

September 19, 2012

Dr. Lee Blonder  
Chair, Senate Council  
203 Main Building  
CAMPUS 0032

Dear Chair Blonder,

Please recall that at the May 2012 meeting of the University Senate, the Senators voted to table a proposal to establish a graduate (Masters) degree program in Arts Administration. The provisional action was precipitated by confusion among Senators over which faculty persons constituted the "unit faculty" and assumed responsibility for acting on educational policy matters. Professor Braun, working in close consultation this past summer with his unit faculty, produced a document on the unit's policies and procedures. I wish to acknowledge the invaluable assistance rendered by Professor Davy Jones, in his role as Chair of the Senate Rules Committee.

On behalf of the College of Fine Arts and the Provost's Office, I submit the enclosed set of appendices:

- Appendix I – a roster of the program faculty for the proposed graduate degree in Arts Administration, including the assignment of instructional responsibilities; and,
- Appendix II - the standing of those faculty persons as the graduate faculty of record for the proposed Masters degree program in Arts Administration.

I request that the University Senate be asked to "untable" the graduate degree proposal at its October meeting and cast a vote on approval.

Thank you.

Yours sincerely,

Richard Greissman  
Assistant Provost

Enclosures: Appendices I & II

## Appendix I

### Program Faculty for the Master of Arts Degree in Arts Administration

1	2	3	4
NAME (F, P)	COURSES TAUGHT Including Term, Course Number & Title, Credit Hours (D, UN, UT, G)	ACADEMIC DEGREES & COURSEWORK Relevant to Courses Taught, Including Institution & Major List specific graduate coursework, if needed	OTHER QUALIFICATIONS & COMMENTS Related to Courses Taught
Rachel Shane (F)	Fall, AAD 610 Financial Management for Arts Organizations 3 G. Spring, AAD 710 Capstone Course in Arts Management 3 G.	PhD Art Education, The Ohio State University. *MA Arts Administration, Drexel University. BA Theatre, Northern Arizona University	
Michael Braun (F)	Fall, Spring, Summer AAD 699 Internship in Arts Administration 3 G. Spring, AAD 710 Capstone Course in Arts Management 3 G.	*MA Arts Administration, Saint Cloud State University BA Theatre, Saint Cloud State University	16 Years in leadership positions in nonprofit arts organizations, including Program Director at Arts Midwest, Executive Director at the Mid Atlantic Arts Foundation. Served on the

			Board of the National Assembly of State Arts Agencies and grants panels for the National Endowment for the Arts.
**Michael Tick (F)	Spring, AAD 710 Capstone Course in Arts Management 3 G.	PhD Theatre, New York University.	Dean UK College of Fine Arts
**Benjamin Withers (F)	Spring, AAD 710 Capstone Course in Arts Management 3 G.	PhD and MA Art History, University of Chicago. BA Art History, Carleton College	Previous Chair School of Art and Visual Studies UK College of Fine Arts
**Geraldine Maschio (F)	Spring, AAD 710 Capstone Course in Arts Management 3 G.	PhD Theatre and Drama, University of Wisconsin-Madison. MA Dramatic Arts, University of Connecticut. AB Interdisciplinary Studies, Eisenhower College	Previous Chair Theatre Department UK College of Fine Arts. Associate Dean UK College of Fine Arts.
**Nelson Fields (F)	Spring, AAD 710 Capstone Course in Arts Management 3 G.	MFA Theatrical Design, University of Iowa. BA Theatre, University of Kentucky.	Previous Chair Theatre Department UK College of Fine Arts.
**Peter Simpson (F)	Spring, AAD 710 Capstone Course in Arts Management 3 G.	MA Music University of New Hampshire. BM Music Performance, University of Rhode Island	Received MA when it was considered a terminal performance degree. Has served as Associate Chair of School of Music.
Kathleen Keys (P)	Fall, AAD 520 The Arts and Artists in Society 3 G.	PhD Art Education, The Ohio State University.	

		*MA Arts Policy and Administration, The Ohio State University. BA Arts Administration, University of Kentucky.	
Sue Lafferty (P)	Fall, AAD 620 Management and Leadership in the Arts 3 G. Spring, AAD 630, Marketing Research and Planning for Arts Organizations. Fall, AAD 730 Marketing Strategies and Applications 3 G.	PhD Art Education, The Ohio State University. *MA Arts Administration, The Graduate School, Indiana University. BA American Studies, Franklin College. Certification in Art History and Culture, Richmond College, Florence, Italy.	
Jessica Shields (P)	Fall, AAD 600 Arts Administration Technologies 3 G.	MFA Graphic Design, Savannah College of Art and Design. BA Art: Graphic Design Emphasis, Georgetown College.	
Carter McGowan (P)	Spring, AAD 650 The Arts and the Law 3 G.	M.F.A. in Dramatic Writing, Tisch School of the Arts. M.F.A. in Theatre, CUNY/Brooklyn College. Juris Doctor, Cornell Law School.	
Michael Ibrahim (P)	Fall, AAD 640 Principles of Fundraising 3 G.	PhD (ABD) Northeastern University, Boston.	Director of Development for the All Newton Music School,

	Spring, AAD 740 Fundraising Techniques, 3 G.	*MA, Arts Administration, Boston University. Graduate Certificate, Fundraising Management, Boston University. BA Arts Administration, University of Kentucky.	Newton, MA. Adjunct Faculty, Graduate Program in Arts Administration Boston University, Boston MA. Adjunct Faculty, Department of Professional Studies and Special Programs. Emerson College, Boston MA
Mark Rabideau (P)	Fall, AAD 660 Social and Cultural Entrepreneurialism, 3 G.	DMA Music/Trombone Performance, University of Illinois. M.M., Music/Trombone Performance, University of Notre Dame. B.M., Music/Trombone Performance, University of Illinois, Urbana.	Co-founder/Executive and Artistic Director Artists Now, Inc. Conducted extensive research and written frequently on the topic of cultural entrepreneurialism.
Steven Hoffman (P)	Spring, AAD 540 Seminar in Arts Administration Topic: Community Engagement, 3 G.	*MA Arts Administration, University of Wisconsin – Madison. BA Speech Communication, University of Illinois, Champaign-Urbana	24 years of experience as an Arts Administrator, including Executive Director, Norton Center for the Arts, Danville, KY, President and CEO, Steinbeck Center, Salinas, CA and Executive Director, Washington Pavilion of Arts and Science, Sioux Falls, SD.

**F, P: Full-time or Part-time; D, UN, UT, G: Developmental, Undergraduate Nontransferable, Undergraduate Transferable, Graduate**

\*There is no PhD in Arts Administration. Terminal Degrees include MA, MS, MFA, and MBA. MAs are the most common terminal degree designation.

\*\*Will serve as advisors for capstone projects and on capstone project review committees. May also teach AAD 540 Seminar in Arts Administration: Special Topics classes in coming years.

\*\*\*A new full-time, tenure-track teacher will be added to the Arts Administration Program faculty starting in the fall of 2014, and will teach at least one course per semester in the Masters Degree Program.

**Appendix II**  
**Graduate Faculty**  
**for**  
**MA Arts Administration**

Dear Dean Tick,

Thank you for sending me the list of potential faculty members for the proposed M.A. in Arts Administration. I have reviewed the list and below you will find my assessment of these instructors as potential members of graduate faculty.

1. The following proposed members are already full members of graduate faculty. I have reviewed their credentials and find that their professional experience and academic degrees qualify them for appointment to this proposed program, once it is approved.
  - a. Nelson Fields, M.F.A. Theatrical Design
  - b. Geraldine Maschio, Ph.D. Theatre
  - c. Rachel Shane, Ph.D. Art Education
  - d. Ben Withers, Ph.D. Art History

For others who you anticipate engaging in the program, you have provided c.v.s. I have reviewed the credentials and give tentative approval for their roles in the program, should the program be approved.

2. Until now, your college has not requested graduate faculty membership for you, the Dean. I will be happy to appoint you as a full member of Graduate Faculty, based on your Ph.D. in Theatre, your extensive research and creativity record, and your professional experience in Arts Administration.
3. Two current faculty members received terminal M.A degrees in their fields at a time when these were the final degree for performance and art administration. Based on their creative/performance productivity, as well as on these historical terminal degrees, I will approve of them to teach graduate courses in the program and to serve as members of master's committees. They will have Associate Graduate Faculty status: Michael Braun (M.A. in Arts Administration) and Peter Simpson (M.A. in Music Performance).
4. New faculty appointments with terminal research/creativity degrees. These individuals will be teaching as adjuncts or possibly be appointed as full time instructors. I have reviewed all credentials, and find that these individuals are qualified as potential Associate members of Graduate Faculty on the basis of their terminal degrees and professional experience.
  - a. Kathleen Keys (Ph.D in Art Education)
  - b. Sue Lafferty (Ph.D. Art Education)
  - c. Carter McCowan, (M.F.A.s in Dramatic Writing and Theatre, JD Cornell Law School)
  - d. Mark Rabideau (D.M.A. Music Performance)
5. Two other individuals whose M.A.s in Arts Administration, coupled with their extensive professional experience in the field of arts administration, qualify them for my approval to teach targeted graduate courses in this program. They may also serve as the third (non-graduate faculty) member on master's committees.
  - a. Steven Hoffman, to teach AAD 540, based on his 24 years of experience as an Arts Administrator, including as Executive Director of the Norton Center for the Arts and other executive directorships.
  - b. Michael Ibrahim, to teach AAD 640 and 740 (fundraising courses), based on his experience as Director of Development for the All Newton Music School and his previous service as adjunct faculty the graduate programs in Arts Administration at Boston University and Emerson College.

To summarize:

Should the M.A. in Arts Administration be approved, I will be able to appoint the following:

1. 5 members in Full graduate faculty status
2. 6 members in Associate graduate faculty status
3. 2 instructors who will be approved to teach targeted graduate courses and serve as the third members on master's committees.

Please let me know if you have any questions.

Jeannine Blackwell  
Dean of the Graduate School  
University of Kentucky  
102 Gillis Building  
Lexington, KY 40506-0033  
[blackwell@uky.edu](mailto:blackwell@uky.edu)

## Brothers, Sheila C

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**From:** Hippisley, Andrew R  
**Sent:** Friday, March 23, 2012 4:14 PM  
**To:** Brothers, Sheila C  
**Subject:** Re: Items for SC

Sheila,

This is a recommendation that the University Senate approve, for submission to the Board of Trustees, the establishment of a new Master of Arts in Arts Administration degree program, within the College of Fine Arts.

Best,

Andrew

**NEW MASTERS DEGREE PROGRAM FORM**  
**(Attach completed "Application to Classify Proposed Program"<sup>1</sup>)**

**GENERAL INFORMATION**

College:	Fine Arts	Department:	homed in college		
Major Name:	Arts Administration		Degree Title:	Master of Arts	
Formal Option(s):	N/A		Specialty Fields w/in Formal Option:	N/A	
Date of Contact with Associate Provost for Academic Administration <sup>1</sup> :	August 1, 2011				
Bulletin (yr & pgs):	New Degree	CIP Code <sup>1</sup> :	50.1001	Today's Date:	August 15, 2011
Accrediting Agency (if applicable):	N/A				
Requested Effective Date:	<input checked="" type="checkbox"/> Semester following approval.		OR	<input type="checkbox"/> Specific Date <sup>2</sup> :	
Dept. Contact Person:	Michael Braun	Phone:	859 257 4142	Email:	Michael.Braun@uky.edu

**CHANGE(S) IN PROGRAM REQUIREMENTS**

1.	Number of transfer credits allowed (Maximum is Graduate School limit of 9 hours or 25% of course work)	9 hours
2.	Residence requirement (if applicable)	N/A
3.	Language(s) and/or skill(s) required	Applicants should have an undergraduate degree in arts administration or an arts-related field including architecture, art, cinema studies, dance, design, film, English, music or theatre. Students may also be admitted if they have completed an undergraduate degree in business or communications or related field and have demonstrated extra-curricular experience in an arts-related field or professional experience working in the arts.
4.	Termination criteria	The current Graduate School termination criteria and policies will be followed.
5.	Plan A Degree Plan requirements <sup>3</sup> (thesis)	There will not be a thesis option within the program.
6.	Plan B Degree Plan requirements <sup>3</sup> (non-thesis)	Through the student's AAD 750 Capstone Course in Arts Administration students will complete a research project that results in a major paper describing their topic, research methods, findings and analysis. At the course's conclusion, they will then present and defend their papers to a committee made up of their faculty advisor and two other full-time members of the Arts Administration Program's faculty. For a full explanation of how this course will be run, see the new course proposal for the AAD 750 Capstone Course in Arts Administration.

<sup>1</sup> Prior to filling out this form, you MUST contact the Associate Provost for Academic Administration (APAA). If you do not know the CIP code, the APAA can provide you with that during the contact.

<sup>2</sup> Programs are typically made effective for the semester following approval. No changes will be made effective until all approvals are received.

<sup>3</sup> If there is only one plan for the degree, plans involving a thesis (or the equivalent in studio work, etc.) should be discussed under Plan A and those not involving a thesis should be discussed under Plan B.

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7.	Distribution of course levels required	Two 3-credit courses at the 500 level Seven 3-credit courses at the 600 level Three 3-credit courses at the 700 level
(At least one-half must be at 600+ level & two-thirds must be in organized courses.)		
8.	Required courses (if applicable)	AAD 520 The Arts and Artists in Society...3 credits AAD 540: Seminar in Arts Administration...3 credits or AAD 699 Arts Administration Internship...3 credits AAD 600 Arts Administration Technologies...3 credits AAD 610 Financial Management for Arts Organizations...3 credits AAD 620 Management and Leadership in the Arts...3 credits AAD 630 Marketing Research and Planning for Arts Organizations...3 credits AAD 640 Principals of Fundraising...3 credits AAD 650 Arts and the Law...3 credits AAD 660 Social and Cultural Entrepreneurialism in the Arts...3 credits AAD 730 Marketing Strategies and Applications for Arts Organizations...3 credits AAD 740 Fundraising Techniques...3 credits AAD 750 Capstone Course in Arts Administration...3 credits
9.	Required distribution of courses within program (if applicable)	N/A
10.	Final examination requirements	The final examination will consist of the oral defense of the papers written by the students in the Capstone Course in front of a 3-member committee of full-time faculty members from the program.
11.	Explain whether the proposed new program (as described in numbers 1 through 10) involve courses offered by another department/program. Routing Signature Log must include approval by faculty of additional department(s).	
	All courses will be offered through the Arts Administration Program.	
12.	What is the rationale for the proposed new program?	

	<p>During the past academic year, 2009/10, the Arts Administration Program submitted a proposal to start a traditional, onsite Masters Degree Program. This proposal was reviewed and approved by the College of Fine Arts Curriculum Committee and by the Graduate Council. However, prior to the proposal being reviewed by the Faculty Senate, some questions were raised about the availability of the necessary start-up funds and, once the program was fully operational, the amount of tuition revenue generated versus its operating costs.</p> <p>Also during the 2009/10 academic year the Arts Administration Program added a new faculty member who, in her previous position at the Savannah College of Art and Design, had built a Distance Learning Masters Degree Program. Subsequently, the proposal for the traditional onsite Masters Degree Program in Arts Administration</p>
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was reworked as an online version that would accommodate more students, producing more revenue while keeping operating costs as low as possible. A proposal for TIFF funds was then submitted to the Provost and awarded the necessary start-up funds for the coming academic year, 2010/11. Therefore, this proposal is an update of the one submitted in 2009/10, and explains how the Masters Program would be delivered as an online Distance Learning program set to start in the fall of 2012.

The primary reasons for this proposal can be traced to the phenomenal growth in the nonprofit arts industry beginning in the 1960s, and running well into the 1990s. During that time period, theatres, art centers, and museums - once confined to major metropolitan areas such as New York, Chicago and San Francisco - were established in cities across the country. For example, some of arts organizations founded during that time in Kentucky include: the Actors Theatre of Louisville, Appalshop, Capitol Arts Alliance, Jenny Wiley Theatre, Kentucky Center for the Performing Arts, Kentucky Folk Art Center, Kentucky Museum of Art and Craft, Kentucky Repertory Theatre, Lexington Explorium, LexArts, Lexington Opera House, Lexington Philharmonic, Louisville Fund for the Arts, Mountain Arts Center, National Quilt Museum, Owensboro Symphony, Paducah Symphony, River Park Center and the Singletary Center for the Arts. In other cases, small, established nonprofit arts organizations began to grow and professionalize, as was the case with the Lexington Children's Theatre, UK Art Museum, Louisville Ballet, Louisville Opera, Louisville Orchestra and the Speed Museum. In more recent years, the growth in the nonprofit arts industry has slowed. However, all of the previously mentioned arts organizations are still operating today, producing and presenting a substantial amount of work.

The nonprofit arts industry in the United States is much larger than most people imagine. According to leisure time participation studies, regularly conducted by the National Endowment for the Arts, more people attend live arts events each year than attend live professional sports events or watch movies in movie theatres. These same studies show that the nonprofit arts industry employs approximately 1.3 million individuals annually. And according to a 2005 economic impact study conducted by the Americans for the Arts, nonprofit arts organizations in the United States generate \$166.2 billion in economic activity - \$63.1 billion in spending by organizations and an additional \$103.1 billion in event-related spending by their audiences.

In 1988 the UK College of Fine Arts established an undergraduate program to train arts administrators. Since that time, over 300 students have received degrees through the program. Today the program attracts approximately 80 to 100 pre- and full majors, and awards degrees to about twenty students annually. The program has two full-time, tenure-track faculty members, one of which is an endowed chair. It also employs part-time instructors, generally one per semester.

In recent years, the program has proven so successful that procedures had to be put in place to limit the number of majors. Prospective majors must now meet several pre-admission requirements, including an overall GPA of 2.8 and a minimum of 3.0 in five pre-major courses. Given the program's number of faculty, breadth of curriculum, and established history, it is recognized as one of the best undergraduate Arts Administration programs in the country.

In preparation for this proposal, a concerted effort was made to contact as many graduates from the program as possible to measure their success in finding employment in their field, and to learn how they perceived the value of their time in the program and their degree. To do this, the program's faculty searched their email directories and found that they had what appeared to be 103 working addresses. A questionnaire was then sent to these graduates and total of 83 responded, reporting:

- \* 46 were working as arts administrators
- \* 12 were working in related fields
- \* 10 were in graduate school
- \* 15 were working in different fields
- \* All viewed their time at UK positively and found their degree beneficial

The graduates were also asked if they would be willing to send in a picture and some comments about the

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program, a selection of which have been posted on the program's web site at:  
<http://www.uky.edu/FineArts/ArtsAdmin/comments.htm>

The results of this survey are impressive on many levels, beginning with the response rate of 80%. Equally impressive was the fact that the great majority of the respondents were working in their field or a related field, or working on graduate degrees. Only about 15% had migrated into other fields. Although the program is still young and most graduates are still early in their careers, several had already attained some impressive positions, including:

- \* Senior Vice President at the Kentucky Center for the Performing Arts
- \* Manager of Taiwan's National Orchestra
- \* Vice President and Executive Director for the (Kentucky) Governor's School for the Arts
- \* Management Consultant, Webb Management Service
- \* Two Broadway company managers
- \* Donor Relations Coordinator at the University of Wisconsin
- \* Special Events Manager Washington National Opera
- \* Special Events Manager New York City Ballet
- \* Museum Registrar, Kentucky Historical Society
- \* Development Director WMMT Radio (Appalshop's Radio Station)
- \* Manager of The Music Box in Edinburgh, Scotland
- \* Arts Administration Professor, Emerson College

Undergraduate students in the program have also gone on to earn graduate degrees in equally impressive institutions such as American University, Boston University, Columbia College, Columbia University, Drexel, Florida State University, University of Kentucky, Harvard, Northeastern University (Massachusetts), University of Cincinnati, University of Edinburgh, University of Louisville and University of Wisconsin. Many of these students also reported that they would have continued their Arts Administration training at the University of Kentucky had a graduate program existed.

UK's undergraduate program also receives a steady stream of email and telephone inquiries, many from overseas, wondering whether UK has an Arts Administration graduate program. The fact that international students are interested in Arts Administration programs is also demonstrated by the fact that students from Japan, Germany, Korea, Poland, China, Venezuela and Taiwan have received degrees through the undergraduate program.

Student interest in Arts Administration graduate programs is also high on a national level. According to the Association of Arts Administration Educators, there are forty-two colleges and universities in the United States that offer graduate degrees in Arts Administration. This proposal was developed after reviewing eleven well-established programs offered by institutions as similar as possible to the University of Kentucky:

Boston University  
Drexel University  
Florida State University  
Indiana University  
Ohio State University  
Savannah College of Art and Design  
University of Akron  
University of Alabama  
University of Cincinnati  
University of Oregon  
University of Wisconsin

These programs reported that they receive an average of four applications for every available opening.

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The University of Kentucky is the only public college offering an undergraduate degree in Arts Administration in Kentucky. There are no colleges or universities that offer a graduate degree in Arts Administration in Kentucky at the current time. This point is significant because graduate programs in Arts Administration fulfill a completely different role than undergraduate programs. Undergraduate programs are a point of entry into the field. They concentrate on teaching students the basic skills necessary to obtain entry-level professional jobs, and are appropriate for students entering the program with little or no background in the field. Graduate Programs, on the other hand, are appropriate for students with either an undergraduate degree in the field, or with significant experience in the field. Since students entering graduate programs already have basic workplace skills, the programs concentrate on upper-level management concepts such as research, planning and leadership.

Additionally, graduate degrees can give their holders significant career boosts. This fact is born out by looking at the students who graduated from UK's undergraduate program and went on to get masters degrees in Arts Administration as compared to those who did not. In every case, those with masters degrees remain active in the field or closely related fields, and have attained good, mid-level management positions or higher. The work record for those who stopped with their undergraduate degrees is less strong, with more graduates leaving the field and staying in lower-level management positions for longer periods of time.

There are no standalone Arts Administration PhD programs in the United States. The closest is a program offered through the Department of Theatre and Dance in the College of Fine Arts at Texas Tech University. There, students can receive a Multidisciplinary PhD by doing course work in two specialty areas, chosen from Acting/Directing, Arts Administration, Design, History/Theory/Criticism and Playwriting. Because of this, degrees such as the MA, MS, MFA and MBA are considered terminal degrees in the Arts Administration field, with the most common degree being the MA. The program at the University of Kentucky that most resembles the program described in this proposal is the Martin School of Public Policy and Administration which awards a Masters of Public Administration. Therefore, this proposal recommends that the Arts Administration graduate degree awarded at the University of Kentucky be an MA.

At the current time, there are only two schools in the country where students can earn a graduate degree in arts administration in a completely online format. Drexel University and Savannah College of Art and Design (SCAD) both launched online graduate programs in 2008. As most arts administration programs in the United States, the curriculum of the programs follows the AAAE Graduate Curriculum Standards. Thus, the programs offer similar courses and have comparable program requirements. Technically, both programs are delivered primarily through the Blackboard software. In terms of differences, SCAD's courses have a distinctive aesthetic advantage having been designed by professional graphic designers. Drexel's program requires an on-campus residency. Faculty from both programs are a combination of full-time faculty members and adjunct faculty.

One distinct advantage that UK's online Arts Administration Program would have in comparison to Drexel University and the Savannah College of Art and Design is in the area of cost. Using figures from the past fiscal year, 2009/10, Drexel University and the Savannah College of Art and Design (SCAD), which are both on a quarter system, require their students to take 45 credit hours to earn their degrees. Drexel's cost per credit hour is \$960 for a total of \$43,200. SCAD's cost per credit hour is \$688 for a total of \$30,960. This proposal envisions the Arts Administration Program at UK requiring 36 credit hours, on a semester system, at \$617 per credit hour for a total of \$22,212. This is considered UK's "in-state tuition rate." However, it is currently UK's policy to charge the in-state rate to any student taking Distance Learning or online courses.

UK's Arts Administration Masters Program will target people who have strong backgrounds in at least one arts discipline. Generally this will mean people with an undergraduate degree in one of the fine arts or, in some instances, an undergraduate degree in a related discipline with a strong history of working in the nonprofit arts industry. Also targeted will be people who are drawn to working in organizations whose success is judged as much by their ability to serve their community, as by their profit level at the end of the year.

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Besides their knowledge of the arts, potential students will need to have, or at least show that they can develop, good organizational skills and the ability to work with numbers. The best candidates will have strong leadership potential and an open mindedness that allows them to tackle problems with fresh insights. Becoming an arts administrator is not an alternative for people who failed as artists because of their lack of discipline and management skills, nor is it a “fun alternative” for those who have found the for-profit business world too much to handle. It is a unique profession that combines the creativity of the arts with the challenges of managing mission-driven, community-oriented businesses in an environment every bit as tough as that found in the for-profit sector.

The eleven benchmark programs studied for this proposal reported that having a strong presence on the web is their best recruiting tool, since this is where most potential students begin their search when looking for programs. For example, if someone types “Kentucky Arts Administration Programs” into Google, the first site listed is the undergraduate Arts Administration Program at the University of Kentucky:

<http://www.uky.edu/FineArts/ArtsAdmin/>. If this proposal were implemented, a graduate program web site of equal quality would be listed as well.

If the more generic term “Arts Administration Graduate Programs” is typed into Google, information seekers are then directed to <http://www.artsadministration.org>, the web site for the Association of Arts Administration Educators (AAAE), the main service organization for arts administration programs in the United States and Canada, although some international programs are also members.

One of the main features of this site is the listing of all of the undergraduate and graduate arts administration programs offered by AAAE’s member colleges and universities. These listings include a brief description of each member’s program and a link to their web site. Every AAAE member reports that this web site is the primary portal through which they receive prospective student inquiries. Because the undergraduate program has been a long-time member of AAAE, the graduate program would automatically be listed on this site.

While potential students do seek out arts administration graduate programs on their own, new programs lack established reputations and alumni bases and, thus, need to recruit more aggressively. Because of this need, the graduate program, in addition to establishing a strong web presence, will target the following students and utilize the following methods to recruit them:

- \* There’s little doubt that the main target market of the online Arts Administration graduate programs are those who are already working in the field - those who wish to sharpen their skills and gain a greater knowledge of their profession by obtaining an advanced degree. Online programs allow these professionals to do this without leaving their current jobs and communities. The best way of reaching these people is through trade publications put out by organizations such as the Association of Performing Arts Presenters, Theatre Communications Group, Association of American Museums, League of Symphony Orchestras, Dance USA, etc.

- \* There are 16 AAEE members with arts administration undergraduate programs similar to UK’s and more than double this amount of those who are not. These programs are willing to share their lists of students who will be graduating soon. We would contact these students about UK's online graduate Arts Administration program through emails and regular mailings.

- \* There are people involved in the arts near Lexington who want to work in the local arts administration field who would also like to advance their prospects by pursuing a graduate degree. While most arts administrators in the area are well aware of UK’s undergraduate program, concerted efforts would be made to keep these individuals informed about the graduate program as it comes on-line. These efforts would include personal contact, sending them emails and regular mail, and a publicity campaign to get stories about the new degree in the local media.

- \* UK’s undergraduate Arts Administration Program has developed good relations with several similar programs outside of the United States. Arts Administration students from the University of Burgundy in Dijon, France have

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taken Arts Administration classes at UK in the past. Additionally, the Program is currently working with Fachhochschule in Potsdam, Germany and Humanistinen Ammattikorkeakoulu (HUMAK University of Applied Sciences) in Helsinki, Finland to establish a joint degree in Arts Administration with an International emphasis. Some of the students in these programs want to pursue arts administration graduate degrees in the United States once they complete their undergraduate work. The Program would use its personal contacts to encourage these students to attend UK. The Program would also be listed on appropriate international web sites, such as the Arts Management Network site, which is the primary portal used by international students when searching for educational opportunities in arts and cultural management outside of their home countries.

\* Graduates of Other UK Fine Arts Programs: Currently, somewhere over 200 undergraduate students per year graduate from UK's Art Department, School of Music and Theatre Department. As referenced earlier, by the time these students graduate, a number will have come to the conclusion that they are not going to become practicing artists and will be looking for alternative careers. Talks with many of these students have shown that they would be interested in staying at UK and earning a Masters Degree in Arts Administration if this option existed. To recruit these students, UK Arts Administration Program faculty would consult with other Fine Arts College Faculty to identify good potential candidates and then contact them individually. Other recruiting methods would include distributing information on department listservs, posting information on department bulletin boards, placing information in the students' mailboxes and visiting classes and assemblies.

\* Graduates of UK's Undergraduate Arts Administration Program: Currently, about 20 students per-year graduate from the undergraduate Arts Administration Program at UK and, as mentioned previously, these students report that they were very satisfied with the education they received while in the program. Of these students, four to six per-year report that they would likely stay at UK to get their graduate degree in arts administration if the option existed. To recruit these students, UK Arts Administration Program faculty would talk in-person with the ones capable of doing graduate work and encourage them to apply to the graduate program. These students would also be made aware of the University Scholars Program and of the fact that taking up to six credits of graduate school classes in the last semester of their senior year is an option.

There are no stand alone Arts Administration PhD programs in the United States. The closest is a program offered through the Department of Theatre and Dance in the College of Fine Arts at Texas Tech University. There, students can receive a Multidisciplinary PhD by doing course work in two specialty areas, chosen from Acting/Directing, Arts Administration, Design, History/Theory/Criticism and Playwriting. Because of this lack of PhD programs, degrees such as the MA, MS, MFA and MBA are considered terminal degrees in the Arts Administration field, with the most common degree being the MA. The program at the University of Kentucky that most resembles the program described in this proposal is the Martin School of Public Policy and Administration which awards a Masters of Public Administration. Therefore, this proposal recommends that the Arts Administration graduate degree awarded at the University of Kentucky be an MA.

All students admitted into the graduate program will be required to meet all of the Graduate School's minimum admissions requirements. In addition, students will have had to completed their undergraduate degree in arts administration or in an arts-related field such as architecture, art, dance, design, film, English, music or theatre. Students may also be admitted if they have completed an undergraduate degree in business or communications and have demonstrated extensive extra-curricular experience in an arts-related field, or have previous professional experience working as an arts administrator.

As new courses are rolled out during the first two years of the program, students will be required to follow all of the Graduate School's standard application deadlines and will start the program in the fall semester. Applicants will be required to submit materials to both the Graduate School and the Arts Administration graduate program. Application for admission to the Graduate School will require the students to:

- Submit a completed application form online to the Graduate School
- Submit one official transcript sent by each institution of study previously attended

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- Submit official GRE scores
- Pay the application fee

In addition to the above materials, the Arts Administration Graduate Program will require:

- A resume (no more than two pages in length) indicating the applicant's education, professional and volunteer experience, accomplishments, and qualifications for graduate study.
- A statement of purpose (one page, single-spaced) indicating the reasons for the applicant's interest in graduate study in Arts Administration at the University of Kentucky and what they hope to accomplish with their degree.
- A portfolio of writing samples (10-15 pages) that should include at least one sample of college-level research writing but may also include professional writing samples that demonstrate critical and analytical thinking. Professional writing samples may include researched essays, marketing or fundraising materials, planning documents or journalistic work.
- Two letters of recommendation addressing the applicant's qualifications for graduate work and proclivity for the field of arts administration. Preferably one letter should come from an academic reference and one from a professional reference. These may be collected by the applicant or sent separately to the Director of the Arts Administration graduate program.

In the first two years, the program projects that it will admit 30 students in Fall 2012 with at least 25 continuing into the spring. This is the same number of students that are typically accommodated in classes by the other two online graduate programs operating at Drexel and SCAD.

A good deal of research was done to learn what type of business skills potential employers want to see in students graduating from Arts Administration programs. Every source consulted expected the students to come out of the programs with strong verbal, writing and research skills. They also expected graduates to understand the latest technology in the field. Beyond these basics, however, what they wanted most were people with knowledge in the areas of marketing and development (also commonly called fundraising). They also highly prized employees who had the leadership skills necessary to make their marketing and development efforts become realities. Because of this advice, the curriculum includes courses devoted to arts administration technologies, leadership and planning, and social and cultural entrepreneurship, plus two-course sequences in marketing and development.

Students entering the program will have either an undergraduate degree in arts administration or an arts-related field, or professional experience working within an arts organization. Therefore, the program's curriculum will not include a great deal of arts training, but will instead center on the business training students need to manage and lead nonprofit arts organizations.

There are some Arts Administration programs that take a narrow arts discipline focus. For example: Columbia, Yale, the University of Alabama and Southern Utah University focus their Arts Administration programs on managing professional theatre companies. These Universities, however, either have professional theatre companies within their institutions, or in the case of Columbia, are located in the theatre capital of the country, New York City. Like most Arts Administration programs across the country, the University of Kentucky lacks these concentrated arts resources. Consequently, this proposal envisions a multi-disciplinary approach.

By the time students graduate from the program they will be able to:

- \* Compose, execute, and evaluate the programmatic, financial, developmental and marketing plans necessary to provide effective managerial leadership within arts organizations.
- \* Creatively solve problems after careful research informed by quantitative and conceptual analysis.
- \* Analyze and apply the predominant concepts, policies, laws and ethical standards that govern nonprofit arts organizations in the United States and internationally.
- \* Demonstrate a thorough understanding of the range of technologies used in the field of Arts Administration and how those technologies may be applied effectively to produce positive results.

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The program will be a total of 36 credit hours. Two of the courses in the Arts Administration graduate program curriculum are 500 level: AAD 520 The Arts and Artists in Society, and AAD 540 Seminar in Arts Administration. Sometime in the future, the program would like to require its undergraduate majors to take a 500 level course in their senior year. The addition of this requirement will enrich the curriculum for the undergraduate program, but will also keep the great majority of the graduate program curriculum limited to graduate students only. In much the same way, the Arts Administration Program would someday like to offer additional sections of its Marketing and Fundraising courses and make them available to students pursuing MBA and MPA degrees at UK, and to non-degree seeking professionals in the Arts Administration field.

As noted earlier, this proposal recognizes that a significant number of students pursuing this degree will already be working professionally in the field of Arts Administration. Therefore, those students who can demonstrate that they have a year or more of experience in the field will not be required to complete an internship, and make take an AAD 540 Seminar in Arts Administration course instead. Those with less than a year's experience will be required to complete an internship of at least 150 hours.

The program will not require a thesis. However, the mandatory capstone course will require the students to write, present and defend a major research paper. The students will need to complete the following courses, generally in the following sequence in order to graduate:

### 1st Year Fall

- AAD 520 The Arts and Artists in Society
- AAD 600 Arts Administration Technologies
- AAD 620 Management and Leadership in the Arts

### 1st Year Spring

- AAD 610 Financial Management for Arts Organizations
- AAD 630 Marketing Research and Planning for Arts Organizations - Prerequisite AAD 600
- AAD 650 The Arts and the Law

### 2nd Year Fall

- AAD 730 Marketing Strategies and Applications for Arts Organizations - Prerequisite AAD 630
- AAD 640 Principles of Fundraising - Prerequisite AAD 610
- AAD 660 Social and Cultural Entrepreneurship

### 2nd Year Spring

- AAD 540 Seminar in Arts Administration or AAD 699 Internship
- AAD 740 Fundraising Techniques - Prerequisite AAD 640
- AAD 750 Capstone Course in Arts Administration - Must be taken in last semester of course work.

All courses are 3 credit hours

Total of 36 credit hours

To see the syllabuses for these courses refer to the "Request for New Course" forms accompanying this proposal.

Currently, the undergraduate program in Arts Administration employs:

- \* Two full-time, tenure-track faculty members.
- \* Part-time instructors to teach one class in the fall and one in the spring.
- \* Staff, which it shares with the Theatre and Art Departments, who oversee areas such as employment contracts, payroll, benefits, and the program's expenditures.
- \* A staff member in the Dean of Fine Arts' office who advises about a third of the program's 80 pre-majors and majors; the program's two full-time faculty members advise the other two-thirds of the students.

To establish the online Masters Degree, the Provost has provided the Arts Administration Program with the start up funds to hire the following personnel in the 2010/11 academic year:

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- \* One full-time, non-tenure track, course designer who will assist current and part-time faculty to build the new courses for the new degree. This person will also manage the technical aspects of the courses once they are up and running and will teach two undergraduate technology courses.
- \* Part-time faculty members to teach classes in the fall and spring semesters, and to help develop the content for the new online Masters courses.
- \* A part-time, 20-hour a week administrative assistant

The proposal approved by the Provost also projected adding a full-time faculty member and making the Administrative Assistant full-time starting in the 2013/14 academic year, when the second class of students enter the program, and it is fully operational. At this point, the tuition revenue generated by the new degree, using 2009/10 tuition levels, will be \$610,830 and the additional Arts Administration Program operating costs will be \$218,525.

Because these courses will be offered entirely online, there will be no need for classroom and computer lab space, although students living in the Lexington area will be able to use any of UK's computer labs and other facilities. Offices for the two new faculty members and administrative assistant have already been identified and allocated to the program by the Dean of the College of Fine Arts.

The Arts Administration Program at the University of Kentucky is a full member of the Association of Arts Administration Educators (AAAE). To be a full member programs must have a designated director, confer a graduate or undergraduate degree in arts administration, have an identifiable and published arts administration curriculum, and have a record of conferred degrees over at least a three-year period. As explained on its web site: <http://www.artsadministration.org/about>: "The AAAE is an international organization incorporated as a nonprofit institution within the United States. Its mission is to represent college and university graduate and undergraduate programs in arts administration, encompassing training in the management of visual, performing, literary, media, cultural and arts service organizations. Founded in 1975, the AAAE was created to provide a forum for communication among its members and advocate formal training and high standards of education for arts administrators. The Association, moreover, encourages its members to pursue, publish, present and disseminate research in arts management and administration to strengthen the understanding of arts management issues in the academic and professional fields."

While the Association of Arts Administration Educators does not accredit programs, in 2008 it approved a set of graduate program standards that it encourages its members to use as a set of benchmarks for self-assessment and continual development. These standards are based on the philosophy that all arts administration program graduates are entitled to certain outcomes from their education, regardless of the specific emphasis of their programs. Over time, these standards are likely to become the basis for an accreditation process. Therefore, careful attention was paid to ensure that the proposed degree meets or exceeds these standards.

The following groups of people were consulted and assisted in the research, writing and review of this proposal:

- \* The faculty of UK's undergraduate Arts Administration Program
- \* The Dean of the College of Fine Arts and the Chairs of the Art Department, School of Music and Theatre Department.
- \* The Director of the Singletary Center for the Arts, the Director of the UK Art Museum and UK's Director of Student Involvement.
- \* The College of Fine Arts Curriculum Committee
- \* The director of UK's MBA Programs, the chair of UK's Martin School of Public Management and the director of UK's Department of Community & Leadership Development.
- \* Representative directors and faculty from eleven establish arts administration graduate programs in institutions similar to UK: Boston University, Carnegie Mellon University, Drexel University, Florida State University, Indiana University, Ohio State, University, University of Akron, University of Cincinnati, University of Oregon, and University of Wisconsin.
- \* The executive directors of 13 Kentucky-based arts organizations: Actor's Guild of Lexington, Headley-Whitney

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Museum, Kentucky Center for the Performing Arts, Woodsongs Concerts and Radio Program, LexArts, Lexington Explorium, Lexington Art League, Lexington Children’s Theatre, Lexington Philharmonic, Louisville Fund for the Arts, Living Arts and Science Center, and the Speed Art Museum

\* Ten graduates of UK’s Undergraduate Arts Administration Program who have gone on to receive graduate degrees in arts administration from American University, Boston University, Columbia University, Columbia College, Harvard, University of Cincinnati and University of Wisconsin.

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### Signature Routing Log

**General Information:**

Program Name: Masters Degree in Arts Administration

Proposal Contact Person Name: Michael Braun      Phone: 859 257 4142      Email: Michael.Braun@uky.edu

**INSTRUCTIONS:**

Identify the groups or individuals reviewing the proposal; note the date of approval; offer a contact person for each entry; and obtain signature of person authorized to report approval.

**Internal College Approvals and Course Cross-listing Approvals:**

Reviewing Group	Date Approved	Contact Person (name/phone/email)	Signature
Arts Administration Program Faculty	4/21/2010	Michael Braun / 859 257 4142 / Michael.Braun@uky.edu	
Curriculum Committee College of Fine Arts		/      /	
Martin School of Public Administration and Policy		/      /	
		/      /	
		/      /	

**External-to-College Approvals:**

Council	Date Approved	Signature	Approval of Revision <sup>4</sup>
Undergraduate Council			
Graduate Council		Dr. Brian A. Jackson	
Health Care Colleges Council			
Senate Council Approval		University Senate Approval	

Comments:

<sup>4</sup> Councils use this space to indicate approval of revisions made subsequent to that council's approval, if deemed necessary by the revising council.  
Rev 8/09