



PROPOSAL TO ESTABLISH A NEW GRADUATE CERTIFICATE

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. The graduate certificate enables the university to respond to societal needs while promoting university cooperation with corporate, industrial, and professional communities.

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.

GRADUATE CERTIFICATE

College/School: Herberger Institute for Design and the Arts

Note: Program ownership is coded at the College/School level first and may not be a center, department or division apart from it.

Department/Division/School: School of Music

Proposing faculty group (if applicable):

Name of proposed graduate certificate: Music Entrepreneurship

Is a program fee required? No, a program fee is not required.

Note: for more information about program fee requests, visit <https://provost.asu.edu/curriculum-development/changemaker/form-instructions#fees>

Is the unit willing and able to implement the program if the fee is denied? Not applicable.

Requested effective term and year: Spring 2020

(The first semester and year for which students may begin applying to the certificate)

Delivery method and campus or location options: *select all locations that apply*

Downtown Polytechnic Tempe Thunderbird West Other:
Phoenix

Both on-campus and ASU Online* - (check applicable campus(es) from options listed above)

ASU Online only (all courses online and managed by ASU Online)

Note: Once students elect a campus or Online option, students will not be able to move between the on-campus and the ASU Online options. Approval from the Office of the University Provost and Philip Regier (Executive Vice Provost and Dean) is required to offer programs through ASU Online. Please complete the ASU Online Offering form in [Curriculum ChangeMaker](#) to begin this request. Prior to completing the online Curriculum ChangeMaker form, please contact EdPlus at asuonline@asu.edu who can provide you with additional information regarding the online request process.

Do Not Fill in this information: Office Use Only

Plan Code:

CIP Code:



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PROPOSAL CONTACT

Name: Heather Landes **Title:** Director
Phone number: 480-727-6222 **Email:** heather.landes@asu.edu

DEAN APPROVAL(S)

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 certificate 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/School/Division Dean name: Steven Tepper

Signature:

A handwritten signature in black ink, appearing to read "S. Tepper", written over a light blue horizontal line.

Date: 1/14/19

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 (two readings), 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.

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 Music Entrepreneurship graduate certificate program will welcome and accommodate all university graduate and non-degree students (music majors and non-majors with a background in music) who are interested in exploring the business of the music industry in an entrepreneurial context. The music industry is undergoing enormous changes in how content is produced, distributed, and consumed, and musicians must go beyond traditional music skill sets in order to be prepared for the vast opportunities inherent in the changing marketplace. While students in other programs at ASU explore marketing, finance, small business organization, business plan development, arts management, etc., music entrepreneurship certificate students will benefit from a menu of courses designed for musicians seeking to develop entrepreneurial skills and an understanding and synthesis of these skills from a music perspective. The Music Entrepreneurship certificate will provide students the skills and tools necessary to create sustainable careers in the 21st century. The culminating experience of the music entrepreneurship certificate program includes an internship (music entrepreneurship fieldwork). Students are advised and guided to identify an experience that matches their career interests and goals and that provides an opportunity to meet and work with music industry leaders while identifying potential career paths.

The certificate program relates to existing ASU programs including the Watts College of Public Service and Community Solutions graduate certificate in Non-Profit Leadership and Management as well as the Herberger MA in Creative Enterprise and Cultural Leadership. Elective courses for the graduate music entrepreneurship certificate may be selected from applicable Herberger Institute for Design and the Arts courses, Watts College courses, and courses from the Thunderbird School of Global Management. The certificate is intended to complement other programs by offering more focused study in music entrepreneurship. Other universities that specifically offer a graduate certificate in music entrepreneurship include University of Missouri and Ball State University. Those programs include courses in arts marketing, grant writing, non-profit management, and leadership. The University of Colorado Boulder's College of



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Music Entrepreneurship Center for Music offers a menu of graduate entrepreneurship elective courses and workshops. The ASU graduate music entrepreneurship certificate offers similar courses and includes flexible elective choices based on the student's needs, passions, interests and desires.

2. ADMINISTRATION AND RESOURCES

A. Administration

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 faculty coordinator will oversee curriculum of the certificate while the School of Music Faculty Mentor for Graduate Plans of Study will assure registration and completion requirements are met. Students enrolled in the certificate program will be music majors or non-music majors with a background in music. The Faculty Mentor verifies the completion of all degree requirements, and will likewise verify completion of certificate courses. The faculty coordinator will advise students on coursework as indicated in section 4.D. The coordinator will assist students with course selection based on their interests and goals for the certificate. Students will have flexibility when choosing elective coursework and may petition to substitute an elective not on the list in section 4.D. The petition must include a justification for the inclusion of the course that the coordinator reviews and approves. The coordinator will review the curriculum each year and may add additional electives as other courses that may be beneficial are added to the ASU catalog.

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. 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.

none

C. Projected Enrollment:

How many new students do you anticipate enrolling in this program each year for the next three years?

3-YEAR PROJECTED ANNUAL ENROLLMENT			
Please utilize the following tabular format	1 st Year	2 nd Year (Yr. 1 continuing + new entering)	3 rd Year (Yr. 1 & 2 continuing + new entering)
Number of students in certificate (Headcount)	10	20	40

3. STUDENT LEARNING OUTCOMES AND ASSESSMENT

- A. **List the knowledge, competencies and skills** students should have attained by graduation from the proposed degree program. (Examples of program Learning Outcomes can be found at <https://uoeee.asu.edu/>. Go to the Assessment accordion dropdown and select Assessment Plan to view sample outcomes.)



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- Outcome I: Students will employ advanced understanding of an Entrepreneurial Mindset including current business best practices and quality in artistic product
- Outcome II: Students will utilize current understandings of best business practices in the music industry.

B. Describe the plans and methods to assess whether students have achieved the knowledge, competencies and skills identified in the Learning Outcomes listed above. Please list measures and scales for each outcome. (You can find examples of assessment methods at <https://uoeee.asu.edu/>. Go to the Assessment accordion dropdown and select Assessment Plan to view sample measures.)

Measure 1.1 Students must pass a Final Project in MUP 538

Performance Criteria 1.1: At least 80% of all students will earn a grade of B- or better on the final collaborative project in MUP 538.

Performance criteria 1.2: At least 80% of all students will earn a grade of B- or better on the community civic duo project in MUP 538.

Measure 2.1 Students must successfully complete a Music Entrepreneurship Internship

Performance Criteria 2.1: At least 80% of all students will earn a grade of B- or better on the reflective journal required in MUP 584.

Performance Criteria 2.2: At least 80% of all students will earn a grade of B- or better on their supervisor internship project completion assessment form and exit interview required in MUP 584.

4. ACADEMIC REQUIREMENTS

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

15 credit hours

B. As applicable, please describe culminating experience if required (e.g., applied project, portfolio, capstone course, etc.)

Not applicable.

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

All coursework used to complete an ASU graduate certificate must be completed with a grade of C or better (maintaining a 3.0 in the cumulative, graduate and iPOS GPA's) within a six-year time limit, maintaining continuous enrollment.

D. Will this proposed certificate program allow sharing of credit hours from another ASU degree program to be used as part of this certificate program? (Please note that a maximum of 12 graduate-level credit hours taken as a non-degree student at ASU, including as a part of a certificate program, may be used towards a future graduate degree at ASU. No more than 40% of coursework towards the requirements of a graduate certificate can be completed prior to admission to the certificate program.)

Yes, sharing of credit hours may be permitted.



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E. 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.

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

The music entrepreneurship certificate is designed with flexibility in mind. All students will complete MUP 538 and, in consultation with the faculty coordinator, will determine three electives based on their interests and goals for the certificate. The elective list below includes suggestions that faculty have determined will be useful for a music entrepreneur.

Required Core Courses for the Certificate			
Prefix and Number	Course Title	New Course?	Credit Hours
MUP 538	The Enterprising Musician	No	3
<i>Section sub-total:</i>			3
Suggested Elective Courses: Choose three from: <i>(as deemed necessary by supervisory committee)</i>			
Prefix and Number	Course Title	New Course?	Credit Hours
MUP 539	Music Product Creation and Development	No	3
MSC 551	Popular Music Industry Studies I	Yes	3
MSC 552	Popular Music Industry Studies II	Yes	3
NLM 520	Financial and Resource Management	No	3
NLM 562	Social Entrepreneurship	No	3
NLM 572	Community and Social Innovations	No	3
TGM 598	Start-Up Investing	No	3
TGM 598	Topic: The Global Business Plan	No	3
HDA 598	Topic: Creating Sustainable Experiences	No	3
HDA 511	Leadership in the Creative and Cultural Industries	No	3
<i>Section sub-total:</i>			9
Other Requirements			Credit Hours
<i>E.g. – internships, clinical requirements, field studies, foreign language exam as applicable</i>			
MSC 584: Internship (Music Entrepreneurship Fieldwork)			3
<i>Section sub-total:</i>			3
Total required credit hours			15

1. List all required core courses and total credit hours for the core (required courses other than internships, capstone course, etc.).
2. Omnibus numbered courses cannot be used as core courses.
3. Permanent numbers must be requested by submitting a course proposal to Curriculum ChangeMaker for approval.



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F. Current Faculty: Complete the table below for all current faculty members who will teach in the program.

Name	Rank	Highest Degree	Area of Specialization/Expertise	Estimated Level of Involvement
Deanna Swoboda	Associate Professor	DMA	Music Enterprise	Oversees internship; teaches core course and 1 elective
TBD	TBD	TBD	Popular Music Industry Studies I and II	Teaches 2 music industry courses
Laurie Mook	Associate Professor	PhD	Adult Education and Community Development	Elective course
Gordon Shockley	Associate Professor	PhD	Public Policy	Elective course
Gary Gibbons	Clinical Associate Professor	PhD	Thunderbird School of Global Management	Elective Course
Sandra Price	Lecturer	PhD	Public Administration	Elective course

5. COURSES

A. New Courses Required for Proposed Certificate: Provide course prefix, number, title, credit hours and brief description for any new courses required for this certificate program.

MSC 551 - Popular Music Industry Studies I (3 credit hours) - is designed to familiarize students with an overview of the popular music industry, business, law and operations while contextualizing and including aspects of its history and development. This is accomplished through the study of the production of various popular and traditional music styles, specifically in the United States. Additionally, students will study the music and the musicians of popular music throughout history and learn to recognize and apply aspects of creativity and innovation when developing a new product or business venture.

MSC 552 - Popular Music Industry Studies II (3 credit hours) - is designed to familiarize students with aspects of starting and operating a business in the music industry. Students will learn how to start a music production label, how to market new talent and how to release and promote their own music using up-to-date on and offline promotion and marketing tools.

6. REQUIRED SUPPORTING DOCUMENTS

(Please label accordingly, i.e., Appendix or Attachment A, B, etc.)

Please include the following with your proposal:

- A.** Statements of support from all deans
- B.** Impact statements of heads of impacted academic units (programs with similar names/content, utilizing courses, faculty, etc.)

See attached statements from:

Kay Faris, Senior Associate Dean, W. P. Carey School of Business

William Terrill, Interim Associate Dean, Watts College of Public Service and Community Solutions

Lena Booth, Associate Dean, Thunderbird School of Global Management



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APPENDIX I

OPERATIONAL INFORMATION FOR GRADUATE CERTIFICATES

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

1. **Proposed name of certificate:** Music Entrepreneurship

2. **Marketing description** *(Optional - 50 words maximum. The marketing description should not repeat content found in the program description.)*

Have you ever wondered about how to make it in the music business? The Music Entrepreneurship Certificate program provides you with the necessary tools and develops the music business and organizational skills and entrepreneurial mindset you need to be a highly successful working musician.

3. **Provide a brief program description** *(Catalog type (i.e. will appear in Degree Search) – no more than 150 words. Do not include any admission or curriculum information)*

Music Entrepreneurship is a discipline that intersects the traditional music disciplines. Music entrepreneurship harnesses the skills and mindset of the entrepreneur to empower musicians to create work that is meaningful, sustainable and oriented to community and market need. Students in music or students with a background in music will benefit from the business, marketing, and organizational skills offered by certificate courses as applied specifically to and within the arts.

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

5. **Campus(es) where program will be offered:**

ASU Online curriculum consists of courses that have no face-to-face content. iCourses are online courses for students in on-campus programs. iCourses may be included in a program, but may not comprise the entirety of a program. On-campus programs must have some face-to-face content

Note: Office of the Provost approval is needed for ASU Online campus options.

ASU Online only (all courses online and managed by ASU Online)

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

Downtown Phoenix Polytechnic Tempe West Other: _____

Both on-campus and ASU Online* - (check applicable campus(es) from options listed above)

**Note: Once students elect a campus or Online option, students will not be able to move between the on-campus and the ASU Online options. Approval from the Office of the University Provost and [Philip Regier](#) (Executive Vice Provost and Dean) is required to offer programs through ASU Online. Please complete the ASU Online Offering form in [Curriculum ChangeMaker](#) to begin this request. Prior to completing the online Curriculum ChangeMaker form, please contact EdPlus at asuonline@asu.edu who can provide you with additional information regarding the online request process*

If the certificate program is ground only, it will only be open to international students who are already enrolled in a degree program at ASU and they must complete the certificate before the degree is awarded. If this certificate is ground only, please indicate this in the additional application information below.

6. **Admission Requirements**

An applicant must fulfill the requirements of both the Graduate College and the Herberger Institute for Design and the Arts.



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Applicants are eligible to apply to the program if they have earned a bachelor's or master's degree in music or related field, from a regionally accredited institution, or can demonstrate a background in music.

Applicants must have a minimum of a 3.00 cumulative GPA (scale is 4.00 = "A") in the last 60 hours of a student's first bachelor's degree program, or applicants must have a minimum of a 3.00 cumulative GPA (scale is 4.00 = "A") in an applicable master's degree program.

Applicants are required to submit:

1. graduate admission application and application fee
2. official transcripts
3. written statement
4. interview
5. proof of English proficiency

Additional Application Information

Applicants whose native language is not English (regardless of current residency) must provide proof of English proficiency.

International students who need an F1 or J1 visa will need to first apply to and be accepted into a graduate degree program prior to being considered for the certificate program. International students residing in the USA on other types of visas must adhere to all Graduate College policies and procedures regarding admission be considered for admission to this certificate program.

Applicants may be admitted to the certificate by submitting a statement of interest outlining their music background and personal goals. Applicants will also interview with program faculty to demonstrate their music-related skills.

7. Application Review Terms (if applicable session):

Indicate the first term and year in which applications will be opened for admission. Applications will be accepted on a rolling basis after that time.

Note: It is the academic unit's responsibility to display program deadline dates on their website.

Terms	Years	University Late Fee Deadline
<input checked="" type="checkbox"/> Fall (regular) <input type="checkbox"/> Session B	(year): 2020 (year):	July 1st October 1st
<input checked="" type="checkbox"/> Spring (regular) <input type="checkbox"/> Session B	(year): 2020 (year):	December 1st February 8th
<input type="checkbox"/> Summer (regular) <input type="checkbox"/> Summer B	(year): (year):	May 14th May 14th
<p><i>Note: Session B is only available for approved online programs.</i></p>		

Program admission deadlines website address: <https://music.asu.edu/admissions/graduate-deadlines-fees>



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8. Curricular Requirements:

Curricular Structure Breakdown for the Academic Catalog:

(To be completed by the Graduate College)

15 credit hours

Required Core (3 credit hours)

MUP 538 The Enterprising Musician (3)

Electives (9 credit hours)

Internship (3 credit hours)

MSC 584 Internship (3)

Additional Curriculum Information

In consultation with the faculty coordinator, students will select three electives based on their interests and goals for the certificate.

9. Keywords: List all keywords that could be used to search for this certificate. Keywords should be specific to the proposed certificate – limit 10 keywords.

Music, entrepreneurship, business, marketing, music industry, music and community, arts administration, community engagement

10. Area(s) of Interest

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

- | | |
|--|---|
| <input type="checkbox"/> Architecture & Construction | <input type="checkbox"/> Interdisciplinary Studies |
| <input checked="" type="checkbox"/> Arts | <input type="checkbox"/> Law & Justice |
| <input type="checkbox"/> Business | <input type="checkbox"/> Mathematics |
| <input type="checkbox"/> Communication & Media | <input type="checkbox"/> Psychology |
| <input type="checkbox"/> Education & Teaching | <input type="checkbox"/> STEM |
| <input type="checkbox"/> Engineering & Technology | <input type="checkbox"/> Science |
| <input type="checkbox"/> Entrepreneurship | <input type="checkbox"/> Social and Behavioral Sciences |
| <input type="checkbox"/> Health & Wellness | <input type="checkbox"/> Sustainability |
| <input type="checkbox"/> Humanities | |

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

- | | |
|--|--|
| <input type="checkbox"/> Architecture & Construction | <input type="checkbox"/> Interdisciplinary Studies |
| <input type="checkbox"/> Arts | <input type="checkbox"/> Law & Justice |
| <input type="checkbox"/> Business | <input type="checkbox"/> Mathematics |
| <input type="checkbox"/> Communications & Media | <input type="checkbox"/> Psychology |
| <input type="checkbox"/> Education & Teaching | <input type="checkbox"/> STEM |



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- | | |
|---|---|
| <input type="checkbox"/> Engineering & Technology | <input type="checkbox"/> Science |
| <input checked="" type="checkbox"/> Entrepreneurship | <input type="checkbox"/> Social and Behavioral Sciences |
| <input type="checkbox"/> Health & Wellness | <input type="checkbox"/> Sustainability |
| <input type="checkbox"/> Humanities | |

11. Contact and Support Information:

Office Location - Building Code & Room: <i>(Search ASU map)</i>	0405, Music Building
Campus Telephone Number: (may not be an individual's number)	(480) 965-3371
Program Email Address: (may not be an individual's email)	music@asu.edu
Program Website Address: (if one is not yet created, use unit website until one can be established)	https://music.asu.edu/
Program Director (Name):	Deanna Swoboda
Program Director (ASURITE):	dswobod
Program Support Staff (Name):	Julie Stephens
Program Support Staff (ASURITE):	jakraus1
Admissions Contact (Name):	Kim Fullerton
Admissions Contact (ASURITE):	Kifulle1

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

NAME	ASURITE	ADMSN	POS
Julie Stephens	Jakraus1	yes	yes
Amy Holbrook	holbrook		yes

APPENDIX II

SUPPORT/IMPACT STATEMENTS

[Herberger Institute for Design and the Arts – Official Submission](#)

Hello Amanda,

Attached please find the proposal for the Graduate Certificate in Entrepreneurship, the map and impact statement from Watts College.

Best,
Kathryn

Kathryn Maxwell
Associate Dean for Students
Professor of Printmaking

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

W. P. Carey School of Business – Impact Statement

Hi Kathryn,

Thank you for soliciting our input on your new certificates. The W. P. Carey has no objection to these certificates and we wish you the very best in their offering.

Thanks, again.

Kay

Kay A. Faris
Senior Associate Dean, Academic Programs
W. P. Carey School of Business
Arizona State University
Tempe, AZ 85287-3406
Phone: 480-965-7587
Fax: 480-965-3846
Kay.Faris@asu.edu

From: Kathryn Maxwell
Sent: Thursday, February 21, 2019 2:53 PM
To: Kay Faris <KAY.FARIS@asu.edu>
Subject: Impact statement request for Music Entrepreneurship Certificates

Hello Kay,

The School of Music in the Herberger Institute have developed proposals for undergraduate and graduate certificates in Music Entrepreneurship.

I would like to request an impact statement from the W. P Carey School of Business for both certificates.

If you are not the correct person to whom this request should be directed, please forward or direct me to that individual.

Thank you for your time. I look forward to receiving the statement.

Best,
Kathryn

Kathryn Maxwell
Associate Dean for Students
Professor of Printmaking

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

Watts College of Public Service and Community Solutions – Impact Statement

From: [William Terrill](#)
To: [Heather Landes](#); [Christopher Hiryak](#)
Subject: Fwd: FW: Impact Statement - New Certificates in Music Entrepreneurship
Date: Tuesday, July 09, 2019 12:29:25 PM
Attachments: [Music Entrepreneurship Certificate establish-undergraduate-certificate f....pdf](#)
[Music Entrepreneurship Certificate establishing-graduate-certificates fi....pdf](#)

Good Afternoon Heather,

The Watts College of Public Service and Community Solutions is supportive of the proposed new certificates in music entrepreneurship.

Please let there know if there is anything further you need at this stage.

Thanks, Bill

William Terrill, PhD
Interim Associate Dean, Watts College of Public Service and Community Solutions
Professor, School of Criminology & Criminal Justice
Arizona State University
411 N. Central Ave., Office 622B
Phoenix, AZ 85004
602-496-0840

----- Forwarded message -----

From: Sian Mooney <Sian.Mooney@asu.edu>
Date: Fri, Jul 5, 2019 at 3:39 PM
Subject: FW: Impact Statement - New Certificates in Music Entrepreneurship
To: Heather Landes <Heather.Landes@asu.edu>, William Terrill <wcterril@mainex1.asu.edu>

Hi Heather,

I am forwarding this on to Bill Terrill who is taking over this portfolio for Watts College. He will be able to get back to you soon. Looks like a very exciting new program.

Sian

From: Heather Landes
Sent: Friday, July 5, 2019 2:10 PM
To: Sian Mooney <Sian.Mooney@asu.edu>
Subject: Impact Statement - New Certificates in Music Entrepreneurship

Good Afternoon Sian,

I am writing to request an impact statement from you regarding our proposals for new certificates in music entrepreneurship. These certificates are designed for music majors and any student with a music background interested in music enterprise. As part of the curricula, students will have a menu of elective options, and we would be happy to include any Watts course that you feel would complement the courses in the certificate.

Can you please review the attached and let me know if you have any concerns? In addition, if there are other courses that you feel should be included, we are certainly happy to consider those.

Finally, we would need an impact statement from you regarding the proposed certificate and the inclusion of your courses.

Please let me know if you have any questions.

Sincerely,

Heather

Heather Landes

Director and Professor of Practice

Arizona State University

School of Music

PO Box 870405

Tempe, AZ 85287-0405

P: 480.727.6222 | F: 480.965.2659

[School of Community Resources and Development,](#)
[Watts College of Public Service and Community Solutions – Support Statement](#)

Hello Heather,

My apologies – we discussed this here in December but perhaps I didn't respond back to you.

We are very supportive of you including these NLM courses in your music entrepreneurship certificates, and would welcome your students into our NLM classes. Please let them know that!

Thanks,

Mark

Mark Roseland

Director and Professor

[School of Community Resources & Development](#)

Senior Sustainability Scientist

[Julie Ann Wrigley Global Institute of Sustainability](#)

Arizona State University

Mail Code: 4020

411 N. Central Ave., Ste. 550

Phoenix, AZ 85004-0690

p: 602-496-0153 f: 602-496-0953

email: mark.roseland@asu.edu

[LinkedIn; Academia; Pando-Sustainable Communities](#)

From: Heather Landes <Heather.Landes@asu.edu>

Date: Tuesday, February 19, 2019 at 1:39 PM

To: Mark Roseland <Mark.Roseland@asu.edu>

Cc: Kathryn Maxwell <K.Maxwell@asu.edu>

Subject: RE: Impact Statement - New Certificates in Music Entrepreneurship

Dear Mark,

I thought we had received a response on this request, but I am unable to locate it in my email. Can you let us know if you are okay with the School of Music including the NLM courses in these two proposed certificates?

Undergraduate

NLM 220 Intro to Non-Profit Organizations

NLM 410 Social Entrepreneurship

NLM 451 Grant Writing

Graduate

NLM 520 Financial and Resource Management

NLM 562 Social Entrepreneurship

NLM 572 Community and Social Innovation

Sincerely,

Heather

Heather Landes

Director and Professor of Practice

Arizona State University

School of Music

PO Box 870405

Tempe, AZ 85287-0405

P: 480.727.6222 | F: 480.965.2659

Thunderbird School of Global Management – Impact Statement

From: [Lena Booth](#)
To: [Heather Landes](#)
Subject: Re: Impact Statement - New Certificates in Music Entrepreneurship
Date: Monday, July 08, 2019 1:11:28 AM
Attachments: [image001.png](#)
[image002.png](#)

Heather:

Currently all our Entrepreneurship related courses are Special Topics course TGM598 or are still being developed. I don't think Grad College will accept those. In any case, here they are:

TGM598 Global Business Plan
TGM598 Start-up Investing

Thanks,
Lena

From: Heather Landes <Heather.Landes@asu.edu>
Date: Monday, July 8, 2019 at 1:21 AM
To: Lena Booth <Lena.Booth@thunderbird.asu.edu>
Subject: RE: Impact Statement - New Certificates in Music Entrepreneurship

This is great! Thank you!

Do you have any courses you'd like us to add to the possible electives?

Sincerely,

Heather Landes
Director and Professor of Practice
Arizona State University
School of Music
PO Box 870405
Tempe, AZ 85287-0405
P: 480.727.6222 | F: 480.965.2659

From: Lena Booth <Lena.Booth@thunderbird.asu.edu>
Sent: Saturday, July 06, 2019 10:07 AM
To: Heather Landes <Heather.Landes@asu.edu>
Subject: Re: Impact Statement - New Certificates in Music Entrepreneurship

Dear Heather:

Thunderbird has no concerns and is pleased to support the new certificate in Music Entrepreneurship. Wishing you all the success!

Lena

Lena C. Booth, Ph.D. | Associate Dean of Academic Programs and Finance Professor | Thunderbird School of Global Management | 400 E Van Buren, Suite 800 | Phoenix, AZ 85004 | Phone: 602-496-7061 | Email: lena.booth@thunderbird.asu.edu | Website: <http://www.thunderbird.edu>

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Times Higher Education/Wall Street Journal 2019



Thunderbird is a unit of the Arizona State University Knowledge Enterprise

From: Heather Landes <Heather.Landes@asu.edu>
Date: Saturday, July 6, 2019 at 12:11 AM
To: Lena Booth <Lena.Booth@thunderbird.asu.edu>
Subject: Impact Statement - New Certificates in Music Entrepreneurship

Good Afternoon Lena,

I am writing to request an impact statement from you regarding our proposals for new certificates in music entrepreneurship. These certificates are designed for music majors and any student with a music background interested in music enterprise. As part of the curricula, students will have a menu of elective options, and we would be happy to include any Thunderbird course that you feel would complement the courses in the certificate.

Can you please review the attached and let me know if you have any concerns? In addition, if there are other courses that you feel should be included, we are certainly happy to consider those.

Finally, we would need an impact statement from you regarding the proposed certificate and the inclusion of your courses.

Please let me know if you have any questions.

Sincerely,
Heather

Heather Landes
Director and Professor of Practice
Arizona State University
School of Music
PO Box 870405
Tempe, AZ 85287-0405

(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. Please see the academic strategic plan website at: <https://provost.asu.edu/curriculum-development>.

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.

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
- if the program will have an online delivery option support will be required from the Provost's office and ASU Online. *(Please complete the ASU Online Offering form in [Curriculum ChangeMaker](#) to begin this 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 program. Below are items that Graduate College strongly recommends that academic units establish after the program is approved for implementation.

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.