

Exhibit A

The Mike Curb Creative Campus Program The Fifth-Year Master's Degree in Creative Enterprise and Public Service

**Vanderbilt University
The Curb Center for Art, Enterprise, and Public Policy**

**Five-Year Implementation Plan
March 5, 2008**

Mission:

To equip every Vanderbilt undergraduate student with the creative ability, cultural knowledge, and leadership skills essential to creative entrepreneurship and public service in a knowledge-driven society where information is key; to educate a select cohort of students in the discipline of Creative Enterprise and Public Leadership; to secure the university's position at the forefront of the national creative campus movement.

Background:

Today's university graduates will be forced to engage and manage rapidly-evolving global cultural markets, emerging technologies, and an increasingly-complex intellectual property environment. Journalists and academics, such as Thomas Friedman, Daniel Pink and Richard Florida argue that success in our 21st-century world economy will require creativity – the “high concept” and “high touch” skills essential in an age of outsourced industrial production and offshore information management. At the same time, issues surrounding intellectual property and the ownership of cultural goods have emerged as central to law and commerce in America and around the world. Government, industry, and our nation's communities need leaders who can navigate and manage our arts system. Evidence is clear that the challenges facing our economy and our quality of life are real. And it is time to act; we no longer have the luxury of assuming that creativity will somehow emerge spontaneously. Instead, higher education today must offer learning opportunities specifically designed to develop knowledge and attitudes essential to creative leadership.

In an essay published in the *Chronicle of Higher Education*, Curb Center Associate Director Steven Tepper challenged universities to measure the creative capacity of their students, and in late 2006, Vanderbilt University hosted a conference on research into campus creativity – the first meeting of its kind. As a result, creativity as a component of higher education has today emerged as a national movement, and Vanderbilt is prepared to lead. At the same time that educators have elevated creativity as a learning objective, Vanderbilt has deepened its commitment to vibrant, relevant undergraduate and graduate education – launching The

Commons, reaching out to partner with universities such as Belmont and Fisk, while expanding the university's investment in public policy work by reinventing the Vanderbilt Institute of Public Policy Studies. The Curb Center has been a prominent advocate advancing the creative campus initiative across the country; as a result, Vanderbilt University is uniquely positioned to be the first university to offer students a meaningful program of specific course offerings, internships and hands-on activities designed to instill creativity in enterprise and public service.

The Mike Curb Creative Campus Program:

By providing course work and practical experience at the intersection of government, industry and creative enterprise, the Mike Curb Creative Campus Program gives participants the "intellectual tool kit" essential for leadership. The Program will have eight components:

- Leadership and creativity learning within Vanderbilt Visions, the freshman Commons program
- Undergraduate Curb Leadership Scholars

Leading to:

- A fifth-year master's degree in Creative Enterprise and Public Leadership

The program will include:

- Summer internships with government agencies and cultural industries
- Faculty hires
- Top-level guest speakers, residencies and visiting faculty
- Enhanced student interaction with arts programming on and off campus
- Implementation of the first national research program on creativity, the arts and higher education

Degrees will be granted by Vanderbilt University; key program elements, such as internships and guest lectures, will be administered by the Curb Center for Art, Enterprise, and Public Policy. In addition to dedicated faculty and new courses, cooperative relationships with the Owen School, the Law School, The Commons, and other Vanderbilt schools and departments will augment Creative Campus offerings. The master's in Creative Enterprise and Public Leadership will be open to select students from institutions with which the Donor is connected, including, without limitation, Belmont University, Fisk University, California State University, Northridge, Daytona College, Rhodes College, and the Country Music Foundation. The Creative Campus Program will serve talented undergraduate and graduate students, developing leadership through research, study and practical application. While Creative Campus courses and activities will be of value to all students, the Mike Curb Creative Campus Program will be especially meaningful to those seeking careers in government, the cultural industries or to students planning to pursue professional degrees in law or business. Through partnerships with the Mellon and Surdna Foundations, the Mike Curb Creative Campus Program will be a center for national research,

discussion and debate. It will train the next generation of leaders in culture and community service, and position Vanderbilt University as our nation's model creative campus.

Mike Curb, the Curb Center for Art, Enterprise, and Public Policy, and the Mike Curb Family Foundation:

Although the Mike Curb Creative Campus Program is made up of Vanderbilt courses, internships and special learning opportunities, the broad themes of the initiative are drawn from the career of the Curb Center's founding donor Mike Curb. For more than forty years, Mike Curb has brought his creative skills as musician, songwriter and record producer to bear on the challenges of business, government and philanthropy. He sustained Curb Records as a successful independent record company for more than four decades, reshaped the role of lieutenant governor in the state of California, and launched a generous, family-based program in philanthropy, targeting historic preservation and education in the arts. By demonstrating the value of linking artistic skills and vision with work in business and government, it is Mike Curb's career that provides inspiration for the Creative Campus Program. From its inception, the Mike Curb Family Foundation has played a central role in the success of the Curb Center for Art, Enterprise, and Public Policy. Through a commitment to undergraduate and graduate classroom instruction, research and hands-on experience, the Mike Curb Creative Campus Program will expand the scope of Vanderbilt's Curb Center.

Proposed Timetable:

National announcement; engage partner institutions

Spring/Summer 2008

Recruit key staff; develop course and faculty profiles; establish relationships with partner departments and schools; develop and circulate student recruitment materials

Spring/Fall 2008

Selection of first undergraduate Curb Scholars

Spring 2009

First class of undergraduate Curb Scholars enter Vanderbilt and The Commons; first Creative Campus guest lectures and seminars

Fall 2009

Launch Creative Campus Freshman Seminars; launch phase one of national research project

Fall 2009

Hire new faculty, set first-year internships

Spring 2009

First internships in Washington DC, New York, and Los Angeles

Summer 2010

Set and adopt master's curriculum

Fall/Winter 2009-2010

First Vanderbilt, Rhodes, Fisk and Belmont students enter fifth-year master's program

Fall 2010

Students enrolled in program at all levels -- four years of undergraduate work, fourth-year "pre-master's," and fifth-year masters; summer internships operating; schedule of lectures, seminars and faculty visits established

Fall 2013