(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.

Check Box Directions – To place an "X" in the check box, place the cursor on the left-side of the box, right click to open the drop down menu, select *Properties*, under *Default value*, select *Checked* and then select *Ok*.

ARIZONA STATE UNIVERSITY
PROPOSAL TO ESTABLISH A NEW GRADUATE DEGREE

This template is to be used only by programs that have received specific written approval from the University Provost's Office to proceed with internal proposal development and review. A separate proposal must be submitted for each individual new degree program.

DEGREE PROGRAM

College/School(s) offering this degree: Herberger Institute for Design and the Arts

Unit(s) within college/school responsible for program: Dean, Herberger Institute for Design and the Arts

If this is for an official joint degree program, list all units and colleges/schools that will be involved in offering the degree program and providing the necessary resources: N/A

> **Proposed Degree Name**: Creative Enterprise and Cultural Leadership
>
> **Master's Degree Type:** Master of Arts (MA)
>
> **Proposed title of major:** Creative Enterprise and Cultural Leadership

Is a program fee required? Yes ⊠ No ☐

Is the unit willing and able to implement the program if the fee is denied? Yes ☐ No ⊠

Requested effective term: Fall **and year:** 2016
(The first semester and year for which students may begin applying to the program)

PROPOSAL CONTACT INFORMATION
(Person to contact regarding this proposal)

Name: Linda Essig

Title: Professor
Director, Herberger Institute Enterprise and Entrepreneurship Programs

Phone: 7-8160

email: linda.essig@asu.edu

DEAN APPROVAL

This proposal has been approved by all necessary unit and College/School levels of review, and the College/School(s) has the resources to offer this degree program. I recommend implementation of the proposed degree program. (*Note: An electronic signature, an email from the dean or dean's designee, or a PDF of the signed signature page is acceptable.*)

College Dean name: _____

College Dean Signature _____ Date: _____

College Dean name: _____
(if more than one college involved)

College Dean Signature _____ Date: _____

ARIZONA STATE UNIVERSITY
PROPOSAL TO ESTABLISH A NEW GRADUATE DEGREE

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

DEGREE PROGRAM INFORMATION

Master's Type: MA
(E.g. MS, MA, MAS, PSM, or other)

Proposed title of major: Creative Enterprise and Cultural Leadership

---

1. **PURPOSE AND NATURE OF PROGRAM:**
   A. **Brief program description –**

   The MA in Creative Enterprise and Cultural Leadership empowers students to create the cultural jobs and creative opportunities of the future. Its design thinking pedagogy leads students to increase their capacity for interpersonal communication, public communication, opportunity recognition, network/systems thinking, problem recognition and creativity. Graduates will demonstrate ability in cultural leadership and knowledge of the creative industries, distribution of creative products, the creative process and management of innovation in creative industries.

   B. **Will concentrations be established under this degree program?** ☐ Yes   ☒ No

2. **PROGRAM NEED -** Explain why the university should offer this program (include data and discussion of the target audience and market).

   Recent data from the Strategic National Arts Alumni Project (SNAAP) indicates that there is an entrepreneurial "skills gap" among art and design graduates that can be met by this program. For example, the national SNAAP survey of over 100,000 art and design graduates indicates that while 77% of architecture graduates and 75% of fine arts graduates believe entrepreneurial skills to be somewhat or very important, only 24% and 21% respectively gained the necessary entrepreneurial knowledge and skills as undergraduates. In a recent survey of Herberger Institute undergraduates, 58% of respondents (n=190) indicated they were interested or potentially interested in the program described here. The program capitalizes on ASU's existing strengths in both arts and design entrepreneurship via the nationally recognized Pave Program and Innovation Space, respectively. The Pave Program, winner of the Excellence in Specialty Entrepreneurship Education award, has supported three dozen student teams who have developed arts enterprises in an experiential learning format. Innovation Space employs design-thinking methodology to solve real-world design challenges. Students in the proposed program will make significant contributions to the collaborative teams that engage with these existing opportunities.

3. **IMPACT ON OTHER PROGRAMS -** Attach any letters of collaboration/support from impacted programs. (see Checklist coversheet).

   In addition to new and existing courses offered in the Herberger Institute for Design and the Arts, the new MA program in Creative Enterprise and Cultural Leadership will also include in its menu of course options social entrepreneurship, nonprofit leadership, and public leadership currently offered by the College of Public Service and Community Service. Letters from the directors of the School of Community Resources and Development and School of Public Administration are attached.

4. **PROJECTED ENROLLMENT -** How many new students do you anticipate enrolling in this program each year for the next five years? Please note, The Arizona Board of Regents (ABOR) requires nine masters and six doctoral degrees be awarded every three years. Thus, the projected enrollment numbers must account for this ABOR requirement.

5-YEAR PROJECTED ANNUAL ENROLLMENT					
Please utilize the following tabular format.	**1st Year**	**2nd Year** (Yr 1 continuing + new entering)	**3rd Year** (Yr 1 & 2 continuing + new entering)	**4th Year** (Yrs 1, 2, 3 continuing + new entering)	**5th Year** (Yrs 1, 2, 3, 4 continuing + new entering)
Number of Students Majoring (Headcount)	15	35	50	60	60

5. **STUDENT LEARNING OUTCOMES AND ASSESMENT:**
   A. **List the knowledge, competencies, and skills** students should have attained by graduation from the proposed degree program. (You can find examples of program Learning Outcomes at (http://www.asu.edu/oue/assessment.html).

   Graduates of the MA Program in Creative Enterprise and Cultural Leadership:
   1. will be able to identify challenges to and opportunities for success in the creative industries.
   2. will be able to apply design thinking to the development of creative enterprise(s).
   3. will demonstrate knowledge of the creative process and distribution of creative products.
   4. demonstrate capacity for collaboration in and leadership of teams.

   B. **Describe the plans and methods to assess** whether students have achieved the knowledge, competencies and skills identified in the Learning Outcomes. (You can find examples of assessment methods at (http://www.asu.edu/oue/assessment.html).

   Outcome #1. A) 80% of students will earn a grade of B or better on the final project in HDA 512, Strategy: Problem Identification and Opportunity Recognition in the Creative Industries, which requires students to define a cultural "problem" and propose a specific solution. B) 80% of students will earn a grade of B or better on a needs analysis or feasibility assessment in a "Creative Enterprise Development" course.
   Outcome #2. A) 80% of students will earn a grade of B or better on the enterprise proposal required in the HDA 512 Strategy: Problem Identification and Opportunity Recognition in the Creative Industries course. B) 80% of students will launch a creative enterprise as the culmination of their course of study in their Applied Project course, HDA 593
   Outcome #3. A) 80% of students will earn grades of B or better on the final project for HDA 511 Leadership in the Creative Industries. B) 80% of students will earn grades of B or better on the final exam for HDA 522 Media Literacy and Distribution.
   Outcome #4. A) Students will complete collaborative project in GRA 501 Creative Enterprise and Cultural Leadership. B) 80% of students will complete a course in leadership with a grade of B or better.

6. **ACCREDITATION OR LICENSING REQUIREMENTS (if applicable):** Provide the names of the external agencies for accreditation, professional licensing, etc. that guide your curriculum for this program, if any. Describe any requirements for accreditation or licensing.

   N/A

7. **FACULTY, STAFF, AND RESOURCE REQUIREMENTS:**
   A. **Faculty**
      i. **Current Faculty -** List the name, rank, highest degree, area of specialization/expertise and estimate of the level of involvement of all current faculty members who will teach in the program.

- Steven J. Tepper, Dean and Professor, Herberger Institute for Design and the Arts, PhD, sociology of culture
- Linda Essig, Professor, PhD, MFA, arts entrepreneurship and arts management; lighting design; and program director
- Greg Bernstein, Associate Professor, JD/MFA, film Distribution; legal issues in the arts
- William Heywood, Asst Clinical Professor, PhD, collaborative environments
- John Takamura, Associate Professor, MSD, design entrepreneurship
- Deanna Swoboda, Assistant Professor, DMA, music product development
- Loren Olson, Assistant Clinical Professor, media systems
- Alexandre Frenette, Post-Doctoral Scholar, PhD, sociology of creativity; work in the creative industries

   ii. **New Faculty -** Describe the new faculty hiring needed during the next three years to sustain the program. List the anticipated hiring schedule and financial sources for supporting the addition of these faculty members.

   Associate Professor to teach core courses HDA511, HDA512 and HDA 522 and team teach HDA 511 and 512. Search to be conducted and completed FY17 for a Fall 2017 start date. Funding for the new faculty positions is from Herberger Institute and anticipated headcount and FTE growth.

   iii. **Administration of the program -** Explain how the program will be administered for the purposes of admissions, advising, course offerings, etc. Discuss the available staff support.

   Professor Linda Essig serves as faculty program director until additional permanent faculty are hired FY17. The program is governed by a cross-institute faculty committee consisting of professors Deanna Swoboda, John Takamura, Loren Olsen, and post-doctoral scholar Alexandre Frenette. This committee serves as the graduate admissions committee for the program.

   Nyomi Gruber is the Program Coordinator Senior hired to oversee administrative processes of the program including admissions, scheduling, coordination of offerings and so on.

B. **Resource requirements needed to launch and sustain the program:** Describe any new resources required for this program's success such as new staff, new facilities, new library resources, new technology resources, etc.

No additional facilities, resources, or technology are needed to support the program. Office space for the program has already been provided by the Herberger Institute.

One new faculty member to be hired FY17 based on FTE enrollment growth in FY16

Guest speaker expenses and student research/project expenses -- these are offset by a gift from the Mike Curb Family Foundation.

8. **COURSES:**
   A. **Course Prefix(es):** Provide the following information for the proposed graduate program.
      i. Will a new course prefix(es) be required for this degree program?
          Yes ☐ No ☒

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

- **HDA 511 Leadership in the Creative Industries** - 1 credit; This course introduces students to the creative industries construct and principles of leadership as applied within and affecting through curated interaction with leaders in the field. At the conclusion of this course, students will be able to identify the characteristics of the creative industries sector and describe the opportunities and challenges faced by its leaders.

- **HDA 512 Strategy: Problem Identification and Opportunity Recognition in the Creative Industries** - 2 credits; Through a combination of short lectures and collaborative exercises, students in this first semester complement to HAD 511 will learn to identify challenges and opportunities for entrepreneurial interventions in the creative industries and arts and culture sectors. At the conclusion of this course students will be able to appraise internal and external conditions in order to identify problems and articulate opportunities in the arts and culture sector or creative industries. The final project for the course will serve as the backbone for the applied project prospectus. This course is team taught by faculty from Herberger Institute for Design and the Arts and W. P. Carey School of Business.

- **HDA 513 Creativity and Design Thinking** – 3 credits; Through creativity studies and design thinking methodology, this course activates students' abilities as creative thinkers and problem solvers for the cultural and creative industries through short lectures and collaborative workshop activities. At the conclusion of this course students will understand creativity as a cognitive process and the factors that support the generation of novel ideas; will connect the process of creativity to the specific exigencies of the cultural and creative industries; will develop design thinking skillsets as ethnographers, visual thinkers, strategists, and storytellers; will untangle the complexities of related policy and explore innovative ways to create real impact; will apply what they have learned to cultural challenges about which they are passionate.

- **HDA 521 Arts, Culture, and the Economy** - 3 credits; Taught in a hybridized format by the dean of the Herberger Institute, Steven J. Tepper, the course covers issues of the economics of arts and culture; role of art, design, and media in society. Specifically, the courses addresses issues of intellectual property, pricing of arts and cultural products, the role of the artist in a changing economy, creative placemaking, and inequality in the cultural economy.

- **HDA 522 Media Literacy and Distribution** - 3 credits; This course addresses the impact that digital distribution has had on traditional media business models and the way media and our culture are changing because of it. It also looks at the way in which the creative industries are adapting to this change in the media landscape. Which companies are approaching the challenges with fresh ideas, and which ones are struggling to adapt? The course has three distinct sections: content literacy; production and distribution metrics; economic and cultural implications. At the conclusion of this course students will appraise media content thoroughly and thoughtfully; will demonstrate the various means, methods, and metrics employed in the distribution of media; will explain media distribution business structures.

<div align="center">

APPENDIX I
OPERATIONAL INFORMATION FOR GRADUATE PROGRAMS
(This information is used to populate the <u>Graduate Programs Search</u>/catalog website.)

</div>

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

The MA in Creative Enterprise and Cultural Leadership empowers students to create the cultural jobs and creative opportunities of the future. Its design thinking pedagogy leads students to increased capacity for interpersonal communication, public communication, opportunity recognition, network/systems thinking, problem recognition and creativity. Graduates will demonstrate ability in cultural leadership and knowledge of the creative industries, distribution of creative products, the creative process and management of innovation in the creative industries.

Breakdown of requirements for the academic catalog:

Core (15)
    HDA 511 Leadership in the Creative Industries (1)
    HDA 512 Strategy: Problem Identification and Opportunity Recognition in the Creative
        Industries (2)
    HDA 513 Creativity and Design Thinking (3)
    HDA 521 Arts, Culture, and the Economy (3)
    HDA 522 Media Literacy and Distribution (3)
    GRA 501 Creative Environment and Collaborative Leadership (3)
Electives or Research (9)*
    Creative Enterprise Development Elective (3)
    Leadership Elective (3)
    Other approved elective (3)
Other Requirement (1)
    HDA 583 Fieldwork (1)
Culminating Experience (6)
    HDA 593 Applied Project (6)

*Note that electives are approved either in consultation with the student's committee or the program director.

2.   **Campus(es) where program will be offered:**
    (Please note that Office of the Provost approval is needed for ASU Online campus options.)

☐   **ASU Online only (all courses online)**

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

☒   Downtown   ☐   Polytechnic
☒   Tempe   ☐   West

☐   **Both** on-campus **and** ☐ ASU Online **(*) -** (Check applicable campus from options listed.)

    (*) Please note: Once students elect a campus option, students will not be able to move back and forth between the on-campus (in-person) or hybrid options and the ASU Online campus option.

3. **Admission Requirements:**

Degree: Minimum of a bachelor's degree in an arts, design, or in business, public policy, or related discipline from a regionally accredited College or University.

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: The English proficiency requirements are the same as the Graduate Education requirement. (see Graduate Education requirement http://graduate.asu.edu/admissions/international/english_proficiency): ☒ **Yes** ☐ **No**

Foreign Language Exam:
Foreign Language Examination(s) required? ☐Yes ☒No

Required Admission Examinations: ☒GRE ☐GMAT ☐Millers Analogies ☐ None required
(Select all that apply.)

Letters of Recommendation: ☒Yes ☐No

Letter of intent: Applicants are required to submit a letter of intent outlining their reasons for choosing to pursue an MA in Creative Enterprise and Cultural Leadership and outlining how their unique background and abilities make them a suitable candidate.

Resume: Applicants are required to submit a professional resume

4. **Application Review Terms (if applicable Session):** Indicate all terms for which applications for Admissions are accepted and the corresponding application deadline dates, if any:

☒ Fall (regular)   (year): 2016

☒ Spring (regular)   (year): 2017

☐ Summer I   (year):

☐ Summer II   (year):

Note: Applications will roll every fall and spring terms after this.

5. **Curricular Requirements:**
(Please expand tables as needed. Right click in white space of last cell. Select "Insert Rows Below")

5A. Will concentrations be established under this degree program? ☐ Yes ☒ No

5B. Curricular Structure:

Required Core Courses for the Degree			Credit Hours
(Prefix & Number)	(Course Title)	(New Course?) Yes or No?	(Insert Section Sub-total) 15
HDA 511	Leadership in the Creative Industries	Yes	1
HDA 512	Strategy: Problem Identification and Opportunity Recognition in the Creative Industries	Yes	2

HDA 513	Creativity and Design Thinking	Yes	**3**
HDA 521	Arts, Culture, and the Economy	Yes	**3**
HDA 522	Media Literacy and Distribution	Yes	**3**
GRA 501	Creative Environment and Collaborative Leadership	No	**3**

Elective or Research Courses *(as deemed necessary by supervisory committee)*			**Credit Hours** **(Insert Section Sub-total)**
(Prefix & Number)	**(Course Title)**	**(New Course?) Yes or No?**	**9**
Creative Enterprise Development course elective chosen from the following: DSC 598 Topic: Design Entrepreneurship; THP 552 Arts Entrepreneurship; NLM 562 Social Entrepreneurship, or courses with unit approval		No	3
Leadership course elective chosen from the following: THP 551 Arts Management; PAF 503 Public Affairs; NLM 540 Strategic Nonprofit HR Management; or other courses with a leadership focus with unit approval		No	3
Other approved electives*			3
*Note that electives are approved either in consultation with the student's committee or the program director.			
Culminating Experience *E.g. - Capstone course, applied project, **thesis** (**masters only** – 6 credit hours) or **dissertation** (**doctoral only** – 12 credit hours) as applicable*			**Credit Hours** **(Insert Section Sub-total)** **6**
HDA 593 Applied Project			**6**
Other Requirements *E.g. - Internships, clinical requirements, field studies as applicable*			**Credit Hours** **(Insert Section Sub-total)** **1**
HDA 583 Fieldwork			**1**
Total required credit hours			**31**

- List all required core courses and total credit hours for the core (required courses other than internships, thesis, dissertation, capstone course, etc.)**.**
- Omnibus numbered courses cannot be used as core courses.
- Permanent numbers must be requested by submitting a course proposal to Curriculum ChangeMaker for approval. Courses that are new, but do not yet have a new number can be designated with the prefix, level of the course and X's (e.g. ENG 5XX or ENG 6XX).

6. **Comprehensive Exams:**

Master's Comprehensive Exam (when applicable), please select the appropriate box.

(Written comprehensive exam is required)

☒ Oral comprehensive exam is required – in addition to written exam

☐ No oral comprehensive exam required - only written exam is required

7. **Allow 400-level courses:** ☒ **Yes** ☐ **No** (No more that 6-credit hours of 400-level coursework can be included on a graduate student plan of study.)

8. **Committee:** Required Number of Thesis or Dissertation Committee Members (must be at least 3 including chair or co-chairs): 3

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

   Creative Enterprise; Cultural Leadership; Design Thinking;

10. **Area(s) of Interest**

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

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

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

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

11. **Contact and Support Information:**

Office Location (Building & Room):	West Hall Room 266
Campus Telephone Number:	480-727-6639
Program email address:	herbergeradmissions@asu.edu
Program website address:	https://entrepreneur.herbergerinstitute.asu.edu/curb-enterprise-leadership
Program Director (Name):	Linda Essig
Program Director (ASU ID):	lessig
Program Support Staff (Name):	Nyomi Gruber
Program Support Staff (ASU ID):	ngruber
Admissions Contact (Name):	Nyomi Gruber
Admissions Contact (ASU ID):	ngruber

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

Name	ADMSN	POS
Nyomi Gruber	x	x

APPENDIX II
Support Letters

Herberger Institute for Design and the Arts – Official Submission

From: Jennifer Setlow
Sent: Monday, December 21, 2015 9:58 AM
To: Curriculum Planning
Cc: Amanda Morales-Calderon
Subject: FW: MA proposal

Good morning,

We have received permission on the academic plan to move forward with this proposal. Please let me know if there are any questions or concerns.

Thank you,
Jen

Jennifer Setlow
Associate Dean for Students

ASU Herberger Institute for Design and the Arts
Dixie Gammage Hall, Rm. 132
PO Box 872102
Tempe, AZ 85287-2102
p: 480.965.0050
f: 480.727.6529

ASU Herberger Institute
FOR DESIGN AND THE ARTS
ARIZONA STATE UNIVERSITY

Memorandum

Date: October 22, 2015

To: Mark Searle, Provost of the University

From: Steven Tepper, Dean of the Herberger Institute for Design and the Arts

Re: Proposal for MA in Creative Enterprise and Cultural Leadership

I have reviewed the attached proposal for the MA in Creative Enterprise and Cultural Leadership, including the 4+1 proposal. These proposals have been reviewed and approved by the Herberger Institute Graduate Curriculum Committee, and have the full support of all schools in Herberger.

The establishment of this program will allow ASU to bring in a new group of students interested in exploring arts and design entrepreneurship at the graduate level, as well as providing an opportunity for ASU undergraduates to move seamlessly into a master's program that will prepare them to shape the future of the creative industries.

My signature on the proposal indicates my support and approval for the establishment of this new degree.

ASU Herberger Institute
FOR DESIGN AND THE ARTS
ARIZONA STATE UNIVERSITY

Memorandum

Date: October 22, 2015

To: Jennifer Setlow, Associate Dean

From: Linda Essig, Director of Enterprise and Entrepreneurship Programs

Re: Proposal for MA in Creative Enterprise and Cultural Leadership

Attached please find the proposal for the MA in Creative Enterprise and Cultural Leadership. This proposal was developed and approved by a cross-institute committee of faculty following a year-long process of research, conceptualization, and design, and subsequently approved by the Herberger Institute Curriculum Committee.

This new degree will position the Herberger Institute on the vanguard of creative industries education for the twenty-first century. I enthusiastically support its implementation.

Subject: FW: New Herberger programs
Date: Tuesday, August 11, 2015 at 8:56:57 AM Mountain Standard Time
From: Linda Essig
To: Linda Essig

From: Amy Hillman <AMY.HILLMAN@asu.edu>
Date: Wednesday, August 5, 2015 at 1:42 PM
To: Linda Essig <Linda.Essig@asu.edu>
Cc: Doris Waxberg <Doris.Waxberg@asu.edu>, Craig Barton <Craig.Barton@asu.edu>
Subject: Re: New Herberger programs

Hi Linda,

The W. P. Carey School of Business has no objections to the new MA in Creative Enterprise and Cultural Leadership as proposed. Team teaching the strategy course would be very interesting, thanks for including us in that.

[communication unrelated to the MA program redacted]

Amy

Amy Hillman, PhD
Dean | Rusty Lyon Chair of Strategy
Arizona State University | W. P. Carey School of Business
amy.hillman@asu.edu | (480) 965-3402

ASU **School of Community Resources & Development**
ARIZONA STATE UNIVERSITY

School of Community Resources and Development | College of Public Service & Community Solutions
411 N. Central Avenue, Suite 550 | Phoenix, AZ 85004-0685 | p 602.496.0550 | f 602.496.0953 | scrd.asu.edu

July 22, 2015

Linda Essig, PhD
Director of Enterprise and Entrepreneurship Programs
Herberber Institute for Design and the Arts
Arizona State University

Dear Dr. Essig,

This letter is to confirm our support for the proposed MA in Creative Enterprise and Cultural Leadership program. We understand that this MA program will include NLM courses (e.g. NLM 540, NLM 562) as electives under the enterprise development and leadership topic areas. We acknowledge that students have the choice to take our courses or not.

We look forward to having your students in our classes and are very pleased to have this partnership with the Herberger Institute.

Sincerely,

Dr. Kathleen Andereck
Professor and Director, School of Community Resources and Development

School of Public Affairs - Impact Statement

Subject: RE: MA in Creative Enterprise and Cultural Leadership

Date: Thursday, June 25, 2015 at 5:35:15 PM Mountain Standard Time

From: Karen Mossberger

To: Linda Essig

Dear Linda —

I have reviewed your proposal to establish a new degree for the MA in Creative Enterprise and Cultural Leadership. The School of Public Affairs supports the inclusion of PAF 503 (Introduction to Public Affairs) or any of our PAF leadership courses to fulfill options for the study of leadership as part of this degree.

We look forward to collaborating with you on this new degree program.

Best,

Karen Mossberger