

2021-2022

Program Handbook

Executive Master of Sustainability Leadership (EMSL)

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1. Purpose of the Handbook

This handbook is designed to guide graduate students admitted to the Executive Master of Sustainability Leadership (EMSL) program in the School of Sustainability (SOS) at Arizona State University (ASU). It provides information about degree requirements, resources, and policies and procedures essential to successful completion of the program.

While the handbook serves as an initial resource for answers to common questions, it is not all-inclusive of every EMSL, SOS or ASU policy. When necessary, it provides links to review more complete information published elsewhere. Students are also encouraged to consult key faculty and staff when they have questions.

In addition to this handbook, primary references for graduate students are the ASU [Academic Catalog](#), Graduate College's [Policies, Forms and Deadlines](#) page including the [Policies and Procedures Manual](#) and the School of Sustainability's [Graduate Policies, Procedures and Forms](#) webpage, where an updated version of this handbook is posted each year.

2. Commitment to Justice, Equity, Diversity, and Inclusion

Arizona State University is going through a process of examining its colonial past and culture and how it has historically benefitted from injustices, inequalities, exclusions, and pressures to conform, as well as how these in turn impact how we think about and behave toward the future. This is a process that requires our faculty, staff, and students to reflect on the intellectual, ethnic, and cultural diversity of our nation, and to become agents of change as we advance Justice, Equity, Diversity, and Inclusion (JEDI) in the world. We aspire to become a space where our students learn from the broadest perspectives and grow empowered and motivated to curb injustice, inequity, uniformity, and exclusion. We engage in the advancement of multiple forms of knowledge with the most inclusive understanding possible of the issues we are addressing through our scholarly activities, promoting openness. At ASU, we believe that diversity involves addressing and redressing unequal power dynamics between different groups, including categories such as race, ethnicity, religion, country of origin, sexual orientation, socioeconomic background, age, cultural identity, intellectual perspective, physical and mental abilities, and veteran experience.

As part of ASU and a broader national and global community that is still impacted by racism, oppression, discrimination and the systematic extermination of non-human life, the College of Global Futures is fully committed to lead by example, and embed Justice, Equity, Diversity, and Inclusion (JEDI) in all aspects of its work. This includes working closely with students to ensure that the courses they take, the environment they work in, and the experience they have within the College of Global Futures and its associated schools and programs reflect this commitment.

In Fall 2020, the College formed two school-based committees, consisting of faculty, staff, and students, to study current strategies toward justice, equity, diversity, and inclusion; progress toward stated goals; and needs for change. The committees met regularly with individuals and communities, including students, faculty, and staff, and began work toward strategic plans to further address and support JEDI across the college. However, these initiatives will not have any impact unless everyone in our community does their part toward changing the organizational structures and practices of academia and education institutions that still abide by and promote injustices, inequity, uniformity, and exclusion.

Moving forward, the college will continue to invest in and support responsive and impactful JEDI initiatives that engage faculty, staff, and students as we work together to build a just, fair, and sustainable future.

Students who wish to join a committee or participate in these conversations should contact their graduate support coordinator or their JEDI committee chair.

3. Program Overview and Admissions

The program overview can be found on the School of Sustainability [Graduate Degrees and Programs](#) webpage. Application and admission information can be found on the School of Sustainability [Graduate How to Apply](#) webpage.

Credit Hours: 30

Courses:

- SOS 508: Pathways to Sustainability (3)
- SOS 509: Leading Sustainability Transitions (3)
- EMS 522: Mastering the Global Sustainability Context (3)
- EMS 523: Strategic Sustainability and Leadership (3)
- EMS 524: Sustainability Storytelling and Communications (3)
- EMS 525: Essentials for Transformative Leadership in Sustainability (3)
- EMS 508: Immersive Experience in Sustainability Leadership (3)
- EMS 516: Capstone Course for EMSL Students (3)
- Elective at the 500-level (3)
- Elective at the 500-level (3)

Fall Start

Fall Aug - Dec		Spring Jan - May		Summer Jun - Aug	Graduation
A	B	A	B	A, B, or C	Can participate in spring graduation ceremony in May
SOS 508: Path (3)	EMS 522: GC (3)	EMS 524: Comm (3)	Elect (3)*	C EMS 516: Capstone Course for EMSL Students (3)	Or, can participate in fall graduation ceremony in Dec
SOS 509: Trans (3)	EMS 523: Strat (3)	EMS 525: Lead (3)		Elect (3)*	
		EMS 508: dynamically dated (Jan-April); in person component is 1 week in March (3)			
12 credit hours		12 credit hours		6 credit hours	

*Electives must be at the 500-level.

4. Provisional Admission

Students admitted on a provisional basis must successfully complete SOS 508, SOS 509, EMS 522 and EMS 523 in the first semester. Course grades in these 4 courses must be high enough to yield a cumulative grade point average of 3.00, with no grades below a C.

Provisional admits who fail to fulfill the requirement outlined above will be dismissed from the university automatically after the first semester. Those who fulfill the requirement will be upgraded to fully admitted (regular) status after the first semester, however, no letter will be sent by ASU. By being able to continue in the program, ASU recognizes that the provision has been lifted.

5. Role of Faculty and Staff in Advising

A list of [the School's faculty and instructors](#) as well as ASU's [Sustainability Scientists and Scholars](#) database can be found on the SOS website. The Sustainability Scientists and Scholars page includes faculty, staff, and researchers across ASU with connections to sustainability.

a. EMSL Program Advisor

The Program Advisor is available to students to help explain school and university policies and procedures. Any question about paperwork, university policies or services should be addressed first to the Program Advisor, who will answer the question or make a referral to the appropriate university office or personnel. Students can contact the EMSL Program Advisor by email at EMSL@asu.edu.

b. ASU Success Coach

ASU Online assigns a success coach to every online student. Upon registration for the first credit bearing class, the student will receive an email and/or a phone call from a success coach. The coach will be with the student throughout their program until graduation. The coach will collaborate with the student to overcome obstacles, discuss work, school, and life balance, and set long and short-term goals.

Each student's experience with their coach will be unique and tailored to the evolving needs of the student as they progress through their program. Success Coaches often set goals with graduate students on time management, life balance, skim reading, career development, repayment of loans and self-care.

If a major life event happens or if a student thinks they may need to change their enrollment (drop a class or withdraw from one or more classes or from the program or university), they need to contact the EMSL Program Advisor before making any changes.

c. EMSL Committee

The School of Sustainability's EMSL Committee is comprised of several faculty and staff who oversee the policies and procedures related to the EMSL program. The committee reviews various forms and requests. If a situation arises where a student is put on probation or the situation escalates to the point of recommending the student be dismissed, the committee oversees these cases, including issuing letters to the student and advising on the appeal process.

d. Coaching Opportunities

Coaching is an exclusive feature of the EMSL program. EMSL students can initiate a 1:1, 30-minute coaching session with certain program faculty members (limited to 1 per month). The purpose of a 1:1 session is to give students a special opportunity to explore professional growth, career transitions and opportunities. These 1:1 coaching sessions are not meant for students to ask questions or get clarifications about class assignments or course content *per se* (*students can do that at any time*).

Students do not need to wait to be enrolled in a course taught by the following faculty members to request a coaching session. However, this is a 1-session-per-month opportunity from 1 of these faculty, *not* 1 session per faculty member per month. Program faculty members who offer coaching and their contact information are listed below. Since coaching sessions are self-initiated, students may reach out to one of these faculty members to get their reactions and insights regarding their professional growth, career transitions and opportunities in sustainability. Students should review each faculty member's bio to understand their strengths and backgrounds.

Jenni Vanos - <https://sustainability.asu.edu/person/jennifer-vanos/>

Nicole Darnall - <https://sustainability.asu.edu/person/nicole-darnall/>

Bruno Sarda - <https://sustainability.asu.edu/person/bruno-sarda/>
 George Basile - <https://sustainability.asu.edu/person/george-basile/>
 Kit Batten - <https://sustainability.asu.edu/person/katharine-batten/>
 Rob Melnick - <https://sustainability.asu.edu/person/rob-melnick/>

6. Curriculum

a. Curriculum Summary

The program of study will comprise a minimum of 30 credit hours. In summary:

	Credits
Introductory Core Courses	6
Foundational Core Courses	12
Elective Courses	6
Capstone Courses	6
Total Credits Required	30

b. Introductory Core Courses

The following two introductory core courses are required early in the EMSL program because they are pre-requisites to the four foundational core courses in the program. These courses cover fundamentals of sustainability and sustainability science and gives beginning graduate students a broad look at sustainability that prepares them for future coursework in the field. They also introduce a variety of practical cases that serve as a foundation to apply different frameworks that help transition organizations toward being sustainable.

Course	Title
SOS 508	Pathways to Sustainability
SOS 509	Leading Sustainability Transitions

c. Foundational Core Courses

Students take four foundational core courses to provide them with knowledge and approaches related to: global context, strategic sustainability, communication and sustainability, and sustainability leadership.

Course	Title
EMS 522	Mastering the Global Sustainability Context
EMS 523	Strategic Sustainability & Leadership
EMS 524	Sustainability Storytelling & Communications
EMS 525	Essentials for Transformative Leadership in Sustainability

d. Elective Courses

Students must complete 6 credits of appropriate, 500-level elective credits as part of the degree program. Appropriate classes are those that relate to or support the student's capstone project or career development. EMSL students have access to the "EMSL Graduate Community" resource in Canvas which contains a list of elective courses taken by current and past EMSL students. Students may take 500-level classes on the list and classes not on the list, but that are 500-level courses.

e. Capstone Courses

Students must complete 6 credits of capstone courses. In these classes, students design, implement, complete, and present their capstone project over two full semesters. These two courses are taken in the final two consecutive semesters of the program (in numerical order). For more details, see the Culminating Experience section of this handbook.

Course	Title
EMS 508	Immersive Experience in Sustainability Leadership
EMS 516	Capstone Course for EMSL Students

The EMSL program focuses on sustainability leadership and organizational design and development. In EMS 508 students directly interact with numerous executive-level sustainability leaders and strategists who work in diverse organizations. During a week-long stay in Washington D.C., EMSL students also interact and work on teams with other members of their student cohort. In EMS 516, students apply knowledge and skills learned in all preceding EMSL courses and, especially, what was learned during the 'immersive' course taught in Washington D.C. The final project is an ideation and proposal for a sustainability leadership project in a specific organization. Thus, students initiate that project, track and report its progress, and reflect on the experience going from plan to implementation.

a. Date and Location

This workshop takes place every March in Washington D.C. Exact dates of the immersive will be available when spring courses are published in the [Course Catalog](#).

b. Lodging

ASU will reserve and pay for the student's room, tax and any hotel fees associated with their stay. Incidentals and other charges made at the hotel will be billed to the student's personal credit card that will be provided upon check-in (i.e., mini bar, movies, room service, etc.).

c. Meals

Some meals will be provided.

d. Travel

Students are responsible for airfare and travel to the workshop. We encourage purchasing trip cancellation and interruption insurance. Students are responsible for ensuring proper visas if they reside outside of the United States.

e. Local Transportation

Depending on the activity, the cohort will travel by foot, chartered bus or public transportation.

f. Attire

Business casual outfits are required. Students should review weather details and pack accordingly. Layered clothing may be most suitable due to changing weather conditions. Comfortable, closed toe and waterproof walking shoes are recommended.

g. Physical, Medical and Dietary Restrictions

We would like to accommodate all participants. Students should contact EMS 508 faculty if they have any physical, medical, or dietary restrictions with enough time in advance to ensure proper accommodations.

h. Technology Requirements

Laptops are required to be able to fully participate in all learning activities. Tablets or iPads alone may not be sufficient to run required applications.

i. Friends and Family

The program expects full student participation during the immersive experience; therefore, the School of Sustainability prohibits family and friends (not enrolled in the course) from participating in immersive activities.

7. Culminating Experience

Every student must complete a capstone applied project that meets school requirements for fulfillment of a sustainability master's degree. The capstone culminating experience helps students go from a place of theory to hands-on implementation. The capstone is the student's theory in action: they will connect, network, leverage, test, adapt and finally implement their discovered area of change.

Students will learn how to do the following:

- Use project management strategy and tools to plan and implement different phases of a capstone project including a: proposal, feasibility study, final report and presentation (with Gantt and WBS charts).
- Collectively apply learning objectives from core courses to enact desired change; and
- Discover necessary stakeholders, integrate them into a project team and apply applicable roles and responsibilities.

a. Final Grades

Grading options and passing grades vary for required courses (see chart below). Grades and Grading Policies can be found at <https://students.asu.edu/grades>.

Course	Title	Final Passing Grade
SOS/EMS	All EMSL Core Courses	Must be a "C" or higher to graduate. However, students must maintain a cumulative GPA of 3.0 or higher.
EMS 508 EMS 516	Capstone Courses	Must be a "B" or higher to graduate

Any "NR" (not recorded) grade on a transcript will prevent a student from graduating.

b. Publishing Deliverables

EMSL students must submit a final copy of all deliverables and a completed [SOS Repository and SustainabilityConnect](#) form, which indicates how the documents can be shared, when, and to what extent. Students submit the deliverables and form as part of an assignment in their final capstone course before the end of the graduating semester. These items are required for the student to graduate, even if the documents cannot be published by the School.

The documents are archived on the [SustainabilityConnect](#) website, and in the [SOS Graduate Culminating Experience Collection](#) repository on the ASU library's website. SustainabilityConnect and the Repository serve as knowledge databases and a source of project ideas for future students and project partners.

8. Unique Opportunities

a. Concurrent Degrees

For EMSL, a concurrent degree is not allowed due to the nature of the cohort experience.

b. Graduate Certificates

For EMSL, earning a graduate certificate while enrolled in EMSL is not allowed due to the nature of the cohort experience.

c. Study Abroad

Students may choose from several exciting [study abroad](#) opportunities to help fulfill elective requirements.

d. SustainabilityConnect

[SustainabilityConnect](#), an online service provided by the School of Sustainability and the Julie Ann Wrigley Global Institute of Sustainability that facilitates collaboration between ASU and the community to educate students and contribute to sustainability solutions. The SustainabilityConnect website hosts information about projects, internships, and other community-based opportunities for students to enhance their professional and academic experience by applying their knowledge and skills to real sustainability challenges. Students may use the site to find or propose a project or internship, connect to other students with shared interests, get advice and assistance, or learn more about successfully completed projects.

9. Curriculum Tools and Milestones

a. Interactive Plan of Study (iPOS)

The [interactive plan of study](#) (iPOS) is the student's official contract with the school and the university. It lists all the classes the student plans to take to complete the degree. Students who wish to use coursework done prior to the start of the program to fulfill elective requirements must adhere to ASU's preadmission credit policy (see Preadmission and Transfer Credits section for more information).

An interactive plan of study (iPOS) must be filed online via [My ASU](#) with the Graduate College. The iPOS is a formal plan to meet degree requirements. It includes all courses to be taken and the designation of a non-thesis experience. The iPOS is an agreement that the work specified on the iPOS will be sufficient for the desired degree. The iPOS will be completed and continually updated for each student by the Program Advisor.

b. Milestones

The EMSL Committee has developed a list of milestones and deadlines to keep students on track with meeting university and school requirements. The table lists the major milestones. The student's capstone instructors may have additional milestones for the individual student to complete.

i. Major Milestones

Milestone	Deadline
Start program coursework	Fall
Identify possible elective courses	Before registering for elective classes (see information in the EMSL Graduate Community in Canvas)
Apply for graduation	June 15 for summer graduates
Complete all capstone requirements	In EMS 516
Follow steps to publish the applied project deliverables by submitting required documents for SustainabilityConnect and the SOS Repository form	Last day of classes in final semester

Complete details on milestones are listed throughout the handbook in related sections. For questions or clarification, students can contact the Program Advisor at EMSL@asu.edu.

ii. Suggested, Continuous Actions for Success

- Build networks with faculty and other students.
- Pass core classes and electives with a "C" or better.
- Pass capstone courses with a "B" or better.
- Maintain a cumulative GPA of 3.0 or higher every semester.
- Maintain an updated LinkedIn account and curriculum vita. The [SOS Career Advisor](#) can help with both items.

10. Policies

a. Academic Calendar and Time Zone

Students should pay careful attention to dates outlined in ASU's [Academic Calendar](#). Important dates, such as the start, end and withdrawal deadlines for each session are included in this calendar.

Assignments and assessments will not be due on observed holidays. However, due to the accelerated nature of online courses, online students should not plan to take time off from studying and coursework due to holidays.

All timeframes used in class follow Arizona Mountain Standard Time. Arizona does not observe daylight saving time from March through November; therefore, the time in Arizona will not align with other places that are on MST for half the year.

b. Time Limit

Students are required to complete EMSL in 12 months (August-August)

Graduate courses taken prior to admission that are included on the Interactive Plan of Study (iPOS) must have been completed within three years of admission to the program.

Students in EMSL need to take the core courses as prescribed in the course sequence plan. Students must also complete all elective requirements within 12 months of starting the program. If a student does not take the core courses as prescribed, or take electives by the 12th month of the program, the student may transfer to the MSL program, which may involve some overlap in courses and additional credits and time to complete the program.

c. Enrollment and Leave Policies

The academic unit and university have firm policies related to continuous enrollment and requesting leaves of absence. The most common enrollment issues and questions are addressed below. Additional information can be found in Graduate College's [Policies and Procedures Handbook](#).

i. Registration & Enrollment

Students register for classes through My ASU. If a student cannot register, they may not meet eligibility for the course and/or have a registration hold on their account, which will be noted in My ASU. In My ASU, the student can click on the hold title and a box with additional information about the hold will appear, including information on resolving the hold.

ii. Drop/Add Deadline

The [Academic Calendar](#) lists specific dates and deadlines for each semester. The School of Sustainability does not allow requests to drop courses past the drop/add deadline. Instead, a student who no longer wishes to take a course will need to withdraw from the course. A withdrawal will result in a "W" grade on the student's transcript. A "W" grade may negatively impact students receiving student loans and lowers the student's pace rate, which is a measurement of credit hours *attempted* versus credit hours *successfully completed*. The only way to avoid a "W" grade is to drop the class during the university's add-drop period. The School does not back-date course drop paperwork.

To add a class, students can fill out an Enrollment Change Request to add a class after the deadline. The Enrollment Change Request form can be found under the Late Drop/Add Requests section of the [Graduate Policies, Procedures and Forms](#) webpage and can be emailed to the Program Advisor at EMSL@asu.edu.

Students will not be able to withdraw from EMS 508 if they have attended the in-person portion of the course. Additionally, if a student drops a core course, the student will not be able to continue with their EMSL cohort. The student may have an option to transfer into the MSL program or apply to be a part of the next available EMSL cohort.

iii. Continuous Enrollment

Once admitted to a graduate degree or certificate program, students must register for a

minimum of one credit each fall and spring of their graduate education, including the term in which they graduate.

Grades of “W” (withdrawal) or “X” (audit) are not considered valid registration for continuous enrollment purposes. “W” grades are received when students officially withdraw from a course after the course drop deadline. “X” grades are received for audit courses. Additionally, students completing work for a course in which they received a grade of “I” (incomplete) must maintain continuous enrollment as defined previously.

EMSL students must register for core courses as prescribed in their course sequence plan. If this is not possible, the student may have an option to transfer into the MSL program or apply to be a part of the next available EMSL cohort.

iv. Leave of Absence

Leave of Absence requests will not be approved for EMSL as students need to complete the program according to the course sequence plan. If a student breaks enrollment, the only option may be for them to reapply or move to the MSL program, which may involve some overlap in courses and additional credits and time to complete the program.

d. Pre-Admission and Transfer Credits

Credit hours completed at ASU or at another regionally accredited U.S. institution or international institution officially recognized by that country, before the semester and year of admission to an ASU graduate degree program, are considered pre-admission credits.

With the approval of the academic unit and the Graduate College office, students may include a maximum of 6 graduate-level credit hours with grades of “B” or better that were not used towards a previous degree. Pre-admission credits must have been taken within three years of admission to the ASU degree program to be accepted. For more details, review the Graduate College’s [Policies and Procedures Manual](#).

e. Incomplete Grades

Incompletes are given at the discretion of the instructor of a course and should not be expected. Students granted an incomplete must complete a [contract](#) with the instructor, outlining the work required and the timeline for completion. The completed contract must be sent to the program advisor who will keep an electronic record of the contract in the student’s file. The timeline cannot exceed one calendar year, but most often the instructor will choose an earlier completion date.

Once coursework has been fulfilled, a grade will be assigned. The grade must be entered within the calendar year, so the student should allow a few weeks for the instructor to grade each assignment. If the student does not complete coursework within the period [stipulated by the instructor](#) (on the contract), then the student may receive an unsatisfactory or failing grade for the course.

In the case that the professor gives the student the full calendar year within which to complete the course, and the course is not completed within that time, then the incomplete will become permanent, and the student will have to re-take the course if it is a required course. The School of Sustainability permits only two incompletes on a student’s transcript at any time. More than two incompletes is cause for academic probation. More than two permanent incompletes is grounds for dismissal from the program.

f. Grade Appeal and Academic Grievance Process

The College of Global Futures follows the [university policy for grade appeals](#). Outlined on the college’s website are the [steps a student can take](#) if they wish to appeal a grade or the results of an exam. This

process only applies to courses and programs offered through the College of Global Futures. If the course or program is offered through another unit, the student will need to reference that unit's process. You can find information about which unit offers a course by clicking "Full Class Details" on the course in the course search tool and you will see the unit next to "Offered by".

It is recommended that this process be pursued in the semester following the issuance of the grade in dispute (but before commencement) to protect the student from retaliation. Students who believe they are victims of retaliation should immediately contact the [Dean of the college](#).

11. Satisfactory Academic Progress (SAP) Policy

a. Grade Point Averages (GPAs)

Graduate students must maintain the following minimum grade point average (GPA) requirements to maintain satisfactory academic progress and graduate:

- The iPOS GPA must be 3.00 or higher and includes all courses that appear on the student's approved iPOS.
- The Overall Graduate GPA must be 3.00 or higher. The Overall Graduate GPA includes all courses numbered 500 or higher that appear on the transcript after admission to the graduate program.
- The Cumulative GPA must be 3.00 or higher. The Cumulative GPA includes all 500-level courses completed at ASU.

Grades lower than a "C" for core and elective courses and a "B" for capstone courses cannot appear on the iPOS but will be included when calculating the Overall Graduate and Cumulative GPAs. Courses with an "I" grade cannot appear on the iPOS.

b. Satisfactory Academic Progress Policy

Academic excellence is expected of students doing graduate work. Failure to adhere to the policies below may result in academic probation or a recommendation to the Graduate College for withdrawal from the degree program.

Satisfy all requirements of the graduate program as described in this handbook.

- **Continuous Enrollment:** Maintain continuous enrollment through the duration of the EMSL program.
- **Grade Point Averages:** Maintain minimum iPOS, Graduate, and Cumulative GPAs as outlined in the preceding section of this handbook.
- **Individual Course Grades:** Grades lower than "C" are not allowed for any courses listed on a student's iPOS. If a student receives a grade of "D" or lower, then they must re-take the course (if required course) or receive permission to remove and replace the course in their iPOS (if elective course).
- **Capstone Grade:** Per Graduate College policy, students must earn a "B" or higher in EMS 508 and EMS 516. If a student fails to receive this grade, they must retake the course the following year or transfer to the MSL program.
- **Incomplete Grades** The School of Sustainability permits only two incompletes on a student's transcript at any time. More than two incompletes is cause for academic probation. More than two permanent incompletes is grounds for dismissal from the program.
- Meet all program deadlines, including:

- **Time Limit for Completing the Program:** The University allows up to six years for students to complete a master's degree. However, students in EMSL must complete all program requirements within 12 months.

c. Academic Probation and Dismissal Policy

A student may be placed on academic probation if they meet any of the following criteria:

- The student does not meet GPA or grade requirements as outlined in the satisfactory academic progress policy;
- The student has more than two incompletes on their transcript since starting the program;
- The student does not meet milestones specified in the graduate handbook by the deadlines expressed therein; or
- The student fails to complete the program within the time to completion specified in the graduate handbook.

Students will be notified by email when placed on probation. Students typically have one semester to advance to good standing. Failure to return to good standing within the time limit set in the probation letter may result in dismissal from the academic program.

A student may be dismissed from a graduate program with or without first being placed on probation if:

- The student is on academic probation because their GPA has fallen below the minimum GPA as outlined in the Satisfactory Academic Progress Policy section or below 3.00 for all post-baccalaureate courses taken at ASU, and the student fails to bring the GPA to required levels by the deadline specified in the probation letter;
- The student receives a lower grade than what is required while on academic probation;
- The student has more than two permanent incompletes since starting the program;
- The student fails to meet conditions stipulated in their probation letter; or
- The student violates terms of the [Student Code of Conduct](#).

Students will be notified by email and letter (sent to the student's listed mailing address) if they are being recommended for dismissal from the program.

A student may appeal any action concerning academic probation and withdrawal by petitioning the Graduate Committee within 10 business days, using the [College of Global Futures Grade Appeal and Academic Grievance Form](#). Approval of petitions is not guaranteed.

Appealing probation status follows the Grade Appeal and Academic Grievance Process section of this handbook. The dismissal appeal process follows the process outlined below. Students may voluntarily withdraw from their degree program at any time during the dismissal/appeal process, thereby avoiding having a dismissal on their record.

Dismissal Appeal Process – School Level:

The designated person or committee within the school reviews the student's appeal. Possible outcomes include:

- If the student does not appeal within the specified timeline in their letter, the school designee will notify the student in writing that they will be recommended to the Graduate College for dismissal.
- The school designee notifies the student in writing of a successful appeal. The letter should include any stipulations or restrictions. For example, if the student is allowed to continue in the program under the condition of academic probation, the letter must outline specifically what the student needs to accomplish and in what timeframe to obtain academic good standing.
- The school designee notifies the student in writing of an unsuccessful appeal. The letter will state that the school is recommending dismissal from the degree program. The student has the right to appeal

the recommendation of dismissal to the college and they should send their appeal to the college's Associate Dean for Student Success, Andrew Maynard (andrew.maynard@asu.edu) and copy Lisa Murphy (lisa.m.murphy@asu.edu) and Jennifer Griffin (Jennifer.I.griffin@asu.edu) within 10 business days.

Dismissal Appeal Process – College Level:

The school provides the college-level designee with a letter recommending dismissal of the student, along with supporting documentation. The designated person or committee within the college reviews the student's appeal. Possible outcomes include:

- If the student does not appeal within the specified timeline in letter, the college designee will notify the student in writing that they will be recommended to the Graduate College for dismissal.
- If the student does appeal within the specified timeline in the letter, the college designee will notify the student in writing that the college-level appeal was received and will be reviewed.
- The college designee notifies the student in writing of a successful appeal. The letter should include any stipulations or restrictions (e.g. if the student is allowed to continue in the program under the condition of academic probation, the letter must outline specifically what the student needs to accomplish and the timeframe to obtain academic good standing).
- The college designee notifies the student in writing of an unsuccessful appeal and that they will be recommended to Graduate College for dismissal.

Graduate College Review of Dismissal:

If the student does not appeal at the college level, or if the appeal is denied, the college designee sends a recommendation for dismissal to the Graduate College along with supporting documentation. Graduate College reviews the case, notifies the student of the final dismissal decision and sends copies of the notification to the school and college.

12. Student Rights & Responsibilities

It is the responsibility of each student to understand and observe all procedures and requirements specified by the ASU Graduate College and the School of Sustainability. All students are required to read and understand the Graduate Handbook and ASU's [Graduate Policies and Procedures](#) and to adhere to the [Student Code of Conduct](#). Faculty and staff provide academic advice and assistance, but the ultimate responsibility for meeting degree and other requirements remains with the student. Students should frequently check their My ASU page for notifications about enrollment, billing and financial aid, and other reminders.

a. ASU Email

All ASU students are required to have an active ASU email address. Students may forward their ASU email to another preferred account. It is important that students check their ASU email frequently, so they do not miss important notices. Arizona State University and the School of Sustainability conduct their business via ASU email only.

b. Culture of Respect

ASU is a community and a professional work environment. Graduate students are expected to treat peers, faculty, students, staff, and members of the ASU community with respect and to work with them in a professional manner, both in person and online. Sustainability graduate students are representatives of the School of Sustainability and the university. SOS expects its students to be good representatives who recognize that poor behavior by one student impacts others by creating a negative perception of the school.

c. Title IX and Sexual Harassment

ASU prohibits all forms of discrimination, harassment, and retaliation. To view ASU's policy please see <https://www.asu.edu/aad/manuals/acd/acd401.html>.

Title IX protects individuals from discrimination based on sex in any educational program or activity operated by recipients of federal financial assistance. As required by Title IX, ASU does not discriminate on the basis of sex in the education programs or activities that we operate, including in admission and employment. Inquiries concerning the application of Title IX may be referred to the Title IX Coordinator or to the U.S. Department of Education, Assistant Secretary, or both. Contact titleixcoordinator@asu.edu or 480-965-0696 for more information. For information on making a report, go to www.asu.edu/reportit/.

d. Student Code of Conduct

The [Arizona Board of Regents \(ABOR\) Student Code of Conduct](#) sets forth the standards of conduct expected of students who join the university community. Students who violate such standards will be subject to disciplinary sanctions to promote personal development, protect the university community, and maintain order and stability on campus and in associated learning environments.

e. Academic Integrity

The College of Global Futures takes academic integrity seriously and requires students to:

- have a good understanding of [what academic integrity is](#) and [why it's important](#);
- understand what types of activities and behaviors violate the [student honor code](#) and [ASU's academic integrity policy](#);
- have an awareness that [resources](#) exist to help prevent academic integrity violations; and
- [report all academic integrity violations](#) as soon as they arise.

Each college/school has an [academic integrity officer](#) who can address questions related to academic integrity. If there are questions about a particular course, students should reach out to officers from the college/school that offers the course.

Newly admitted graduate students will receive a "priority task" in My ASU directing them to complete an online module on academic integrity. The module consists of a PowerPoint that outlines academic integrity and students must take a quiz and pass with an 80% or higher.

f. Diversity and Inclusion

ASU is committed to building excellence, enhancing access to exemplary education, and having an impact on our community, state, nation, and the world. Doing this requires our faculty, staff, and students to be diverse so that we learn from the broadest perspectives and engage in the advancement of knowledge with the most inclusive understanding of the issues we address through our scholarly activities.

Diversity is defined in terms of representation and inclusion. Representation reflects the extent to which our students, staff, faculty, and administrators proportionately reflect the regional and national populations served by our public institution. Inclusion encompasses empowerment and amplifying voices among all members of the university community in the areas of scholarship, teaching, learning, and governance. Both are integral to how we ensure a just and equitable environment for everyone who is part of it, and one that is not undermined by bias, prejudice, harassment, or other forms of discriminatory attitudes and behaviors.

As a result, diversity is not only measured by race, ethnicity, country of origin, and gender, but also includes cultural identity, disability, gender identity, intellectual perspective, national origin, physical and mental abilities, religion, sexual orientation, socioeconomic background, veteran experience, and age. These aspects of identity belong to all members of our community and make us richer.

It is imperative that students treat each other and those they interact with, including instructors, faculty, and staff, with respect, kindness, and dignity. Discrimination will not be tolerated.

For additional information on discrimination, harassment, and abuse, including what to do if you experience these or become aware of specific instances, the [ASU Office of Inclusion and Community Engagement](#) has additional resources, including information about ways to report your concern, such as the [ASU Hotline](#), [Incident Report Form](#), and a [Student Advocate](#) you can talk with about your situation. Other resources for exploring diversity and inclusion at ASU are included below.

- [Dispelling Stereotypes video series](#)
- [To Be Welcoming implicit bias classes](#) from ASU/Starbucks Global Academy (30-60 mins each)
- [GPSA Justice, Equity, Diversity, and Inclusion initiatives](#)
- [ASU's Office of Inclusion and Community Engagement website](#)

13. Tuition, Fees, and Financial Support

a. Tuition and Fees

Students can estimate [tuition and fee costs](#) online. In addition to tuition, enrolled students are responsible for paying several required student fees. Tuition and fees are set by the Arizona Board of Regents and are subject to change. Some courses have additional course fees and courses offered by other departments may charge a different tuition rate.

EMSL tuition is based on residency status. Tuition and fees cover all program costs except for an admissions application, books, student ID card, any equipment needed to access the online learning modules, airfare for in-person workshop session, graduation application and convocation regalia. Lodging for the Washington D.C. Immersive is covered by tuition and fees. Additionally, some meals are covered during the in-person workshop sessions.

b. Financial Support

Funding is never guaranteed. Students seeking financial support should investigate all opportunities and conduct independent research on funding opportunities beyond the School. Students are responsible for finding and securing funding to pay for their education. Students are encouraged to visit the [ASU Online Financial Aid website](#) to identify student funding resources that may be available to ASU Online students. The site includes a link to explore scholarships.

g. Student Loans and Need-Based Grants

Students who require funding assistance are encouraged to apply for [federal financial aid](#) if they are eligible (US citizens or Permanent Residents) and need funding assistance. The required form is called the [Free Application for Federal Student Aid](#) (FAFSA) and is free to submit. When students fill out a FAFSA, they are also automatically considered for need-based grant awards. Any questions related to student loans should be addressed to the [ASU Financial Aid office](#). Note that graduate-level student loans are all unsubsidized, which means students accrue interest on the loans while they are enrolled in school.

i. SAP Review

To remain eligible for student loans, students must meet specific GPA requirements and make satisfactory academic progress (pace rate) toward degree completion. A course withdrawal "W" on a transcript, even if it is a medical or compassionate withdrawal, will negatively impact the pace rate.

Any student who receives a financial aid hold (seen in My ASU) for GPA or pace rate violations will have a Priority Task to fill out a [Satisfactory Academic Progress \(SAP\) Review](#) prior to the next term. Submitting the form after the next term begins may result in no funds, delayed funds or receiving a lesser amount. The Financial Aid Office must approve the SAP form. Approval is not guaranteed.

Satisfactory Academic Progress is reviewed on an annual basis after the spring semester. A student who is still in violation may have to fill out another SAP form. Students may contact the [Financial Aid office](#) for any questions they may have about SAP review process.

ii. Employer Reimbursement/Tuition Assistance

Students are encouraged to speak to their employers about eligibility for tuition assistance or reimbursement. If assistance is available, important questions to ask may include:

- Does the employer pay tuition up front or after grades are posted?
- If grades are required, what percentage of the course is covered for each grade (A, B, C, etc.)? Is there a minimum grade required for reimbursement?
- How soon will the employer reimburse the student after grades are posted?
- Is there a maximum amount the employer will pay for tuition per year?
- If there is a maximum amount per year, is it calculated on a calendar or fiscal year?
- If the maximum amount is per fiscal year, when does the fiscal year begin and end?
- Will the employer pay for additional fees or expenses such as books?
- What documentation is required after the course is complete?

iii. ASU Employment

Some students seek employment at ASU to help pay for their education expenses or may already be employed by ASU. Not all employment positions provide a tuition benefit, so students should ask questions of their respective HR department as needed. ASU offers a [qualified tuition reduction program](#) for certain types of positions. Additionally, students can explore employment through the [Careers at ASU](#) page.

14. Graduation

a. Applying to Graduate

Every student is required to [apply for graduation](#) in the semester in which they plan to complete their degree or certificate. EMSL students graduate in the summer. The university lists the graduation application deadline on the [Academic Calendar](#). Students can apply after the deadline but will have to pay a late fee in addition to the graduation application fee. A separate application is required for each degree or certificate program. It's important for students to make sure their mailing address is correct prior to applying for graduation so the diploma gets mailed to the correct address.

b. Completing Program Requirements

To be approved for graduation, all students must meet the following requirements. Failure to meet these requirements will delay or prevent graduation.

- Ensure that all course requirements on the iPOS have been met;
- Complete any course requirements for incomplete classes;
- Ensure all grades listed on the transcript meet program/university requirements;
- Pass the final capstone presentation and deliverables and submit all related paperwork;
- Check My ASU for any remaining fees and remedy any holds.

See related sections of this handbook for more information on each requirement listed above.

c. Commencement and Convocation

There are two main ceremonies during graduation week, each requiring separate RSVPs. Diplomas are sent to the student's mailing address (the one listed when applying to graduate) after the degree has been conferred, which may take up to eight weeks after the end of the semester. Students do not receive the diploma at commencement or convocation.

- Commencement is the university-wide graduation ceremony (the graduate students' ceremony is separate from the undergraduates' ceremony), facilitated by the President of the University. Degrees are conferred at this ceremony.
- Convocation is the College of Global Futures graduation ceremony. Graduates walk across the stage in front of a smaller audience. Hoods are worn because degrees will have been conferred at Commencement.

EMSL students will be able to participate in graduation ceremonies in spring (May) even though there are 6 credits remaining in the program. To be able to participate, students need to apply to graduate by the Spring graduation application deadline, usually mid-February.

Students can apply to graduate in the spring but indicate that they will not finish their credits until the summer. Once they apply, students will appear on our graduation list. If they don't apply, students will not appear on the list and will not receive graduation emails. For spring, we include those who apply to graduate in the Spring, and those who have indicated that they plan to graduate in the Summer.

EMSL students may instead opt to participate in fall (December) graduation. If a student chooses fall instead of spring to participate in the ceremony, they should apply to graduate in the summer. For fall graduation, we include those who applied for Summer graduation but did not participate in the Spring ceremony, as well as those graduating in the Fall.

Students will need to RSVP to the ceremony(s) that they wish to participate in. Students may RSVP after they apply to graduate and when the RSVP link is available in my.ASU. More about the RSVP process and dates you can expect the RSVP link to be available can be found at <https://graduation.asu.edu/rsvp-attend-ceremony>.

There are also [special interest and cultural convocations](#) in which students can participate.

Graduation regalia (cap with tassel, gown and hood) is required for all students to participate in these ceremonies and are not provided by ASU. These items are available to purchase either on campus or online. Students are responsible for ordering, purchasing, and picking up their regalia.

If students have any questions regarding graduation activities, contact the College of Global Futures at cqfgraduation@asu.edu.

d. Diplomas and Transcripts

ASU mails diplomas shortly after the student's final semester, if there are no holds preventing the generation of the diploma (e.g., no pending graduation application on file, a balance on the student's account, or missing grades).

If a graduate needs verification of program completion in the interim before the diploma is received, they may submit a [Graduation Letter Request](#) to obtain an official letter stating that the requirements of the program have been met (as long as all grades have been entered). The website also includes directions on completing an Enrollment Verification form if this is something required by any hiring agencies.

Students may request their unofficial or official [transcripts](#) on My ASU. Transcripts will not show that the degree is completed until the degree conferral date, which can be found on the [Academic Calendar](#).

15. Resources

Arizona State University and the School of Sustainability provide numerous resources to assist students. The following list includes some of the [many resources](#) that may be beneficial for graduate students while pursuing a degree.

a. My ASU Portal

[My ASU](#) is an interactive, customized portal to a diverse range of student services, from financial aid to academic advising and course registration. Through the site, students can access their ASU email account and online course materials. My ASU also serves as a portal to the ASU Library and the source for downloadable software.

b. SOS Graduate Advising

The School of Sustainability Student Services Center is open to all sustainability students and provides academic advising and support services to promote student success. EMSL students can contact the program advisor at EMSL@asu.edu.

c. ASU Online Success Coach

Students can find contact information for their ASU Online Success Coach in My ASU.

d. Sun Card

Online students are not required to have a Sun Card, but they can choose to purchase one if they would like to have a student ID to utilize campus services. The [Sun Card](#) is Arizona State University's official photo ID card. Students may [upload a photo](#) and either pick up the Sun Card in the Sun Devil Card Services Office or have the Sun Card delivered by mail. Students will be charged \$25 for the card.

e. Program Handbook

This handbook is an important resource for students. The graduate handbook is available on the school's [Graduate Policies, Procedures and Forms](#) webpage.

f. SOS Policies, Procedures and Forms Webpage

The School of Sustainability's [Graduate Policies, Procedures and Forms](#) webpage contains key information about school policies, procedures, and related forms. SOS staff will often refer students to this page.

g. Graduate College Policies and Procedures Manual

The Graduate College oversees all graduate programs at ASU and upholds university and graduate program rules and policies. All graduate students are responsible for familiarizing themselves with

Graduate College's [Policies and Procedures Manual](#) in addition to those specific to the academic unit.

h. Canvas

Arizona State University provides online courses and course material through [Canvas](#), a Learning Management System (LMS). Students can use My ASU or the Canvas Mobile app to access courses. Students can access their Canvas courses for 1 year after they are no longer an ASU student, unless the course is over 2 years old. ASU Canvas will retain courses for 2 years after the course has completed.

i. EMSL Graduate Community Organization Site (Canvas)

The school's program advisor maintains an organization site in Canvas where EMSL students can find resources related to their program. Students are given access prior to the start of the program.

j. Online Tutoring and Writing Support

ASU provides free [tutoring and writing](#) support. Graduate students are strongly encouraged to utilize writing support services.

k. ASU Libraries

ASU has several libraries and hosts impressive online and hardcopy collections. The Tempe campus is home to [Hayden Library](#), the main library on campus, as well as the [Design and the Arts Library](#), the [Music Library](#) and the [Noble Science Library](#). Students can research past theses and dissertations through the ProQuest database, request documents from other libraries around the world or search online article databases. Hayden Library also provides free creative equipment and tools through [mkrservices](#) and [mkrstudio](#). Online access is available through [My ASU](#).

The ASU [Digital Repository](#) is home to scholarly papers and theses in addition to cultural heritage materials, historical photographs, and music performances. The School of Sustainability [Graduate Culminating Experiences](#) collection offers open access to student capstone and applied projects.

l. ASU Mobile App

The [ASU Mobile App](#) provides access to features such as My ASU, email, maps, and library resources. Students can also access maps and find out about campus events and athletics. Students can download the app from the Apple app store or from Google Play.

m. Technical Support

Students can use ASU's IT Knowledge Base and find answers to frequently asked questions through the Service tab on My ASU. Students also have access to 24/7 technical support via chat, and [getprotected.asu.edu](#) provides information to reduce online vulnerability to viruses, malware, and phishing attacks.

n. Software

ASU students can access and use powerful software applications for free through [MyApps](#), which can be accessed online or through My ASU. All students may get a free license to Microsoft Office for use on a personal computer. Students also have access to cloud storage on Google Drive, Dropbox for Education and OneDrive for Business through their ASU account. Software and technical requirements may vary for individual courses.

o. Student Accounts

Students can use the Finances tab in My ASU to access information about student accounts, including account charges, financial aid, and scholarships. For assistance, students are encouraged to contact [Student Business Services](#). They can answer questions about tuition and billing, student refunds (including financial aid disbursement), receipt and payment processing, support for past due accounts, third party sponsorship assistance, and Perkins Loan repayment. Students may also submit questions through the Service tab in My ASU, email sbs@asu.edu, or call 1-855-278-5080.

p. Disability Services

The Disability Resource Center (DRC) provides services to qualified students with disabilities on all ASU campuses, including the online campus. Eligibility is based on qualifying disability documentation and assessment of individual need. Every effort is made to provide reasonable accommodations for qualified students with disabilities. Qualified students who wish to request an accommodation for a disability should [contact the DRC](#).

q. Counseling Services

ASU [Counseling Services](#) offers professional counseling and referrals for all members of the ASU community, regardless of race, gender, sexual orientation, age, student status, religion, ability, size, or financial situation, personal concern, or previous counseling. Support is available 24/7 and no appointment is necessary. First appointments are free, and fee waivers are available for ongoing services.

During business hours (see business hours on website):

- Call 480-965-6146 to speak immediately to a counselor

Outside of business hours:

- Call EMPACT's 24-hour ASU-dedicated crisis hotline at (480) 921-1006

For life-threatening emergencies:

- Dial 9-1-1

To search for community mental health providers:

- Use the [ASU Community Link](#)

r. Wellness

ASU and the School of Sustainability are committed to the health and wellness of our graduate students. The Graduate and Professional Students Association (GPSA) has compiled a one-page guide to [Graduate Wellness Resources](#) that includes information about financial, social, emotional, and physical health and wellness resources available to ASU students. The ASU Graduate College has also compiled a list of [10 Best Practices in Graduate Student Wellbeing](#) to help you care for yourself through increasing academic rigor and demands.

s. Veterans Services

The ASU [Pat Tillman Veterans Center](#) provides services specifically for students who are current or former U.S. military.

t. International Student and Scholars Center

[The International Student and Scholars Center](#) (ISSC) provides a variety of services for ASU's international population of students, scholars, and faculty.

u. Graduate and Professional Student Association

The [Graduate and Professional Student Association](#) (GPSA) is ASU's student government. GPSA is a great way for students to serve the student community.

v. Career Services and Internships

The College of Global Futures has a career advisor dedicated to helping the college's degree-seeking students discuss career options and perform company and occupational research. The advisor also assists with resumes and cover letters, interview preparation, job search strategy, and other employment-related topics. Full time opportunities are communicated through the [ASU School of Sustainability LinkedIn group](#), which you are strongly encouraged to join. Additional employment, internship, career fair, and mentorship opportunities are available through ASU's career resource, [Handshake](#).

Graduate students can also pursue internships, either for elective credit or no credit. There are many local sustainability internship opportunities posted on [SustainabilityConnect](#). These have been curated for the undergraduate sustainability program but are open to any College of Global Futures student.

The school also offers a Job SHARE Program, which allows students to shadow alumni in their jobs for a day. Information is sent out in fall and spring to students about how to participate in the program.

To book an appointment to discuss career services or internships, visit the [College of Global Futures Advising](#) site.

w. ASU Online Events, Clubs and Organizations

There are numerous online events hosted year-round. See [ASU Online Events](#) to find events of interest. In addition, students may elect to join various online clubs and organizations through [Sun Devil Sync](#).

x. Contacts

Students may need to contact other offices for assistance. This is a partial list of offices that provide useful resources for students.

[Emergency Services](#)

To report an emergency, dial 911

To reach ASU Police, dial 480-965-3456; press 1 for dispatch ASU Emergency Information line 1-844-864-8327

[Graduate College](#)

Interdisciplinary B, Suite 285

480-965-3521

Grad-gps@asu.edu

[Office of the University Provost](#)

Fulton Center, Suite 420

[Contact Form](#)

[Sustainability Specialist, ASU Librarians](#)

Hayden Library

Rene Tanner

Rene.Tanner@asu.edu

480-965-7190

[University Technology Office](#)

480-965-6500 or 1-855-278-5080

[Contact form](#)