Welcome
Herberger Institute for Design and the Arts
MA CECL

Mike Curb Masters in Creative Enterprise and Cultural Leadership

Handbook | 2018-2019

ASU Herberger Institute for Design and the Arts
Arizona State University
# MIKE CURB MASTERS 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. However, Arizona State University’s Graduate Policies and Procedures (https://graduate.asu.edu/policies-procedures) 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 (CECL) 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

Jillian Farland – CECL Program Coordinator, Senior
Jillian.Farland@asu.edu
480.965.2458
Office Hours: 10am-2pm, Monday-Wednesday; make an appointment to ensure availability
Dixie Gammage Hall, Room 155
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
- Lindsay Kinkade, Faculty Associate
- Loren Olson, Assistant Clinical Professor
- Daniel Bernard Roumain, Institute Professor
- Gordon Shockley, Associate Professor
- Deanna Swoboda, Assistant Professor
- John Takamura, Associate 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.

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. Maximum of 30 pages. 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
6. Skype interview for those who reach the finalist stage of consideration after an initial review of the application; held within three weeks of submission

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/node/20) 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](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](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/](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 on enterprise development with pre-approval*

Leadership elective (3 credits; choose 1)
• NLM540 Strategic Nonprofit HR Management
• PAF503 Public Affairs
• THP551 Arts Management
• Other courses on 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 each semester. If a student wishes to take an elective not on the pre-approved list, the course in question must first be approved either 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 fulfil the specific requirement. 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. The advancement of each student through the program is dependent upon the following:

1. Each student must receive a positive recommendation from the Program Director and/or the Applied Project Committee Chair provided through a review at the end of each semester, as detailed below.
2. When a student submits his/her Interactive Program of Study (iPOS) online, it will be reviewed by the Program Director who must provide their approval.

At the end of every semester, each student 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 (Appendix C).

**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 (3 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

An approved iPOS must be on file prior to registering for the final 50 percent of the program’s courses, completing the comprehensive exam, and 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).

The CECL Program Coordinator is the primary contact for questions concerning 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.
3. The Applied Project Committee Chair supplies the student with approval of the program of study.
4. Students must electronically submit their iPOS through MyASU.
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 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 is organized at program expense.

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 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. 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.

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 (as well
as a CV/resume and contact information if they are not affiliated with ASU). Subsequently
these names will be reviewed for approval and kept on file.

C. Comprehensive Examination
The CECL Comprehensive Examination includes two portions: an Oral Examination of Program
Content and Applied Project Prospectus Defense (prospectus outline, section D).

The Comprehensive Examination 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.

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. At the Comprehensive Examination, the committee will approve or disapprove the
proposed project, suggest changes, or require additional information to revise the Applied
Project Prospectus.

Oral Exam Questions: Two weeks in advance of the Comprehensive Examination, all committee
members must send the student and Applied Project Committee Chair one exam question
related to core CECL coursework and/or their own content connection to the project. In
general, these questions are drawn from coursework the student has taken from the faculty members and are designed to help the student synthesize the knowledge developed in the program before implementing them in launching the Applied Project. The questions provide guidance for the general topic area to be discussed with the student at the oral examination.

Exam Format: The Comprehensive Examination will take place over 1½ hours. It will begin with the student addressing each of the committee member’s questions in turn followed by a brief discussion. The student will then present the main points of the Applied Project Prospectus and the Applied Project will be discussed 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, to determine their assessment of satisfactory completion of the oral examination 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 (Appendix D). 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.

D. Applied Project Prospectus
In advance of the Comprehensive Examination meeting, the student will develop a finalized Applied Project Prospectus with the support of their Applied Project Committee. The Applied Project Prospectus is the written component of the Comprehensive Examination. This document should consist of the following sections (adjusted depending on relevancy) and be 10-15 pages in length, including references:

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 https://www.asu.edu/aad/manuals/rsp/rsp201-01.html.
4. A general outline for project completion 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 (be as detailed as possible, this will prepare the student for application for research support through the program as outlined in section XVIII.

E. Failure of the Comprehensive Examination
According to Graduate College rules, all comprehensive 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 comprehensive 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).

F. Student Responsibilities to their Committee Members
The student is responsible for coordinating meeting times and locations for their oral exam and Applied Project prospectus review as well as 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 final Applied Project must be submitted to the committee at least two weeks in advance of the scheduled meeting dates.

G. Committee Member Responsibilities
The roles of both the Supervisor (chair) and other committee members are outlined thoroughly in Appendix B. Students are encouraged to share that information with their committee members.

H. 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.

I. 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. This 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.

J. Applied Project Final Defense Structure

Students will provide electronic copies of the Applied Project Final Report to the committee no later than two weeks 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, 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. The Defense will take place over 1½ hours.

The Applied Project Committee Chair will serve as the head of the 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 E). 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 E).

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 F).

A. CECL Applied Project Funding
Each student in the program has access of up to $500 in Applied Project Funds to be used in the semester in which they have registered for HDA593 Applied Project. These funds are intended to facilitate the development and launch of the Applied Project plans of each student and are subject to the approval of the Program Director.

1. **Applying for funds** – In order to use your CECL Applied Project funding you must submit an application that includes the following:
   a. short summary of the work to be conducted in the Applied Project
   b. budget listing all items/services and their costs for which funds are requested
   c. written rationale for each purchase to be made

2. **Accessing funds** – Upon approval, funds may be accessed in the following two ways:
   a. Students may make purchases and be reimbursed through the Program Coordinator. Original receipts are required along with a written explanation of the business purpose (who, what, when, where, why) within 60 days of purchase. Receipts should be taped to one side of an 8.5” x 11” sheet of paper and the business purpose may be written by hand on this same piece of paper. If an item is purchased online, a print-out of the receipt will suffice as an original. Reimbursements can take up to two weeks to process.
   b. Students may also use the department P-card (credit card) for purchases. Original receipts are required including the business purpose (who, what, when, where, why) when the P-card is returned. Receipts should be taped to one side of an 8.5” x 11” sheet of paper and the business purpose may be written by hand on this same piece of paper. If an item is purchased online, a print-out of this receipt will suffice as an original. If a student wants to use the P-card, they should schedule a time to pick it up from the Program Coordinator and return it the same day. Students should reach out to the Program Coordinator one week in advance of when the purchase needs to be made to ensure availability for picking up the card. Students will need to provide detailed information on what is being purchased at the time of scheduling their appointment. The card may not be kept overnight.

This application should be submitted to the Program Coordinator at least three weeks in advance of making the desired purchase(s). Support should only be requested for legitimate project expenses* in line with CECL and ASU expectations. If you have any questions about whether an item is allowable, please contact the Program Coordinator.

*Legitimate Project expenses: 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.

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.

ASU prohibited purchases include: https://www.asu.edu/aad/manuals/fin/fin401-03.html
And ASU restricted purchases http://www.asu.edu/purchasing/forms/restrictlist.pdf.

Hiring a contractor: You are 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 budget application, and receiving approval for your budget. Please provide the person’s name you wish to pay, along with their ASU ID# (if applicable) and if the person has been paid by ASU before (that you know of, and 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 F. See application and required steps in Appendix G.

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 F. The application can be found here https://graduate.asu.edu/travel-award-application, and additional requirements and information can be found here https://graduate.asu.edu/pay-for-college/travel-awards.

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 Graduate College deadlines.

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 F.

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
1. 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.

2. 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.
   e. 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](#) – Dougles 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, 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 With Balls – 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
  o Lessig (2004). Free Culture
  o Data & Society – research institute and blog, https://datasociety.net/

• Cultural and Creative Industries Economics and Enterprise
  o Caves (2000). The Creative Industries: Contracts between Art and Commerce
• Creativity
  o Csikszentmihalyi (2013). *Creativity: Flow and the Psychology of Discovery and Invention*.

• Design Thinking

• Equity and Inclusion in the Creative and Cultural Industries
  o Tepper, Steven J. (2011). *Not Here, Not Now, Not That!* U Chicago Press

Appendix B. Information for Mike Curb MA faculty committees and committee chairs

*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. The chair should also receive Appendix C with guidelines for evaluation.*

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

Comprehensive Examination

Oral Exam Questions: The three members of the faculty committee should prepare questions (one per faculty member) to be delivered to the student two weeks in advance of their oral comprehensive exam and prospectus defense. Usually, these questions are drawn from coursework the student has taken from the faculty members and are designed to help the student synthesize the knowledges developed in the program before implementing them in launching the Applied Project. The questions serve to guide the student on the topic areas to be discussed at the Comprehensive 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 Comprehensive 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 two weeks 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 Comprehensive 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. Content of this review is summarized in Appendix C (included here). Student performance is reported to the CECL Program Coordinator by the Applied Project Committee Chair.

d. Meets with student to develop plan of work and overall approaches 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 Comprehensive Examination.

h. Poses one question for the student’s Comprehensive Examination, to be given to the student two weeks in advance of the meeting date. The question reflects CECL course content and/or the connection to the student’s Applied Project content.

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

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

k. Submits a digital or paper form documenting satisfactory or unsatisfactory performance at the Comprehensive Examination and the Final Defense meetings. Appendix D and E.

l. 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. Pose one question for the student’s Comprehensive Exam, to be given to the student two weeks in advance of the meeting date. The question reflects CECL course content and/or the connection to the student’s Applied Project content.

c. 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 Comprehensive 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. Guidelines for Student Evaluation

In order to insure satisfactory progress toward the degree, all CECL MA students are meet with their advisors at the end of each semester, according to the guidelines provided below. This serves as a curricular planning meeting and review to assess work so far. In the first semester,
the CECL Program Director reviews the student, in later semesters the student is reviewed by the Applied Project Committee Chair if they have been confirmed. In either case, documentation of the meeting and discussion is to be provided to the Program Coordinator to be kept with the student’s permanent record.

Upon completion of the student meeting, the evaluator will email documentation to the Program Coordinator for program records and carbon copy the student. The student will then have the opportunity to amend the evaluation to add additional information as necessary.

Information to be provided includes the following:

**Student name**
**Faculty member’s name**
**Faculty member’s association with the student, i.e., Applied Project Chair, CECL Program Director**
**Date of meeting at which this review was discussed.**

Topics that were covered in the meeting (topics discussed will depend on student’s progress in program, include relevant material in email update):

1. **Satisfactory completion of coursework up to the point of the meeting. (3.0 GPA)**
2. **Completion of the benchmarks of the master’s program**
   i. Planned coursework to take in the following semester towards degree completion.
   ii. **Completed iPOS**
   iv. Selected Project Committee Chair, obtained commitment from that individual
   v. Selected Project committee, obtained commitment from those individuals
   vi. Completed draft of prospectus for Project Committee chair’s review
   vii. Completed all revisions of prospectus required by Project Committee chair, submission of the prospectus to the committee members.
   viii. Setting date for oral examination and prospectus defense.
   ix. **Progress on project, evidence should be provided by the student that indicates progress in working on the project.**
   x. **Completion of project and setting of date of defense**

3. **Other related issues of the student achievements or challenges.**
4. **Any issues related to misconduct as outlined in the ASU handbook**
   http://www.asu.edu/aad/manuals/sta/sta104-01.html

The information summarized in each review should be submitted by the faculty member to the CECL Program Coordinator, Jillian Farland (jillian.farland@asu.edu) where it will become part of the student’s permanent record. The email should also carbon copy the student. The student will then have the opportunity to amend the evaluation to add additional information as necessary.
Appendix D. Assessment of Student Performance: Comprehensive Examination

Upon completion of the Comprehensive Examination the Committee Chair will email documentation of the meeting and its outcome to the CECL Program Coordinator (jillian.farland@asu.edu) 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:

Oral Examination
   Was the student well prepared and able to discuss the content area of the questions provided? Was he/she able to introduce additional content, and not be limited to a rote answer to the question provided?

Applied Project Prospectus Defense
   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 Comprehensive 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 Jillian Farland (jillian.farland@asu.edu) 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 E. 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 (jillian.farland@asu.edu) 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 Jillian Farland (jillian.farland@asu.edu) 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 F. Important Dates & Deadlines

A.  **2018-2019 Academic Calendar**
For the full ASU Academic Calendar, refer to: [https://students.asu.edu/academic-calendar](https://students.asu.edu/academic-calendar)

<table>
<thead>
<tr>
<th></th>
<th><strong>Fall 2018</strong></th>
<th><strong>Spring 2019</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Classes</strong></td>
<td>Session A: 8/16/18 – 10/5/18</td>
<td>Session A: 1/7/19 – 2/26/19</td>
</tr>
<tr>
<td></td>
<td>Session B: 10/10/18 – 11/30/18</td>
<td>Session B: 3/11/19 – 4/26/19</td>
</tr>
<tr>
<td></td>
<td>Session C: 8/16/18 – 11/30/18</td>
<td>Session C: 1/7/19 – 4/26/19</td>
</tr>
<tr>
<td><strong>Registration</strong></td>
<td>Sessions A &amp; C: 8/8/18</td>
<td>Sessions A &amp; C: 12/30/18</td>
</tr>
<tr>
<td></td>
<td>Session B: 10/2/18</td>
<td>Session B: 3/3/19</td>
</tr>
<tr>
<td><strong>Apply for graduation by</strong></td>
<td>10/1/18</td>
<td>2/15/19</td>
</tr>
<tr>
<td><strong>Defend Applied Project by</strong></td>
<td>11/26/18</td>
<td>4/15/19</td>
</tr>
<tr>
<td><strong>ASU Commencement</strong></td>
<td>12/10/18</td>
<td>5/6/19</td>
</tr>
<tr>
<td><strong>Herberger Convocation</strong></td>
<td>TBD; week of 12/10/18</td>
<td>TBD; week of 5/6/19</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. Requests must be made via email at least one month prior to when the funds are needed to the Program Coordinator and Program Director.

2. **HIDA Student Enrichment Grants**
   Students can apply for HIDA’s Student Enrichment Grants any time throughout the year, so long as the application is submitted at least one month prior to travel to the Program Coordinator and Program Director.

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, 2018</td>
<td>August 1, 2018</td>
<td>August 15, 2018</td>
</tr>
<tr>
<td>January 1-March 31, 2019</td>
<td>October 31, 2018</td>
<td>November 16, 2018</td>
</tr>
<tr>
<td>April 1-June 30, 2019</td>
<td>January 30, 2019</td>
<td>February 15, 2019</td>
</tr>
<tr>
<td>July 1-September 30, 2019</td>
<td>May 1, 2019</td>
<td>May 15, 2019</td>
</tr>
</tbody>
</table>

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 G. HIDA Student Enrichment Grant Application and Information

A. Application

<table>
<thead>
<tr>
<th>Name</th>
<th>ASU ID#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Address</td>
<td></td>
</tr>
<tr>
<td>City</td>
<td>Zip</td>
</tr>
<tr>
<td>Phone: (Include area code)</td>
<td>Email Address</td>
</tr>
<tr>
<td>Department/School (select from list)</td>
<td>Major</td>
</tr>
<tr>
<td>Student Status (select from list)</td>
<td>Graduate College application attached? Yes □ No □</td>
</tr>
<tr>
<td>Trip Dates</td>
<td>Destination Please list City, State or Country</td>
</tr>
</tbody>
</table>

**CHECKLIST (For Office Use Only)**

- Signature □
- Funding □
- Invitation □
- Narrative □
- Expense Estimate □
- Airfare Quote □
- Grad College Application (if applicable) □
- Priorities □

**Estimated Expenses**

- Airfare/Mileage Reimbursement $ +
- Registration fees $ +
- Lodging (per University schedule [see travel] on the ASU Web page) $ +
- Per diem (per University schedule [see travel] on the ASU Web page) $ +
- Other Transportation (i.e. taxi, public transportation) $ +
- Miscellaneous (indicate type of items) $ +
- **Total estimated expenses** $ =
- Income available from other sources (personal grants, dept. funding, student government, etc.) $ -
- **Total request** $ -

*Attach to this application a one-page letter that includes the following information:

- Purpose of travel (why you are going? - indicate your level of participation)
- Justification (why is your travel important?)
- Indicate if you have any other source of support such as grants or personal dollars
- If a graduate student, whether or not you intend to apply to the Graduate College for travel funds

**Department/School Endorsement**

I endorse this travel grant application & will support it in the amount of $ ________ to be paid from account __________

I do not support this travel grant application.

Signature of chair or director __________________________ Date __________

**Dean’s Office Endorsement**

I endorse this travel grant application & will support it in the amount of $ ________ to be paid from account IM91012

I do not support this travel grant application.

Signature of Dean’s Office Representative __________________________ Date __________

The application must be endorsed by the student’s school director and then submitted to the Office of the Dean, Herberger Institute for Design and the Arts, 132 Ditke Gammage Hall, Mail Code 2102. Request may be approved or denied; if approved they may be funded fully or partially. RETROACTIVE FUNDING WILL NOT BE APPROVED. Matching funds from departments and schools are encouraged and will be considered in the review process. Notification of a decision will be sent approximately ten working days after the application deadline. Please note: incomplete applications will be returned.
B. Additional Information

1. The enrichment grants provide support for travel:
   a. to students attending international, national and regional conferences where they have been competitively selected to exhibit, perform, present a paper, or give a workshop
   b. to students invited to perform or exhibit at prestigious regional, national or international venues
   c. connected to the research of a student’s 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. Original copies of the completed application and documentation must be submitted to the Program Coordinator at least one month before the travel departure date.
   b. If the applicant is also applying for the Graduate Education Travel Award, please submit completed Student Enrichment Grant application AND the completed Graduate Education Travel Award application to the Program Coordinator by the dates outlined in Appendix F (Section B, Number 3).

7. Steps to Applying:
   a. Apply to present, perform or exhibit at conference or other competitive presentation venue. In some cases, the notification timeline for the conference and the enrichment grant deadlines do not coincide. Students should prepare their application following the steps below and submit it without the invitation letter. Once the invitation letter for the event is received, submit it immediately. Funds will not be disbursed without receipt of the event confirmation.
   b. Complete a Student Enrichment Grant application form. You may request the form from the Program Coordinator
   c. Assistance with Your Application. To obtain an application and receive help estimating your expenses, please contact the Program Coordinator.

8. Estimating Travel Expenses
   a. You must include a printed airline 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
   d. You must include a printed airline 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.
e. 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.
f. 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.
g. Enter estimated cost for transportation to/from airport and lodging and to the conference/event site.
h. **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.
i. **List total funding requested.** Subtract funding available from other sources from total of travel and/or non-travel.
j. **Include your School Director’s endorsement.** You must submit this application to the director of your school for endorsement. Your school may have internal deadlines that fall before the Herberger Institute deadlines for these grant applications. Please check with your school and allow enough time for the director to act on the application and submit it to the Dean’s Office by the deadline.

9. **Attach a Narrative.** Explain where you are going, the nature of your participation in the event; why the travel is important to you as an artist, scholar or teacher; and the process by which you were selected to participate. Indicate any outcomes (publication, further performances or exhibitions, etc.) that may result from your travel.

10. **Include the name of ASU faculty member familiar with your work.** Provide a faculty contact familiar with your work in your narrative. Depending upon the nature of the proposal, the faculty member may be contacted for additional clarification, insights or rationales for supporting the project.

11. **Attach a copy of your invitation letter (if available at time of application).** Please attach a copy of your official letter or email correspondence indicating your competitive selection if you have received it, otherwise indicate clearly that you are awaiting notification.

12. **Complete an ASU Graduate Education travel grant application (if applicable).** If you are a graduate student and you qualify to apply to ASU Graduate Education for funding for
your trip, you must also complete and attach the ASU Graduate Education Travel Grant form. Your school administration must rank ASU Graduate Education applications and may only submit two nominations per funding cycle. Your application may or may not be chosen for ASU Graduate Education funds, so you should not plan on this funding. You will still be considered for School and Herberger Institute support.

13. **Sign all forms and submit them to your school’s travel representative for review.** Your school will forward grant applications to the Dean’s Office for review. Decisions regarding school and institute funding will be emailed to applicants no later than 10 working days after the application deadline. After a funding decision has been made, the Herberger Institute of Design and the Arts will forward your ASU Graduate Education Travel Grant form to ASU Graduate Education.

14. **Use the following check sheet to insure your applications is complete, as incomplete applications will not be reviewed:**
   a. Completed Application Form signed by your school director
   b. Completed Narrative
   c. Letter of Invitation (if available) or indicate clearly that you are awaiting notification
   d. Copy of your airfare estimate printed from your airline of choice or Orbitz, Travelocity, Expedia, etc.
   e. Completed Graduate Education Travel Grant Form (if applicable)
   f. Do NOT submit GPSA Forms (if applicable) to HIDA