Welcome
Herberger Institute for Design and the Arts
MA CECL

Mike Curb Master of Arts in Creative Enterprise and Cultural Leadership
Graduate Student Handbook | 2019-2020

ASU Herberger Institute for Design and the Arts
Arizona State University
MIKE CURB MASTER of ARTS in CREATIVE ENTERPRISE AND CULTURAL LEADERSHIP
Graduate Student Handbook of Policies and Procedures

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Foreword

This handbook provides the essential information about the Mike Curb Master of Arts in Creative Enterprise and Cultural Leadership (CECL) program. However, Arizona State University’s Graduate College Policies and Procedures (https://graduate.asu.edu/sites/default/files/asu-graduate-policies-and-procedures_032019.pdf) takes precedence over this handbook. MA CECL students should familiarize themselves with both documents to ensure successful progress through, and completion of, their graduate program.

I. Introduction and Overview

The Mike Curb MA in Creative Enterprise and Cultural Leadership empowers students to create the cultural jobs and creative opportunities of the future through design thinking pedagogy leading to increased capacity for interpersonal communication, public communication, opportunity recognition, network/systems thinking, problem recognition and creativity, as well as demonstrated 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.

The MA in Creative Enterprise and Cultural Leadership requires a minimum of 31 credits and can be completed in 3 semesters, the last of which does not require full time residency.

II. Administration

Johanna K. Taylor – CECL Program Director & Assistant Professor
Johanna.Taylor@asu.edu
Office Hours: by appointment only
The Program Director is responsible for the overall leadership and administration of CECL

CECL Program Coordinator, Senior
Office Hours: works 20 hours each week and will announce hours at the start of each semester via email; make an appointment to ensure availability
The Program Coordinator handles day-to-day business operations and administration of CECL

III. Faculty

The CECL program draws on the expertise of faculty from the several schools within the Herberger Institute for Design and the Arts, the W.P. Carey School of Business, and the School of Public Service and Community Solutions. The program also draws on the expertise of professional practitioners from the arts and culture community to teach special topics courses. Additionally, frequent visits by guests complement the classroom curricula.
Affiliated teaching faculty includes, but is not limited to:

- William Heywood, Clinical Professor
- Maria Rosario Jackson, Institute Professor
- Michael Rohd, Institute Professor
- Lindsay Kinkade, Faculty Associate
- Loren Olson, Assistant Clinical Professor
- Daniel Bernard Roumain, Institute Professor
- Gordon Shockley, Associate Professor
- Deanna Swoboda, Assistant Professor
- Johanna Taylor, Assistant Professor and Program Director
- Steven Tepper, Dean, Herberger Institute for Design and the Arts

IV. Application Process

A. Admissions requirements
Students must meet all admission requirements of the ASU Graduate College (https://students.asu.edu/graduate/apply). In addition, a bachelor’s degree in an arts or design discipline, business, sociology, public policy, or related discipline is required. A minimum cumulative GPA of 3.0 is required in the last 60 undergraduate semester hours of course work. Applications are accepted for fall admission.

B. Application requirements for fall 2019
1. Letter of intent outlining reasons for choosing to pursue a MA in Creative Enterprise and Cultural Leadership, and how the applicant’s unique background (academic and/or professional), abilities, and interests make them a suitable candidate
2. Evidence of potential to be successful accompanied by a cover letter detailing what is contained. This should be any example of academic or professional work that demonstrates ability; examples include:
   a. Critical essay from previous academic work;
   b. Critical essay for professional audiences;
   c. Other professional or technical writing relevant to the creative industries;
   d. Business plan for a new or existing enterprise;
   e. Material produced for your professional creative practice;
   f. Curatorial materials for an event/exhibition/program;
   g. Marketing materials designed or written by the applicant;
   h. Other relevant material. If there are questions, contact the CECL Program Coordinator
3. GRE test scores are optional and not a requirement to apply to this program
4. Two letters of recommendation from professionals who can speak to the potential for success in enterprise and/or leadership
5. Professional résumé
C. Application review
Applications are reviewed on a rolling basis, but those received by February 1 of each year will be given priority for the fall start date. Students may only begin this program in a fall semester.

V. Communication

The program operates an email listserv (DL.WG.HIDA.MACECL@exchange.asu.edu) for students currently enrolled in CECL. Students must use their ASU email address to send and receive communication through the listserv. Program communications will be distributed through the listserv as well as individually to ASU email accounts. Students are responsible for all communications distributed by email and on the listserv, and therefore must check their ASU email regularly.

All CECL students may send emails using the listserv, and are encouraged to share appropriate content with their colleagues (i.e. event announcements, funding opportunities, and other relevant topics). Contact the Program Coordinator with any issues regarding the listserv.

VI. Academic Policies and Procedures

A. Academic Integrity
Integrity is a character-driven commitment to honesty, doing what is right, and guiding others to do what is right. Arizona State University students and faculty are expected to act with integrity in their educational pursuits.

What is a violation of the academic integrity policy? The ASU student academic integrity policy (https://provost.asu.edu/academic-integrity/policy) lists violations in detail. These violations fall into five broad areas that include but are not limited to:
1. Cheating on an academic evaluation or assignment
2. Plagiarizing
3. Academic deceit, such as fabricating data or information
4. Aiding academic integrity policy violations and inappropriately collaborating
5. Falsifying academic records

B. Student Code of Conduct
Violations of the ASU Student Code of Conduct, other than the provision concerning academic dishonesty, are more generally considered inappropriate behavior. The Office of Student Rights and Responsibilities (https://eoss.asu.edu/dos/srr) reviews and sanctions these matters. If a student violates both the Academic Integrity provision and additional provisions of the Student Code of Conduct, both Herberger Institute and the Office of Student Rights and Responsibilities will review the matter. Each independently makes determinations concerning violations and appropriate sanctions.
C. Research
For graduate students involved in research, there can be overlapping areas between Academic Integrity Policy violations, responsible conduct of research and research misconduct. The five areas listed above describe the kinds of Academic Integrity Policy violations and are handled under the ASU Student Academic Integrity Policy by faculty members, colleges and the provost. If a student is working on a federally-funded research project, some of these items may also be considered misconduct in research (https://www.asu.edu/aad/manuals/rsp/rsp210.html).

Misconduct is defined as: Fabrication, falsification, plagiarism and other practices that seriously deviate from those that are commonly accepted within the academic community for proposing, conducting or reporting research. Instances of honest error and honest differences in interpretations or judgments of data are not considered misconduct. (From RSP 004: Definitions (https://www.asu.edu/aad/manuals/rsp/rsp004.html#misconduct)

A student who violates both ASU’s Misconduct in Research Policy and Student Academic Integrity Policy will be reviewed by both the college and the Office of Knowledge Enterprise Development’s Office of Research Integrity and Assurance (ORIA) (https://researchintegrity.asu.edu/). Each independently makes determinations concerning violations and appropriate sanctions.

In addition, some actions might be considered violations of the norms of responsible conduct of research, but not Academic Integrity Policy violations or misconduct in research. Many of these incidents fall into the general category of “collaborator disputes.” For example, if a doctoral graduate of ASU continued a line of research begun at ASU in a new lab external to ASU, and the ASU mentor objected, generally speaking the matter would be addressed as a collaborator dispute, rather than as an Academic Integrity Policy violation or misconduct in research. Many conflicts over appropriate authorship credit on publications also fall into this area.

VII. Coursework Overview

The CECL program requires a minimum of 31 credits from courses in creative industries, leadership, problem definition and opportunity recognition, design thinking, a field experience, and the completion of an applied project (see “Applied Projects”, section XI).

A. Classes
   1. Required Core Courses (15 credits)
      • HDA511 Leadership in the Creative Industries (1)
      • HDA512 Strategy: Problem Identification and Opportunity Recognition in the Creative Industries (2)
      • HDA513 Creativity and Design Thinking (3)
      • HDA521 Arts, Culture, and Economy (3)
      • HDA522 Media Literacy and Distribution in the Creative Industries (3)
• GRA501 Creative Environment and Collaborative Leadership (3)

2. Other Required Courses (7 credits)
   • HDA583 Fieldwork (1)
   • HDA593 Applied Project (6)

3. Elective Courses (9 credits; choose 1 course from each the following 3 categories; a more comprehensive list of all pre-approved electives is distributed each semester)

   Creative enterprise development elective (3 credits; choose 1)
   • DSC598 Design Entrepreneurship
   • MUP598 Music Product Creation and Development
   • NLM562 Social Entrepreneurship
   • THP552 Arts Entrepreneurship
   • Other courses related to creative enterprise development with pre-approval*

   Leadership elective (3 credits; choose 1)
   • NLM540 Strategic Nonprofit HR Management
   • PAF503 Public Affairs
   • THP551 Arts Management
   • Other courses related to leadership with pre-approval*

   General approved elective (3 credits)
   • Course of student’s choosing with pre-approval*

B. *Obtaining Elective Pre-Approval
Many courses are already pre-approved as electives; a list outlining those options will be made available to students in advance of registration each semester. If a student wishes to take a course not on the pre-approved list that will count towards degree credits, the course in question must first be approved in consultation with the Program Director. Requests must be sent by email to the Program Director, and should include the class syllabus and justification for how this course will fulfill the specific requirement including how it connects to the student’s area of interest and future Applied Project. Students are encouraged to reach out to the course instructor to obtain further details on the course content such as a syllabus or other description. This process should begin no later than one month before the start of the semester in which the course(s).

Once approved, students must supply confirmation of approval of the elective by the Program Director to the Program Coordinator prior to registering for that course to meet the elective requirement.

VIII. Maintaining Good Standing
A. Academic Progress Requirements
CECL students must maintain a 3.0 GPA or higher in all of the categories listed below:

1. Graduate Cumulative GPA - In all work taken for graduate credit (500 level and above)
2. Current Semester GPA - The GPA for coursework taken during the most recent term
3. Plan of Study (iPOS) GPA - In the coursework that appears on the student’s final iPOS

Students who earn a B- or below in HDA593 Applied Project MUST retake the course to be eligible for graduation.

B. Graduate College requires students to:
1. Submit an approved Plan of Study (iPOS) by the time the student has enrolled in 50 percent of the minimum credit hours required for their degree program.
2. Complete their Master’s degree in 6 years or less.
3. Maintain a minimum 3.0 for all GPAs (iPOS GPA, overall Graduate GPA, and Cumulative GPA).
4. Satisfy all requirements of the graduate degree program.
5. Successfully complete the culminating experience (applied project).
6. Remain continuously enrolled in all spring and fall semesters.
   i. Failing to do so without a Graduate College approved request to Maintain Continuous Enrollment is considered to be lack of academic progress; may result in removal from the program without notice.

C. Semester-end Review
Students are subject to regular review in order to ensure satisfactory progress to the degree. Students will meet with the Program Director and/or Applied Project Committee Chair to assess progress towards the degree. In the first semester, and in some cases, the second semester, the Program Director serves to review student progress. As students proceed through the program and have established their Applied Project Committee, the Applied Project Committee Chair serves to review student progress. These meetings serve both as a means of assessment and goal planning. Topics covered in these reviews include academic progress, professionalism, achievements and challenges, special projects, and accomplishment of the steps required to graduate. Stages of progress include: accomplishing coursework, establishing a committee, submitting a draft proposal, conducting the project research, defining the student’s form of entrepreneurship, and scheduling a defense date.

These reviews and planning meetings with Program Director, Program Coordinator and Applied Project Committee Chair form the basis of the plan that each student will submit their Interactive Program of Study (iPOS). When they submit the iPOS online, it will be reviewed by the Program Director who must provide their approval.

D. Academic Probation
If the faculty identifies a lack of competence or progress, or any other difficulty in a student’s program, the faculty may suggest that the student be placed on academic probation. The faculty will outline clear expectations for improvement to the student, to be undertaken
immediately and in the following semester. The faculty will meet with the student mid-semester to evaluate progress; a final decision will be made at the end-of-semester review. In order to prepare for the review, students on probation must complete a written self-evaluation and distribute it to the faculty on their Applied Project Committee at least one week prior to the review date, noting academic progress, artistic and creative growth, special project evaluations, skill achievements, goals updates, and areas for future growth and exploration.

The faculty may recommend that a student be removed from the program if satisfactory academic and professional progress is not being made or if a student is unable to otherwise meet program expectations. The students may appeal the decision directly to the Program Director.

IX. Course Sequence

A sample course sequence is provided below and on the CECL website (https://herbergerinstitute.asu.edu/research-and-initiatives/enterprise-and-entrepreneurship-programs/curb-enterprise-leadership/master-of-arts).

Semester 1
HDA 511 Leadership in the Creative Industries (1 credit)
HDA 513 Creativity and Design Thinking (3 credits)
HDA 521 Arts, Culture and the Economy (3 credits)
Elective course chosen from approved elective list (3 credits)

Semester 2
HDA 522 Media Literacy and Distribution in the Creative Industries (3 credits)
GRA 501 Creative Environment and Collaborative Leadership (3 credits)
Creative Enterprise Development Elective (3 credits)
HDA 512 Strategy: Problem Identification and Opportunity Recognition in the Creative Industries (2 credits)
HDA 583 CURB Creative Connection Field Experience/Practicum (1 credit)

Semester 3
Leadership Elective (may be taken online) (3 credits)
HDA 593 Applied Project (6 credits)

X. Interactive Program of Study (iPOS)

A. What is an iPOS?
The Interactive Plan of Study (iPOS) functions as a contract between the student, the academic unit, and the Graduate College office. The iPOS contains certain degree
requirements such as coursework, the Applied Project committee, and a culminating experience course. Each student’s iPOS should include a list of courses mapping the requirements for degree completion, and serves as a guide for all courses that remain to be completed.

Guidelines for proceeding through a graduate program with an Applied Project are provided in the document How to Graduate: Master’s Degree with Applied Project at [https://graduate.asu.edu/sites/default/files/how-to-graduate-applied-project.pdf](https://graduate.asu.edu/sites/default/files/how-to-graduate-applied-project.pdf)

An approved iPOS must be on file prior to both: A) registering for the final 50 percent of the program’s courses, completing the comprehensive exam; and B) submitting the Applied Project Prospectus. This typically happens in the semester before the student begins the Applied Project. More information about the iPOS can be found on the ASU Graduate College website ([https://graduate.asu.edu/plan-of-study](https://graduate.asu.edu/plan-of-study)).

The CECL Program Coordinator is the primary contact for questions concerning the submission of the electronic iPOS.

B. Steps to completing the iPOS
   1. Students plan their anticipated timeline to degree completion and create a tentative list of courses to take.
   2. Students request to meet with the Applied Project Committee Chair to discuss their plan and make sure all program requirements will be met. The Program Director and Program Coordinator are also available to provide support and assist in decision making.
   3. The Applied Project Committee Chair supplies the student with approval of the program of study.
   4. Students must electronically submit their iPOS through their MyASU page.
   5. Upon submission, students must notify the Program Coordinator via email that their iPOS is awaiting review in the system, and should include the Applied Project Committee Chair’s approval.
   6. Students must enroll in future courses as they are listed on the iPOS; if a student wishes to take different courses, they must re-do all steps above starting at #2.
   7. The Program Coordinator, the Program Director and the Dean of the Graduate College will review and approve the iPOS.

XI. Field Experience

Each student must participate in one field experience in Nashville, T.N.; Los Angeles, C.A.; New York, N.Y.; or another pre-determined site. The 1 credit HDA 583 Field Experience course is a unique opportunity for students to be immersed in the creative and cultural industries of a specific city (outside of Phoenix Metro) in order to experience how arts and culture can shape communities and economies. Field experience students are expected to travel (at program expense) to the field location, participate in meetings, attend pre-arranged sessions, meet ASU
alumni and/or other industry professionals, and complete academic preparation and assessment activities. Field Experience travel and housing is organized at program expense, students will be responsible for occasional meals.

XII. Applied Project

The 6-credit HDA 593 Applied Project course is required of all MA candidates. Typically this occurs in one semester but can be extended over two semesters of 3 credits each. Overseen by a faculty chair, the Applied Project must culminate in the launch of a creative industries or arts & culture “enterprise” (we define enterprise broadly to encompass new projects, programs and businesses), as well as documentation of that launch and a paper reflecting on the development of the enterprise, situating it in its broader cultural and scholarly context. The three-member Applied Project Committee is solely responsible for judging the quality of the report and oral presentation, and determining if they satisfactorily serve as the required culminating event for the MA degree.

A. Development of Applied Project in HDA512
Students will develop a draft of their Applied Project Prospectus in HDA 512 Strategy: Problem Definition and Opportunity Recognition in the Creative and Cultural Industries. In this course, students will identify opportunities to make change in and/or by the development of a creative/cultural product and suggest a potential intervention. Once the student has selected a faculty chair for their Applied Project Committee (see section XI, B), the student will collaborate with their chair to determine the most appropriate form for their culminating project. The project should serve to both synthesize the skills and knowledge acquired during the course of study and launch the student into the next phase of their career as a leader in the creative and cultural industries.

B. Choosing a Chair & Committee for the Applied Project
Some of the most important people in the academic/professional life of a graduate student are their Applied Project committee members. The committee chair is usually the director of the student’s research/creative activities and has a vested interest in seeing that the student does well and finishes promptly, but all members must be satisfied that the student has done a thorough and responsible job. The student-committee relationship should be one of mutual intellectual respect and stimulation, warmth, support, and understanding. Faculty often learn as much from engaged graduate students as students learn from faculty. Students are encouraged to build relationships with ASU faculty early on in their tenure at ASU to gather input broadly towards their Applied Projects and to build prospective members for their committee.

Applied Project Committees consist of three members: one chair and two additional members. In rare cases students may select four committee members. Students invite prospective committee members to participate on their Applied Project Committee. Two of the committee members must be ASU faculty, and one of the committee members may be a leader in the creative industries, a community member, or another professional with expertise relevant to
the student’s Applied Project. Students may use the information provided in Appendix B to discuss the responsibilities of the members of the Applied Project Committee.

For all Applied Projects, the student’s chair should be drawn from CECL faculty (this includes both tenure track faculty and clinical professors or full-time instructors (see section III). However, if the student would like to enlist a chair whose knowledge and expertise is better suited to the student’s specific project, this must first be approved by the Program Director. Students are encouraged to engage interdisciplinary faculty from the program for their Applied Project Committee. Students should carefully consider what special knowledge or expertise each member of their committee can contribute to the successful completion of the best possible final project. In addition to their research knowledge, methodological skills, and expert scholarship/creative practice, the ideal committee member also brings the ability to support, challenge, and guide the student through the Applied Project process, and provide stringent editorial input. Enrolling in courses across the university provides an opportunity to get to know faculty who may be prospective committee members, as is attending events ASU-wide and in the greater Phoenix area.

C. Obtaining Approval of New Committee Members

Potential committee members who have not previously served on a committee at ASU must first be reviewed and approved by both the CECL Program Director and ASU’s Graduate College per the process below.

1. Students submit the following items to the Program Coordinator in one email:
   a. Completed “Committee Approval Request – Individual Student Committee” form (see Appendix F).
   b. Written explanation (about four sentences) of how this person can support the development of the Applied Project. Specifically address how their expertise will advance particular topics or questions of the project.
   c. Professional resume provided by the potential committee member to the student.
   d. Short biography provided by the potential committee member to the student.

2. Students will be notified as to whether or not their request has been granted.
   a. If so, the student must sign into their iPOS and add the approved committee member.
   b. If not, the student must find another potential committee member and begin the request process again.

D. Filing Complete Committee with CECL and the iPOS

Once the full committee is selected, a written confirmation of commitment from all committee members should be emailed to the Program Director and the Program Coordinator. Along with committee agreement, the student should provide their names, titles, and affiliations. The student is then responsible for ensuring their full committee (two committee members and one committee chair) is listed within their iPOS.
E. Applied Project Prospectus Examination

The Applied Project Prospectus Examination is a gathering of the student and their committee to review the proposed project before the student is able to move forward (see Applied Project Prospectus outline, section D). The meeting should be held in the semester prior to when the student will enroll in HDA 593 Applied Project (most commonly in the second semester of the program). It will occur at a time and place convenient to the Applied Project Committee and the student. Attendance of all members, in one form or the other, is required. At least two, ideally all three, committee members will attend in-person according to Graduate College standards; one member may participate electronically via Skype or similar digital media. The Chair must attend in person.

Once the Chair of the Applied Project Committee has vetted and approved the Applied Project Prospectus document, the student will arrange a meeting of their full committee. The committee should be provided the prospectus document no later than two weeks in advance of this meeting. The committee will approve or disapprove the proposed project, suggest changes, or require additional information to revise the Applied Project Prospectus.

The meeting will take place over 60 minutes or at a length determined by the Chair. The student will present the main points of the Applied Project Prospectus in a brief, formal presentation. The entire group will discuss the project in depth by the committee and the student. After completion of the presentation and questioning, the student will be asked to leave the room for the committee to discuss student performance and to discuss approval of the prospectus or recommendations for modification of the plan for the student’s Applied Project.

Upon completion of the exam, the Committee Chair will send an email indicating satisfactory or unsatisfactory performance to the student and to the CECL Program Coordinator and include if any revisions to the Applied Project Prospectus are required. Once this email has been received, the Program Coordinator will open the HDA 593 Applied Project course for registration with the Committee Chair listed as the Professor of Record.

F. Applied Project Prospectus

The student will develop the finalized Applied Project Prospectus with the support of their Applied Project Committee. This document should consist of the following sections (adjusted depending on relevancy) and be 10-15 pages in length, including references in APA style:

1. Executive summary of Applied Project.
2. Contextual information: Topic parameters, specifics on scope and sequence of project; overview of pertinent information.
3. Project participant information: Projects that include field work should include specifics on the site and relevant information on organizational structure and specific site contact information. Where necessary, students should be aware of human subject research guidelines and IRB approval may be required [https://www.asu.edu/aad/manuals/rsp/rsp201-01.html](https://www.asu.edu/aad/manuals/rsp/rsp201-01.html).
4. A general outline for project completion including research and/or implementation methods as appropriate.
5. Desired project outcomes and evaluation plan.
6. Timeline for project completion (be as specific as possible).
7. Preliminary budget (be as detailed as possible), this will prepare the student for application for research support through the program as outlined in section XVIII.
8. Prospective project bibliography (i.e., what has been cited in the prospectus as well as planned resources to consult in the development of the project)

G. Failure of the Applied Project Prospectus Examination
According to Graduate College rules, all examination results must be reported to the Graduate College immediately upon completion. The Program Coordinator will forward the information provided by the Chair of the Applied Project Committee to the Graduate College. Academic units are not required to allow students a second opportunity; upon failing comprehensive examinations, academic units may submit a recommendation to the Graduate College requesting dismissal of the student from the degree program.

Failing the examination(s) is considered final unless the Applied Project committee and the Program Director recommend and the Dean of the Graduate College approve a re-examination. Only one re-examination is permitted. A petition with substantial justification for re-examination, endorsed by the members of the Applied Project committee and the Program Director, must be approved by the Dean of the Graduate College before a student can take the examination a second time.

Re-examination may be administered no sooner than three months and no later than one year from the date of the original examination. The Graduate College may withdraw a student from the degree program if the student's petition for re-examination is not approved, or if the student fails to successfully pass the retake of the comprehensive examination(s).

H. Student Responsibilities to their Committee Members
The student is responsible for coordinating meeting times and locations for their Prospectus Examination and the Applied Project Final Defense. The student is required to submit all materials requested and approved by their committee chair and committee members, and for communicating with committee members about review timeframes in order to meet all graduate college and graduation deadlines. The draft prospectus and Applied Project Final Report must be submitted to the committee at least one week in advance of the scheduled meeting dates.

I. Committee Member Responsibilities
The roles of both the Chair and other committee members are outlined thoroughly in this document (see Appendix B). Students are encouraged to share that information with their entire committee.

J. Applied Project Documentation & Final Report
The format for the Applied Project Final Report will depend on the specific project that each student undertakes. However, all students will maintain field notes or a process journal throughout project implementation. Using this data, students will create a summative overview of the process and their experience and learning. The Applied Project Committee and the Program Director expect to see evidence of careful attention to style and format in the document that each student presents as part of their culminating work. A comprehensive document that serves to explain the project clearly in such a way that another person could recreate the work or follow the work as a model for other work is essential.

K. Applied Project Final Report, Format & Supporting Documents
Each project is unique in scope, but it is expected that the Applied Project Final Report, without appendixes, will be 30-50 pages in length. The emphasis is not number of total pages in the document, but on thoughtful content that details what was completed, lessons learned, and observations for future work. The format of the Final Report can be adjusted as each project requires in order to meet the student’s goals and committee expectations, but generally it should include:

1. Introduction to the project, project goals and contextual/theoretical information to situate the project within the field (i.e. a review of relevant literature and practice).
2. Summative overview of the process that includes specific learning moments and personal reflection on learning objectives.
3. Next steps, conclusions drawn and information gained—this section actively contributes to original knowledge within the field.

L. Applied Project Final Defense Structure
Students will provide electronic copies of the Applied Project Final Report to the committee no later than one week prior to the Defense. The Applied Project Final Defense is a public presentation of the Applied Project work to be announced to the CECL community through the listserv and/or CECL Canvas Site, and students are encouraged to request RSVPs. The student will coordinate time and location to accommodate their committee, and can request assistance from the Program Coordinator to reserve a space at ASU as needed. Some suggestions include Dixie Gammage Hall (DGH), room 105; Design North (CDN) 159; Design South (CDS) 127. Computer dongles used to connect the student’s laptop to a projector can be borrowed by arranging in advance with the front office staff within the HIDA Dean’s Office (DGH suite 132). The Final Defense will take place over 90 minutes or at a length determined by the Chair.

The Applied Project Committee Chair will serve as the head of the Final Defense meeting on behalf of the student. The defense will begin with a short presentation from the student about his/her project followed by questions from the committee and the audience.

Next, the Applied Project Committee will meet privately to discuss the student’s performance and determine if the defense was completed satisfactorily (Appendix D). Applied Project Committee members may request revisions be made to the Applied Project Final Report before
final submittal. Revisions must be submitted to and approved by the Applied Committee Chair prior to graduation.

Upon completion of the meeting, the Committee Chair will send an email indicating satisfactory or unsatisfactory performance to the student and to the CECL Program Coordinator and include if any revisions to the Applied Project Final Report are required (Appendix D).

The student must submit their final approved Applied Project Final Report via email to the Program Coordinator prior to graduation. Applied Project material does not go through format approval at the ASU Graduate College but is archived in the CECL program office.

XIII. Funding Opportunities

There are multiple opportunities for students to apply for funding to help launch their venture and attend conferences whose content is related to their Applied Project. With each of these opportunities, students are encouraged to plan ahead as they must gain department support in order to apply for grants. CECL faculty and staff are unable to process last minute requests, and thus deadlines must be strictly adhered to (see Appendix G).

A. CECL Applied Project Funding

Each MA CECL student is eligible to apply for up to $500.00 in Applied Project funds to be used in the semester(s) in which they are registered for the Applied Project course, HDA593. These funds are intended to facilitate the development and launch of the Applied Project and are subject to the approval of the Program Director and Program Coordinator before any University monies are spent or students are reimbursed.

1. Applying for funds – In order to access funding students must submit an “Applied Project – Request for Funds” form (see Appendix E) at least two weeks in advance of when the items may be purchased, and must include the following:
   a. The vision and goals for the Applied Project.
   b. A list of all goods/services being requested and their associated costs (plus tax when applicable), as well as a business purpose (written rationale for each line item, i.e. how it will be used to support the Applied Project, how it will benefit ASU, etc).

2. Accessing funds – Upon signed approval on the “Applied Project – Request for Funds” form (see Appendix E) by the Program Director and Program Coordinator, funds may be accessed in the following two ways:
   a. Students may make their own purchases and be reimbursed through the Program Coordinator so long as what was purchased is what was initially approved. Original receipts must be submitted to the Program Coordinator within 60 days of purchase. Receipts should be taped to one side of an 8.5” x 11” sheet of paper with the name of the student clearly visible on the paper. If an item is purchased online, a print-out or emailed copy of the receipt will suffice as an original.
b. Students may also request CECL purchase the items/goods using the department P-card (credit card)... Students should reach out to the Program Coordinator at least two weeks in advance of when the purchase needs to be made to ensure availability for having the order placed. Students will need to have their “Applied Project – Request for Funds” form (see Appendix E) approved and signed by the Program Director in advance of them requesting the purchase. NOTE: The P-card must remain in the Program Coordinator’s possession and cannot be checked out by students.

3. Funding guidelines – As these funds are public monies, please exercise your best judgement with these parameters:
   a. Legitimate Applied Project expenses: Funds should only be requested for legitimate project expenses in line with CECL and ASU expectations. Sample legitimate project expenses include website development, hiring a contractor, and materials for production (i.e. paper, fabric). Food may be purchased for events to launch or develop your project, but not for your Applied Project final defense.
   b. Technology: Any item that exists after the life of the Applied Project (i.e. a physical item that could be used again such as an audio recorder or other piece of technology) is property of ASU and must be returned to the Program Coordinator once the Applied Project has been passed and before the student graduates.
   c. **ASU prohibited purchases**: https://www.asu.edu/aad/manuals/fin/fin401-03.html
   e. If you have any questions about whether an item is allowable, please contact the Program Coordinator.

**Hiring a contractor:** You may be able to hire someone to complete work to support your project (i.e. a website developer). Do not offer to pay an individual for services without first contacting the Program Coordinator, submitting the “Applied Project – Request for Funds” form, and receiving approval for your form. Please provide the name of the person you wish to pay along with their ASU ID# (if applicable) if the person has been paid by ASU before (that you know of), their LLC, as well as a copy of the quote supplied by the contractor.

**B. HIDA Student Enrichment Grants**
Herberger Institute for Design and the Arts awards Student Enrichment Grants in order to support the professional development of its students, increase the visibility of its design and arts programs, and reward excellence in student research and creative practice. See deadlines in Appendix G, Section B. See application and required steps in Appendix H.

**C. Graduate College Travel Awards**
ASU’s Graduate College offers students the ability to apply for up to $500 to offset the costs of travel to conferences related to the students’ Applied Project. See deadlines in Appendix G, Section B.
If you wish to apply to obtain additional funding from the Graduate College, complete page 1 of their Travel Award Application here and then upload it into your HIDA SEG application: https://asu.instructure.com/courses/4570/pages/program-logistics

Additional requirements and information can be found here https://graduate.asu.edu/pay-for-college/travel-awards.

D. GPSA Travel & Research Grants
ASU’s Graduate & Professional Student Association (GPSA) offers funding opportunities for graduate students across the university. Please visit their website for current information on requirements, deadlines, contact information, etc. (https://gpsa.asu.edu/funding/travel/). See deadlines in Appendix G, Section B.

This grant requires Program Director support and signature in order to submit the request to GPSA. The request must be submitted to the Program Coordinator for review and approval by the Program Director at least one month in advance of GPSA deadlines.

XIV. Graduation

A. Applying to Graduate
Whether or not a student plans to attend graduation ceremonies, they must apply to graduate during the final semester in order for their degree to confer. Students should refer to their MyASU page to complete necessary steps to apply for graduation; fees apply for late applications.

The graduation term listed on the iPOS must be updated if it changes between the time a student submits their iPOS and applies to graduate.

B. Commencement vs. Convocation
   i. Commencement
   a. Commencement ceremonies are the official graduation events for the university. ASU holds a Commencement Ceremony for all graduate students in both the fall and spring semesters each year.
   b. Students completing their studies during the summer semester have a choice of attending either the spring ceremony before their program requirements are complete, or the fall semester after their program requirements are complete.
   c. During this ceremony, ASU’s President confers degrees upon all graduating students, however students do not “walk” across the stage or have their name called.
   d. Students may only attend Commencement if they have applied to graduate on their MyASU page.

   ii. Convocation
a. Convocations are school-specific celebrations of graduating students and their achievements. Herberger Institute holds a Convocation Ceremony for all graduate students in both the fall and spring semesters each year.

b. Students completing their studies during the summer semester have a choice of attending either the spring ceremony before their program requirements are complete, or the fall semester after their program requirements are complete.

c. During Convocation, students will walk across the stage while their name is called.

de. Students must register to attend Convocation; look for an email from the Program Coordinator in the semester in which you plan to graduate to learn more about RSVPing for Convocation should you wish to attend.

APPENDICES

Appendix A. Recommended reading
The following blogs, books and articles are recommended reading that connect to art, entrepreneurship, creativity, and leadership. If you have any suggestions to add to this list please pass them along to the Curb Program Coordinator or through the listserv.

i. Interesting Blogs to follow
   • Artful Manager – Andrew Taylor
   • Diacritical – Douglas MacClellan
   • Engaging Matters – Doug Borwick
   • For What It’s Worth – Michael Rushton
   • Jumper – Diane Ragsdale
   • Barry’s Blog – Barry Hessenius on nonprofit ecology
   • Better Together – Janet Brown, former head of Grantmakers in the Arts
   • Clyde Fitch Report – art and politics
   • Createquity (Createquity.com) – this ten year arts policy research project recently ended but all work is archived online
   • Creative Infrastructure – Linda Essig’s blog on infrastructure for the arts
   • Nonprofit AF – nonprofit management with humor and attitude

ii. Recommended Reading List – books & articles
   • Art, Culture, and Society

   • Leadership
     o Collins (2001). Good to Great
     o Denhardt and Denhardt (2006/2015), The Dance of Leadership. Routledge

- **Cultural Policy**

- **Media and Society**
  - Lessig (2004). *Free Culture*
  - Data & Society – research institute and blog, https://datasociety.net/

- **Cultural and Creative Industries Economics and Enterprise**
  - Caves (2000). *The Creative Industries: Contracts between Art and Commerce*

- **Creativity**
  - Csikszentmihalyi (2013). *Creativity: Flow and the Psychology of Discovery and Invention*

- **Design Thinking**

- **Equity and Inclusion in the Creative and Cultural Industries**
  - Tepper, Steven J. (2011). *Not Here, Not Now, Not That!* U Chicago Press
Appendix B. Information for Applied Project committee members

This information is for students to share with their committee members and committee chair so that they have context about the role on Applied Project committee.

Thank you for agreeing to serve on the Applied Project Committee for a student in the Mike Curb MA in Creative Enterprise and Cultural Leadership. The Mike Curb MA in Creative Enterprise and Cultural Leadership empowers students to create the cultural jobs and creative opportunities of the future through design thinking pedagogy leading to increased capacity for interpersonal communication, public communication, opportunity recognition, network/systems thinking, problem recognition and creativity as well as demonstrated 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.

The culminating experience for this degree program is an “Applied Project.” Unlike a traditional thesis, which is research-based, students in the Curb program are required to apply their learning by launching an enterprise (broadly construed). The requirements for the culminating project thus include both the activity itself and the documentation of that activity. Expectations for that document follow.

The Applied Project Prospectus
Students develop a draft prospectus for their Applied Project while taking HDA512 Strategy: Opportunity Recognition in the Creative and Cultural Industries. After selecting their faculty committee, the student will revise their prospectus and submit it to the full committee for review. (The Applied Project Prospectus constitutes the written portion of the Comprehensive Exam; see following). This prospectus should consist of the following sections (depending on relevancy) and be 6-12 pages in length, including references:

1. Executive summary of Applied Project
2. Contextual information: Topic parameters, specifics on scope and sequence of project; relevance
3. Project participant information: Projects that include field work should include specifics on the site and relevant information on organizational structure and specific site contact information
4. A general outline for the project including research methods as appropriate
5. Desired project outcomes and evaluation plan
6. Timeline for project completion (be as specific as possible)
7. Preliminary budget

Applied Project Prospectus Examination
The student will arrange a meeting of their full committee and provide the committee with the Applied Project Prospectus document no later than one week in advance of this meeting. At this meeting, in addition to the oral examination, the student will give a brief overview of their Applied Project and the committee will approve or disapprove the proposed project, suggest changes, or require additional information. The prospectus defense should be held in
the semester prior to the start of the project (most likely in the second semester of study) and cannot be held any later than the first week of classes in the semester in which the HDA 593 Applied Project course will be taken. The Applied Project course extends over a C session, and cannot be undertaken in an A or B session.

Once the committee has determined that the student has passed the Examination, the Chair of the Applied Project Committee will send an email indicating satisfactory performance to the Program Coordinator. Once this email has been received, the Program Coordinator will open the HDA 593 Applied Project course for registration with the Committee Chair listed as the Professor of Record.

**The Applied Project and Documentation**

Students will maintain field notes or a process journal throughout project implementation. Using this data, students will create a summative overview of the process and their experience and learning. The Applied Project Committee should expect to see evidence of careful attention to style and format in the document that each student presents as part of their culminating experience. Each project is unique in scope, but it is expected that the Applied Project Final Report, without appendixes, will be 30-50 pages in length. The Final Report documentation is archived with the program rather than in the ASU library.

In general, the following will be included:

1. Introduction to the project, to include:
2. Project motivation
3. Project goals
4. Contextual/theoretical information to situate the project within the field (i.e. a review of relevant literature and practice)
   a. Summative overview of the process of launching the enterprise, program, or pilot that includes specific learning moments and personal reflection on learning objectives
   b. Next steps, conclusions drawn and information gained—this section should actively contribute to original knowledge in the field
   c. Reference list & bibliography of relevant material
   d. Appendices as appropriate (e.g., survey instruments)

**Applied Project Final Defense**

Students are responsible for scheduling their applied project defense at a time and location convenient for all committee members. They will submit their Applied Project Final Report to the committee one week prior to the defense date. The Applied Project Final Defense is a public presentation of the work announced to the CECL community. The Committee Chair leads the meeting on behalf of the student. The Defense will begin with a brief presentation of the project by the student followed by questions from the Committee and then the general audience. Applied Project Committee members may request revisions be made to the Applied Project Report before final submittal. Revisions must be submitted to and approved
by the Committee Chair prior to graduation. The Committee Chair will email the student and
CECL Program Coordinator with the satisfactory or unsatisfactory outcome of the meeting.

**Roles and Responsibilities of the Committee Members**

*Note: The student is responsible for coordinating Prospectus Examination and Final Defense meeting times and places, for providing all materials requested/approved by their committee chair and members, and for communicating with committee members about review timeframes in order to meet all Graduate College and graduation deadlines.*

**Supervisor (chair) of the committee:**

a. Submits an email to student and the CECL Program Coordinator indicating willingness to serve in the role of Chair of the Applied Project Committee.

b. Meets with the student to review the Plan of Study and sends an email indicating approval of the plan to the student and the CECL Program Coordinator. Subsequently the student may submit the iPOS.

c. As needed by the student, advises the student on coursework to support degree completion and Applied Project development.

d. Meets with student to develop plan of work and approach to the Applied Project.

e. Provides initial review and guidance for proposal and final write up drafts.

f. Mentors student’s activities as needed.

g. Gives approval indicating that the draft prospectus is ready for committee review. Subsequently, the student will schedule the date for the Prospectus Examination.

h. Arbitrates contradictory comments from other committee members before and after defense.

i. Facilitates the Prospectus Examination and the Applied Project Final Defense meetings on the student’s behalf. Chair must attend both meetings in person.

j. Submits a digital or paper form documenting satisfactory or unsatisfactory performance at the Prospectus Examination and Final Defense meetings (see Appendices D and E).

k. Post a final grade for the HDA 598 Applied Project course for which he/she will be the instructor.

**Committee members:**

a. Submits an email to student and the CECL Program Coordinator indicating willingness to serve in the role of member of the Applied Project Committee.

b. Provide guidance to student during the Applied Project process on important sources and approaches relative to the committee member’s area of expertise, as appropriate in the development and implementation of the student’s Applied Project.

d. Attend relevant student one-on-one meetings, comment and evaluate Applied Project Prospectus and final documentation.

e. Attend and participate in Prospectus Examination and the Applied Project Final Defense meetings. If necessary, meetings can be scheduled with up to one committee member not attending in person but they must be present online (i.e. Skype).
Appendix C. Assessment of Student Performance: Applied Project Prospectus Examination

Upon completion of the Applied Project Prospectus Examination the Committee Chair will email documentation of the meeting and its outcome to the CECL Program Coordinator to be kept with the student’s permanent record. The email should also be carbon copied to the student for their records.

Information to be provided includes the following:

**Student name**

**Chair of the Applied Project Committee name**

**Applied Project Committee member’s name**

**Applied Project Committee member’s name**

**Date of the Comprehensive Examination.**

*Add brief response to the questions in the following sections:*

**Applied Project Prospectus**

Was the student able to present a clear and concise summary of the intended Applied Project? Is the work well planned and is the timeline achievable? Is the budget reasonable? Did the student respond properly to questions or comments provided to him/her at prior meetings?

If there are additional comments for the student which must be attended to before final approval of the planned Applied Project, please summarize them here so that there may be a clear record of what needs to be done by the student in order to receive committee approval.

**Examination Outcome**

Please rank the student’s performance overall in Prospectus Examination as **satisfactory** or **unsatisfactory** in advancing the student in their degree. Include if any revisions to the Applied Project Prospectus are required.

The Chair of the Applied Project Committee will email this report to the CECL Program Coordinator for the student’s permanent file and for reporting to the Graduate College through the iPOS as well as carbon copied to the student.

NOTE: The Graduate College states that academic units are not required to allow students a second opportunity; upon failing comprehensive examinations, academic units may submit a recommendation to the Graduate College requesting dismissal of the student from the degree program. Failing the comprehensive examination(s) is considered final unless the Applied Project committee and the CECL Program Director recommend and the Dean of the Graduate College approve a re-examination. Only one re-examination is permitted. A petition with substantial justification for re-examination, endorsed by the members of the Applied Project committee and the CECL Program Director, must be approved by the Dean of the Graduate College before a student can take the examination a second time.
Appendix D. Assessment of Student Performance: Applied Project Final Defense

Upon completion of the Applied Project Final Defense the Committee Chair will email documentation of the meeting and its outcome to the CECL Program Coordinator to be kept with the student’s permanent record. The email should also be carbon copied to the student for their records.

Information to be provided includes the following:

Student name
Chair of the Applied Project Committee name
Applied Project Committee member’s name
Applied Project Committee member’s name
Date of the Applied Project Final Defense

Briefly respond to following:

Applied Project Final Defense
Was the student able to present a clear and concise summary of the work conducted and the results obtained from the Applied Project? Was the student able to achieve the goals he/she set in the prospectus or was she/he able to explain how he/she adapted to changes that needed to be made during the progress of the work? Did the student respond properly to questions or comments provided to him/her at prior meetings or online?

If there are additional comments for the student which must be attended to before final approval of the Applied Project Report, please summarize them here so that there may be a clear record of what needs to be done by the student in order to receive committee approval.

Defense Outcome
Please rank the student’s performance overall in Oral Examination and Applied Project Prospectus Defense as satisfactory or unsatisfactory. Include if any revisions to the Applied Project Final Report are required.

Include if any changes to the Applied Project Final Report are to be made before the student can graduate from the CECL program.

The Chair of the Applied Project Committee will email this report to the CECL Program Coordinator for the student’s permanent file and for reporting to the Graduate College through the iPOS as well as carbon copied to the student.

Appendix E. “Applied Project Request For Funds” form

C. Complete the form on the following link and submit to the Program Coordinator and Program Director (an example of the form is on the following page):

https://asu.instructure.com/courses/4570/pages/program-logistics
# Masters in Creative Enterprise and Cultural Leadership (MA CECL)

## Applied Project – Request For Funds

Each MA CECL student is eligible to apply for up to $500.00 in Applied Project funds to be used in the semester(s) in which they are registered for the Applied Project course, HDA 593. These funds are intended to facilitate the development and launch of the Applied Project and must first be approved by the Program Director and Program Coordinator before any University monies are spent on, or students are reimbursed for, associated costs. **NOTE:** Each public purpose must clearly state how each particular item will enhance your Applied Project and benefit the University.

Name ___________________________ ASU ID # (10 digits) __________

In which Semester/Year do you plan to complete all 6 required credits of HDA 593?  
- [ ] Fall  
- [ ] Yr  
- [x] Winter  
- [ ] Spring  
- [ ] Summer

Currently enrolled in HDA 593?  
- [ ] Yes  
- [x] No  

Has your AP Chair approved this list?  
- [ ] Yes  
- [ ] No

Are you requesting CECL purchase these items on your behalf?  (Delivery date not guaranteed.)  
- [ ] Yes  
- [x] No

Explain your vision and goals for this Applied Project: ____________________________________________

<table>
<thead>
<tr>
<th>Item</th>
<th>Vendor</th>
<th>Item (include web link, if available)</th>
<th>Cost + tax</th>
<th>Approved?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
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<td>Public Purpose</td>
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<td>Public Purpose</td>
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<td>Public Purpose</td>
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</table>

**For additional items, continue your list in the table of another copy of this form.**

| Total funds for this request | $ |  |
| Funds previously spent      | $ |  |
| Funds remaining             | $ |  |

Signature – Program Director  
Signature – Program Coordinator
Appendix F. “Applied Project Committee – One Time Approval” form (obtain a fillable PDF from Program Coordinator)

A. Complete the “Committee Approval Request – Individual Student Committee” form found here (example below): https://asu.instructure.com/courses/4570/pages/program-logistics

![Committee Approval Request Individual Student Committee form](image)

Appendix G. Important Dates & Deadlines

A. **2019-2020 Academic Calendar**
For the full ASU Academic Calendar, refer to: https://students.asu.edu/academic-calendar

<table>
<thead>
<tr>
<th></th>
<th>Fall 2019</th>
<th>Spring 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Session B: 10/16/19 – 12/6/19</td>
<td>Session B: 3/16/20 – 5/1/20</td>
</tr>
<tr>
<td></td>
<td>Session C: 8/22/19 – 12/6/19</td>
<td>Session C: 1/13/20 – 5/1/20</td>
</tr>
<tr>
<td>Registration late fee</td>
<td>Sessions A &amp; C: 8/14/19</td>
<td>Sessions A &amp; C: 1/5/20</td>
</tr>
<tr>
<td>assessed beginning</td>
<td>Session B: 10/8/19</td>
<td>Session B: 3/8/20</td>
</tr>
<tr>
<td>Apply for graduation</td>
<td>10/1/19</td>
<td>2/17/20</td>
</tr>
<tr>
<td>by</td>
<td></td>
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</tr>
<tr>
<td>Defend Applied Project</td>
<td>11/26/19</td>
<td>4/20/20</td>
</tr>
<tr>
<td>by</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ASU Commencement</td>
<td>12/16/19</td>
<td>5/11/20</td>
</tr>
<tr>
<td>Herberger Convocation</td>
<td>TBD; week of 12/16/19</td>
<td>TBD; week of 5/11/20</td>
</tr>
</tbody>
</table>

B. Funding Deadlines

1. **CECL Applied Project Funding**
   Students can apply for CECL Applied Project Funding any time throughout the year so long as they are already registered for HDA 593. Requests must be made via email by attaching the “Applied Project - Request For Funds” form (Appendix E) at least one month prior to when the funds are needed to the Program Coordinator and Program Director. Follow directions outlined in the body of this document closely.

2. **HIDA Student Enrichment Grants (SEGs)**
   Students can apply for HIDA’s Student Enrichment Grants any time throughout the year, so long as the completed SEG application is submitted via DocuSign at least one month prior to travel. They can apply for funds from both the HIDA SEG and the Graduate College through the same online application process.

3. **Graduate College Travel Award Applications**
   By the dates in the grey column, students must have built their trip in Concur and submitted a completed application with all supplemental documentation to the Program Coordinator. This allows a buffer for HIDA to process applications before submitting them to Graduate College. No guarantees can be made for applications submitted after the dates in the grey column:

<table>
<thead>
<tr>
<th>For travel occurring:</th>
<th>Apps due to Program Coordinator:</th>
<th>Processed by HIDA:</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 1-December 31, 2019</td>
<td>August 1, 2019</td>
<td>August 16, 2019</td>
</tr>
<tr>
<td>January 1-March 31, 2020</td>
<td>October 31, 2019</td>
<td>November 15, 2019</td>
</tr>
<tr>
<td>April 1-June 30, 2020</td>
<td>February 27, 2020</td>
<td>March 13, 2020</td>
</tr>
<tr>
<td>July 1-September 30, 2020</td>
<td>April 30, 2020</td>
<td>May 15, 2020</td>
</tr>
</tbody>
</table>

Students can apply for funds from both the HIDA SEG and the Graduate College through the same online application process.
4. **GPSA Travel & Research Grants**  
   Applications must be submitted no later than 11:59 PM AZ time on the 1st day of the month, TWO months prior to the month of departure.

**Appendix H. HIDA Student Enrichment Grant (SEG) Application and Information**

**D.** All forms related to travel funds can be found on the CECL Canvas site:  
https://asu.instructure.com/courses/4570/pages/program-logistics

**E. Application Process**

1. Complete the HIDA SEG application via DocuSign here:  
https://powerforms.docusign.net/0d60a9fa-5c65-41a5-b0d0-8a457cbaf474?env=na2

2. Include your Estimated Expenses
   a. Lodging expense should be the total cost of the conference hotel, your share of Airbnb lodging, or the maximum allowable amount for the city where the lodging is located. See the ASU travel department website for maximum per diem for lodging for locations in the United States and abroad or call travel at 480.965.3111. You do not need to submit a printed lodging quote.
   b. In addition to transportation and lodging, you may request funds for per diem, that is, daily expenses for food. The allowable maximum for per diem depends on the city where you are traveling. See the ASU travel department website for maximum per diem for food for locations in the United States and abroad or call travel at 480.965.3111
   c. Enter estimated cost for transportation to/from airport and lodging and to the conference/event site.
   d. **List funding available from other sources.** Indicate and itemize any other funding available to you that you know you will receive, including personal funds, other grants, student government, etc. Do NOT include ASU Graduate Education or school funds in this calculation.  
**List total funding requested.** Subtract funding available from other sources from total of travel and/or non-travel.

3. Within DocuSign, upload the supplemental documents including:
   a. A narrative: **Write a 1-page explanation indicating trip specifics:**
      i. Purpose of travel: student level of participation
      ii. Justification: how this travel relates to your Applied Project research
      iii. Other sources of funds to cover trip expenses
      iv. If you are applying for the Graduate College Travel Award for this trip
      v. The name and contact information of your Applied Project Chair
   b. A copy of your invitation or letter of acceptance if you were asked to attend this conference; if not, a letter from your Applied Project Chair indicating their support of this trip will suffice
c. A copy of your purchased airline ticket or airfare estimate from Travelocity, Orbitz, etc.; If you plan to drive, you still must include a printed airline quote to show that driving is more cost effective than flying.

d. OPTIONAL: If you wish to apply to obtain additional funding from the Graduate College, complete page 1 of their Travel Award Application here and then upload it into your HIDA SEG application:

https://asu.instructure.com/courses/4570/pages/program-logistics
A. Additional Information
1. The enrichment grants provide support for travel to students:
   a. attending international, national and regional conferences where they have been competitively selected to exhibit, perform, present a paper, or give a workshop
   b. invited to perform or exhibit at prestigious regional, national or international venues
   c. as it connects to research for their Applied Project

2. What is not covered:
   a. Study at festivals or workshops
   b. Attendance at normal disciplinary conferences where the student has not been selected to participate
   c. Travel for enrichment only
   d. These grants do not support performances or exhibitions themselves (i.e. support for costume, lighting, sound or set design or materials to be used in works of design or art is beyond the scope of the Student Enrichment Grant program.)

3. Eligibility:
   a. Students may submit no more than one grant application per deadline
   b. Any student enrolled in coursework as a major in a unit of the Herberger Institute for Design and the Arts is eligible
   c. Students who have previously received funding from the institute are eligible to apply again, but first consideration will be given to students who were not funded in the previous academic year
   d. Proposed travel must be completed prior to graduation.

4. Eligible expenses are limited to:
   a. travel (airfare or other pre-approved transportation, hotel, per diem for food)
   b. registration fees

   All receipts for expenditures must be submitted within two weeks of the completion of the project; if you do not provide receipts, you will not be reimbursed. If you receive an advance on your grant and do not provide receipts, you will have to repay the University for the total amount received or the University will take collection action against you.

5. Criteria:
   a. Applications will be judged on the significance of the project to the student's professional development and its contribution to the visibility and reputation of the Herberger Institute of Design and the Arts.
   b. Students are urged to seek funding from their departments or schools; such funding will be considered in the review process. Graduate students are encouraged also to seek support from Graduate Education and the Graduate and Professional Students Association (GPSA)
   c. Students may submit no more than 1 grant application per travel period (quarter).
6. Deadlines:
   a. The application and supporting documentation must be submitted via DocuSign at least one month before the travel departure date.
   b. If the applicant is also applying for the Graduate Education Travel Award, please submit page 1 of the completed Graduate Education Travel Award application in the “Additional Documentation Required” section of the Student Enrichment Grant (SEG) DocuSign form by the dates outlined in Appendix G (Section B, Number 3).

7. Estimating Travel Expenses
   a. You must include an airfare quote from your airline of choice or Orbitz, Travelocity, Expedia, etc. with your application. If you plan to drive, you still must include a printed airline quote to show that driving is more cost effective than flying.
   b. Lodging expense should be the total cost of the conference hotel, your share of Airbnb lodging, or the maximum allowable amount for the city where the lodging is located. See the ASU travel department website for maximum per diem for lodging for locations in the United States and abroad or call travel at 480.965.3111. You do not need to submit a printed lodging quote.
   c. In addition to transportation and lodging, you may request funds for per diem, that is, daily expenses for food. The allowable maximum for per diem depends on the city where you are traveling. See the ASU travel department website for maximum per diem for food for locations in the United States and abroad or call travel at 480.965.3111.