



HANDBOOK OF POLICIES AND PROCEDURES  
2020-2021

The Herberger Institute for Design and the Arts  
Ira A. Fulton Schools of Engineering + W. P. Carey School of Business  
Arizona State University

## **CONTENTS**

[General Information](#)

[Admission Requirements](#)

[Facilities](#)

[Governance and Administration](#)

[Academic Policies and Procedures](#)

[Plan of Study](#)

[Required Program Courses](#)

[Electives](#)

[Program Policies and Procedures](#)

[Transfer Credits](#)

[Grades and Grade Point Averages](#)

[Satisfactory Academic Progress Policy](#)

[Notification of Unsatisfactory Academic Progress](#)

[Graduate Student Academic File](#)

[Scholarships and Financial Assistance](#)

[Program Fees](#)

[Leave of Absence](#)

[Student Contact Information and Email](#)

[Student Information Policy](#)

[Concentration Student Check Sheets](#)

[Additional Resources](#)

## FOREWORD

This handbook provides the essential information to make your journey in the [Master of Science in Innovation and Venture Development \(MSIVD\) program](#) productive and successful. It includes the various policies and procedures that are important to know. Please remember, however, that the [Arizona State University Graduate Catalog](#) takes precedence over this handbook. Graduate students should also be familiar with University policies concerning student conduct as described in the Graduate Catalog.

For COVID-19 specific information, please visit the [ASU Novel Coronavirus](#) website for further details.

## GENERAL INFORMATION

The Master of Science in Innovation and Venture Development is a transdisciplinary partnership between three leading schools at Arizona State University: the Ira A. Fulton Schools of Engineering, W. P. Carey School of Business, and the Herberger Institute for Design and the Arts. The MSIVD program is committed to developing the highest level of scholarship and understanding of the disciplines it represents, and to critically assessing the relationships among these and related disciplines.

The degree has a STEM certification, which activates expanded benefits for veterans, as well as scholarship programs structured to support students in STEM-related fields. It also provides international students with a 24-month Optional Practical Training extension beyond the standard 12-month OPT limit.

## ADMISSION REQUIREMENTS

Applicants to the MSIVD program may hold a baccalaureate degree in any undergraduate discipline. In addition to the MSIVD program requirements, applicants must fulfill the [Graduate College admission requirements](#). The following are additional requirements for admission into the program:

- Graduate admission application and application fee
- Transcripts: Applicants may provide unofficial transcripts via the online application. If admitted with unofficial transcripts, students will be required to provide official transcripts by the end of their first semester in the program.
- Professional resume
- Letter of intent describing innovation and entrepreneurial experience (maximum 3 pages, 12' font, double spaced). This essay will weigh heavily in our evaluation of candidates. It should include a concise case for why the candidate wants to become a part of the MSIVD program, what specific experience, values and skills make him or her an excellent candidate, and what she or he hopes to accomplish with the learning accrued from the MSIVD degree. Essays will be evaluated based on content, and quality of logic and communication, since we are looking for nascent leadership abilities.
- Applicants progressing to the second level of evaluation will receive additional questions to answer and have a :30 online interview with the program chair or faculty leads. During this interview, we will evaluate experience, team, insight and collaboration skills.
- There is no GRE score requirement for the MSIVD program.

## FACILITIES

**Computing Facilities:** The ASU and the Herberger Institute provides students with computer technology suitable for design and research for all design disciplines. Computing facilities can be found in various

locations in the Institute and elsewhere on campus. The Design School Computer Lab is located in Design North 255.

**NOVUS:** The Master of Science in Innovation and Venture Development is housed in ASU's Novus Innovation Corridor. Located adjacent to Tempe Town Lake and ASU's Tempe campus, Novus consists of nearly 10 million square feet of urban mixed-use opportunities in the heart of Tempe. MSIVD students will work in their own dedicated space in the Novus building that is designed to foster collaboration and innovation.

**Shop:** The shop contains equipment for wood, plastic, and metal work. The shop enables students to develop a deeper understanding of the practical and technical aspects of materials in relation to 3D design. Facilities are available for building models, precision components, mock-ups, experimental apparatus, and full-scale construction assemblies. The Design School Shop is located in Design North 82.

## **GOVERNANCE AND ADMINISTRATION OF THE PROGRAM**

### **Director of Design Integration & Program Director**

Cheryl Heller - email: [Cheryl.Heller@asu.edu](mailto:Cheryl.Heller@asu.edu)

### **Graduate Coordinator**

The day-to-day administration of all the programs for current students is the responsibility of the Graduate Coordinator.

- Assisting in the development and implementation of recruitment policies and practices;
- Serving as administrative liaison with the school, faculty, and staff;
- Advising the program leads on administrative and operational matters; and
- Facilitating curriculum support for all programs.

Contact Information:

Jackie Collens - email: [Jacklyn.Collens@asu.edu](mailto:Jacklyn.Collens@asu.edu), Phone: 480-727-1865

## **ACADEMIC POLICIES AND PROCEDURES**

### **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](#) 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.

### **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](#) reviews and sanctions these matters. If a student violates both the academic integrity provision and additional provisions of the Student Code of Conduct, both the college and the Office of Student Rights and Responsibilities will review the matter. Each independently makes determinations concerning violations and appropriate sanctions.

### **Student Disciplinary Procedures**

The Office of Student Rights and Responsibilities staff is responsible for reviewing and handling student disciplinary incident reports. The staff reviews the conduct of both individual students and student organizations in relation to standards set forth by the Arizona Board of Regents (ABOR) set out in the [Student Code of Conduct \(Chapter 5, Section C\)](#) and [Student Disciplinary Procedures \(Chapter 5, Section D\)](#).

Outreach and education are provided to students, faculty, and staff in areas such as:

- Student rights and responsibilities
- Campus and community standards
- University policies
- Campus safety

The Office of Student Rights and Responsibilities staff works closely with many other department and program staff on campus to ensure that all students can live, work, and learn in a mutually satisfying and secure environment.

### **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](#). 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](#))

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). 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.

### **Graduate College Graduation Requirements**

All graduate students must have an approved Plan of Study (POS) submitted by the end of the first year.

Students have six years to complete a Master’s degree. You must be enrolled every semester in order to maintain active student status.

Students must maintain a minimum 3.0 for all GPA’s (iPOS GPA, overall Graduate GPA, and Cumulative GPA).

Students must satisfy all requirements of the graduate degree program.

Students must successfully complete the culminating experience (capstone student, thesis, or applied project) with a B or better.

Graduate students must remain continuously enrolled in their degree program. Failing to do so without a Graduate College approved request to Maintain Continuous Enrollment is considered to be lack of academic progress.

### **Plan of Study**

The Plan of Study (POS) is the road map for your program’s journey. It lists the courses that you plan to take. The POS is filed with the Graduate College and needs to be approved and kept up to date. The latter action is the responsibility of the student. Changes to the POS must be made online through the MyASU system and need to be approved by the Graduate Coordinator and Graduate College.

Instructions on how to file a POS can be found on the institute website ([iPOS Plan of Study Guide](#)). Once students have filled out the POS online, it is their responsibility to notify the Graduate Coordinator in order to receive their approval.

Once it is approved at the academic unit level, it is forwarded onto the Graduation Office and then finally the Graduate College for approvals. The entire process can take between 6 to 8 weeks for approval during non-peak times once it has left the academic unit. Students can always view their POS status by logging into the My ASU website.

Please note: The completed Plan of Study (POS) must be approved and on file for MSIVD students by the end of the first semester. Students who do not have an approved POS may have a registration hold placed on their student account.

## **Program Required Courses**

### **IVD 525 Fundamentals of Entrepreneurial Leadership (3 credits)**

Entrepreneurial Leadership is an “experiential” course for students to practice “being” a leader, at the personal, interpersonal, and community levels. While typical leadership classes leave one knowing about leaders and leadership, this class leaves students being leaders as part of their natural self-expression. The program follows an ontological pedagogy, rather than epistemological one. Ontology is the study of the nature and function of being “as lived” in real-time. Epistemology by contrast deals with the varieties, grounds, and validity of knowledge. Leadership skills include mastery of communication at each of the three levels, from personal relationships to large scale messaging for media and branding; and looking beyond the personal and interpersonal sociological level of analysis to incorporate principles of social and environmental justice into their relationships and the enterprises they lead.

### **IVD 560 Innovation Studio I (3 credits)**

Insight begins with a two-day offsite bootcamp, where the cohort of students will get to know each other in a relaxed atmosphere. Through a facilitated process, they will investigate the diverse world views in the class, learn basic principles of collaborative creation and organize themselves in teams around shared interests. They will gain an overview of the venture development program, and the general structure of the program. During class, they will be guided through the process of researching and understanding the opportunity space in which they want to work, evaluating their findings and transforming them into the disruptive insights essential to a successful innovation and venture development. In addition, students will be exposed to category experts who will share experience in various fields, technologies and geographies, connecting them to the world outside the studio.

### **IVD 561 Innovation Studio II (3 credits)**

Problem reframing is essential to the innovation process, and to properly diagnosing problems so they can be investigated from multiple perspectives. It entails pushing past conventional assumptions about barriers to success, to find root causes - sometimes different problems altogether- that inspire novel, diverse approaches. Problem reframing is a powerful tool that increases the options and resources available in addressing any challenge. In this course, students will learn to see problems as opportunities for breakthrough solutions.

### **IVD 562 Innovation Studio III (3 credits)**

In this iterative, creative “make-to-learn” phase of venture development, students explore prototyping and testing with audiences or end-users to develop feedback loops for real time evaluation of their ideas, then synthesize learning from both successes and failures to progress toward a solution. Key components include mastery of ideation and creative development, framing strategic questions and success indicators for prototyping of services or products, evaluation of feedback and iteration of progressively more promising ideas. Students will learn and practice prototyping service interactions as well as product innovations.

### **IVD 630 Scaling Entrepreneurial Leadership (3 credits)**

The personal skills required to succeed in a small start-up environment are different from those required to run a successful enterprise or nonprofit. Many entrepreneurs do not have access to the learning that prepares them to both launch and successfully scale their venture. Complexities of board management, fostering a creative culture, codifying a communication system that becomes a source of energy and a north star for the organization, inculcating values of social and environmental justice into a culture and translating them into daily behavior are required capacities which cannot be learned in theory, only in practice.

### **IVD 660 Innovation Studio IV (3 credits)**

A BUSINESS MODEL describes how an organization creates, captures and delivers value. Once students have discovered a solution customers want, they must articulate how the solution will reach customers at a profit. Faced with the challenge of business model generation and prototyping, students will need to define the starting points of value proposition, supply chain and customer segments. Later in the process, a clear description of the revenue model, customer relationship, key resources, key activities, key partners and cost structure will complement the original value proposition design. The refinement of the newly-created business model is made through a process of iteration. Students will have an overall comprehension of the strategic innovation process made of (a) strategy, (b) execution, (c) tools and (d) metrics) before moving to the stages of scaling and growth of the business. In order to develop a viable business model, students need to understand the costs of development, manufacturing and getting their goods or services to customers.

### **IVD 661 Innovation Studio V (6 credits)**

SCALE is translated as proportional growth of production and profit aiming at a larger market position. Understanding the timing to scale a business model is crucial to its success and scaling can be discussed in terms of market, process and team. Faced with scaling issues of their business models, students will need to build their own framework – or tools - in order to make decisions concerning the whens (time) and hows (market, process, tools) of scaling. Topics covered also include — but not limited to — venture funding strategies, budgeting capital needs, developing e-commerce, CRM analytics, supply chain and operations.

### **Electives**

The program requires 6 elective credit hours. Please reach out to the Graduate Coordinator for approved program electives.

## **PROGRAM POLICIES AND PROCEDURES**

### **General Information**

Several university groups establish graduate student policies and requirements. The Graduate College sets university-wide policies and minimum requirements. Graduate College policies and requirements are provided in the Arizona State University Graduate Catalog and are revised each year. This document can be found on the ASU web site at: <http://catalog.asu.edu/Graduate>. Students are responsible for knowing the policies in the catalog of which they were admitted.

## **Transfer Credits**

Credits from other programs may be transferred to the student's Plan of Study upon their commendation of the student's Committee Chair and as long as they were not used to meet any degree requirements. Transfer credits must be from an accredited institution and must be acceptable as graduate-level credits at Arizona State University. Only courses with an "A" or "B" grade may be transferred. The number of transfer credits cannot exceed 20% of the total minimum semester hours required for the studio-based degrees (12 credit hours total). Transfer credits will not be included in computing ASU grade point averages, but will be used in computing the grade point average on the Plan of Study.

## **Grades and Grade Point Averages**

All students must have a 3.0 cumulative and POS grade point average (GPA) in order to graduate and be in good academic standing. Furthermore, Design School students must maintain a grade point average of "B" (3.0) or better in all work taken for graduate credit. Grades that fall below "B" do not meet the requirements of a graduate degree. Students whose GPA falls below 3.0 will be subject to an immediate status review by your Program Head, and may be placed on probation for not meeting the definition of academic satisfactory progress as outlined above.

Upon written recommendation of the student's Graduate Coordinator and with the approval of the Program Head and the Director, the Dean of the Graduate College may rescind a student's eligibility to continue in the program. Such action is based on evidence of a student's inability to meet the standards or requirements of the program or on other convincing evidence that continuation in the program would not be in the best interest of the student and /or the Program and Arizona State University. The Grade of incomplete "I" is given to graduate students on those very unusual circumstances when course work cannot be completed on time for reasons beyond the student's control.

The student must be passing the course at the time that a grade of incomplete is awarded. The student is responsible for the request and paperwork for a grade of incomplete. If the course work has not been completed within one academic year from the date of the request of a grade of incomplete, a grade of "E" will be assigned.

Courses designated as research, thesis, or applied project may be awarded a grade of "Z" as an indication of progress until the entire body of work has been completed, when they will be awarded a grade of "Y." Although it is the faculty's responsibility to change the grade, the student might find it helpful to identify the course in which a "Z" grade was given and needs to be changed for the faculty member prior to the final defense.

## **Satisfactory Academic Progress Policy**

The Design School programs may recommend to the Graduate College for dismissal of an admitted student in the Design School programs because of a lack of satisfactory academic progress.

Any of the following infringements may constitute grounds for dismissal of the student from the program:

1. Inability to meet grade point average standards and requirements as outlined in this handbook as well as by Graduate College standards.
2. Inability to complete a POS in a timely fashion.
3. Inability to meet research and writing deadlines established in writing by the student and the Committee Chair.

4. Other conditions as stipulated in the Graduate Catalog and website for Graduate College Procedures
  - | Withdrawal policies and procedures
  - | Misconduct in scholarly research and creative activities
  - | Student code of conduct and student disciplinary procedures

<https://www.asu.edu/aad/manuals/ssm/index.html>

### **Notification of Unsatisfactory Academic Progress**

If a student fails to make satisfactory academic progress towards completing the degree requirements, the School Director will send a notification letter regarding the student's probationary status and possible dismissal to the student with a copy for the student's file, chair of the committee, and faculty advisor (if not the chair). The student will be informed in writing of the conditions and time frame to establish removal of probation and avoid dismissal. If unable to meet the conditions for the removal of probation within the given time frame, the Student will be notified of the decision for dismissal from the degree program due to the student's inability to meet the conditions for the removal of the probation.

The student may appeal the pending dismissal within ten (10) business days of receiving the notification letter. Appeals must be concluded in a timely manner. However, the student will be permitted to remain in the program and to enroll in classes towards his/her degree requirements pending the appeal. A notification letter will be sent to the student within ten (10) business days following the conclusion of the appeal. If the student chooses not to appeal or if the appeal is unsuccessful then the student will be notified that a dismissal recommendation is being sent to the Graduate College and that he/she has the right to respond to the Graduate College within ten (10) business days.

The student may appeal to the Graduate Council Appeals Board after completion of the appeal process in the Herberger Institute for Design and the Arts. The Graduate College student appeals policy can be found at: [https://graduate.asu.edu/sites/default/files/Guidelines\\_for\\_Academic\\_Progress.pdf](https://graduate.asu.edu/sites/default/files/Guidelines_for_Academic_Progress.pdf)

### **Graduate Student Academic File**

The Design School maintains an academic file for every student. This file contains the student's application materials, copies of graduate reports, and copies of correspondence dealing with the student's academic progress. It is the responsibility of each student to update all required materials including forms for graduation.

### **Scholarships and Financial Assistance**

Financial assistance is available through ASU and the Graduate College. For specific information, please contact the Graduate College at (480) 965-6113. The Design School also has some limited scholarships; information can be found on the Institute website: <https://students.asu.edu/scholarships>

The ASU Graduate and Professional Student Association (GPSA) provides funding and award opportunities to all graduate students. For more information about GPSA and their funding opportunities, please visit the GPSA website at <http://gpsa.asu.edu/>.

### **Teaching Assistant (TA)**

One way to gain teaching experience is a Teaching Assistantship, better known as a TA. As defined by the Graduate College, "A graduate teaching assistant is a graduate student appointed part-time by the

university whose primary responsibility is in an instructional capacity. Graduate teaching assistants may lecture, lead discussion groups, serve as an assistant to laboratory classes, tutor students, proctor examinations, grade tests and papers, and provide general assistance in the instructional process under the direct supervision of a faculty member.”

Your search for Teaching Assistantships should not, however, be limited to your own program. There are many academic units in the Herberger Institute and in the university that could benefit from your design skills and knowledge.

Please keep the following conditions in mind if you wish to be considered for a teaching assistantship:

1. a score of 26 or higher on the speaking portion of the TOEFL iBT or;
2. a score of 55 or higher on the SPEAK test (given on the Tempe campus by Global Launch) or;
3. successful completion of the ITA Teacher Training Course offered by Global Launch each semester or;
4. a score of 8 on the speaking portion of the IELTS (International English Language Testing System) test
5. You must be enrolled in at least six (6) credit hours of appropriate graduate-level courses.

For more information, please visit: <https://design.asu.edu/resources/students/teaching-assistantships>

### **Research Assistant (RA)**

As defined by the Graduate College, “A graduate research assistant is a student appointed part-time by the university whose primary responsibilities are research related. Graduate research assistants assist faculty members in research and creative activities, perform administrative or editorial duties directly connected to research and creative activities, develop and evaluate instructional materials and/or curricula, or assume responsibilities for a designated research under the direct supervision of a faculty member.” Research Assistantships are paid positions within a funded research project under taken by faculty. Few faculty members in the school are engaged in funded projects, creating RA opportunities. Your search for RA should not be limited to your design program. Other academic units could provide opportunities as Research Assistants.

### **TA/RA Hiring Policy**

To be considered for a teaching assistantship (TA) or research assistantship (RA), a graduate student must complete the online application.

The Graduate Coordinator will notify students when the online application is available. The following conditions apply to teaching assistantships:

- A new application must be submitted to The Design School each year in order to be considered.
- Teaching assistantships are limited to graduate students who are enrolled in at least six (6) credit hours of graduate courses.
- Students who were assigned deficiencies upon admittance into the program are not eligible to serve in any TA/RA capacity until all deficiencies have been fulfilled.
- Hiring is selective and is based on review of applicant’s qualification.
- Hiring is done on a semester-by-semester basis.

- Hiring may be based on previous performance evaluations conducted by the supervisor

### **Program Fees**

Program fees are assessed to all graduate students in professional programs. In the case of the studio-based degree students, the program fees provide:

- Financial Aid set aside – administered by financial aid office to eligible graduate design students
- Clinical Faculty and Staff salaries
- General support of programs that facilitate graduate education and professional development
- Teaching and Research Assistantships
- Travel for national or international studios
- Studio Publications which support graduate studio education

### **Leave of Absence**

Graduate students planning to discontinue registration for a semester or more must submit a Leave of Absence request via their Interactive Plan of Student (iPOS). This request must be submitted and approved before the anticipated semester of non-registration. Students may request a maximum of two semesters of leave during their entire program. Having an approved Leave of Absence by the Graduate College will enable students to reenter their program without re-applying to the university.

Students who do not register for a fall or spring semester without an approved Leave of Absence are considered withdrawn from the university under the assumption that they have decided to discontinue their program. Students removed for this reason may reapply for admission to resume their degree program; the application will be considered along with all other new applications to the degree program. Students with a Graduate College approved Leave of Absence are not required to pay tuition and/or fees, but in turn are not permitted to place any demands on university faculty or use any university resources. These resources include university libraries, laboratories, recreation facilities or faculty and staff time.

### **Student Contact Information and Email**

All students must keep their contact information and email addresses up to date. It is the student's responsibility to keep such information up to date and that it is on file with ASU. As concerns email addresses, it is university policy that all electronic communications be channeled through ASU email accounts. The Design School will neither file nor use alternative email addresses, although students may have their ASU email forwarded to an alternative account if they so wish. You are also requested to service your ASU email account regularly in order to not have messages rejected. If your mail box is full, you are still responsible for the content and information in emails sent to the ASU email account.

### **Student Information Policy**

Individual student information is held with the strictest confidentiality per The Design School, and Arizona State University policy, as well as Federal Educational Rights and Privacy Act (FERPA) policies. If you are a TA, you need to also be aware that as a university employee, you are held to the privacy obligations of the FERPA policies and procedures. You can view the FERPA policy at:

<https://students.asu.edu/policies/ferpa>

### **Student Check Sheets**

Each program has required and recommended courses that are identified on the student check sheets. Students should work with their Graduate Coordinator and Program Director to choose appropriate electives.

### **Additional Resources**

- [Counseling Services](#)
- [Disability Resource Center](#)
- [Graduate College](#)
- [Health Services](#)
- [Wellness Resources](#)
- [Student Wellbeing](#)
- [Housing](#)
- [International Students and Scholars Center](#)
- [IT Help Office](#)
- [Parking and Transit Services](#)
- [Student Accounts](#)
- [Veteran Resources](#)