program and proposed courses. We are planning on sending this statement to the Graduate Council for review by **April 19th**. Your support of our program would be greatly appreciated. I have attached the full proposal, for your reference, and am happy to answer any specific questions you may have about this new MA degree.

At the McCain Institute, we seek to close the global leadership gap. We hope you will assist us in our efforts by supporting this initiative.

If helpful, we have included a draft statement of support below:

RE: New Master of Arts in International Affairs and Leadership



Duane Roen

Edward O'Donnell; Michael Polt; Fabio Milner; Kyle Rader; Cameron Thies; Ashleigh Bowers

Sunday, April 14, 2019 at 6:09 PM

[Show Details](#)

At the McCain Institute, we seek to close the global leadership gap. We hope you will assist us in our efforts by supporting this initiative.

If helpful, we have included a draft statement of support below:

Draft Statement:

I have reviewed the McCain Institute's proposal to establish a new master's degree program in International Affairs and Leadership and have not identified any conflicts with the programs at the College of Integrative Sciences and Arts. I am fully supportive of this new degree and the proposed courses that accompany the degree.

XXXXX END DRAFT XXXXX

Edward

Ambassador Edward B. O'Donnell

Professor of Practice

**McCain Institute for International Leadership
at Arizona State University**

1800 I Street, NW
Washington, DC 20006

Tel: [202.804.7361](tel:202.804.7361)

Cell: [571.375.6848](tel:571.375.6848)

www.McCainInstitute.org

[Twitter](#) • [Facebook](#) • [Instagram](#) • [YouTube](#)

Herberger Institute for Design and the Arts – Impact Statement

Re: New Master of Arts in International Affairs and Leadership



Kathryn Maxwell

Fabio Milner; Michael Polt; Kyle Rader; Cameron Thies; Ashleigh Bowers; Edward O'Donnell

Thursday, April 18, 2019 at 5:03 PM

[Show Details](#)

This message is flagged for follow up.

Hello Fabio,

The Herberger Institute is fully supportive of the request for the MS in International Affairs and Leadership and the requested new courses.. We see no conflict with our programs or courses.

Best,
Kathryn

Kathryn Maxwell
Associate Dean for Students
Professor of Printmaking

ASU Herberger Institute for Design and the Arts
Dixie Gammage Hall, Rm. 132
PO Box 872102
Tempe, AZ 85287-2102
p: 480.965.0050
f: 480.727.6529

From: Fabio Milner <milner@asu.edu>

Date: Thursday, April 18, 2019 at 3:11 PM

To: kathrynm <K.Maxwell@asu.edu>

Cc: Michael Polt <Michael.Polt@asu.edu>, Kyle Rader <kwraeder@asu.edu>, Cameron Thies <CAMERON.THIES@asu.edu>, Ashleigh Bowers <Ashleigh.Bowers@asu.edu>, Edward O'Donnell <ebodonn1@asu.edu>, Fabio Milner <milner@asu.edu>

Subject: Re: New Master of Arts in International Affairs and Leadership

Dear Kathryn,

Re: New Master of Arts in International Affairs and Leadership



Kathryn Maxwell

Fabio Milner; Michael Polt; Kyle Rader; Cameron Thies; Ashleigh Bowers; Edward O'Donnell

Thursday, April 18, 2019 at 5:03 PM

[Show Details](#)

This message is flagged for follow up.

Dear Kathryn,

I am writing to request an impact/support letter (email will suffice) from *the Herberger Institute for Design and the Arts* for the new MA program we are trying to get approved as soon as possible because it is a priority for President Crow. This is the McCain Institute's Master of Arts (MA) in International Affairs and Leadership. The McCain Institute resides in ASU's Washington DC's campus. The program will have several retired US ambassadors with extraordinary careers as faculty and, as you can see, I am very enthusiastic to have it launched.

We have been asked to provide an impact/support letter from *the Herberger Institute for Design and the Arts*. A suggested draft is included below from Ambassador O'Donnell (highlighted).

Please let me know if this is something you would do yourself, or whom should the Director of the program (Ambassador Edward O'Donnell) contact in *the Herberger Institute for Design and the Arts* to request the letter. It is quite urgent because we need to forward it by the end of the day tomorrow.

Thanks so much,
Fabio

Fabio Augusto Milner, PhD

Associate Dean of Graduate Initiatives

[The 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

Re: New Master of Arts in International Affairs and Leadership



Kathryn Maxwell

Fabio Milner; Michael Polt; Kyle Rader; Cameron Thies; Ashleigh Bowers; Edward O'Donnell

Thursday, April 18, 2019 at 5:03 PM

[Show Details](#)

This message is flagged for follow up.

From: Edward O'Donnell <ebodonn1@asu.edu>

Date: Thursday, April 11, 2019 at 13:26

To: Kathryn Maxwell <K.Maxwell@asu.edu>

Cc: Michael Polt <Michael.Polt@asu.edu>, Fabio Milner <milner@asu.edu>, Kyle Rader <kwraeder@asu.edu>, Cameron Thies <CAMERON.THIES@asu.edu>, Ashleigh Bowers <Ashleigh.Bowers@asu.edu>

Subject: New Master of Arts in International Affairs and Leadership

Dean Maxwell:

It is my pleasure to notify you of the upcoming launch of Arizona State University's new Master of Arts in International Affairs and Leadership (MA IAL), which will be housed in Washington, D.C. with collaboration from the McCain Institute. I am writing to request your support of this program as we prepare for the first cohort of graduate students in January 2020.

The MA IAL is a unique, two-year program centered around the McCain family's legacy of character-driven leadership and its application to professions in international affairs. The program will be offered through the School of Politics and Global Studies (College of Liberal Arts and Sciences), although the majority of courses will be taught at the ASU Barrett & O'Connor Washington Center. Leveraging the McCain Institute's extensive network in D.C., the program will draw from the expertise of practitioners from a wide variety of international sectors.

We are currently in the process of obtaining approval from the University and have been working closely with Fabio Milner and Kyle Rader at CLAS. As part of this process, we kindly request your written support for the program and proposed courses. We are planning on sending this statement to the Graduate Council for review by **April 19th**. Your support of our program would be greatly appreciated. I have attached the full proposal, for your reference, and am happy to answer any specific questions you may have about this new MA degree.

At the McCain Institute, we seek to close the global leadership gap. We hope you will assist us in our efforts by supporting this initiative.

If helpful, we have included a draft statement of support below:

Re: New Master of Arts in International Affairs and Leadership



Kathryn Maxwell

Fabio Milner; Michael Polt; Kyle Rader; Cameron Thies; Ashleigh Bowers; Edward O'Donnell

Thursday, April 18, 2019 at 5:03 PM

[Show Details](#)

This message is flagged for follow up.

At the McCain Institute, we seek to close the global leadership gap. We hope you will assist us in our efforts by supporting this initiative.

If helpful, we have included a draft statement of support below:

Draft Statement:

I have reviewed the McCain Institute's proposal to establish a new master's degree program in International Affairs and Leadership and have not identified any conflicts with the programs at the Herberger Institute for Design and the Arts. I am fully supportive of this new degree and the proposed courses that accompany the degree.

XXXXX END DRAFT XXXXX

Edward

Ambassador Edward B. O'Donnell

Professor of Practice

McCain Institute for International Leadership
at Arizona State University
1800 I Street, NW
Washington, DC 20006
Tel: [202.804.7361](tel:202.804.7361)
Cell: [571.375.6848](tel:571.375.6848)
www.McCainInstitute.org

[Twitter](#) • [Facebook](#) • [Instagram](#) • [YouTube](#)

Mary Lou Fulton Teachers College– Impact Statement

Re: New Master of Arts in International Affairs and Leadership



Sherman Dorn

Edward O'Donnell; Michael Polt; Fabio Milner; Kyle Rader; Cameron Thies; Ashleigh Bowers

Thursday, April 11, 2019 at 3:11 PM

[Show Details](#)

Dear Edward,

On behalf of my division, I support the Master of Arts in International Affairs and Leadership and wish the best of luck to you in the program start-up.

Sherman

Yours truly,

Sherman Dorn

Professor and Director, Educational Leadership and Innovation

Arizona State University

Mary Lou Fulton Teachers College

P.O. Box 37100, Phoenix, AZ 85069-7100

O: 602-543-6379 | sherman.dorn@asu.edu

creating knowledge, mobilizing people and taking action to improve education

Re: New Master of Arts in International Affairs and Leadership



Sherman Dorn

Edward O'Donnell; Michael Polt; Fabio Milner; Kyle Rader; Cameron Thies; Ashleigh Bowers

Thursday, April 11, 2019 at 3:11 PM

[Show Details](#)

From: Edward O'Donnell <ebodonn1@asu.edu>

Date: Thursday, April 11, 2019 at 1:25 PM

To: Sherman Dorn <Sherman.Dorn@asu.edu>

Cc: Michael Polt <Michael.Polt@asu.edu>, Fabio Milner <milner@asu.edu>, Kyle Rader <kwrader@asu.edu>, Cameron Thies <CAMERON.THIES@asu.edu>, Ashleigh Bowers <Ashleigh.Bowers@asu.edu>

Subject: New Master of Arts in International Affairs and Leadership

Director Sherman Dorn:

It is my pleasure to notify you of the upcoming launch of Arizona State University's new Master of Arts in International Affairs and Leadership (MA IAL), which will be housed in Washington, D.C. with collaboration from the McCain Institute. I am writing to request your support of this program as we prepare for the first cohort of graduate students in January 2020.

The MA IAL is a unique, two-year program centered around the McCain family's legacy of character-driven leadership and its application to professions in international affairs. The program will be offered through the School of Politics and Global Studies (College of Liberal Arts and Sciences), although the majority of courses will be taught at the ASU Barrett & O'Connor Washington Center. Leveraging the McCain Institute's extensive network in D.C., the program will draw from the expertise of practitioners from a wide variety of international sectors.

We are currently in the process of obtaining approval from the University and have been working closely with Fabio Milner and Kyle Rader at CLAS. As part of this process, we kindly request your written support for the program and proposed courses. We are planning on sending this statement to the Graduate Council for review by **April 19th**. Your support of our program would be greatly appreciated. I have attached the full proposal, for your reference, and am happy to answer any specific questions you may have about this new MA degree.

At the McCain Institute, we seek to close the global leadership gap. We hope you will assist us in our efforts by supporting this initiative.

If helpful, we have included a draft statement of support below:

Re: New Master of Arts in International Affairs and Leadership



Sherman Dorn

Edward O'Donnell; Michael Polt; Fabio Milner; Kyle Rader; Cameron Thies; Ashleigh Bowers

Thursday, April 11, 2019 at 3:11 PM

[Show Details](#)

At the McCain Institute, we seek to close the global leadership gap. We hope you will assist us in our efforts by supporting this initiative.

If helpful, we have included a draft statement of support below:

Draft Statement:

I have reviewed the McCain Institute's proposal to establish a new master's degree program in International Affairs and Leadership and have not identified any conflicts with the programs at the Mary Lou Fulton Teachers College. I am fully supportive of this new degree and the proposed courses that accompany the degree.

XXXXX END DRAFT XXXXX

Edward

Ambassador Edward B. O'Donnell
Professor of Practice

McCain Institute for International Leadership
at Arizona State University
1800 I Street, NW
Washington, DC 20006
Tel: [202.804.7361](tel:202.804.7361)
Cell: [571.375.6848](tel:571.375.6848)
www.McCainInstitute.org

[Twitter](#) • [Facebook](#) • [Instagram](#) • [YouTube](#)