



PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

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

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

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

GRADUATE CONCENTRATION

College/School: W. P. Carey School of Business

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: WPC Graduate Programs (CBUSMBA)

Proposing faculty group (if applicable): N/A

Existing graduate degree and major under which this concentration will be established: Master of Business Administration (MBA) in Business Administration

Name of proposed concentration: Business Analytics

Requested effective term and year: Fall 2020

(The first semester and year for which students may begin applying to the concentration)

Is a program fee required? No, a program fee is not 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? N/A

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

Downtown Phoenix Polytechnic Tempe Thunderbird West Other: _____

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

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

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

Do Not Fill in this information: Office Use Only

Plan Code:

CIP Code:

PROPOSAL CONTACT



PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

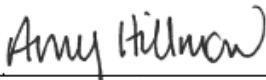
Name: John Wisneski **Title:** Director, Full Time MBA; Clinical Assistant Prof
Phone number: 480-727-0825 **Email:** John.Wisneski@asu.edu

DEAN APPROVAL(S)

This proposal has been approved by all necessary unit and college/school levels of review, and the college/school(s) has the resources to offer this degree program. I recommend implementation of the proposed concentration.

Note: An electronic signature, an email from the dean or dean's designee, or a PDF of the signed signature page is acceptable.

College/School/Division Dean name: Amy Hillman

Signature: 

Date: 9/12/19

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

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

1. OVERVIEW

Provide a brief description (*no more than 150 words*) of the new concentration (including the focus of the new concentration, relationship to other concentrations within this degree program, etc.).

In order to be effective business operators, students graduating from the W.P. Carey MBA program must be prepared with foundational knowledge of how to use data to drive insights that solve business challenges or help capitalize on an opportunity. The Business Analytics concentration is intended to extend the student's quantitative and analytical skills, and assist in their discovery of how to derive value from data, lead data-driven analyses, and create a business advantage across markets and industries. Students will gain the critical skills and knowledge they need to advance on the analytic career ladder. From smart phones to social media to the emerging "Internet of Things," companies need to manage more and more complex data every day. The Business Analytics concentration seeks to capitalize on the explosion of data being captured and stored by organizations. Students will develop skills in decision modeling, enterprise systems, data mining, information security, and analytical decision making. The skills provided by the Business Analytics concentration will prepare students to harness the power of data to help drive successful decision making within their organizations.

2. IMPACT ASSESSMENT

- A. Explain the unit's need for the new concentration** (e.g., market demand, research base, direction of the discipline, and interdisciplinary considerations). How will the new concentration complement the existing degree program, including enrollment, national ranking, etc.?

According to the United States Bureau of Labor Statistics, the demand for business intelligence analysts and data warehousing specialists is expected to grow anywhere from 5-9% from 2016 to 2026 in the State of Arizona. The same report indicates that demand for market research analysts is expected to grow by a whopping 23% over the same time period. The projected increase is attributed to increased reliance on insights from collected data in helping organizations create market opportunities. EMSI, an independent labor statistics modeling company, shares the same optimistic outlook, and projects growth of 13 percent from 2017 to 2027 for these same occupations.

The proposed Business Analytics concentration in W.P. Carey's MBA Program is designed to help students secure positions in the high demand positions outlined above. Many of the MBA Programs at the top 30



PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

business schools in the 2019 U.S. News & World Report rankings have a formalized Business Analytics major or concentration for students. This includes direct competitors such as Emory University, Temple University, and Carnegie Mellon University. Similar to ASU, these schools have separate and distinct Master’s in Business Analytics degree programs. While a Master’s in Business Analytics is a specialized degree that focuses solely on analytics related careers, the MBA equips graduates with a broader skill set and knowledge base composed of multiple aspects of business.

B. Please identify other related ASU programs and describe how the new concentration will complement these existing ASU programs? If applicable, statements of support from affected academic unit administrators should be included with this proposal submission.

This proposed concentration within the MBA degree attempts to leverage a subset of courses currently offered in the Master of Science in Business Analytics program in such a way to accommodate students who want the flexibility to pursue a broad based degree in Business Administration, while also specializing in the functional area of business analytics.

Statements of support are included from:

- Thunderbird School of Global Management
- Ira A. Fulton Schools of Engineering
- The College of Liberal Arts and Sciences
- College of Integrative Sciences and Arts
- New College of Interdisciplinary Arts and Sciences
- Walter Cronkite School of Journalism & Mass Communication
- Watts College of Public Service and Community Solutions
- Mary Lou Fulton Teachers College

C. Is this an interdisciplinary concentration? If yes, please address the relationship of the proposed concentration to other existing degree programs and any parallel or similar concentrations in those degree programs. (Please include relevant Memoranda of Understanding regarding this interdisciplinary concentration from all applicable academic units.)

No.

3. STUDENT LEARNING OUTCOMES AND ASSESSMENT

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

See Appendix II

4. CURRICULAR STRUCTURE

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

Core Courses for the Degree			
<i>Ensure the core listed below is the same as for the standalone degree</i>			
Prefix and Number	Course Title	New Course?	Credit Hours
LES 582	Ethical Issues for Managers	No	1.5
<i>Section sub-total:</i>			1.5
Required Concentration Courses			



**PROPOSAL TO ESTABLISH A NEW GRADUATE
CONCENTRATION**

Prefix and Number	Course Title	New Course?	Credit Hours
CIS 505	Introduction to Enterprise Analytics	No	3
SCM 519	Analytical Decision Modeling II	No	3
SCM 518	Analytical Decision Modeling I	No	3
CIS 508	Data Mining I	No	3
<i>Section sub-total:</i>			12
Elective or Research Courses <i>(as deemed necessary by supervisory committee)</i> <i>Students choose from the following list. Other courses may be used with approval of the academic unit.</i>			
Prefix and Number	Course Title	New Course?	Credit Hours
CIS 509	Data Mining II	No	3
CIS 540	Enterprise Information Security and Controls	No	3
CIS 545	Managing Enterprise Systems	No	3
CIS 560	IT Services and Project Management	No	3
CIS 575	Emerging Technologies	No	3
SCM 516	Introduction to Applied Analytics	No	3
SCM 517	Data-Driven Quality Management	No	3
MKT 591	Topic: Marketing Analytics	No	3
WPC 501	Statistics for Business	No	2.5
ACC 502	Financial Accounting	No	2.5
MGT 588	Sources of Competitive Advantage	No	2.5
ACC 503	Managerial Accounting	No	2.5
WPC 503	Managerial Communications	No	1.5
CIS 503	Decision Making with Data Analytics	No	2.5
MGT 502	Organizational Behavior	No	2.5
MGT 526	Future World of Work	No	1
WPC 503	Managerial Communications	No	1.5
FIN 502	Managerial Finance	No	2.5
SCM 502	Operations & Supply Chain Management	No	2.5
MKT 502	Marketing Management	No	2.5
ECN 502	Managerial Economics	No	2.5
<i>Section sub-total:</i>			43.5
Culminating Experience(s) <i>E.g. – Capstone course, portfolio, written comprehensive exam, applied project, thesis (must be 6 credit hours with oral defense), dissertation (must be 12 credit hours with oral defense)</i>			Credit Hours



**PROPOSAL TO ESTABLISH A NEW GRADUATE
CONCENTRATION**

MGT 589 Strategic Management (Capstone Course)	3
Section sub-total:	3
Total required credit hours	60

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

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

Capstone course of MGT 589 Strategic Management. Formulation of strategy and policy in the organization, emphasizing the integration of decisions in the functional areas.

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

N/A

5. COMPREHENSIVE EXAMS

(Please choose what is appropriate for the degree type selected)

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

N/A

6. COURSES

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

No new courses required. This new concentration leverages a subset of existing courses.

7. ADMINISTRATION AND RESOURCES

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

The concentration will have a faculty lead designated to provide oversight of the curriculum as well as assessment. Course offerings and curriculum development and review will be handled by the Director and Associate Dean for the W. P. Carey Graduate Programs Office. Career advising will be managed by the W. P. Carey School of Business Career Center. Student services (i.e. matriculation, course registration, graduation coordination, approval of plans of study) will be managed by the W. P. Carey Graduate Programs Office student services team. All current full-time admission requirements are the same for this concentration. Applications will be reviewed by the FT MBA director.



PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

B. Projected Enrollment: How many students will be admitted immediately following final approval of the concentration? What are enrollment projections for the next three years?

3-YEAR PROJECTED ANNUAL ENROLLMENT			
Please utilize the following tabular format	1st Year	2nd Year (Yr. 1 continuing + new entering)	3rd Year (Yr. 1 & 2 continuing + new entering)
Number of Students in concentration (Headcount)	10	25	40

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

Current W. P. Carey School of Business staff and ASU facilities and resources should be adequate for this new concentration.

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

Name	Rank	Highest Degree	Area of Specialization/Expertise	Estimated Level of Involvement
Sang Pil Han	Associate Professor	Ph D	Business Analytics, Mobile Advertising & Commerce, Quantitative Marketing	High
Brett Durate	Clinical Assistant Professor	Ph D	Business Analytics, Mobile Advertising & Commerce, Quantitative Marketing	High
Zhan Shi	Associate Professor	Ph D	Data Analytics, Data Science, Network Analysis, Economics of Information Systems	Medium/Low
Hina Arora	Clinical Assistant Professor	Ph D	Big Data, Experiential Analytics, Predictive Modeling	Medium/Low
Uday Kulkarni	Associate Professor	Ph D	Antecedents of business analytics, knowledge management, knowledge-intensive business processes	High
Sang-Pil Han	Associate Professor	Ph D	Economic consequences of mobile technologies, Analytics to describe economic value	Medium/Low



PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

8. REQUIRED SUPPORTING DOCUMENTS

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

Please include the following with your proposal:

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



PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

APPENDIX I

OPERATIONAL INFORMATION FOR GRADUATE PROGRAMS

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

- 1. Proposed name of concentration:** Business Analytics
- 2. Marketing description** *(Optional - 50 words maximum. The marketing description should not repeat content found in the program description.)*

The Business Analytics concentration will deepen your quantitative and analytical skills, and you will discover how to derive value from data, lead data-driven analyses, and create a business advantage across markets and industries. You will gain the critical skills and knowledge you need to advance on the analytic career ladder.

- 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)*

Students who graduate from the W. P. Carey MBA program will have an understanding of the foundational knowledge of how to use data to drive insights that solve business challenges or help capitalize on an opportunity. This concentration is intended to extend the student's quantitative and analytical skills, assist in their discovery of how to derive value from data, lead data-driven analyses, and create a business advantage across markets and industries. Students will gain the critical skills and knowledge they need to advance on the analytic career ladder. From smart phones to social media to the emerging "Internet of Things," companies need to manage more and more complex data every day. The Business Analytics concentration seeks to capitalize on the explosion of data being captured and stored by organizations. Students will develop skills in decision modeling, enterprise systems, data mining, information security, and analytical decision making.

- 4. Delivery/Campus Information Options:** On-campus only (ground courses and iCourses)
- 5. Campus(es) where program will be offered:**

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

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

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

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

Downtown Phoenix Polytechnic Tempe West Other: _____

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

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

- 6. Admission Requirements**

An applicant must fulfill the requirements of both the Graduate College and the W. P. Carey School of Business.

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



PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

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. GMAT or GRE test scores
4. two letters of recommendation
5. current resume
6. short-answer questions
7. proof of English proficiency

Additional Application Information

Applicants whose native language is not English must provide proof of English proficiency regardless of current residency.

Letters of recommendation should comment on the student's motivation, commitment, achievements, work experience and opportunity for success in the program.

A personal interview, arranged by invitation only, must be completed before an offer of admission may be made.

Applicants should see the department's website for more information.

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.

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

Program admission deadlines website address: <https://wpcarey.asu.edu/mba-programs/full-time/deadlines>

8. Curricular Requirements:

Curricular Structure Breakdown for the Academic Catalog:
(To be completed by the Graduate College)



PROPOSAL TO ESTABLISH A NEW GRADUATE CONCENTRATION

60 credit hours including the required capstone course (MGT 589)

Required Core (1.5 credit hours)

LES 582 Ethical Issues for Managers (1.5)

Concentration (12 credit hours)

CIS 505 Introduction to Enterprise Analytics (3)

CIS 508 Data Mining I (3)

SCM 518 Analytical Decision Modeling I (3)

SCM 519 Analytical Decision Modeling II (3)

Electives or Research (43.5 credit hours)

Culminating Experience (3 credit hours)

MGT 589 Strategic Management (3)

9. Allow 400-level courses: Yes No

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

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

Information Systems, Business Analytics, Business Analytics FT MBA, Business Analytics concentration, FT MBA Analytics, MBA Analytics

Area(s) of Interest

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

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

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

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

11. Contact and Support Information:

Office Location - Building
Code & Room:

MCRD 352



**PROPOSAL TO ESTABLISH A NEW GRADUATE
CONCENTRATION**

(Search ASU map)	
Campus Telephone Number: (may not be an individual's number)	480-965-3332
Program Email Address: (may not be an individual's email)	wpcareymasters@asu.edu
Program Website Address: (if one is not yet created, use unit website until one can be established)	https://wpcarey.asu.edu/mba-programs/full-time
Program Director (Name):	John Wisneski
Program Director (ASURITE):	wjohn
Program Support Staff (Name):	Victoria Ammons
Program Support Staff (ASURITE):	vcronin
Admissions Contact (Name):	Patrina Yang
Admissions Contact (ASURITE):	pyang29

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

NAME	ASURITE	ADMSN	POS
Christine De La Cerda	cmdelace	NO	YES
Victoria Ammons	vcronin	NO	YES
Patrina Yang	pyang29	YES	NO

APPENDIX II
ASSESSMENT PLAN

Status: UOEEE Provisional Approval

Comments: Approved

Element Outcome Measure Description

AP_2Goal 0 [REDACTED]

Outcome	1		Students will demonstrate graduate level proficiency in business analytics acumen
Plan_2Concepts	1	[REDACTED]	n/a
Plan_3Competencies	1	[REDACTED]	n/a
AP_1Process	1	1	
Measure	1	1	Students will complete an individual assignment that will assess the ability to identify a business issue, use data to analyze multiple solutions, and apply sound judgement to arrive a a recommendation in SCM 519
PC	1	1	At least 80% of the sampled students will achieve a score of meets or exceeds expectations using a rubric for business analytics acumen.
Measure	1	2	Students surveyed upon graduation (FT MBA Exit Survey) will evaluate the strength of their preparation in business analytics acumen
PC	1	2	At least 80% of the surveyed students will rate their preparation as "Strong" or "Very Strong"

AP_1Process	2		
Outcome	2		Students will demonstrate graduate level proficiency in applying business analytic techniques to address specific issues.
Plan_2Concepts	2	[REDACTED]	n/a
Plan_3Competencies	2	[REDACTED]	n/a
Measure	2	1	Students will complete an individual assignment that will assess the ability to apply business analytic techniques that are both complete and accurate in analyzing an issue in SCM 519.
PC	2	1	At least 80% of the sampled students will achieve a score of meets or exceeds expectations using a rubric for analytic techniques.
Measure	2	2	Students surveyed upon graduation (FT MBA Exit Survey) will evaluate the strength of their preparation in in applying business analytic techniques.
PC	2	2	At least 80% of the surveyed students will rate their preparation as "Strong" or "Very Strong"

Element Outcome Measure Description

AP_1Process	3		
Outcome	3		Students will demonstrate graduate level proficiency in communicating recommendations based on business analytics to address specific issues.
Plan_2Concepts	3		n/a
Plan_3Competencies	3		n/a
Measure	3	1	Students will complete an individual assignment that will assess the ability to communicate business recommendations in a clear, concise, and compelling way in SCM 519.
PC	3	1	At least 80% of the sampled students will achieve a score of meets or exceeds expectations using a rubric for communicating recommendations based on business analytics.
Measure	3	2	Students surveyed upon graduation (FT MBA Exit Survey) will evaluate the strength of their preparation in communicating recommendations based on business analytics.
PC	3	2	At least 80% of the surveyed students will rate their preparation as "Strong" or "Very Strong"

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

APPENDIX III
STATEMENTS OF COLLABORATION/IMPACT

W. P. Carey School of Business – Official Submission

From: Kay Faris <KAY.FARIS@asu.edu>
Sent: Saturday, September 14, 2019 10:03 AM
To: curriculumplanning@asu.edu
Cc: Kay Faris <KAY.FARIS@asu.edu>; Bianca Birchfield <Bianca.Birchfield@asu.edu>; Kim Naig <Kim.Naig@asu.edu>
Subject: Proposal for Graduate Concentration in Business Analytics

Dear Curriculum Planning,

Please see the attached proposal for a graduate concentration in Business Analytics.

Please let me know if you have any questions!

Kay

Kay A. Faris
Senior Associate Dean for Students
Special Advisor to the Dean
W. P. Carey School of Business
Arizona State University
Tempe, AZ 85287-3406
Kay.Faris@asu.edu



Thunderbird School of Global Management

From: Sanjeev Khagram (Dean) <Sanjeev.Khagram@thunderbird.asu.edu>
Sent: Monday, October 21, 2019 2:47 PM
To: Amy Hillman (DEAN) <AMY.HILLMAN@asu.edu>; Lena Booth <Lena.Booth@thunderbird.asu.edu>
Cc: Kim Naig <Kim.Naig@asu.edu>
Subject: Re: 2nd impact statement request

Sorry dear Amy,

We at Thunderbird support this request as well.

With Gratitude, Sanjeev

Get [Outlook for iOS](#)

From: Amy Hillman (DEAN) <AMY.HILLMAN@asu.edu>
Sent: Monday, October 21, 2019 6:30 PM
To: Sanjeev Khagram (Dean); Lena Booth
Cc: Kim Naig
Subject: Fwd: 2nd impact statement request

Hi Sanjeev and Lena,

Sanjeev responded to two of three impact statements we need, but not the one below. May we have your feedback, please?

Amy

Amy J. Hillman, PhD
Dean and
Charles J. Robel Dean's Chair
W. P. Carey School of Business
Arizona State University
amy.hillman@asu.edu
480.965.3402

Begin forwarded message:

From: "Amy Hillman (DEAN)" <AMY.HILLMAN@asu.edu>
Date: October 8, 2019 at 9:43:26 AM MST
To: "Sanjeev Khagram (Dean)" <Sanjeev.Khagram@thunderbird.asu.edu>
Subject: 2nd impact statement request

Dear Sanjeev,

We are requesting formal approval for our MBA with Information Systems concentration from the university. We've offered this for several years, but not as a formally designated "concentration" within the MBA. Given potential overlap with your MS in Global Management, I'm writing to request a statement of impact and collaboration from you.

Warm regards,
Amy

Amy Hillman, PhD
Dean
Charles J. Robel Dean's Chair
W. P. Carey School of Business
amy.hillman@asu.edu | Ph: 480.965.3402



Where Business Is Personal®

Ira A. Fulton Schools of Engineering

From: [Amy Hillman \(DEAN\)](#)
To: [Kyle Squires](#)
Cc: [Kim Naig](#)
Subject: Re: Impact statement request
Date: Wednesday, October 9, 2019 4:25:35 PM
Attachments: [image001.png](#)

Double thank you!

Amy J. Hillman, PhD
Dean and
Charles J. Robel Dean's Chair
W. P. Carey School of Business
Arizona State University
amy.hillman@asu.edu
480.965.3402

On Oct 9, 2019, at 2:55 PM, Kyle Squires <squires@asu.edu> wrote:

Hi Amy,

Thanks for the note. FSE does not foresee adverse impacts on our MS in User Experience and in fact look forward to working with you and your team to creatively connect these programs and advance student success. Thanks,

-- Kyle

From: Amy Hillman (DEAN) <AMY.HILLMAN@asu.edu>
Sent: Tuesday, October 8, 2019 9:32 AM
To: Kyle Squires <squires@asu.edu>
Subject: Impact statement request

Dear Kyle,

We are requesting formal approval for our MBA with Business Analytics concentration from the university. We've offered this for several years, but not as a formally designated "concentration" within the MBA. Given potential overlap with your MS in User Experience, I'm writing to request a statement of impact and collaboration from you.

Warm regards,
Amy

Amy Hillman, PhD
Dean
Charles J. Robel Dean's Chair
W. P. Carey School of Business

The College of Liberal Arts and Sciences

From: Amy Hillman (DEAN) <AMY.HILLMAN@asu.edu>
Sent: Wednesday, October 9, 2019 2:12 PM
To: Kim Naig <Kim.Naig@asu.edu>
Subject: Fwd: Impact statement request

Amy J Hillman, PhD
Charles J. Robel Dean's Chair
W. P. Carey School of Business
Arizona State University
amy.hillman@asu.edu
480.965.3402

Begin forwarded message:

From: Nancy Gonzales <nancy.gonzales@asu.edu>
Date: October 9, 2019 at 1:52:23 PM MST
To: "Amy Hillman (DEAN)" <AMY.HILLMAN@asu.edu>, Patrick Kenney
<pkenney@asu.edu>
Subject: RE: Impact statement request

Hi Amy - after consulting with SoMSS director, we both agree that there will be no impact to SoMSS. The courses proposed for this concentration already exist in WPC and are taken by MBA students who would not generally enroll in courses outside of WPC.

Thanks,
Nancy

*Nancy A. Gonzales
Dean of Natural Sciences
Foundation Professor of Psychology
The College of Liberal Arts and Sciences
Arizona State University*

From: Amy Hillman (DEAN)
Sent: Wednesday, October 9, 2019 9:01 AM
To: Patrick Kenney <pkenney@asu.edu>
Cc: Nancy Gonzales <nancy.gonzales@asu.edu>
Subject: Re: Impact statement request

Here you are.

Amy Hillman, PhD
Dean
Charles J. Robel Dean's Chair
W. P. Carey School of Business
amy.hillman@asu.edu | Ph: 480.965.3402



Where Business Is Personal®

From: Pat Kenney <pkenney@asu.edu>
Date: Tuesday, October 8, 2019 at 8:37 PM
To: Amy Hillman <AMY.HILLMAN@asu.edu>
Cc: Nancy Gonzales <nancy.gonzales@asu.edu>
Subject: Re: Impact statement request

Hi Amy, could you please send the proposal along?

Thanks, Pat

Get [Outlook for iOS](#)

From: Amy Hillman (DEAN) <AMY.HILLMAN@asu.edu>
Sent: Tuesday, October 8, 2019 9:40 AM
To: Patrick Kenney
Subject: Impact statement request

Dear Pat,

We are requesting formal approval for our MBA with Business Analytics concentration from the university. We've offered this for several years, but not as a formally designated "concentration" within the MBA. Given potential overlap with your MS in

Actuarial Science, I'm writing to request a statement of impact and collaboration from you.

Warm regards,
Amy

Amy Hillman, PhD
Dean
Charles J. Robel Dean's Chair
W. P. Carey School of Business
amy.hillman@asu.edu | Ph: 480.965.3402



From: Amy Hillman (DEAN) <AMY.HILLMAN@asu.edu>
Sent: Tuesday, October 8, 2019 12:36 PM
To: Duane Roen (Dean) <Duane.Roen@asu.edu>
Cc: Kim Naig <Kim.Naig@asu.edu>
Subject: Re: Impact statement request

Thank you, Duane!

Amy Hillman, PhD
Dean
Charles J. Robel Dean's Chair
W. P. Carey School of Business
amy.hillman@asu.edu | Ph: 480.965.3402



Where Business is Personal®

From: Duane Roen <Duane.Roen@asu.edu>
Date: Tuesday, October 8, 2019 at 12:32 PM
To: Amy Hillman <AMY.HILLMAN@asu.edu>
Subject: RE: Impact statement request

Amy,

CISA is delighted to support your proposal for the MBA concentration in Business Analytics.

I checked with Andy Mara. Your proposed MBA concentration in Business Analytics shouldn't affect the MS in UX. All majors will eventually have to reckon with the easy access to quantifiable human data, but W.P. Carey is offering strategies for business decision making. User Experience is adjacent, but focused on designing for the human experience.

Let us know if we can do anything else to support the concentration.

Best,
Duane

Duane Roen
Vice Provost, Polytechnic campus
Dean, College of Integrative Sciences and Arts

Arizona State University

Mail Code: 2780
7271 E Sonoran Arroyo Mall
Mesa, AZ 85212-6415
P: 480-727-6513

From: Amy Hillman (DEAN)
Sent: Tuesday, October 8, 2019 9:36 AM
To: Duane Roen (Dean) <Duane.Roen@asu.edu>
Subject: Impact statement request

Dear Duane,

We are requesting formal approval for our MBA with Business Analytics concentration from the university. We've offered this for several years, but not as a formally designated "concentration" within the MBA. Given potential overlap with your MS in User Experience, I'm writing to request a statement of impact and collaboration from you.

Warm regards,
Amy

Amy Hillman, PhD
Dean
Charles J. Robel Dean's Chair
W. P. Carey School of Business
amy.hillman@asu.edu | Ph: 480.965.3402


Arizona State University

Where Business is Personal®

New College of Interdisciplinary Arts and Sciences

From: Amy Hillman (DEAN) <AMY.HILLMAN@asu.edu>
Sent: Tuesday, October 8, 2019 12:57 PM
To: Todd Sandrin (DEAN) <Todd.Sandrin@asu.edu>
Cc: Kim Naig <Kim.Naig@asu.edu>
Subject: Re: Impact statement request

Thank you, Todd!

Amy Hillman, PhD
Dean
Charles J. Robel Dean's Chair
W. P. Carey School of Business
amy.hillman@asu.edu | Ph: 480.965.3402



Where Business Is Personal®

From: Todd Sandrin <Todd.Sandrin@asu.edu>
Date: Tuesday, October 8, 2019 at 12:41 PM
To: Amy Hillman <AMY.HILLMAN@asu.edu>
Subject: RE: Impact statement request

Dear Amy,

Thanks for your note. New College anticipates no negative impacts and looks forward to collaborating here in any way that you believe will help WPC advance this exciting and innovative degree.

Best,
Todd

Todd R. Sandrin, Ph.D.
Dean, [New College of Interdisciplinary Arts and Sciences](#)

Vice Provost, [West campus](#)
Professor, [School of Mathematical and Natural Sciences](#)
Senior Sustainability Scientist - [Julie Ann Wrigley Global Institute of Sustainability](#)



From: Amy Hillman (DEAN) <AMY.HILLMAN@asu.edu>
Sent: Tuesday, October 8, 2019 9:42 AM
To: Todd Sandrin (DEAN) <Todd.Sandrin@asu.edu>
Subject: Impact statement request

Dear Todd,

We are requesting formal approval for our MBA with Business Analytics concentration from the university. We've offered this for several years, but not as a formally designated "concentration" within the MBA. Given potential overlap with your MS in Biological Data Science, I'm writing to request a statement of impact and collaboration from you.

Warm regards,
Amy

Amy Hillman, PhD
Dean
Charles J. Robel Dean's Chair
W. P. Carey School of Business
amy.hillman@asu.edu | Ph: 480.965.3402



Where Business is Personal®

From: Amy Hillman (DEAN) <AMY.HILLMAN@asu.edu>
Sent: Friday, October 11, 2019 3:31 PM
To: Rebecca Blatt <Rebecca.Blatt@asu.edu>; Kim Naig <Kim.Naig@asu.edu>
Cc: Christopher Callahan <Christopher.Callahan@asu.edu>
Subject: Re: Letter of support

Thank you!

Amy J. Hillman, PhD
Dean and
Charles J. Robel Dean's Chair
W. P. Carey School of Business
Arizona State University
amy.hillman@asu.edu
480.965.3402

On Oct 11, 2019, at 2:51 PM, Rebecca Blatt <Rebecca.Blatt@asu.edu> wrote:

Dear Dean Hillman,

On behalf of Dean Callahan and the Cronkite School, I'm thrilled to support your new MBA concentration in Business Analytics. This is such an important area of growth across industries, and it looks like a great way to leverage your existing resources and expertise.

As you noted, we do offer classes in Digital Audience Strategy, including MCO 565 – Digital Audience Analytics. However, there is a very clear distinction between analytics related to social media engagement – of interest for those leading audience strategy – and the kind of business analytics that your students will study across enterprises and industries. We do not expect this new program to have a negative impact on our programs, and we actively encourage our Digital Audience Strategy students to consider your courses as electives or opportunities for further study. There may be opportunities down the road for our students or faculty to collaborate on analytics projects or to leverage expertise of faculty across our colleges. I look forward to continued conversation. Please let us know how we could be helpful down the road.

Best,

--

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

Watts College of Public Service and Community Solutions

From: Amy Hillman (DEAN) <AMY.HILLMAN@asu.edu>
Sent: Thursday, October 10, 2019 3:51 PM
To: Jonathan Koppell <koppell@asu.edu>; Kim Naig <Kim.Naig@asu.edu>
Cc: william.terrill@asu.edu; Cynthia Lietz <clietz@asu.edu>
Subject: Re: Impact statement request

Thank you!

Amy J. Hillman, PhD
Dean and
Charles J. Robel Dean's Chair
W. P. Carey School of Business
Arizona State University
amy.hillman@asu.edu
480.965.3402

On Oct 10, 2019, at 3:49 PM, Jonathan Koppell <koppell@asu.edu> wrote:

Yes, we are happy to support particularly given your willingness to work with us on our Masters degree in this space.

Jonathan

From: Amy Hillman (DEAN)
Sent: Tuesday, October 8, 2019 9:34 AM
To: Jonathan Koppell <koppell@asu.edu>
Subject: Impact statement request

Dear Jonathan,

We are requesting formal approval for our MBA with Business Analytics concentration from the university. We've offered this for several years, but not as a formally designated "concentration" within the MBA. Given potential overlap with your MS in Program Evaluation and Data Analytics, I'm writing to request a statement of impact and collaboration from you.

Warm regards,

Amy

Amy Hillman, PhD
Dean
Charles J. Robel Dean's Chair
W. P. Carey School of Business
amy.hillman@asu.edu | Ph: 480.965.3402

Mary Lou Fulton Teachers College

From: Carole Basile <Carole.Basile@asu.edu>
Date: Tuesday, October 8, 2019 at 10:33 AM
To: Amy Hillman <AMY.HILLMAN@asu.edu>
Subject: Re: Impact statement request

We support this proposed program and look forward to identifying potential crossover courses with our Advanced Analytics in Higher Education certificate.

Best-cb

Get [Outlook for iOS](#)

From: Amy Hillman (DEAN) <AMY.HILLMAN@asu.edu>
Sent: Tuesday, October 8, 2019 11:39:35 AM
To: Carole Basile (Dean) <Carole.Basile@asu.edu>
Subject: Impact statement request

Dear Carole,

We are requesting formal approval for our MBA with Business Analytics concentration from the university. We've offered this for several years, but not as a formally designated "concentration" within the MBA. Given potential overlap with your Advanced Analytics for Higher Ed certificate, I'm writing to request a statement of impact and collaboration from you.

Warm regards,
Amy

Amy Hillman, PhD
Dean
Charles J. Robel Dean's Chair
W. P. Carey School of Business
amy.hillman@asu.edu | Ph: 480.965.3402



Where Business is Personal®

(NEW GRADUATE INITIATIVES)

PROPOSAL PROCEDURES CHECKLIST

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

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

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

- Additional information can be found at the Provost's Office Curriculum Development website: [Courses link](#)
- For questions regarding proposing new courses, send an email to: courses@asu.edu

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

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

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

Obtain the internal reviews/approvals of the academic unit.

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

Additional Recommendations

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

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

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