

The completed and signed proposal should be submitted by the Dean’s Office to: [curriculumplanning@asu.edu](mailto:curriculumplanning@asu.edu).

Before academic units can advertise undergraduate certificates or include them in their offerings as described in the university catalogs, they must be recommended for approval by the Senate Curriculum and Academic Programs Committee and the University Senate, and be approved by the Executive Vice President and Provost of the University.

**Definition and minimum requirements:**

These are the minimum requirements for approval. Individual undergraduate certificates may have additional requirements.

An undergraduate certificate is a programmatic or linked series of courses from a single field or one that crosses disciplinary boundaries and may be free-standing or affiliated with a degree program. The certificate provides a structured and focused set of courses that can be used to enhance a student’s baccalaureate experience or professional development.

An undergraduate certificate program:

- Requires a minimum of 15 semester hours of which at least 12 semester hours must be upper division
- Requires a minimum grade of “C” or better for all upper division courses
- Consists of courses that must directly relate in whole or large part to the purpose of the certificate. Example: Geographic area certificates must include only courses specific to the title of the certificate, other than a non-English language
- Is cross disciplinary; or,
  - Certified by a professional or accredited organization/governmental agency; or,
  - Clearly leads to advanced specialization in a field; or,
  - Is granted to a program that does not currently have a major

**College/School/Institute:** W. P. Carey School of Business ✓  
**Department/Division/School:** Department of Management ✓  
**Proposed Certificate Name:** Leadership in Business Certificate ✓  
**Requested effective Date:** 2015-16 ✓  
**Delivery method:** On-campus only (ground courses and/or iCourses) ✓

*Note: Once students elect a campus or On-line option, students will not be able to move back and forth between the on-campus and the ASU Online options. Approval from the Office of the Provost and Philip Regier (Executive Vice Provost and Dean) is required to offer programs through ASU Online.*

**Campus/Locations:**

Indicate all locations where this program will be offered.

Downtown Phoenix       Polytechnic       Tempe       West      Other: \_\_\_\_\_

**Proposal Contact**

**Name:** Brennan Forss      **Title:** Director, Academic Services  
**Phone number:** 480-965-0295      **Email:** brennan.forss@asu.edu

**DEAN APPROVAL(S)**

**This proposal has been approved by all necessary unit and College/School levels of review. I recommend implementation of the proposed organizational change.**

**College/School/Division Dean name:** AMY HILLMAN

**Signature** Amy Hillman      **Date:** 9/24/2014

**College/School/Division Dean name:**  
*(if more than one college involved)*

**Signature** \_\_\_\_\_      **Date:** \_\_\_\_ / \_\_\_\_ / 20 \_\_\_\_

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



## 1. Overview

Provide a brief description of the new certificate.

The Leadership in Business Certificate is designed to help students understand the concept of leadership, to cultivate their leadership identity, and to understand how the development of their leadership skills will impact their professional development. Through completion of this certificate program, students will develop a strong set of skills necessary for success in a dynamic workplace, such as communication, teamwork and collaboration, and problem solving skills. The certificate requires 6-credits of identified leadership coursework, 9-credits of elective leadership and cultural competencies coursework, and completion of 4 required experiences that offer the development of skills that are essential to being a strong business leader. Required experiences include professional development, leadership development, and community awareness.

The program capitalizes on the expertise of award-winning faculty and strong, leading edge research in the fields of leadership and collaboration within the W. P. Carey School's Department of Management.

This proposed certificate (check one):

Is cross disciplinary; or

Is certified by a professional or accredited organization/governmental agency; or,

Clearly leads to advanced specialization in a field; or,

Is granted to a program that does not currently have a major.

Why should this be a certificate rather than a concentration or a minor?

The Leadership in Business Certificate is being proposed as a certificate because it enhances the undergraduate experience and is meant to develop the student professionally through academic requirements and additional co-curricular requirements. It is open to all business majors and does not have a focus of study in a single discipline; therefore, it is not suitable as a concentration or a minor.

Affiliation

If the certificate program is affiliated with a degree program, include a brief statement of how it will complement the program. If it is not affiliated with a degree program, incorporate a statement as to how it will provide an opportunity for a student to gain knowledge or skills not already available at ASU.

The Leadership in Business Certificate is not affiliated with a degree program. The certificate offers undergraduate business students the opportunity to enhance skills that will help them succeed as leaders in the workplace, while also having a positive impact on their community. A unique feature of this certificate is that it requires students to put into practice through various outlets the soft skills and competencies they are learning in the certificate's required courses and electives. Through academic requirements, students will develop team, communication, and leadership skills, as well as gain a deep understanding of how to use them. Through experiential requirements, students will put into practice many of these skills while serving as community leaders, further developing those skills. This opportunity for a long-term academic leadership program does not currently exist for business students.

Demand

Explain the need for the new certificate (e.g., market demand, interdisciplinary considerations).

The Leadership in Business Certificate will provide business students an opportunity to formally articulate the skills they have acquired through curricular and co-curricular experiences. By fulfilling both sets of requirements for the certificate, students will gain and enhance skills employers demand. According to the National Association of Colleges and Employers, the most sought after attribute of a potential employee is leadership. This is followed by attributes such as problem-solving skills, ability to work in a team, initiative, and strong work ethic, all of which can be demonstrated by completion of the certificate's requirements – coursework, internship, student organization executive board position, college or university student leadership role, and additional awareness activity such as study abroad or community service. The demand for this certificate program stems from the need for students to understand the transferability of their skills to the workplace and their ability to communicate them to potential employers.

Projected enrollment

What are enrollment projections for the first three years?

	<b>1<sup>st</sup> Year</b>	<b>2<sup>nd</sup> Year</b> (Yr. 1 continuing + new entering)	<b>3<sup>rd</sup> Year</b> (Yr. 1 & 2 continuing + new entering)
Number of Students (Headcount)	60	125	200

**2. Support and Impact**

Faculty governance

Provide a supporting letter from the chair of the academic unit verifying that the proposed certificate has received faculty approval through appropriate governance procedures in the unit and that the unit has the resources to support the certificate as presented in the proposal, without impacting core program resources.

Other related programs

Identify other related ASU programs and outline how the new certificate will complement these existing ASU programs. (If applicable, statements of support from potentially-affected academic unit administrators need to be included with this proposal submission.)

The College of Public Programs offers the Leadership, Ethics and Service certificate program, which is focused on servant leadership. This program is highly selective, with a cohort of 20 students per year. The Leadership in Business Certificate is an opportunity available to all undergraduate W. P. Carey students, and offers flexibility in which courses they take and when they are taken.

The College of Liberal Arts and Sciences offers the Certificate in Political Thought and Leadership, aimed at developing strong state and national leaders. The Leadership in Business Certificate is a fine complement to this as it is geared toward developing leadership skills to be used in business practices.

Letter(s) of support

Provide a supporting letter from each college/school dean from which individual courses are taken.

All required courses for the Leadership in Business Certificate are from the W. P. Carey School. Approval of the Dean of the W. P. Carey School of Business is on the cover page of this proposal.

**3. Academic Curriculum and Requirements**

**A. Knowledge, competencies, and skills**

List the knowledge, competencies, and skills (learning outcomes) students should have when they complete this proposed certificate. Examples of program learning outcomes can be found at (<http://www.asu.edu/oue/assessment.html>).

Students who complete the Leadership in Business Certificate will:

- Be able to engage with others to identify and solve organizational challenges
- Be able to lead a group to set and complete goals
- Be able to understand and communicate their leadership effectiveness
- Understand how to work effectively within a diverse group
- Be able to lead others in order to affect positive change

**B. Admissions criteria**

List the admissions criteria for the proposed certificate. If they are identical to the admission criteria for the existing major and degree program under which this certificate will be established, please note that here.

W. P. Carey students may apply to this program once they have completed MGT 310: Collaborative Team Skills, and at least one of the four required experiences.

**C. Curricular structure**

Provide the curricular structure for this certificate. Be specific in listing required courses and specify the total minimum number of hours required for the certificate.

**Required Courses**

Prefix	Number	Title	Is this a new Course?	Credit Hours
MGT	310	Collaborative Team Skills	No	3
MGT	411	Leading Organizations	No	3
<b>Section sub-total:</b>				<b>6</b>

**Leadership Elective Courses 6-Credits**

Select two (2) courses from the approved list below

The courses approved for the list of Leadership Development Electives are those which are applicable to the development of a strong leadership skill set, such as but not limited to communication, teamwork, and strategic thinking.

Prefix	Number	Title	Is this a new Course?	Credit Hours
COM	225	Public Speaking	No	3
COM	259	Communication in Business and the Professions	No	3
COM	312	Communication, Conflict, and Negotiation	No	3
COM	319	Persuasion and Social Influence	No	3
COM	400	Communication in Professions: Organizational Communication	No	3
JUS	325	Globalization and Socio-Economic Justice	No	3
MGT	400	Cross-Cultural Management	No	3
MGT	430	Negotiations	No	3
MKT	302	Applied Marketing Management and Leadership	No	3

PAF	311	Leadership and Change	No	3
PAF	410	Building Leadership Skills	No	3
USL	210	Service Learning: Intro to Diverse Community Issues	No	3
<i>Section sub-total:</i>				<b>6</b>

**Cultural Competency Elective 3-credits**

Select one (1) course from the suggested list below

The courses approved for the list of Cultural Competency Electives are those which will contribute to an understanding of diversity concepts and their relevance to social and behavioral sciences.

Prefix	Number	Title	Is this a new Course?	Credit Hours
AIS	380	Contemporary Issues of American Indian Nations	No	3
AFR	375	Race, Gender and Sport	No	3
APA	200	Introduction to Asian Pacific American Studies	No	3
APA	330	Asian Pacific American Genders and Sexualities CL: WST 331	No	3
APA	350	Inequality and Diversity in Education CL: SOC 350/CDE 350	No	3
COM	316	Gender and Communication	No	3
COM	320	Communication and Consumerism	No	3
HST	355	Total War and the Crisis of Modernity	No	3
HST	372	Modern Middle East	No	3
JUS	370	Cultural Diversity and Justice	No	3
JUS	405	Economic Justice	No	3
JUS	420	Women, Work and Justice	No	3
JUS	438	Human Differences: Dilemmas of Justice	No	3
LES	380	Consumer Perspective of Business Law	No	3
MCO	460	Race, Gender, and Media CL: AFR 460	No	3
PHI	336	Social and Political Philosophy	No	3
PHI	360	Business and Professional Ethics	No	3
PHI	406	Moral Dilemmas CL: IAS 406/FOR 406	No	3
REL	366	Islam in the Modern World	No	3
REL	381	Religion and Moral Issues	No	3
REL	480	Religion and Global Politics CL: SGS 441	No	3
SBS	301	Cultural Diversity	No	3
SOC	334	Technology and Society CL: ASB 334	No	3
SOC	339	Grassroots Social Movements CL: ASB 339/SBS 339/POS 339	No	3
SOC	342	Mexico-U.S. Borderlands CL: ASB 342/SBS 342	No	3
SOC	363	Men and Masculinity	No	3
SOC	370	Production, People, and Environments CL: ASB 370/SOS 370/SSH 370	No	3
TCL	314	Transborder Regional Immigration and Economy	No	3

TCL	328	U.S. Latino Religion and Culture CL: REL 326	No	3
WST	300	Women and Gender in Contemporary Society	No	3
WST	331	Asian Pacific American Genders and Sexualities CL: APA 330	No	3
WST	365	Women and International Health	No	3
WST	467	Ethnic Women Writers	No	3
WST	471	Women's International Human Rights	No	3
WST	485	Women, Gender, and Leadership	No	3
<b>Section sub-total:</b>				<b>3</b>

**Other certificate requirements**

Credit Hours

**E.g.** – Capstone experience, internship, clinical requirements, field studies, foreign language skills as applicable

- |  |   |
|--|---|
| 1. Complete an approved internship or employment position. Must have internship/employment supervisor documentation; must be completed after approval of certificate.                  | 0 |
| 2. Hold an approved leadership position on an executive board in a registered ASU club or organization on campus. Must be approved by organization's staff or faculty advisor.         | 0 |
| 3. Hold an approved leadership role in support of the W. P. Carey School of Business and/or ASU community.   | 0 |
| 4. Complete an ASU affiliated Study Abroad program - or - complete 75 hours of service learning or community service - or - complete a petition approved activity of 75 hours or more. | 0 |

**Section sub-total: 0**

**Total minimum credit hours required for certificate 15**

**D. Minimum residency requirement**

How many hours of the certificate must be ASU credit? 12

**E. New Courses**

Provide a brief course description for each new course. None

Note: All new required courses should be submitted in Curriculum ChangeMaker and ready for Provost's Office approval before this certificate is put on Curriculum and Academic Programs Committee (CAPC) agenda.

**4. Administration and Resources**

**A. Administration**

How will the proposed certificate be administered (including admissions, student advisement, retention, etc.)?

The certificate will be administered through the Undergraduate Programs Office. Admissions, tracking of requirements and retention will be facilitated by the Student Engagement unit using ASU's selected e-portfolio system Digication as the tool to track the co-curricular aspects of the certificate. Advising on the academic components of the certificate will be through the Advising unit. All administration will be done in collaboration with the Department of Management to ensure quality of the certificate program.

**B. Resources**

What are the resource implications for the proposed certificate, including any projected budget needs? Will new books, library holdings, equipment, laboratory space and/or personnel be required now or in the future? If multiple units/programs will collaborate in offering this certificate 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 certificate.

No additional resource needs are expected.

**C. Primary Faculty**

List the primary faculty participants regarding this proposed certificate. For interdisciplinary certificates, please include the relevant names of faculty members from across the University.

<b>Name</b>	<b>Title</b>	<b>Area(s) of Specialization as they relate to proposed certificate</b>
Alan Goldman	Professor of Practice	Instructor of MGT 310; specialization: leadership
David Waldman	Professor	Instructor of MGT 411; specialization: leadership
Jennifer Nahrgang	Associate Professor	specialization: leadership, teams
Ned Wellman	Assistant Professor	specialization: leadership development, social networks, hierarchy
Suzanne Peterson	Associate Professor	specialization: executive leadership, organizational behavior, performance
Zhen Zhang	Associate Professor	specialization: leadership development, organizational behavior

**5. Additional Materials**

- A. Complete and attach the Appendix document.
- B. Provide one or more model programs of study (if appropriate).
- C. Attach other information that will be useful to the review committees and the Office of the Provost.



## APPENDIX

### OPERATIONAL INFORMATION FOR UNDERGRADUATE CERTIFICATES

(This information is used to populate the Degree Search/catalog website.

Please consider the student audience in creating your text.)

**Proposed Certificate Name:** Leadership in Business

**Description (150 words maximum)**

The leadership in business certificate is designed to help students understand the concept of leadership, to cultivate their leadership identity and to understand how the development of their leadership skills will impact their professional development. Through this certificate program, students will develop a strong set of skills necessary for success in a dynamic workplace including communication, teamwork and collaboration, and problem solving skills.

**Contact and Support Information**

Building Name, code and room number: ( <a href="#">Search ASU map</a> )	BA 170
Program office telephone number: ( <i>i.e.</i> 480/965-2100)	480/965-4227
Program Email Address:	wpcareyug@asu.edu
Program Website Address:	<a href="https://wpcarey.asu.edu/undergraduate-degrees">https://wpcarey.asu.edu/undergraduate-degrees</a>

**Program Requirements:** Provide applicable information regarding the program such as curricular restrictions or requirements, specific course lists, or academic retention requirements.

**Required leadership course work (6):**

MGT 310 Collaborative Team Skills (3 credit hours)  
MGT 411 Leading Organizations (3)

**Elective course work (9):**

Two courses of leadership development electives (6) \*see approved list (will be found on certificate's webpage, similar to <https://my.wpcarey.asu.edu/undergrad/international/ibc-requirements.cfm>.)  
One cultural competency elective (3) \*see approved list (will be found on certificate's webpage, similar to <https://my.wpcarey.asu.edu/undergrad/international/ibc-requirements.cfm>.)

**Completion of four cocurricular experiences:**

- Complete an approved internship.
- This must include internship or employment supervisor documentation. This requirement must be completed after approval to add the certificate.
- Hold an approved leadership position on an executive board with a registered ASU club or organization on campus. This must be approved by organization's staff or faculty advisor.
- Hold an approved leadership role in support of the W. P. Carey School of Business or ASU community.
- Complete an ASU-affiliated study abroad program or 75 hours of service learning or community service.

**Additional Admission Requirements** If applicable list any admission requirements (freshman and/or transfer) that are higher than and/or in addition to the university minimum undergraduate admission requirements.)

W. P. Carey students may apply to this program once they have completed MGT 310 Collaborative Team Skills (3), and at least one of the four required experiences.

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

*Note: Once students elect a campus or On-line option, students will not be able to move back and forth between the on-campus and the ASU Online options. Approval from the Office of the Provost and Philip Regier (Executive Vice Provost and Dean) is required to offer programs through ASU Online.*

**Campus/Locations:**

Indicate **all** locations where this program will be offered.

Downtown Phoenix     Polytechnic     Tempe     West    Other:

Memorandum

TO: Kay Faris, Associate Dean  
W. P. Carey School of Business Undergraduate Programs

From: Trevis Certo, Department Chair  
Jerry and Mary Anne Chapman Professor of Business

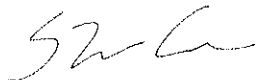
Date: September 16, 2014

Subject: Leadership Certificate

Dear Kay,

This is a memorandum to express my support for the new Leadership Certificate. We have the resources and faculty interest to participate in the development and delivery of this certificate.

Sincerely,



S. Trevis Certo  
Department Chair  
Jerry and Mary Anne Chapman Professor of Business