Memorandum

Date: February 7, 2013

To: Elizabeth D. Phillips, Executive Vice President and Provost of the University

From: Kwang-Wu Kim, Dean and Director of the Herberger Institute for Design and the Arts

Re: Certificate in Arts Entrepreneurship Proposal

I have reviewed the attached proposal requesting the establishment of a certificate in Arts Entrepreneurship in the Herberger Institute for Design and the Arts.

This certificate will allow students across art, dance, design, film, music, and theatre the opportunity to gain meaningful knowledge in business, marketing, and organizational skills and harness the skills and mindset of the entrepreneur. We believe these are necessary 21st century skills that any student in the Herberger Institute needs and this certificate will provide our students with the means to develop them.

The Herberger Institute Undergraduate Curriculum Committee reviewed the proposal and it has their unanimous support.

My signature on the attached proposal indicates my support and approval for the establishment of this new certificate.
PROPOSAL TO ESTABLISH A NEW UNDERGRADUATE CERTIFICATE

The completed and signed proposal should be submitted by the Dean's Office to: 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: Herberger Institute for Design and the Arts
Department/Division/School: School of Theatre and Film
Proposed Certificate Name: Arts Entrepreneurship
Requested effective Date: 2013-14
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: Heather Landes
Phone number: 480.965.4204
Title: Associate Dean
Email: heather.landes@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: Kwang-Wu Kim, Dean and Director

Signature: ___________________________ Date: 2/7/2013

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
   
   A. Provide a brief description of the new certificate.
   Arts entrepreneurship is a trans-discipline that crosses and connects the traditional arts disciplines. A nascent field, arts entrepreneurship harnesses the skills and mindset of the entrepreneur to empower artists to create work that is meaningful, sustainable, and oriented to community and/or market need.

   B. This proposed certificate (check one):
      - [x] 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.

   C. Why should this be a certificate rather than a concentration or a minor?
   Arts Entrepreneurship is a trans-discipline not located within any specific arts discipline, rather courses in art, dance, music, theatre & film make up the coursework available for students pursuing this certificate.

   D. 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 certificate in arts entrepreneurship will enable students to focus 15 credits of coursework on those concepts that will support their ability to move their creative products into the marketplace.

   E. Demand
   Explain the need for the new certificate (e.g., market demand, interdisciplinary considerations).
   Students across art, dance, design, film, music, and theatre will benefit from the business, marketing, and organizational skills offered by certificate courses as applied specifically to and within the arts. Approximately 100 students currently take arts entrepreneurship courses each year; the certificate will enable those who are interested to build a through-line of coursework within their individual majors and have that focused study acknowledged. The existence of the certificate may even encourage enrollment growth in the arts entrepreneurship courses and in doing so help ASU to graduate artists who are more holistically equipped to navigate the uncertain economic future of the artist’s career.

   F. Projected enrollment
   What are enrollment projections for the first three years?

<table>
<thead>
<tr>
<th>Number of Students (Headcount)</th>
<th>1st Year</th>
<th>2nd Year (Yr. 1 continuing + new entering)</th>
<th>3rd Year (Yr. 1 &amp; 2 continuing + new entering)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>20</td>
<td>40</td>
<td></td>
</tr>
</tbody>
</table>
2. **Support and Impact**

   **A. 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.

   See attached letter from the School of Theatre and Film where the certificate will be housed.
   See also attached support letters from the School of Art and the School of Music which will offer coursework in the certificate.

   **B. 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.)
   W. P. Carey School of Business - See attached impact statement from W. P. Carey Entrepreneurial Initiatives.

   **C. Letter(s) of support**
   Provide a supporting letter from each college/school dean from which individual courses are taken.
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 receiving the undergraduate certificate in arts entrepreneurship will be able to:

- Clearly communicate individual or organizational mission, vision, and values
- Develop a business plan for a sustainable arts-based venture
- Demonstrate understanding of the relationship between artist and audience and how to mediate that relationship
- Demonstrate skills of research, planning, needs assessment, marketing, fundraising and financial planning to be effective in arts-based careers

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.

The Certificate in Arts Entrepreneurship, meant to extend the study of an individual arts discipline will be available only to current students with a major within the Herberger Institute for Design and the Arts. Students will be admitted to the certificate program upon completion of THP 352 (Foundations of Arts Entrepreneurship) with a grade of B or better and an overall GPA of 3.0 or higher. Students will submit an application to the Herberger Institute Office of Student Success. Herberger Institute students meeting the course and GPA requirement may enroll in the certificate and a Herberger Institute advisor will add the certificate plan code to the student’s record.

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 certificate courses

<table>
<thead>
<tr>
<th>Prefix</th>
<th>Number</th>
<th>Title</th>
<th>Is this a new Course?</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>THP</td>
<td>352</td>
<td>Foundations of Arts Entrepreneurship</td>
<td>No</td>
<td>3</td>
</tr>
<tr>
<td>HDA</td>
<td>420</td>
<td>Design and the Arts Business Administration</td>
<td>No</td>
<td>3</td>
</tr>
<tr>
<td>THP</td>
<td>452</td>
<td>Arts Entrepreneurship Seminar</td>
<td>No</td>
<td>3</td>
</tr>
</tbody>
</table>

(Select one)

Section sub-total: 9

Elective certificate courses

<table>
<thead>
<tr>
<th>Prefix</th>
<th>Number</th>
<th>Title</th>
<th>Is this a new Course?</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1 elective in arts business - see list provided in Appendix, question D.</td>
<td>No</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1 elective in arts policy, community or socially engaged arts - see list provided in Appendix, question D.</td>
<td>No</td>
<td>3</td>
</tr>
</tbody>
</table>

(Select one)

(Select one)

(Select one)

Section sub-total: 6
Other certificate requirements
E.g. – Capstone experience, internship, clinical requirements, field studies, foreign language skills as applicable

Credit Hours

Section sub-total:
Total minimum credit hours required for certificate 15

D. Minimum residency requirement
   How many hours of the certificate must be ASU credit?
   The nine core credits in the certificate must be taken at ASU. The transferability of credits from other institutions to fulfill the additional six required credits will be assessed on a case by case basis by the faculty coordinator in collaboration with the Herberger Institute Office of Student Success.

E. New Courses
   Provide a brief course description for each new course.
   HDA 420 Design and the Arts Business Administration: This is a design and the arts business seminar course that will cover core business principles for design or arts businesses such as human resources, legal issues, accounting, and finance. With each of these areas we will ask how these disciplines uniquely work within Design or Arts settings. We will investigate global business topics and discuss why ethics is integral to every design or arts business enterprise. The goal of this course is to provide you with a broad understanding of design or arts business activities and practices, allowing you to more effectively participate in business discussions in the future.

F. 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 faculty coordinator will oversee curriculum of the certificate while the Herberger Office of Student Success will assure registration and completion requirements are met. All students in the certificate program will be majors within the Herberger Institute for Design and the Arts. The Herberger Office of Student Success, which verifies the completion of all major requirements, will likewise verify completion of certificate courses. Herberger advisors will advise students to take the coursework in the order indicated in attached list.

B. Enrollment projections
What are enrollment projections for the next three years?

<table>
<thead>
<tr>
<th></th>
<th>1st Year</th>
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<td>Number of Students (Headcount)</td>
<td>10</td>
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<td>40</td>
</tr>
</tbody>
</table>

C. 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 new resources are needed to administer or offer the certificate.

D. 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.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Area(s) of Specialization as they relate to proposed certificate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linda Essig</td>
<td>Professor, School of Theatre and Film; Faculty Coordinator for the Certificate</td>
<td>Arts Entrepreneurship, Arts Management, Arts Policy;</td>
</tr>
<tr>
<td>Greg Bernstein</td>
<td>Professor of Practice, School of Theatre and Film</td>
<td>Arts Management, Legal Issues in the Arts</td>
</tr>
<tr>
<td>Deanna Swoboda</td>
<td>Assistant Professor, School of Music</td>
<td>Music Enterprise</td>
</tr>
<tr>
<td>Matt Lehrman</td>
<td>Faculty Associate, School of Art and School of Theatre and Film</td>
<td>Arts Policy, Arts Entrepreneurship, Arts Marketing</td>
</tr>
<tr>
<td>Tom Aberger</td>
<td>Clinical Assistant Professor, School of Theatre and Film</td>
<td>Theatre Management</td>
</tr>
</tbody>
</table>
# Proposal to Establish a New Undergraduate Certificate

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Field</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cyndi Coon</td>
<td>Faculty Associate, School of Art</td>
<td>Marketing for Artists</td>
</tr>
<tr>
<td>Richard Mook</td>
<td>Assistant Professor, School of Music</td>
<td>Community Music; Urban Music</td>
</tr>
<tr>
<td>Elizabeth Johnson</td>
<td>Staff, coordinator</td>
<td>Socially Engaged Practice in Design and the Arts</td>
</tr>
</tbody>
</table>

## 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.)

A. Proposed Certificate Name:
Arts Entrepreneurship

B. Description (150 words maximum)
Arts entrepreneurship is a trans-discipline that crosses and connects the traditional arts disciplines. A nascent field, arts entrepreneurship harnesses the skills and mindset of the entrepreneur to empower artists to create work that is meaningful, sustainable, and oriented to community and market need. Students across art, dance, design, film, music, and theatre disciplines will benefit from the business, marketing, and organizational skills offered by certificate courses as applied specifically to and within the arts.

C. Contact and Support Information
Building Name, code and room number: (Search ASU map) CDS 101D
Program office telephone number: (i.e. 480/965-2100) 480/965-4495
Program Email Address: herbergeradvising@asu.edu
Program Website Address: http://theatrefilm.asu.edu

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

The undergraduate certificate in arts entrepreneurship consists of 15 credits.

Nine credits are required: THP 352 Foundations of Arts Entrepreneurship (3); HDA 420 Design and the Arts Business Administration (3); and THP 452 Arts Entrepreneurship Seminar (3) as a culminating experience to the certificate program.

Three credits must be taken in an arts business area from among the following courses:
- ARA 396 Professional Practices for Artists (3)
- ARA 460 Gallery Exhibitions (3)
- DSC 394 Design Entrepreneurship & Society (3)
- FMP 417 Business Ethics in Entertainment (3)
- FMP 494 Business of Media Industries (3)
- MUE 494 Collaborative Entrepreneurship in the Arts (3)
- MUS 494 The Enterprising Musician (3)
- MUP 319 Advanced Audio Engineering in the Arts (3)
- THP 394 Management and the Arts (3)
- THP 450 Theatre Organization and Management (3)
or other course approved by the certificate program coordinator.

Three credits must be taken in an arts policy, community or social engaged arts course from among the following:
- ARS 494 Art and Politics (3)
- ARS 494 Arts and Public Policy (3)
- ARS 498 Public Art (3)
- HDA 310 Socially Engaged Practice (3)
- MHL 494 Music and Movement in Urban Culture (3)
- MUS 494 Music Product Creation and Development (3)
- THP 482 Theatre for Social Change (3)

A grade of C or better is required in all requirements.

Plan of study:
Semester 4: THP 352 Foundations of Arts Entrepreneurship (3), followed by application to the certificate program
Semester 5: HDA 420 Design and the Arts Business Administration (3);
Semester 6: Arts Business course from list above (3)
Semester 7: Arts Policy, Community or Socially Engaged Arts course from list above (3)
PROPOSAL TO ESTABLISH A NEW UNDERGRADUATE CERTIFICATE

Semester 8: THP 452 Arts Entrepreneurship Seminar (3). This course includes a significant final project that serves as a capstone for the certificate.

E. 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.

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

Note: Once students elect a campus or Online 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.

G. Campus/Locations:

Indicate all locations where this program will be offered.

☐ Downtown Phoenix ☐ Polytechnic ☑ Tempe ☐ West Other:
Heather,

The W. P. Carey School has no concerns with your proposed course, HDA 420. If you have any questions, please feel free to let me know.

Kay A. Faris  
Associate Dean  
W. P. Carey School of Business  
Arizona State University  
Tempe, AZ 85287-3406  
480-965-7587 (voice)  
480-965-3846 (fax)
20 December 2012

Dear Associate Dean Landes,

The faculty of the School of Theatre & Film has approved the proposed Undergraduate Certificate in Arts Entrepreneurship. As required by our bylaws, the Curriculum Committee reviewed, revised, and then approved the proposal.

The School of Theatre & Film has all resources necessary to support this new program.

Respectfully submitted,

[Signature]

School of Theatre and Film
PO Box 872002 Tempe, AZ 85287-2002
(480) 965-5337 Fax (480) 965-5351 http://theatrefilm@asu.edu
Subject: RE: Art Curriculum Comm Proposal
Date: Wednesday, November 7, 2012 3:17:19 PM Mountain Standard Time
From: Kathryn Maxwell
To: Stephani Woodson
CC: Adriene Jenik

Hello Stephani,

Sorry for the delay.

The School of Art approves of the Certificate in Arts Entrepreneurship.

We do have a comment and a suggestion for an additional course as well as a course number change that should be reflected in your paperwork.

* ARA 394 Marketing for Artists is now ARA 396 Professional Practices for Artists
  As noted on your paperwork, the current instructor for this course is an FA and hired semester to semester. So, this listed associate could change at any time.
  Currently the SOA runs 2 sections of this course and they are regularly filled by majors. Without additional resources, the SOA is unable to accommodate those students outside the major. Since this is a HIDA program, some HIDA differential funding or funding through the SOTF might be used to support another section?

*suggestions for an additional course as an option within the SOA for the certificate
  1. ARA 460 Gallery Exhibitions

Best,
Kathryn

Kathryn Maxwell
Associate Director for Academic Affairs
Professor of Printmaking

Arizona State University
School of Art
P.O. Box 871510
Tempe, AZ 85287-1505

480-727-0198

www.kmaxwell.net

From: Stephani Woodson
Sent: Tuesday, November 06, 2012 2:27 PM
To: Kathryn Maxwell
Cc: Adriene Jenik
Subject: Re: Art Curriculum Comm Proposal

Hello, I am checking in on the status of our proposal in the School of Art Curriculum Committee? Is there any further information you will need from us? Thanks, Stephani

From: Stephani Etheridge Woodson <swoodson@asu.edu>
Kathryn, Attached please find a proposed undergraduate certificate for your curriculum committee to look over and support (or not support).

I am pasting the cover letter (also attached) below. Linda Essig is the primary faculty contact but let me know if you have any questions. Thank you! Stephani

Dear Colleagues:

The School of Theatre and Film has initiated the process of establishing an undergraduate certificate in arts entrepreneurship. This certificate would require 15 credits of coursework, 9 of which are required and 6 of which must be chosen from two menus of options, an arts business menu and a community engagement menu. Because the menu options include courses from your unit, we are writing now to request your support for this proposal.

As you know, entrepreneurship in the general sense has been a focus of the university for at least the past five years, leading to the establishment of the Pave Program in Arts Entrepreneurship. Through Pave, students across all of the arts disciplines have had the opportunity to receive seed funding and mentorship and attend public programming. The undergraduate certificate is the natural outgrowth of the opportunities already available through Pave, including two of the required courses, THP352 Foundations of Arts Entrepreneurship and THP452 Arts Entrepreneurship Seminar as well as growing student interest in the topic. Only students in HIDA majors will be eligible for the certificate program. Thus, students can add the certificate to their existing programs of study without incurring additional time toward degree or cost. Further, students can use eligible courses to fulfill both their major requirements and the 6 credits of flexible coursework in the certificate. Thus, we do not anticipate that participating in the certificate program will unduly burden the resources of your department.

We have attached the certificate proposal, already unanimously approved by the School of Theatre and Film curriculum committee. We look forward to your comments and, especially, your letter of support for this initiative.

Best wishes,

Stephani Etheridge Woodson & Linda Essig

Dr. SE Woodson
Director, Theatre for Youth MFA and PhD Programs
School of Theatre & Film
PO BOX 872002
Arizona State University
Tempe AZ 85287-2002
Subject: Re: Music CC proposal

Date: Thursday, November 1, 2012 3:58:38 PM Mountain Standard Time

From: Jody Rockmaker
To: Stephani Woodson
CC: Heather Landes

Dear Dr. SE,

The School of Music Undergraduate Committee reviewed and approved your proposal for a certificate in arts entrepreneurship.

Dr. JD

**Jody Rockmaker**
Associate Director
Associate Professor of Music, Composition and Theory
Arizona State University School of Music
music.asu.edu

On Sep 30, 2012, at 2:18 PM, Stephani Woodson <swoodson@asu.edu> wrote:

Jody, Attached pleased find a proposed undergraduate certificate for your curriculum committee to look over and support (or not support).

I am pasting the cover letter (also attached) below. Linda Essig is the primary faculty contact but let me know if you have any questions. Thank you! Stephani

Dear Colleagues:

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The undergraduate certificate is the natural outgrowth of the opportunities already available through Pave, including two of the required courses, THP352 Foundations of Arts Entrepreneurship and THP452 Arts Entrepreneurship Seminar as well as growing student interest in the topic. Only students in HIDA majors will be eligible for the certificate program. Thus, students can add the certificate to their existing programs of study without incurring additional time toward degree or cost. Further,
students can use eligible courses to fulfill both their major requirements and the 6 credits of flexible coursework in the certificate. Thus, we do not anticipate that participating in the certificate program will unduly burden the resources of your department.

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Best wishes,

Stephani Etheridge Woodson & Linda Essig

Dr. SE Woodson  
Director, Theatre for Youth MFA and PhD Programs  
School of Theatre & Film  
PO BOX 872002  
Arizona State University  
Tempe AZ 85287-2002

On 9/30/12 9:31 AM, "Jody Rockmaker" <jody.rockmaker@asu.edu> wrote:

Yes, that would be me. Send away, Dr. SE.

Sent from my iPad

On Sep 30, 2012, at 8:59 AM, "Stephani Woodson" <swoodson@asu.edu> wrote:

Jody, are you the head of Music's curriculum committee? We have a proposed certificate in arts entrepreneurship that I need to send for approval and a letter of support (if approved). Should I send this to you? Thanks, Stephani

Dr. SE Woodson  
Director, Theatre for Youth MFA and PhD Programs  
School of Theatre & Film  
PO BOX 872002  
Arizona State University  
Tempe AZ 85287-2002
Hi Linda,

WPC entrepreneurial initiatives has no objection to the proposed certificate.

Good luck with it!

Sidnee

Dear Sidnee:

The Pave Program in Arts Entrepreneurship via the School of Theatre and Film is proposing an undergraduate certificate in arts entrepreneurship, the details of which follow. This certificate would be available only to students pursuing a major in the Herberger Institute for Design and the Arts. Our dean's office has requested an impact statement from WP Carey's entrepreneurship program. Please indicate either:

1. _____ Has no objection to proposed undergraduate certificate in arts entrepreneurship
2. _____ Objects to certificate proposal
3.  Reasons for objection:

Thank you in advance for your prompt response,

Linda

Professor Linda Essig
Director, Pave Program in Arts Entrepreneurship
Co-editor, Artivate.org
ASU School of Theatre and Film
PO Box 872002
Tempe AZ 85287
http://theatrefilm.asu.edu/initiatives/pave/
http://www.artivate.org
http://creativeinfrastructure.org/