ESTABLISHING GRADUATE CERTIFICATES

ARIZONA STATE UNIVERSITY

GRADUATE EDUCATION

This form should be used by programs seeking to establish a new graduate certificate. All sections should be completed.

The graduate certificate is a programmatic or linked series of courses in a single field or in one that crosses disciplinary boundaries. The graduate certificate facilitates professional growth for people who already hold the baccalaureate degree, and it may be freestanding or linked to a degree program. The graduate certificate enables the university to respond to societal needs while promoting university cooperation with corporate, industrial, and professional communities.

Submit the completed and signed (chairs, unit deans) proposal to the **Office of Graduate Academic Programs** in Graduate Education. Mail code: 1003 and electronic copies to eric.wertheimer@asu.edu or amanda.morales-calderon@asu.edu.

Please type.

Contact Name(s): Eve Krahe, Ph.D.	**Contact Phone(s):** 602-496-1804

College: College of Nursing and Health Innovation (CONHI)

Department/School: Healthcare Innovation Programs

Name of proposed Certificate: Innovation Leadership

Requested Effective Term and Year: Fall 2015

Do Not Fill in this information: <u>Office Use Only</u> **CIP Code:**

1. OVERVIEW. Below, please provide a brief overview of the certificate, including the rationale and need for the program, potential size and nature of the target audience, information on comparable programs (at ASU and/or peer institutions), how this program would relate to existing programs at ASU, and any additional appropriate information.

The online certificate in Innovation Leadership is the Healthcare Innovation (HCI) Programs' response to direct requests from our community partners across the country for a certificate focused on the tenets of leadership that are required in a healthcare innovation context.

The online certificate falls under the same umbrella of healthcare innovation content as the Master of Healthcare Innovation (MHI). The MHI, offered through ASUOnline, is the only interdisciplinary degree of its kind in the country. The student population spans ages and disciplines. Students vary in levels of expertise, but approximately 80-85% are working professionals and leaders in their respective organizations.

The Innovation Leadership certificate will impact the MHI program and the larger content area of healthcare innovation at the College in that the certificate allows us to further diversity our content and present it in a package that reflects what our community partners are requesting in terms of their specific needs related to the healthcare space. Students in the certificate program may also apply to the master's program. While there are faculty resources currently at our disposal, the implications of adding this certificate to the HCI menu will require additional faculty and administrative resources, of which CONHI leadership is aware.

The Certificate in Innovation Leadership is based on feedback from our graduates, leaders in their organizations, looking to foster expertise in leadership and social entrepreneurship in health and healing product, process, and system design, particularly around facilitation of innovation and sustaining environments in which innovation can occur.

The Innovation Leadership certificate is focused specifically on the skills necessary to lead innovation according to scholarship and practice, including: approaches to innovation leadership in a healthcare context (positive deviance, appreciative inquiry, etc.) the presence and speaking skills necessary to make a compelling case for change, and the entrepreneurial/intrapreneurial expertise necessary to identify consumer needs.

The certificate contains a collaborative offering from ASU Lodestar Center for Philanthropy and Nonprofit Innovation, marking the first relationship of its kind for the Healthcare Innovation Programs at the College. The collaboration will allow integration of the courses, programs, faculty, and students, providing knowledge, tools and skills to leaders in the public and nonprofit community.

The target audience for this certificate is working professionals looking for content expertise in innovation leadership and social entrepreneurship in a healthcare context. Because this certificate is intended for working professionals who are engaged in the healthcare space, the certificate will be offered entirely online.

Potential students may come through existing pipelines that have been created by our Master's degree graduates, our collaboration with the School of Community Resources and Development, or through graduate students in related programs that see a value in innovative leadership and social entrepreneurship courses from web-based searches or CONHI marketing.

This program will compliment a range of disciplines that sit within the context of healthcare: healthcare practitioners, healthcare architects, insurance providers, policy makers, researchers in anthropology, the humanities, and other social/behavioral disciplines that explore health and healing, healthcare systems designers, healthcare technology specialists, entrepreneurs/intrepreneurs, and the non-profit sector. The certificate will provide students with competency in innovation leadership in their primary business, academic, or practice role, with a focus on social entrepreneurship leadership as provided through the Healthcare Innovation Programs' collaboration with Social Entrepreneurship and Community Development (SECD) program within the ASU Lodestar Center and the School of Community Resources and Development.

2. ADMINISTRATION AND RESOURCES

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

The proposed certificate will be administered under the umbrella of the Healthcare Innovation Programs, under the direction of Eve Krahe, PhD. Dr. Krahe will work with the faculty admissions committee under the same process as the Programs' graduate admissions process. The certificate will follow the same processes and procedures that are provided by the University regarding administering the certificate for admission, advisement, and retention. To meet our current and anticipated needs, we have recruited a part-time academic success specialist whose role may expand to full-time as the program grows.

B. What are the resource implications for the proposed certificate, including 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 program.

The proposed certificate will be administered with resources and support already in place for the MHI program, and in collaboration with the SECD program. One course for the certificate is an existing course in the MHI program, HCI 538, *Innovation and the Individual*. The other two courses, HCI 543, *Approaches to Healthcare Innovation* and HCI545, *Public Speaking for Innovation* have been created and aligned within the Healthcare Innovation Programs under the tenets of the graduate level healthcare innovation curriculum and associated competencies. The fourth course, NLM 562, *Social Entrepreneurship*, is a required course reflective of the Healthcare Innovation Programs' collaborative relationship with Social Entrepreneurship and Community Development Program in SCRD. Current faculty from across the two programs are available to serve as course leads. Additional course leads and co-instructors will be assigned to each course according to program growth.

3. ADMISSIONS PROCEDURES AND CRITERIA

The admissions procedures and criteria for the Innovation Leadership Certificate are the same as those of the Graduate Education.

A. **Admission criteria** – Applicants must meet the admissions criteria for Graduate Education. Please also include any other additional admission requirements, e.g. type of undergraduate degree, minimum GPA, tests and/or entry-level skills that are required for this certificate program. (http://graduate.asu.edu/sites/default/files/GraduatePolicies_1.pdf)

Degree(s): Bachelor's degree in any health-related business, social science, hard science, healthcare practice, or technology field

GPA: Minimum of a 3.00 cumulative GPA (scale is 4.0=A) in the last 60 hours of a student's first bachelor's degree program. Minimum of 3.00 cumulative GPA (scale is 4.0 = A) in the applicable Master's degree.

English Proficiency Requirement for International Applicants: (See Graduate Education policies and procedures) (http://graduate.asu.edu/admissions/international/english_proficiency):

Same as Graduate Education requirement.

Required Admission Examinations: ☐GRE   ☐GMAT   ☐Millers Analogies   ☒ None required

B. **Application Review Terms**

Indicate all terms for which applications for admissions are accepted and the corresponding application deadline dates**, if any:

*The Certificate in Innovation Leadership will have five starts in accordance with HCI policy: Fall A, Fall B, Spring A, Spring B, and Summer C.

Fall	Deadline (month/year):
Fall A:	July 6, 2015 (application)
	July 13, 2015 (materials)
Fall B:	September 7, 2015 (application)
	September 15, 2015 (materials)
Spring	Deadline (month/year):
Spring A:	November, 2015
Spring B:	April, 2016
Summer	Deadline (month/year):
Summer C:	May, 2015

C. Projected annual admission/enrollment

How many students will be admitted immediately following final approval of the certificate? What are enrollment projections for the next three years?

Upon final approval of the certificate, it is anticipated that for Fall A 2015, 5-10 students will be admitted immediately. Enrollment projections for the following three years are:

2015-2016: 30

2016-2017: 60

2017-2018: 110

4. ACADEMIC REQUIREMENTS

A. Minimum credit hours required for certificate (15 credit hour minimum)

15 credit hours

B. Please describe the primary course delivery mode, (e.g., online, face-to-face, off-site etc.). Please note: If this proposed initiative will be offered <u>completely</u> online, clearly state that in this section.

This certificate will be offered completely online

C. As applicable, please describe culminating experience required (e.g., internship, project, research paper, capstone course, etc.)

The culminating experience is a capstone project.

<u>HCI 571 Course Overview:</u>

This course is an examination and application of personal leadership potential. The course focuses on the effective development and facilitation of human networks to advance innovation in the healthcare space. The student is challenged to appraise and analyze personal leadership strengths, challenges and opportunities. Strategies are explored to evaluate students' current networks; the students' emergent professional networks will be developed. Focus is given to building relationships necessary to advance innovation in the healthcare space. The student will develop and implement an action plan to advance their personal leadership growth and network utilization.

<u>Learning Outcomes</u>

1. Assess personal leadership strengths, challenges, and opportunities.
2. Develop personal networks to achieve leadership outcomes.
3. Apply concepts of complex networks to strategies for implementing innovation leadership principles.
4. Document personal leadership network.
5. Evaluate peers' leadership network plans.

D. What knowledge, competencies, and skills (learning outcomes) should graduates have when they complete this proposed certificate program? Examples of program learning outcomes can be found at (https://uoeee.asu.edu/program-outcomes).

    1. Address healthcare issues of complexity and rapid change by generating and evaluating the application of principles of effective innovation management

    2. Promote and emulate behaviors supportive of innovation leadership from an evidence- and value-based perspective.

    3. Utilize skills in designing, implementing, and evaluating entrepreneurial/ intrapreneurial innovation projects and processes from a social entrepreneurship perspective.

    4. Utilize effective strategies to mentor other healthcare providers and sustain networks in innovation using adult learning and system change principles

E. How will students be assessed and evaluated in achieving the knowledge, competencies, and skills outlined in 4.D. above? Examples of assessment methods can be found at (http://www.asu.edu/oue/assessment.html).

The graduate certificate completion outcomes are leveled in accordance with the MHI completion outcomes.

Program Completion Objective #1

Address healthcare issues of complexity and rapid change by generating and evaluating the application of principles of effective innovation management

Measure:
Students will challenge assumptions and long-held mental models by exploring differing values and beliefs via Discussion Board assignments, journal assignments, and feedback processes on team assignments.
Criterion:
80% of student contributions will meet or exceed expectations using standardized assignment and discussion board grading rubrics and evidence of on-going mentoring for innovation in post-graduation surveys at 6 months and one year post-graduation.

Program Completion Objective #2

Promote and emulate behaviors supportive of innovation leadership from an evidence- and value-based perspective.

Measure:
Students will demonstrate awareness of evidence- and value-based mechanisms for leading innovation processes including innovation leadership, emotional competence, and communication skills as developed throughout the program.
Criterion:
Evidence of ability to operationalize innovation leadership present in 70% of students according to evaluation of course assignments using standardized assignment rubrics.

Program Completion Objective #3

Utilize skills in designing, implementing, and evaluating entrepreneurial/intrapreneurial innovation projects/ processes from a social entrepreneurship perspective.

Measure:
Upon program completion, graduates will utilize their leadership network and action plan to develop programs that have a sustainable vision and value for healthcare innovation.
Criterion:
Evidence of ability to plan, implement and evaluate social entrepreneurship in 75% of students according to evaluation of course assignments and projects using standardized assessment tools.

Program Completion Objective #4

Utilize effective strategies to mentor other healthcare providers and sustain networks in innovation using adult learning and system change principles.

Measure:
Successful and sustained implementation of innovative approaches to current healthcare problems and the development of organizational culture that supports innovative processes.
Criterion:
Evidence of implementation of a project utilizing leadership network and tenets of social entrepreneurship reflected in post-graduation surveys at 6 months and one year in 70% of graduates.

F. Please state the satisfactory student academic progress standards and guidelines (including any time limits for completion).

Students will fulfill Graduate Education satisfactory academic progress standard of completing the certificate program courses with a GPA of 3.0 and all coursework completed within 6 years. If students do not meet the GPA or time limit policy requirements, they will be recommended for dismissal of the certificate program.

G. Will this proposed certificate program allow sharing of credit hours from another ASU degree program to be used as part of this certificate program?

Yes, this program shares one course with the MHI degree. This course is: HCI 538, *Innovation and the Individual*.

The next two courses, HCI 543, *Approaches to Healthcare Innovation*, HCI 545, *Public speaking for innovation: building your presence to make the case for change*, have been designed by healthcare Innovation faculty specifically for the certificate.

The remaining course, NLM 562 *Social Entrepreneurship*, is a part of the Social Entrepreneurship and Community Development graduate certificate and designed by the faculty of the School of Community Resources and Development.

H. Below, please list all required and elective courses in the appropriate boxes (you may attach additional pages if necessary).

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. Please note: a minimum of 2/3 of the courses required for a graduate certificate must be at the 500-level or above.

Required Courses			Credit Hours
(Prefix & Number)	_(Course Title)_	_(New Course?)_ _Yes or No?_	**(Insert Section Sub-total)** **12**
HCI 538	Innovation and the Individual	no	3
HCI 543	Approaches to Healthcare Innovation	yes	3
HCI 545	Public speaking for innovation: building your presence to make the case for change	yes	3
NLM 562	Social Entrepreneurship	no	3
Electives			Credit Hours
(Prefix & Number)	_(Course Title)_	_(New Course?)_ _Yes or No?_	**(Insert Section Sub-total)**
	not applicable		
Culminating Experience (if applicable)			Credit Hours **(Insert Section Sub-total)** **3**
HCI 571 Capstone Course: Leadership Portfolio			**3**
Total required credit hours			15

5. PRIMARY FACULTY PARTICIPANTS - Please list all primary faculty participants for the proposed certificate, including home unit and title. You may attach additional pages if necessary.		
Name	**Home Unit**	**Title**
Eve Krahe, PhD	Healthcare Innovation Programs	Director, Healthcare Innovation Programs/
Carlton Yoshioka, PhD	Community Resources and Development	Professor
Cathy Lalley, PhD, MHI, RN	Healthcare Innovation Programs	Clinical Assistant Professor

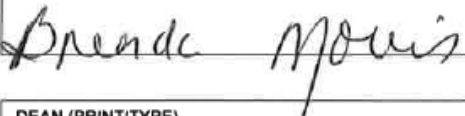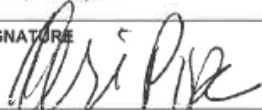| Narayanan Krishnamurthi, PhD	Nursing and Health Innovation	Assistant Professor
Linda Voyles, MHI, RN, CNOR	Healthcare Innovation Programs, Herberger School of Design	Instructor
Janet Kerby, MBA, MHI	Healthcare Innovation Programs	Faculty Associate
Sonja Nelson, MHA, MHI	Healthcare Innovation Programs	Faculty Associate

6. REQUIRED SUPPORTING DOCUMENTS
   (Please label accordingly, i.e., Appendix or Attachment A, B, etc.)

   Please include the following with your proposal:

   A.   Sample plans of study for students in the proposed program – See Appendix II

   B.   Statements of support from all deans and heads of impacted academic units - See Appendix III

7. APPROVALS - If the proposal submission involves multiple units, please include letters of support from those units.

DEPARTMENT CHAIR or SCHOOL DIRECTOR (PRINT/TYPE)

Brenda Morris, EdD, RN, CNE

SIGNATURE	DATE
Brenda Morris	9/10/2014

DEAN (PRINT/TYPE)

Teri Pipe, PhD, RN

SIGNATURE	DATE 9/9/14
Teri Pipe	9/10/2014

The following section will be completed by Graduate Education following the recommendations of faculty governance bodies.

VICE PROVOST FOR GRADUATE EDUCATION	
SIGNATURE	**DATE**

Please note: Proposals for new certificates also require the review and recommendation of approval from the University Graduate Council, Curriculum and Academic Programs Committee (CAPC), the Academic Senate, 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.

GF1112G-89

APPENDIX I

OPERATIONAL INFORMATION FOR GRADUATE CERTIFICATES

(This information is used to populate the Graduate Programs Search website.)

1. **Provide a brief** (catalog type - no more than 150 words) **program description.**

    This graduate certificate in innovation leadership provides students with the cognitive and affective competencies to lead and facilitate innovation in the contexts of healthcare products, processes, and systems. The emerging field of innovation leadership in healthcare requires individuals who can lead and facilitate change. Students will learn through reflection, personality assessment, public speaking, leadership network identification, entrepreneurship, idea pitching, and change-readiness assessment. This certificate will prepare students to work in this interdisciplinary and highly sought-after area of leadership.

2. Campus(es) where program will be offered: * ☐ Downtown   ☐ Tempe
   ☒ Online (only)*   ☐ West
   ☐ Polytechnic

    *The College of Nursing and Health Innovation will manage the program.

3. **Keywords:** (List all keywords that could be used to search for this program. Keywords should be specific to the proposed program.)

    Innovation, healthcare, teamwork, complexity, entrepreneur, intrapreneur, business, research

4. **Area(s) of Interest:**

    * **To select desired box**, place cursor on the left side of the box, right click mouse, select **Properties**, under **Default Value** select **Checked**, press **OK** and the desired box will be checked

    A. Select one (1) primary area of interest from the list below that applies to this program.
       ☐ **Architecture & Construction**
       ☐ **Arts**
       ☐ **Business**
       ☐ **Communications & Media**
       ☐ **Education & Teaching**
       ☐ **Engineering & Technology**
       ☐ **Entrepreneurship**
       ☒ **Health & Wellness**
       ☐ **Humanities**
       ☐ **Interdisciplinary Studies**
       ☐ **Law & Justice**
       ☐ **Mathematics**
       ☐ **Psychology**
       ☐ **STEM**
       ☐ **Science**
       ☐ **Social and Behavioral Sciences**
       ☐ **Sustainability**

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

- ☐ **Architecture & Construction**
- ☐ **Arts**
- ☒ **Business**
- ☐ **Communications & Media**
- ☐ **Education & Teaching**
- ☐ **Engineering & Technology**
- ☐ **Entrepreneurship**
- ☐ **Health & Wellness**
- ☐ **Humanities**
- ☐ **Interdisciplinary Studies**
- ☐ **Law & Justice**
- ☐ **Mathematics**
- ☐ **Psychology**
- ☐ **STEM**
- ☐ **Science**
- ☐ **Social and Behavioral Sciences**
- ☐ **Sustainability**

(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.**

- Establishment of new curricular initiative requests; degrees, concentrations, or certificates
- Rename requests; existing degrees, concentrations or certificates
- Disestablishment requests; existing degrees, concentrations or certificates

☐ **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.**

- New degree, concentration and certificate templates (contain proposal template and operational appendix) can be found at the Provost's Office Curriculum Development website: Academic Programs link

☐ **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

☐ **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 Graduate Education strongly recommends that academic units establish after the program is approved for implementation.

☐ **Set-up a Graduate Faculty Roster for new PhD Programs** – This roster will include the faculty eligible to mentor, co-chair or chair dissertations. For more information, please go to http://graduate.asu.edu/graduate_faculty_initiative.

☐ **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.

College of Nursing & Health Innovation

ARIZONA STATE UNIVERSITY

Healthcare Innovation Programs

Course Progression: Graduate Certificate in Innovation Leadership

The Certificate runs on a "carousel" model. Hard-start course (course that is required for beginning the program) is HCI 538 and hard-stop course (course that is required at completion of the program) is HCI 571. Remaining courses cycle through according to scheduled offering, which does not have a set order.

Full-time students will take two courses per session (7.5 weeks) and part-time students will take one course per session (7.5 weeks).

Plan of Study: Innovation Leadership Certificate

HCI 538 Innovation and the Individual   (hard start)   3 credits

HCI 543 Approaches to Healthcare Innovation   3 credits

HCI 545 Public speaking for innovation: 3 credits

    Building your presence to make the case for change

NLM 562 Social Entrepreneurship   3 credits

HCI 571 Leadership Portfolio: (hard stop)   3 credits

Total Credits   **15 credits**

Support Memos

Official Submission

From: Brenda Morris [mailto:BRENDA.MORRIS@asu.edu]
Sent: Thursday, September 18, 2014 1:41 PM
To: curriculumplanning@asu.edu
Cc: Brenda Morris
Subject: Submission of Proposals to establish new Graduate Certificates - word version - per request

Hi,

I have attached the following proposals to establish new Graduate Certificates in word format per request of Graduate Education.

Please note the word version does not contain Dean Pipe's signature. However, the pdf and hard copies that were submitted do have her signature.

Take care, Brenda

Brenda Morris, EdD, RN, CNE
Associate Dean, Academic Affairs
ASU College of Nursing & Health Innovation
Brenda.morris@asu.edu
602-496-0850

From: Brenda Morris
Sent: Monday, November 10, 2014 7:39 PM
To: J.A. Eve Krahe
Subject: Letter of support - CONHI - Graduate certificates - Healthcare Innovation and Innovation Leadership

Hi Eve,

The College of Nursing and Health Innovation is committed to offering the graduate certificates in Healthcare Innovation and Innovation Leadership as college-managed online programs.

The college is also exploring the possibility of offering these certificates through ASUOnline in the future.

Take care,
Brenda

Brenda Morris, EDD, RN, CNE
Associate Dean, Academic Affairs,
College of Nursing and Health Innovation

RE: healthcare innovation grad certificates

J.A. Eve Krahe

Sent: Monday, October 20, 2014 10:55 AM
To: Stacey Whitecotton

Hi Stacey

Thank you for taking a look.

Reagarding the MBA students joining us, that would be fantastic! I'd love to explore possible synergies with you.

We're hoping for a FA 2015 roll-out. I'll keep you posted.

Eve

J.A. Eve Krahe, PhD
Director, Healthcare Innovation Programs
Coordinator, Master of Healthcare Innovation China Initiative
College of Nursing & Health Innovation
Arizona State University
602-496-1804 office | 814-580-6541 mobile
eve.krahe@asu.edu

From: Stacey Whitecotton
Sent: Monday, October 20, 2014 10:52 AM
To: J.A. Eve Krahe
Cc: Shawnna Pomeroy
Subject: RE: healthcare innovation grad certificates

Hello Eve,

The W. P. Carey School of Business has no concerns about the proposed Graduate Certificate in Healthcare Innovation or the Graduate Certificate in Innovation Leadership.

I would also like to talk to you about the possibility of our MBA students taking courses from these certificates as part of their program of study.

Thanks, Stacey

Stacey Whitecotton
Arizona State University | W. P. Carey School of Business
Sr. Associate Dean – Graduate Programs
Ph: 480.965.8315 | Stacey.M.Whitecotton@asu.edu
wpcarey.asu.edu | knowwpcarey.com

RE: Graduate certificates, Healthcare Innovation and Innovation leadership

J.A. Eve Krahe

Sent: Monday, October 20, 2014 5:29 PM
To: Alfredo Artiles
Cc: Alfredo Artiles [ajartiles@me.com]

Hi Alfredo

Thanks so much for your support.

Eve

J.A. Eve Krahe, PhD
Director, Healthcare Innovation Programs
Coordinator, Master of Healthcare Innovation China Initiative
College of Nursing & Health Innovation
Arizona State University
602$496$1804)office)))I))814$580$6541)mobile
eve.krahe@asu.edu

From: Alfredo Artiles
Sent: Monday, October 20, 2014 2:41 PM
To: J.A. Eve Krahe
Cc: Alfredo Artiles
Subject: Re: Graduate certificates, Healthcare Innovation and Innovation leadership

Hi Eve,

I've checked with my colleagues in the college and we support these proposals.
best

Alfredo
~~~~~~~~~~~~~~~~~~~~~
Alfredo J. Artiles, Ph.D.
Associate Dean of Academic Affairs
Ryan C. Harris Memorial Endowed Professor of Special Education
Mary Lou Fulton Teachers College
Arizona State University
1050 S. Forest Mall
P.O. Box 871811
Mail Code 1811
Tempe, AZ 85287-1811
aartiles@asu.edu
http://education.asu.edu/faculty/view/alfredo-artiles
p: 480.965.6178
f: 480.965.4849

http://www.equityallianceatasu.org/

October 13, 2014

Dear Dr. Morris,

This letter is to confirm support for the offering of Innovation Leadership Graduate certificate. I have reviewed the syllabi and these courses do not duplicate, compete, or conflict with courses in CHS.

Best wishes,

Julie Liss, Ph.D.
Associate Dean

RE: Innovation Leadership certificate

J.A. Eve Krahe
Sent: Tuesday, November 04, 2014 4:22 PM
To: Carlton Yoshioka

Hi Carl

This is wonderful news! I will be submitting the certificate to the grad college asap.

I'll keep you in the loop. Really looking forward to the collaboration.

Eve

J.A. Eve Krahe, PhD

Director, Healthcare Innovation Programs
Coordinator, Master of Healthcare Innovation China Initiative
College of Nursing & Health Innovation
Arizona State University
602$496$1804)office)))|))814$580$6541)mobile
eve.krahe@asu.edu

From: Carlton Yoshioka
Sent: Tuesday, November 04, 2014 3:41 PM
To: J.A. Eve Krahe
Subject: Innovation Leadership certificate

Hi Eve,

I obtained approval from my School director, Kathy Andereck, and Robert Ashcraft of the Lodestar Center to proceed with the collaboration with your certificate. I have attached a pdf and a word document with my input. Please feel free to edit any and all comments as you see fit. We are all excited to participate in your new proposed program.

Let me know how else I can help.

Carl

Carlton F. Yoshioka, Ph.D.
Professor and Director of Academic Affairs
Arizona State University | **Lodestar Center for Philanthropy and Nonprofit Innovation**
411 N. Central Ave. | Suite 500 | Phoenix, AZ 85004-0691
Ph: (602) 496-0153 | Fax: (602) 496-0952 | yoshioka@asu.edu
nonprofit@asu.edu | lodestar.asu.edu

RE: innovation certificate

J.A. Eve Krahe

Sent: Friday, November 07, 2014 12:47 PM
To: Kathleen Andereck

Hi Kathy

Thank you so much. We're really looking forward to it. Please consider your students welcome in our programs, as well.

Eve

J.A. Eve Krahe, PhD

Director, Healthcare Innovation Programs
Coordinator, Master of Healthcare Innovation China Initiative
College of Nursing & Health Innovation
Arizona State University
602-496-1804 office | 814-580-6541 mobile
eve.krahe@asu.edu

From: Kathleen Andereck
Sent: Friday, November 07, 2014 12:04 PM
To: J.A. Eve Krahe
Subject: innovation certificate

Eve,
This email is to express my support for the certificate in Innovation Leadership. I understand that you will include NLM 562 in the certificate. We look forward to having some of your students in our class.
Kathy

****

Kathleen Andereck

Director of Curricular Initiatives, College of Public Programs

Director and Professor, School of Community Resources and Development

Arizona State University

Mail Code 4020, 411 North Central Avenue, Suite 550 Phoenix, Arizona 85004-0690

Phone: (602) 496-1056 | Fax: (602) 496-0953 | E-mail: kandereck@asu.edu