



April 13, 2015

Andrew Hippisley
Chair, University of Kentucky Senate Council

Dear Dr. Hippisley,

The Senate Academic Organization and Structure Committee (SAOSC) discussed via email the proposal by Program Director Rachel Shane, Arts Administration in the College of Fine Arts (CFA), to change the Program in Arts Administration to a Department of Arts Administration.

The College of Fine Arts (CFA) currently houses four distinct academic units: Arts Administration Program, Department of Theatre and Dance, School of Art and Visual Studies and the School of Music. Additionally, there are two other units: the UK Art Museum and the Singletary Center for the Art

The Arts Administration Program was founded in 1988 and prepares students for the challenges they will meet as professionals in the arts. UK's Arts Administration degree programs are designed to teach students the concepts, technologies, and skills necessary to successfully direct an arts organization. They offer a BA degree and had 128 students enrolled in 2015. In 2013 they added a MA degree and currently have 55 students enrolled. The core of the program is based on activities of 4 full time faculty members in CFA. In addition, the proposal identifies an additional 14 part-time faculty members participating in the program, including faculty from other colleges in the United States.

No additional personnel or costs are associated with transition from program to department. The administrative support for the program is identical to that for the department.

Letters of support were provided by the Dean of CFA, from the chairs giving up the faculty to this new department, the Faculty Advisory Committee and the faculty involved in the program.

SAOSC recommends approval of this proposal. The change is warranted by the current strength of the program and will more accurately reflect its status.

Respectfully and on behalf of the SAOSC,

Ernest Bailey, PhD
Professor
Chair of SAOC

COVER PAGE FOR CHANGES TO ACADEMIC ORGANIZATION OR STRUCTURE OF AN EDUCATIONAL UNIT

The Senate’s Academic Organization and Structure Committee (SAOSC) is tasked by the University Senate with the review of proposals to change academic organization or structure. The information needed by the SAOSC for the review of such proposals is set forth in *Senate Rules 3.4.2.A.5*¹.

The SAOSC has developed a set of guidelines (from the *Senate Rules*) that are intended to ease the task of proposal submission (available at <http://www.uky.edu/Faculty/Senate/forms.htm>). As proposal omissions usually cause a delay in the review process, the individual(s) responsible for the proposal is (are) urged to familiarize themselves with these guidelines before submitting their proposals for review. In particular, the individual responsible for the proposal must fill out Sections I, II and III of this form, as well as include statements and documentation that provide a full accounting of the items a - i, below.

- a. Disposition of faculty, staff and resources (financial and physical);
- b. Willingness of the donating units to release faculty lines for transfer to a different educational unit;
- c. Consultation with the faculty of the unit to which the faculty lines are proposed to be transferred;
- d. Consultation with the faculty of educational unit that will be significantly reduced;
- e. Summary of votes and viewpoints (including dissents) of unit faculty and department/college committees;
- f. Ballots, votes expressing support for or against the proposal by unit faculty and staff and committees;
- g. Letters of support or opposition from appropriate faculty and/or administrators; and
- h. Letters of support from outside the University.

Section I – General Information about Proposal

One- to two-sentence description of change:	Housed in the College of Fine Arts, the Arts Administration Program is proposing transitioning from program status to department status.				
Contact person name:	Rachel Shane	Phone:	257-7717	Email:	rachel.shane@uky.edu
Administrative position (dean, chair, director, etc.):	Director, Arts Administration Program				

Section II – Educational Unit(s) Potentially Impacted by Proposal

Check all that apply and name the specific unit(s).		
<input type="checkbox"/>	Department of:	
<input type="checkbox"/>	School of:	
<input checked="" type="checkbox"/>	College of:	Fine Arts
<input type="checkbox"/>	Graduate Center for:	
<input type="checkbox"/>	Interdisciplinary Instructional Program:	
<input type="checkbox"/>	Multidisciplinary Research Center/Institute:	

Section III – Type of Proposal

Check all that apply.

¹ Items a-i are derived from *Senate Rules 3.4.2.A.5*. The Senate Rules in their entirety are available at http://www.uky.edu/Faculty/Senate/rules_regulations/index.htm.)

COVER PAGE FOR CHANGES TO ACADEMIC ORGANIZATION OR STRUCTURE OF AN EDUCATIONAL UNIT

<i>A. Changes</i>	
<input type="checkbox"/>	Change to the name of an educational unit.
<input checked="" type="checkbox"/>	Change to the type of educational unit (e.g., from department to school).
<i>B. Other types of proposals</i>	
<input type="checkbox"/>	Creation of a new educational unit.
<input type="checkbox"/>	Consolidation of multiple educational units.
<input type="checkbox"/>	Transfer of an academic program to a different educational unit.
<input type="checkbox"/>	Transfer of an educational unit to a different reporting unit.
<input type="checkbox"/>	Significant reduction of an educational unit.
<input type="checkbox"/>	Discontinuation, suspension or closure of an educational unit.
<input type="checkbox"/>	Other (Give a one- or two-sentence description below; a complete description will be in the proposal).

Section IV is for internal use/guidance.

Section IV – Guidance for SAOSC, Senate Council and University Senate

SAOSC Review of Type A Proposals (Changes to Type of, or to Name of, an Educational Unit)

- ✓ SAOSC review of proposal.
- ✓ SAOSC recommendation for an additional or joint review by other Senate committee(s) (e.g. Senate's Academic Programs Committee).

SAOSC Review of Type B Proposals (All Other Changes)

- ✓ SAOSC review of proposal.
- ✓ SAOSC recommendation for an additional or joint review by other Senate committee(s) (e.g. Senate's Academic Programs Committee).
- ✓ SAOSC review of proposals for creation, consolidation, transfer, closure, discontinuation, or significant reduction and educational unit, or transfer of an academic program to a different educational unit (attach documentation).
- ✓ Program review in past three years (attach documentation).
- ✓ Request to Provost for new program review (attach documentation).
- ✓ Open hearing (attach documentation).
 - SAOSC information must be shared with unit 10 days prior to hearing.
 - Open hearing procedures disseminated.

Voting by SAOSC, Senate Council and University Senate

- ✓ Endorse (or do not endorse) the academic organization, reporting, infrastructure, etc.
 - This vote is taken by the SAOSC, SC and Senate for every SAOSC proposal.
- ✓ Approve (or do not approve) the academic status or content of academic program.
 - This vote is taken by the SAOSC, SC and Senate only when the review involves an MDRC.

SAOSC Proposal for Change
Arts Administration: Department Status

1) What is the impetus for the proposed change?

The Arts Administration Program at the University of Kentucky is proposing a transition from program status to department status.

Founded in 1988, the University of Kentucky's Arts Administration Program offers one of the most comprehensive curriculums in the country. The program prepares students for the challenges they will meet as professionals in the arts. UK's Arts Administration degree programs are designed to teach students the concepts, technologies, and skills necessary to successfully direct an arts organization in a competitive and changing environment.

The program's first degree offering, the Bachelor in Arts in Arts Administration was one of the first undergraduate degrees in Arts Administration in the United States. The program has steadily grown in size. As of fall 2015, BA enrollment in the Arts Administration major and pre-major was 128 students. These numbers are comparable with some other departments in the college and in the university.

The MA in Arts Administration was added in 2013 as the first fully online graduate program at a state university nationwide. It has enrolled students from four continents and 32 states. Its current masters' enrollment is the largest in the College of Fine Arts. As of fall 2015, MA enrollment in the Arts Administration was 55 (the School of Music enrolled a total of 30 masters students in nine degree programs; the School of Arts and Visual Studies enrolled a total of 24 masters students in three degree programs).

The demand for arts administrators is strong. What was once a small niche has transformed into an industry of professionals trained to manage theatres, symphony halls, galleries, museums, community art councils, orchestras, art centers, and many other types of institutions. In fact, the nonprofit arts industry employs approximately 1.3 million individuals annually.

The program advocates a devotion to the arts, an interest in community development and integration, a focus on contemporary and relevant arts trends, and the belief that we can create a positive change by taking skills and knowledge out of the classroom and into the world.

2) What are the benefits and weaknesses of the proposed unit with specific emphasis on the academic merits for the proposed change?

Currently, the unit is operating as a department in every way except in tenure and promotion cases:

- We oversee and maintain our own curriculum:
 - We offer our own degree programs (BA and MA);
 - Our courses are offered under our own subject code (AAD);
- Arts Administration assigned faculty teach all of our courses;
- We maintain our own budget and cost codes; and
- Our unit head serves on the college executive committee alongside the other academic unit heads.

Arts Administration is a specific discipline with specific tenure and promotion requirements. This is complicated by not being its own department for tenure and promotion cases and requiring faculty in Arts Administration to tenure in areas outside of their field (currently two faculty members are tenure-track in the School of Art and Visual Studies while our tenured faculty member is in the Department of Theatre and Dance).

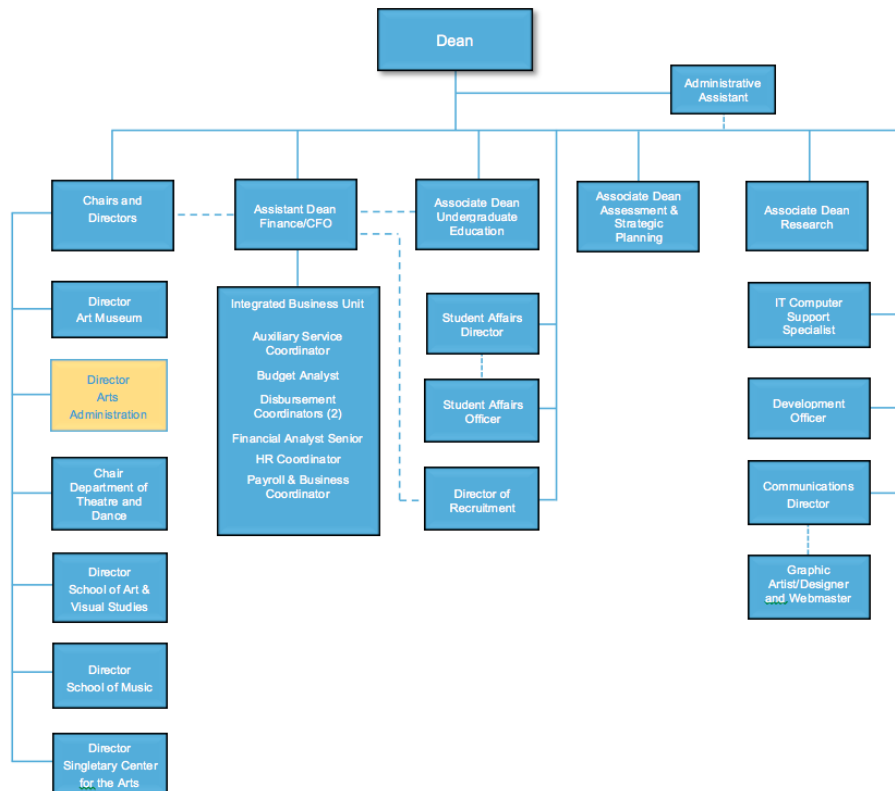
Notably, at our benchmark institutions, as well as other universities that offer arts administration degrees, faculty are able to tenure and get promoted in “arts administration.”

We do not perceive any weaknesses in the proposal.

3) Describe the organization of the current structure and how the proposed structure will be different and better. Current and proposed organizational charts are often helpful in illustrating reporting lines.

The College of Fine Arts (CFA) currently houses four distinct academic units: Arts Administration Program, Department of Theatre and Dance, School of Art and Visual Studies and the School of Music. Additionally, there are two other units: the UK Art Museum and the Singletary Center for the Arts (Figure 1). Currently, the director of the Arts Administration Program reports to the Dean of the College of Fine Arts and serves on the CFA’s Executive Dean’s Council.

Figure 1. College of Fine Arts Administrative Structure, February 2016



Proposed Structure

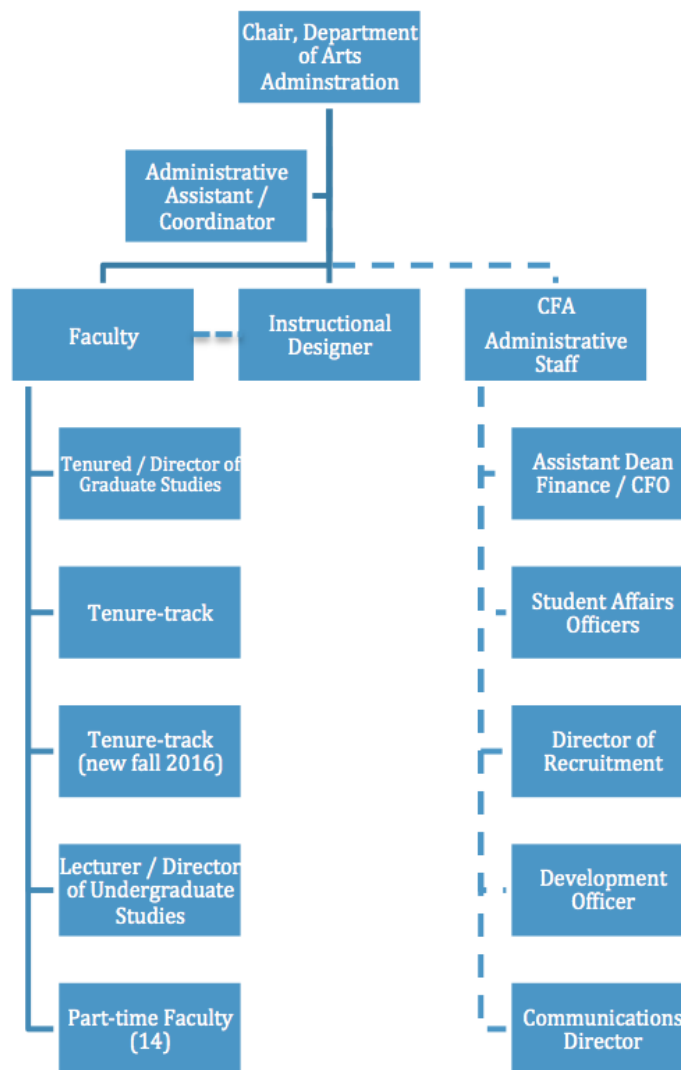
If Arts Administration transitions into a department, the administrative structure of the CFA would remain the same as would the reporting structure and service requirements on the Executive Council.

The only change would be in title of the unit and unit head from “Director, Arts Administration Program” to “Chair, Department of Arts Administration.”

Proposed Structural Organization of the Unit

There are no structural changes needed in the unit to transition into a department.

Figure 2. Arts Administration Administrative Structure



4) How does the change fit with department, college, and/or university objectives and priorities?

Since Arts Administration has already been operating as an independent unit within the College of Fine Arts, it will continue to serve and support college’s objectives and priorities.

It operates with its own budget including holding two endowments (Figure 3).

Figure 3. Arts Administration Endowment Value

Endowment Name	Contributed Value as of FY16 (1.31.16)	Market Value as of FY16 (1.31.16)	FY16 YTD Expenses	FY 2016 Earnings Estimate	FY16 Approved Budget	FY16 Spending % Distribution	Current FY16 Available Balance
GARY B. KNAPP ENDOWED CHAIR IN ARTS	1,000,000	1,043,631	19,594	35,931	42,104	100%	22,510
MICHAEL BRAUN ENDOWED AWARD	31,609	33,569	-	986	1,029	85%	1,029

5) How does this change better position the proposers relative to state and national peers, as well as University Benchmark Institutions? How does the change help UK meet the goals of its strategic plan?

In 2013 with the addition of the MA in Arts Administration, University of Kentucky became one of the few universities nationwide to offer both undergraduate and graduate degrees in arts administration. Our two benchmark institutions are University of Oregon and Indiana University. Like UK, University of Oregon and Indiana University have a full-time faculty of five, many adjunct and part-time faculty. Additionally, they have a similar number of undergraduate and graduate students.

There is no “field norm” in terms of organizational structure for arts administration and related fields. The degrees are housed in schools, departments and programs. Both the University of Oregon and Indiana University arts administration degrees are housed in schools.

University of Kentucky continues to be the only state university offering degrees in arts administration. It holds membership in the primary professional association, the [Association of Arts Administration Educators](#) (AAAE), and accreditation through National Association of Schools of Art and Design (NASAD).

6) Who are the key personnel associated with the proposed unit? Provide qualifications of these personnel in a brief form. A complete curriculum vitae for each person is not needed, although pertinent information in tabular format is helpful.

The current unit personnel are appropriately qualified to continue in their current roles in the Department of Arts Administration. All full-time faculty have terminal degrees and years of experience within the discipline. All graduate faculty been approved by the UK Graduate School. Faculty perform traditional and creative research, which they extend into the classroom.

Faculty Member	Qualifications
Dr. Yuha Jung	<ul style="list-style-type: none"> • PhD in Art Education with a specialization in Museum Management • MPA in Public Administration and Policy • MA in Museum Studies

	<ul style="list-style-type: none"> • BFA in Fine Arts
Dr. Geri Maschio	<ul style="list-style-type: none"> • PhD in Theatre History • MA in Theatre Management and Theatre History • BA in Interdisciplinary Studies
Karen Munnelly	<ul style="list-style-type: none"> • ABD Ph.D. in Arts Administration, Education & Policy • MA in Arts Administration • BM in Flute Performance
Dr. Rachel Shane	<ul style="list-style-type: none"> • PhD in Arts Administration, Education & Policy • MA in Arts Administration • BA in Theatre

7) Discuss leadership and selection process for appointing a chair, a director, or interim leader and search process, etc.

The current director, Dr. Rachel Shane, who was voted in for another four-year term by the Arts Administration faculty in fall 2015, would become the interim/acting chair of the department while a search is conducted per Governing Regulation Part VIII 3 and Administrative Regulation 3:15.

8) What is the function of the faculty/staff associated with the proposed change and how is that relationship defined? Discuss DOE, adjunct, full-time, voting rights, etc.

There will be no changes to DOEs, adjunct or full-time assignments, or voting rights as a result of this proposal. All currently associated Arts Administration faculty will remain with the newly established Department of Arts Administration.

9) Will the proposed change involve multiple schools or colleges?

The change only involves the College of Fine Arts.

10) If the proposed change will involve transferring personnel from one unit to another, provide evidence that the donor unit is willing and able to release the personnel.

Currently, arts administration faculty are assigned to different academic units within the College of Fine Arts as follows:

Faculty Member	Unit Assigned
Dr. Yuha Jung	School of Art and Visual Studies
Dr. Geri Maschio	Department of Theatre and Dance
Karen Munnelly	School of Music
Dr. Rachel Shane	School of Art and Visual Studies

All of the faculty have provided letters in support of moving to the Department of Arts Administration. Additionally, all the associated chairs and directors have provided letters affirming their support of the move.

11) What is the arrangement of faculty associated with the proposed change and how is that relationship defined? Discuss faculty DOE and status as adjunct, tenure track, or tenured. Describe the level of faculty input in the policy-making process including voting rights and advisory.

The program has established faculty rules including voting rights. The [Arts Administration Unit Faculty Rules](#) are published on the UK Senate Faculty website. With the exception of Dr. Maschio, who holds a split appointment in Arts Administration and Theatre and Dance, the Arts Administration faculty do not vote or have advisory roles in other units.

12) Discuss any implications of the proposal for accreditation by SACS and/or other organizations.

University of Kentucky continues to be the only state university offering degrees in arts administration. It holds membership in the primary professional association, the [Association of Arts Administration Educators](#) (AAAE), and accreditation through National Association of Schools of Art and Design (NASAD). This change has no impact to accreditation.

13) What is the timeline for key events in the proposed change? Student enrollments, graduates, moved programs, closed courses, new faculty and staff hires, etc.

The proposed timeline would allow faculty in arts administration to be promoted and receive tenure in the Department of Arts Administration beginning in the 2016-17 academic year. Cases would adhere to the [Arts Administration Statement of Evidences, Regular Title Series](#); [Arts Administration Statement of Evidence, Special Title Series](#).

There are no changes to the degree structure, courses, or graduates. It is projected the student enrollment will grow as we will begin offering spring enrollment for the MA program in spring 2017.

14) If the proposal involves degree changes*, describe how the proposed structure will enhance students' education and make them more competitive. Discuss the impact on current and future students. State assumptions underlying student enrollment growth and describe the plans for student recruitment.

The program was launched in 1988 and it has demonstrated its ability to attract and retain students, support them in internships, and engage students in community engagement initiatives. Additionally, the program maintains a high job placement rate. Given its success, forming a department would add to its status in the university and the field.

15) Include evidence that adequate financial resources exist for the proposed unit to be viable. A general description of the new costs and funding should be provided. A letter from the Provost, Dean, or other relevant administrators may affirm commitment to provide financial resources as appropriate. An exhaustive budget is not expected.

There are no new costs associated with this proposal. Please see enclosed letters from the Dean of the College of Fine Arts and the CFO for the College of Fine Arts.

16) The proposal should document any faculty votes and departmental or school committee votes as appropriate leading up to this point in the process. The SAOSC recommends that faculty votes be by secret ballot. Include in your documentation of each vote taken the total number of eligible voters and the number that actually voted along with the break-down of the vote into numbers for, against and abstaining. A Chair or Dean may appropriately summarize supporting and opposing viewpoints expressed during faculty discussions.

Please see the attached letter from the Chair of the Faculty Advisory Committee, Brad Kerns, indicating the faculty support for the proposal.

17) The committee will want to see evidence of academic merit and support from key parties. Letters of support (or opposition) are encouraged from the relevant senior faculty and administrators. Relevant faculty and administrators include those in units directly involved in the proposed change (including existing units from which a new unit may be formed.)

Enclosed are letters from all the faculty in Arts Administration, the Dean of the College of Fine Arts, the CFO of

the College of Fine Arts, the Chair of the Faculty Advisory Council and the Chairs and Directors of all the academic units in the College of Fine Arts.

18) Indicate how the new structure will be evaluated as to whether it is meeting the objectives for its formation. Timing of key events is helpful.

The only fundamental change created by the new structure will be the oversight of the tenure and promotion process. If approved, in fall 2016, the Department of Arts Administration will conduct the required tenure and promotion reviews for faculty. In every other way, Arts Administration will continue functioning as it has been with its own:

- degree programs,
- courses,
- students,
- budget, and
- organizational reporting structure.

19) Letters of support from outside the University may be helpful in understanding why this change helps people beyond the University.

Support for this change was provided in our [Program Review](#), which was conducted in spring 2015.

Attached are the following letters of support:

General Letters Supporting Transition

- Dr. Michael Tick, Dean of the College of Fine Arts
- Rachel Copeland, Chief Financial Officer / Assistant Dean of Finance and Administration
- Brad Kerns, Chair of CFA Faculty Advisory Committee
- Dr. Geraldine Maschio, Director of Graduate Studies, Arts Administration
- Dr. Yuha Jung, Assistant Professor, Arts Administration
- Karen Munnely, Director of Undergraduate Studies and Lecturer, Arts Administration

Donor Unit Letters Releasing Faculty Lines

- Dr. Rob Jensen, Director of the School of Art and Visual Studies
- Dr. John Schieb, Director of the School of Music
- Nancy Jones, Chair of the Department of Theatre and Dance

Letters from Faculty Agreeing to Reassignment to Department of Arts Administration

- Dr. Rachel Shane, Director of Arts Administration Program
- Dr. Geraldine Maschio, Director of Graduate Studies
- Dr. Yuha Jung, Assistant Professor, Arts Administration
- Karen Munnely, Director of Undergraduate Studies and Lecturer, Arts Administration



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202 Fine Arts Building
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administration 859 257-1707
student affairs 859 257-1709
integrated business unit 859 257-8182
fax 859 323-1050
<http://finearts.uky.edu>

March 2, 2016

Dr. Tim Tracy
Provost
University of Kentucky

Dear Provost Tracy,

I am pleased to write in strong support of the proposal to transition the Arts Administration program to a department. The leadership, faculty and staff have drafted a comprehensive report for our review. There is very little more than I can add other than to state:

- The Arts Administration Program External Review Committee recommended in their Final Report (May 2016) that Arts Administration transition from program status to department status
- This transition would be budget neutral
- Rachel Shane (Program Director) was recently vetted by her faculty and staff to serve a four-year term as program director, effective summer 2016, thus no change in leadership

Although a department is more than its chair/director, I think the following statements, which appear in my letter in support of promotion and tenure for Dr. Shane, illustrate not only her stature in the field, but also the program she has so ably lead:

As a scholar, Dr. Shane's varied accomplishments place her in a national and international forum of scholars and theorists. Her scholarly work has been eloquently described and praised alike by all six external reviewers. Her recent appointment as Executive Editor for the Journal of Arts Management, Law and Society, widely considered the most prestigious journal in Arts Administration, says a great deal about her scholarship and the respect she garners from her colleagues in the field. Ellen Rosewall (University of Wisconsin-Green Bay), validates my observations, when she states:

Patricia Dewey Lambert (University of Oregon) states: "[Rachel Shane's] scholarly contributions to the field nationally and internationally are significant. ...while the UK MA program in Arts Administration has only existed for a few years, I already consider it to be the best online program in our field. I do not hesitate to recommend this program to prospective students who insist that they wish to complete an educational program online. In fact, when a team of faculty in my own department recently started assessing the feasibility of

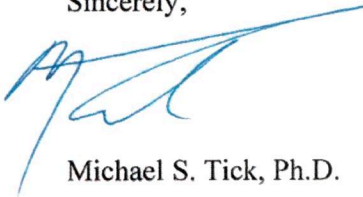
developing an online arts management program we decided to not proceed in this direction because University of Kentucky is already doing it so well.”

“The fact that arts administration educators all over the country seek to publish in the Journal of Arts and Management, Law and Society and that the editorial staff considered Dr. Shane, even as an Assistant Professor, worthy of being selected an Executive Editor, say a great deal about her work and respect.” She goes on to say: “in our field there are simply not as many options for academic publication, and so we give equal weight to conference presentations, as this is a more common option for our relatively small field to communicate. We also highly value applied scholarship, which is why Dr. Shane’s work in pedagogy and course development is important not only to University of Kentucky, but to the field as a whole.”

Best I can tell from UK’s document: “Establishing, Modifying or Abolishing an Educational Unit,” at this stage we need a Provost Statement prior to vetting with unit faculty and CFA’s Faculty Governance Body.

Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read 'M. Tick', with a long, sweeping horizontal stroke extending to the right.

Michael S. Tick, Ph.D.



February 16, 2016

Dr. Andrew Hippisley
Senate Council Chair
Office of the University Senate
203E Main Building

College of Fine Arts
Office of the Dean
202 Fine Arts Building
Lexington, KY 40506-0022
administration 859 257-1707
student affairs 859 257-1709
integrated business unit 859 257-8182
fax 859 323-1050
<http://finearts.uky.edu>

Dear Dr. Hippisley,

I would like to offer my full support for the Arts Administration (AAD) program to transition to an independent department at the University of Kentucky. Their financial structure has been independent since Fiscal Year 2012-2013. Within our College, Arts Administration is housed in department number 8X600 and has 13 separate cost centers.

AAD's financial activity including faculty and staff payroll, programmatic support and operational budget is already accounted for separately from all other College units. Transitioning them to a department will not require any modification from an organizational stand point.

If you would like more detail about AAD's financial independence or structure, please contact me directly at 218-1433 or rachel.copeland@uky.edu.

Thank you,

A handwritten signature in blue ink that reads 'Rachel Copeland'. The signature is written in a cursive, flowing style.

Rachel Copeland
Chief Financial Officer/Assistant Dean-Finance & Administration



College of Fine Arts

University Bands
33 Fine Arts Building
Lexington, KY 40506-0022
859 257-2263
fax 859 257-8192
www.ukbands.org

Dear Dean Tick,

The College of Fine Arts Faculty Advisory Committee supports without reservation the transition of the Arts Administration program to a freestanding academic department. Committee members voiced their support via email to me Monday and Tuesday, April 11-12.

This initiative is long overdue; our students in particular will benefit from this programmatic change. Also, it will strengthen our ability to recruit the best Arts Administration faculty.

Warm regards,

A handwritten signature in blue ink, appearing to read "Brad Kerns".

Brad Kerns
Chair, CFA Faculty Advisory Committee
Assistant Professor of Trombone, School of Music



blue.

February 18, 2016

Dr. Andrew Hippisley
Senate Council Chair
Office of the University Senate
203E Main Building

Dear Dr. Hippisley:

As the founder of the Arts Administration Program some 28 years ago, I offer my historical perspective on the program in support of its request for department status.

From the start, the program was conceived as separate from the other units in the college. The various deans under whom I and the other directors worked, all treated the program as its own unit, and each of the deans anticipated that the program would be a department as soon as it reached certain benchmarks. Those benchmarks—number of faculty, staff support, and enrollment—have all been reached and exceeded.

There is a core of highly dedicated, fully credentialed faculty. There are two staff members, one of whom is a full-time instructional designer that serves both faculty and students. The Program Director functions as a chair within the unit and in the college as a member of the Dean's Executive Committee (chairs' council). The Program Director manages a budget that is independent of any other unit's budget. She leads the faculty on policies and courses of study, and she designed and initiated a new MA degree in concert with the faculty.

The graduate program has an enrollment of 55 and draws students from India, the Maurtius Island, Europe, and from some 26 different states, literally from coast to coast. This degree is the only fully online MA in Arts Administration in a public university, and serves as a model for other schools wishing to design similar programs. The undergraduate degree enrolls 128 students. The majority of these students are from Kentucky. A number are also from the Academic Common Market. As the only Arts Administration Program in the Commonwealth, UK's Arts Administration provides an important service, addressing the needs of various creative industries around the state. (The creative industries of Kentucky employ more than auto, aircraft, IT and communications industries, according to the Kentucky Creative Industry Report of 2014). These students deserve to have a degree from a department and not from just a "program."

The Arts Administration Program is, in all ways except in name, a department. The Program Director functions as a department chair in all ways save one—in matters of promotion and tenure. The field of arts administration has its own standards for scholarship. However, because Arts Administration is not a department is cannot tenure its own faculty. This is problematic. From my experience, I have seen that some faculty members have difficulty in evaluating those standards: administering the arts is far different from making or theorizing about them. Others do not understand why they are called upon to evaluate members of a different unit with which they have little or no connection.

As the former director of the program and current DGS, I must emphatically declare that the Arts Administration Program needs to be its own department. There will be no change in how it operates, its funding, or its administration other than that it will be given the status it deserves and will be able to tenure and promote its own faculty.

Sincerely,

A handwritten signature in black ink, appearing to read "Geraldine Maschio".

Geraldine Maschio, Ph.D.
DGS of Arts Administration

February 16, 2016

Dr. Andrew Hippisley
Senate Council Chair
Office of the University Senate
203E Main Building



Arts Administration Program

205 Fine Arts Building
Lexington, KY 40506-0022

859 257-9616

<http://finearts.uky.edu/arts-administration>

Dr. Andrew Hippisley:

I am writing to communicate my strong support to transform the Arts Administration program into its own department within the College of Fine Arts. The program already functions like a department within the College of Fine Arts because of its work with all types of arts organizations, and it encompasses all arts disciplines within the College, including but not limited to Music, Theater, Dance, and Visual Art. By our analysis, the transformation into a department would not result in any major structural changes within the College, and at the same time it would eliminate unnecessary confusion among colleagues from other units and departments regarding the official standing of the Arts Administration program.

One of the great strengths of our Arts Administration program is that it is inclusive of all forms of arts. This is different from Florida State University, for example, which has three different Arts Administration programs housed under College of Music, Department of Art Education, and College of Fine Arts (focused on Theatre Management). While this might be working well for Florida State, our program addresses all arts forms in one program and therefore it provides a cohesive and efficient curriculum to students and a wide range of research opportunities to faculty members. Through our expansive yet lean and inclusive model, we have outgrown our current status, and we will be able to better serve our students as a distinct department.

UK's Arts Administration program is one of a few programs in the country that offers an undergraduate degree in Arts Administration, and its relatively new master's program is growing steadily since it was first established in 2013. In addition, the program has been around for 28 years, making it one of the oldest and most distinguished Arts Administration programs in the country. The program has grown tremendously over the last couple of years, having more than 125 students in the undergraduate program and 55 in the graduate program. It also has hired more full-time faculty members, a full-time administrative coordinator, and a full-time instructional designer for its fully online master's program. I firmly believe that this is the time that we make the status of Arts Administration within the college more official and move forward with even more impressive teaching, research, and service goals. Feel free to contact me if you have any questions or need additional information from me.

Sincerely,

A handwritten signature in dark ink, appearing to read "Yuha Jung".

Yuha Jung, PhD
Assistant Professor of Arts Administration
College of Fine Arts

see
blue.

February 15, 2016
Dr. Andrew Hippisley
Senate Council Chair
Office of the University Senate
203E Main Building

Dear Dr. Hippisley

I am writing this letter in support of the Arts Administration Program's application to transition from program to department status. For many years the Arts Administration Program has functioned as a department and been treated as a department by the College of Fine Arts. Because the Arts Administration Program is already functioning as a department this modification will not result in any major changes to the structure of the College of Fine Arts or have significant budget ramifications.

Arts Administration is a recognized academic discipline with both national and international conferences, including the Association of Arts Administration Educators and the International Conference on Social Theory, Politics & The Arts. The field also has several major scholarly journals including The Journal of Arts Management, Law, & Society, The International Journal for Arts Management and the American Journal for Arts Management. While Arts Administration is related to Art & Visual Studies, Dance, Music and Theatre, it is very much its own academic discipline. The current structure of the College of Fine Arts does not reflect this.

The Arts Administration Program at the University of Kentucky has continued to grow. The 2015-2016 academic year had the largest freshman class in the program's history, which speaks to the awareness of the field among incoming students. This year we have also seen the undergraduate program's total enrollment numbers at an all time high. Our online Master of Arts program, which launched in 2013 has continued to grow and as a result we will be adding a spring enrollment for new students.

I support without hesitation the Arts Administration Program's application to transition from program to department status. I believe this change will better allow us to serve our students and represent the field of Arts Administration.

Sincerely,



Karen Munnelly
Director of Undergraduate Studies &
Lecturer in Arts Administration
859.257.4142
karen.munnelly@uky.edu

see
blue.



School of Art & Visual Studies

236 Bolivar Street
Lexington, KY 40506-0090

859 257-2336
fax 859 257-3042

www.uky.edu

April 11, 2016

TO: University Senate
FROM: Dr. Rob Jensen, Director SA/VS

I am writing in support of the proposed creation of an independent department of arts administration. The School of Art and Visual Studies is willing to give up the faculty assignments of Rachel Shane and Yuha Jung so that they can join the faculty of the new department.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Rob Jensen". The signature is stylized and fluid.

Dr. Rob Jensen
Director, School of Art & Visual Studies
Robert.Jensen@uky.edu

see
blue.



School of Music
College of Fine Arts
105 Fine Arts Building
Lexington, KY 40506-0022

main office 859 257-4900
fax 859 257-9576
<http://finearts.uky.edu/music>

MEMORANDUM

TO: MICHAEL TICK, DEAN
COLLEGE OF FINE ARTS

FROM: JOHN W. SCHEIB, DIRECTOR
SCHOOL OF MUSIC

SUBJECT: LETTER OF SUPPORT FOR ARTS ADMINISTRATION PROGRAM TO BECOME DEPARTMENT

DATE: APRIL 11, 2016

Please accept this letter as my official endorsement of the Arts Administration program becoming a department in the College of Fine Arts. Of course, this is a logical next step in the evolution of this strong program. Simply put and as many others have commented, this change seems long overdue. Please know that the School of Music readily releases Lecturer Karen Munnelly from any music unit responsibilities and obligations in order for this transition to occur.

Subject: FW: Arts Administration (support from Theatre)
Date: Monday, April 11, 2016 at 10:47:20 AM Eastern Daylight Time
From: Tick, Michael
To: Shane, Rachel

Michael S. Tick, Ph.D.
Dean, College of Fine Arts and
Professor of Theatre
University of Kentucky
202 Fine Arts Building
Lexington, KY 40506-0022
Executive Assistant: belinda.rubio@uky.edu 859-257-1707

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On 4/11/16, 10:35 AM, "Jones, Nancy C" <Nancy.Jones@uky.edu> wrote:

Dear Dean Tick,

As Chair of the Department of Theatre and Dance I support the Arts Administration program transitioning from a program to a stand alone department. Also, I support transferring 50% of Professor Geri Maschio's line to the Arts Administration program.

Sincerely,

Nancy Jones

Nancy C. Jones, Chair
Department of Theatre and Dance
University of Kentucky
859.257.8166
www.nancycjones.com
finearts.uky.edu/theatre

April 11, 2016

Senate Council
Office of the University Senate
203E Main Building

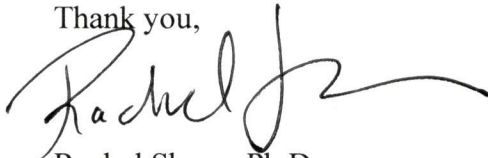
Dear Senate Council,

Currently, I have a tenure home in the School of Art and Visual Studies. If Arts Administration becomes a department, I would be delighted to have a new tenure home in the Department of Arts Administration.

As the Director of the Program, the position currently assigns 100 percent of my time to Arts Administration. I do not have any teaching, research, service or administrative requirements in the School of Art and Visual Studies.

Given the fundamental differences in the discipline of arts administration and the other areas in the College of Fine Arts (Art and Visual Studies, Music and Theatre and Dance), it makes the most sense for faculty in Arts Administration to have their appointments in Arts Administration.

Thank you,



Rachel Shane, Ph.D.
Director, Arts Administration



Arts Administration Program
205 Fine Arts Building
Lexington, KY 40506-0022. 859 257-9616

<http://finearts.uky.edu/arts-administration>

Dr. Andrew Hippisley
Senate Council Chair
University of Kentucky

Dear Dr. Hippisley,

As the founder of the Arts Administration Program, I would be delighted to have my tenure home moved to Arts Administration. However, given that I teach both Arts Administration and Theatre courses, it would be most appropriate for my appointment to be split between Arts Administration and Theatre, where I am tenured.

Sincerely,

A handwritten signature in red ink, appearing to read "G. Maschio".

Geraldine Maschio, Ph.D.
Director of Graduate Studies
in Arts Administration
and Theatre Faculty



Arts Administration Program

205 Fine Arts Building
Lexington, KY 40506-0022

859 257-9616

<http://finearts.uky.edu/arts-administration>

April 11, 2016

Dr. Andrew Hippisley
Senate Council Chair
Office of the University Senate
203E Main Building

Dr. Andrew Hippisley:

In response to the request to identify whether I want to be placed in the new academic department, I firmly state that I want to have my tenure home in the newly established Arts Administration Department. This makes a lot more sense to me as I am evaluated by Arts Administration specific guidelines and the people who understand Arts Administration as a discipline and field of research.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Yuha Jung'.

Yuha Jung, PhD

Assistant Professor of Arts Administration
College of Fine Arts

see
blue.

205 Fine Arts Building
Lexington, KY 40506-0022

859 257-9616
<http://finearts.uky.edu/arts-administration>

April 11, 2016

Dear Dr. Bailey,

I am writing this letter in support of the Arts Administration Program's application to transition from program to department status. For many years the Arts Administration Program has functioned as a department and been treated as a department by the College of Fine Arts. Because the Arts Administration Program is already functioning as a department this modification will not result in any major changes to the structure of the College of Fine Arts or have significant budget ramifications.

At the moment my faculty appointment is in the School of Music. If Arts Administration were to become its own department, I would be happy to have my appointment changed from Music to Arts Administration. My position already functions as if the appointment is within Arts Administration. I have not actually had any interaction with the School of Music since arriving at UK in August of 2015. Given my background in arts administration, this change of appointment location would not present any issues for me.

I support the Arts Administration Program's application to transition from program to department status and would be happy to have my faculty appointment changed to Arts Administration. I believe this change will better allow us to serve our students and represent the field of Arts Administration.

Sincerely,



Karen Munnelly
Director of Undergraduate Studies &
Lecturer in Arts Administration
859.257.4142
karen.munnelly@uky.edu

see
blue.

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UK | ARTS ADMINISTRATION PROGRAM



Proposal to Establish a Department of Arts Administration

Introduction

The Arts Administration Program at the University of Kentucky is proposing a transition from program status to department status.

Founded in 1988, the University of Kentucky's Arts Administration Program offers one of the most comprehensive curriculums in the country. The program prepares students for the challenges they will meet as professionals in the arts. UK's Arts Administration degree programs are designed to teach students the concepts, technologies, and skills necessary to successfully direct an arts organization in a competitive and changing environment.

The program's first degree offering, the Bachelor in Arts in Arts Administration was one of the first undergraduate degrees in Arts Administration in the United States. The program has steadily grown in size. As of fall 2015, BA enrollment in the Arts



Administration major and pre-major was 128 students. These numbers are comparable with some other departments in the college and in the university.

The MA in Arts Administration was added in 2013 as the first fully online graduate program at a state university nationwide. It has enrolled students from four continents and 32 states. Its current masters' enrollment is the largest in the College of Fine Arts. As of fall 2015, MA enrollment in the Arts Administration was 55 (the School of Music enrolled a total of 30 masters students in nine degree programs; the School of Arts and Visual Studies enrolled a total of 24 masters students in three degree programs).

The demand for arts administrators is strong. What was once a small niche has transformed into an industry of professionals trained to manage theaters, symphony halls, galleries, museums, community art councils, orchestras, art centers, and many other types of institutions. In fact, the nonprofit arts industry employs approximately 1.3 million individuals annually.



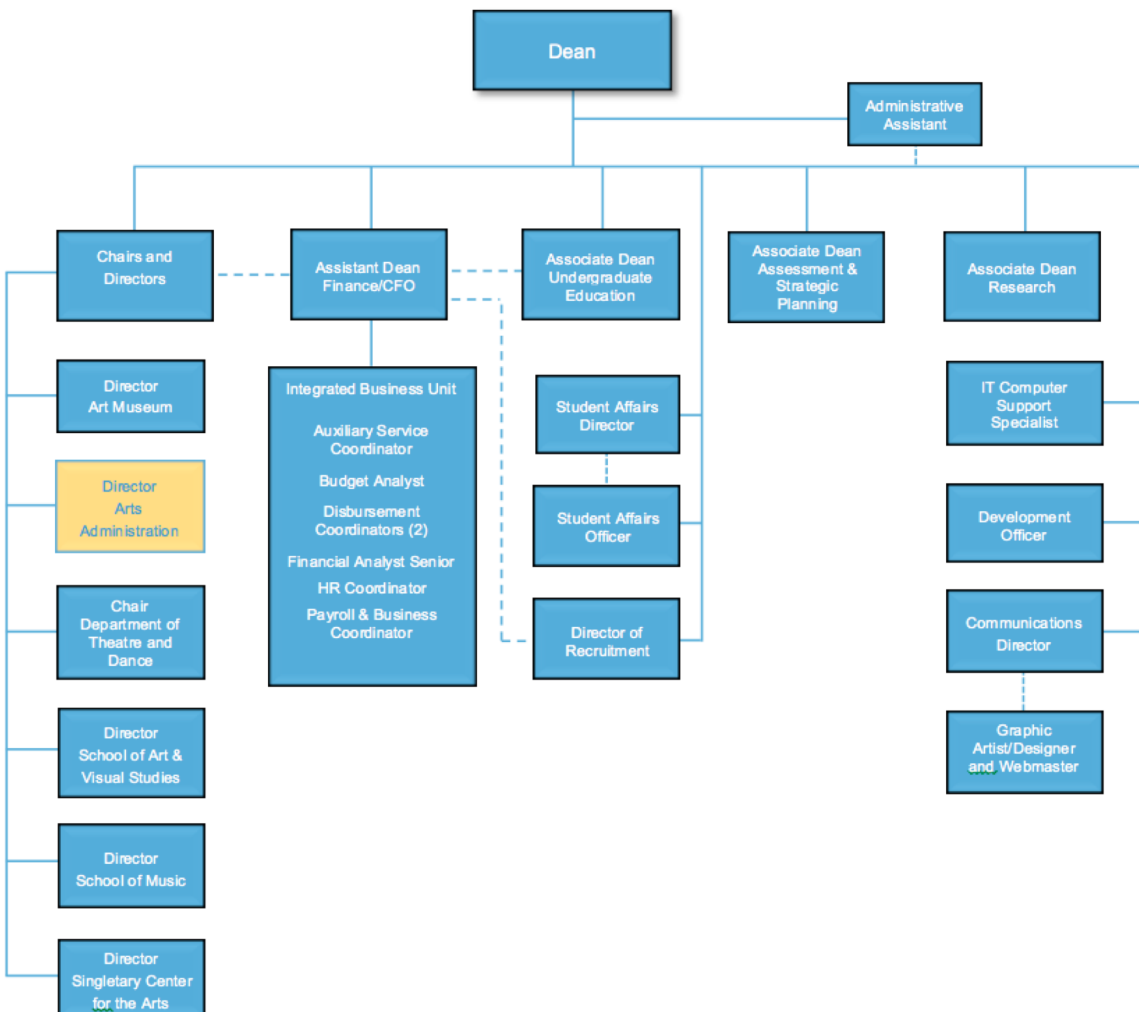
The program advocates a devotion to the arts, an interest in community development and integration, a focus on contemporary and relevant arts trends, and the belief that we can create a positive change by taking skills and knowledge out of the classroom and into the world.

Administrative Feasibility

Current Structure

The College of Fine Arts (CFA) currently houses four distinct academic units: Arts Administration Program, Department of Theatre and Dance, School of Art and Visual Studies and the School of Music. Additionally, there are two other units: the UK Art Museum and the Singletary Center for the Arts (Figure 1). Currently, the director of the Arts Administration Program reports to the Dean of the College of Fine Arts and serves on the CFA’s Executive Dean’s Council.

Figure 1. College of Fine Arts Administrative Structure, February 2016



Proposed Structure

If Arts Administration transitions into a department, the administrative structure of the CFA would remain the same as would the reporting structure and service requirements on the Executive Council.

The only change would be in title of the unit and unit head from “Director, Arts Administration Program” to “Chair, Department of Arts Administration.”

Staff and Facilities, and Budgetary Requirements***Current Structural Organization of the Unit***

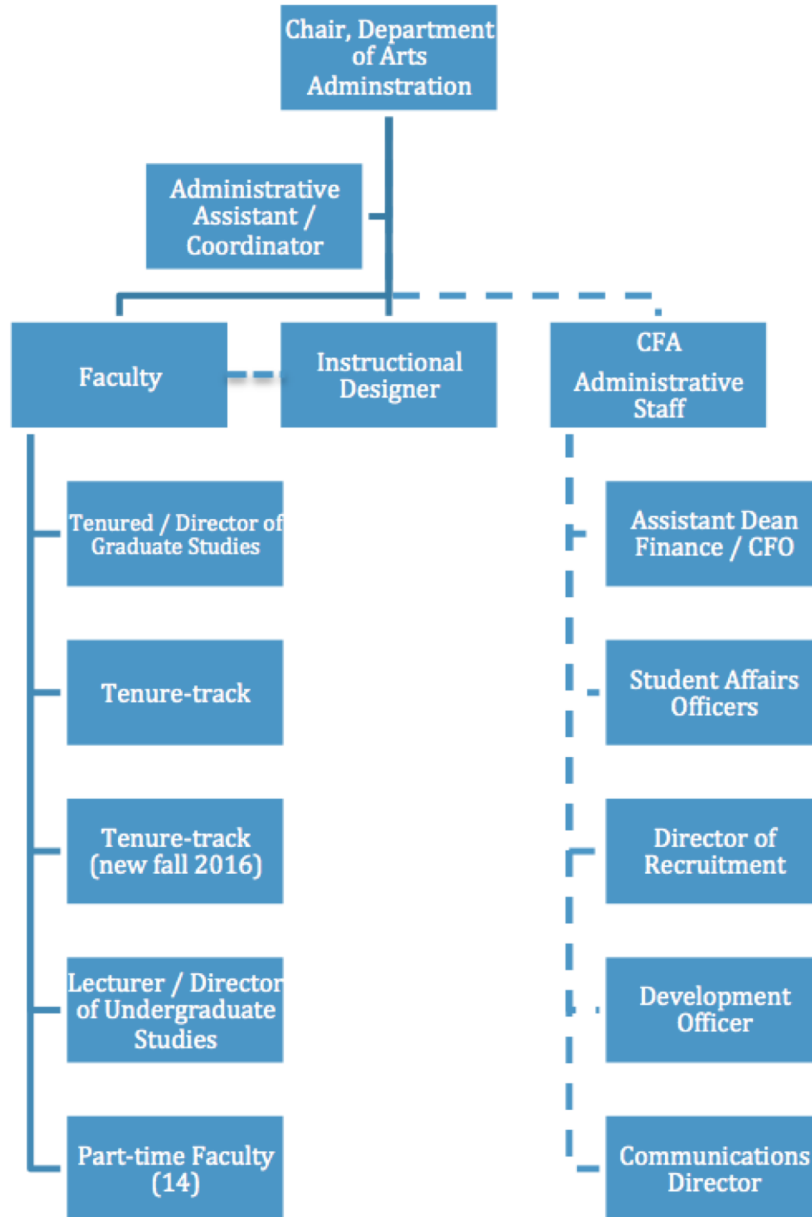
The current structure of the unit includes a unit director, two tenure-track positions (with a third position starting in fall 2016), a lecturer, 14 part-time faculty, a full-time instructional designer and an administrative assistant / coordinator. The unit head works in conjunction with the CFA administrative staff for financial management, professional student advising, recruitment, development and communications (Figure 2).

In fall 2015, the Arts Administration Program moved into a newly renovated space in the Fine Arts Building on the 2nd floor (the space was vacated by the School of Art and Visual Studies). This new space provides a reception area for Arts Administration where the administrative assistant / coordinator works; private offices for the unit head and all faculty members; a private office for the instructional designer; a work space for teaching assistants and student workers as well as a work/break room for faculty and staff.

Proposed Structural Organization of the Unit

There are no structural changes needed in the unit to transition into a department.

Figure 2. Arts Administration Administrative Structure



How the unit and fits with department, college, and/or university objectives and priorities

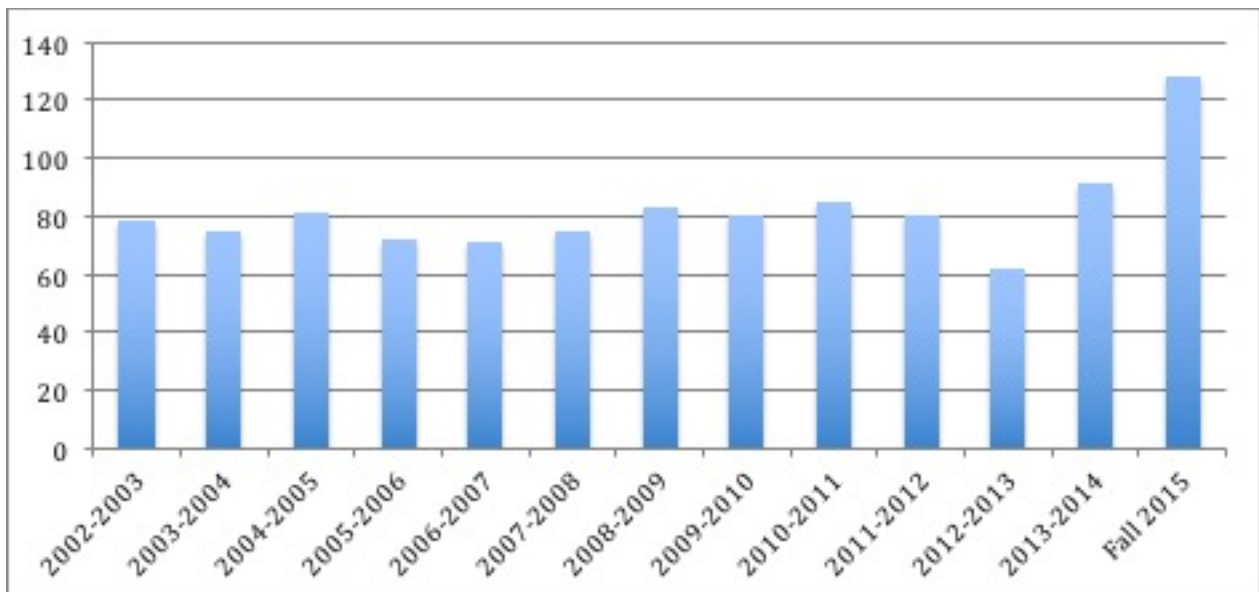
Since Arts Administration has already been operating as an independent unit within the College of Fine Arts, it will continue to serve and support college’s objectives and priorities. It operates with its own budget including holding two endowments (Figure 3).

Figure 3. Arts Administration Endowment Value

Endowment Name	Contributed Value as of FY16 (1.31.16)	Market Value as of FY16 (1.31.16)	FY16 YTD Expenses	FY 2016 Earnings Estimate	FY 16 Approved Budget	FY16 Spending % Distribution	Current FY16 Available Balance
Gary B. Knapp Endowed Chair in Arts	1,000,000	1,043,631	19,594	35,931	42,104	100%	22,510
Michael Braun Endowed Award	31,609	33,569	-	986	1,029	85%	1,029

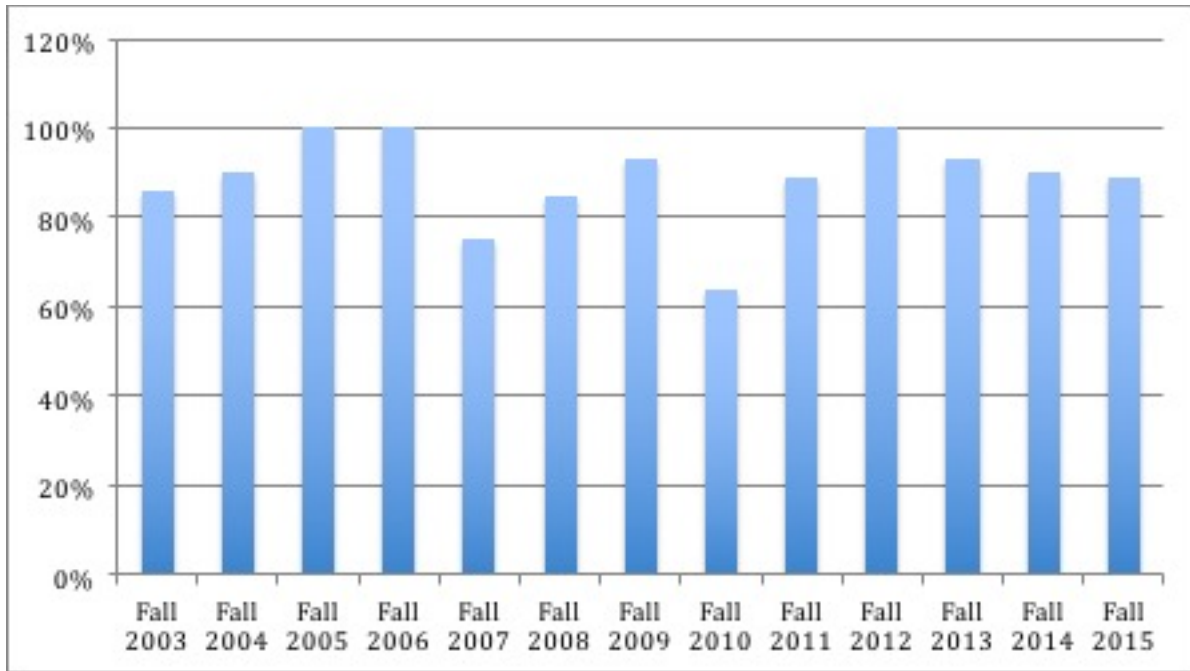
Since 2002, the BA in Arts Administration has seen a steady increase in enrollments (Figure 4). In the last decade, there has been a 77.8 percent increase in majors (72 in 2016 to 128 in 2015).

Figure 4. Arts Administration BA Enrollment



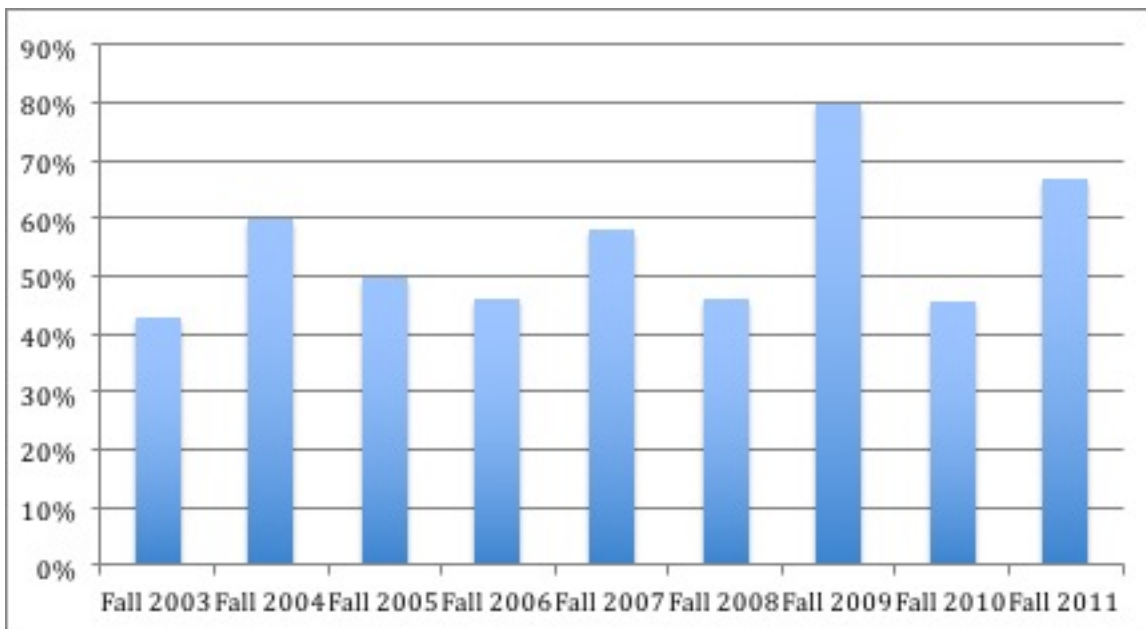
In addition to growing enrollment, our retention rates are consistently high with an average of 89 percent retention over the last 12 years (Figure 5).

Figure 5. Arts Administration BA 1st to 2nd Year Retention (in College)



The 4-year graduation rate is at an average of 55 percent for the last nine years (Figure 6). Notably, however, the highest graduate rates (67 percent and 80 percent) came within the last three graduating classes of students.

Figure 6. Arts Administration BA Graduation Rates



Launched in 2013, the highly innovative

MA online in Arts Administration already has an enrollment of 55 students and an acceptance rate of 54%. Retention in the first year of the MA program from 1st to 2nd year was 82% which is higher than the national MA retention rate for students at public universities (70%).¹

In 2016-17, the MA will expand its offerings by opening a spring-based cohort in addition to its fall cohort. This has the potential to exponentially expand enrollment. The MA in Arts Administration serves as a model for other UK degree programs and other universities seeking to develop online programs.

Offering both undergraduate and graduate degrees, it would be consistent with other units at UK in the university for Arts Administration to have department status. This would allow Arts Administration to benefit through inclusion in academic leadership programs as well as streamline processes including course approvals, and tenure and promotion.



¹ ACT. [National Collegiate Retention and Persistence to Degree Rates](#). 2012. Page 3.

Position of the unit relative to state and benchmark institutions, and to SACS/CPE/professional accrediting bodies

In 2013 with the addition of the MA in Arts Administration, University of Kentucky became one of the few universities nationwide to offer both undergraduate and graduate degrees in arts administration. Our two benchmark institutions are University of Oregon and Indiana University. Like UK, University of Oregon and Indiana University have a full-time faculty of five, many adjunct and part-time faculty. Additionally, they have a similar number of undergraduate and graduate students.

There is no “field norm” in terms of organizational structure for arts administration and related fields. The degrees are housed in schools, departments and programs. Both the University of Oregon and Indiana University arts administration degrees are housed in schools.

University of Kentucky continues to be the only state university offering degrees in arts administration. It holds membership in the primary professional association, the [Association of Arts Administration Educators](#) (AAAE), and accreditation through [National Association of Schools of Art and Design](#) (NASAD).

Evaluation for meeting the objectives for forming a new structure and timing

Currently, the unit is operating as a department in every way except in tenure and promotion cases. Arts Administration is a specific discipline with specific tenure and promotion requirements. This is complicated by not being its own department for tenure and promotion cases and requiring faculty in Arts Administration to tenure in areas outside of their field (currently two faculty members are tenure-track in the School of Art and Visual Studies while our tenured faculty member is in the Department of Theatre and Dance).

Notably, at our benchmark institutions, as well as other universities that offer arts administration degrees, faculty are able to tenure and get promoted in “arts administration.”

The proposed timeline would, faculty in arts administration would be able to be promoted and receive tenure in the Department of Arts Administration beginning in the 2016-17 academic year. Cases would adhere to the [Arts Administration Statement of Evidences, Regular Title Series](#); [Arts Administration Statement of Evidence, Special Title Series](#); and the [Arts Administration Unit Faculty Rules](#) as published on the UK Senate Faculty website.

Plans for student recruitment, enrollment, education, and competitiveness

The program was launched in 1988 and it has demonstrated its ability to attract and retain students, support them in internships, and engage students in community engagement initiatives. Additionally, the program maintains a high job placement rate. Given its success, forming a department would add to its status in the university and the field.



Qualifications of the key unit personnel

The current unit personnel are appropriately qualified to continue in their current roles in the Department of Arts Administration. All full-time faculty have terminal degrees and years of experience within the discipline. All graduate faculty been approved by the UK Graduate School. Faculty perform traditional and creative research, which they extend into the classroom.

The current director, who was voted in for another four-year term in fall 2015, would become the chair of the department.

In summation, the Arts Administration Program would like to modify its status to the Department of Arts Administration. Currently, Arts Administration is home to two degree programs and serves approximately 200 students annually in the BA and MA programs. The modification requires no additional faculty, staff, resources or other budget implications. There are also no changes required to the administrative structure of the College of Fine Arts or the proposed Department of Arts Administration.

Appendix

Letters of Support

- Dr. Michael Tick, Dean of the College of Fine Arts
- Rachel Copeland, Chief Financial Officer/Assistant Dean-Finance & Administration
- Dr. Geraldine Maschio, Director of Undergraduate Studies, Arts Administration
- Dr. Yuha Jung, Assistant Professor, Arts Administration
- Karen Munnely, Director of Undergraduate Studies and Lecturer, Arts Administration

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UK | ARTS ADMINISTRATION PROGRAM



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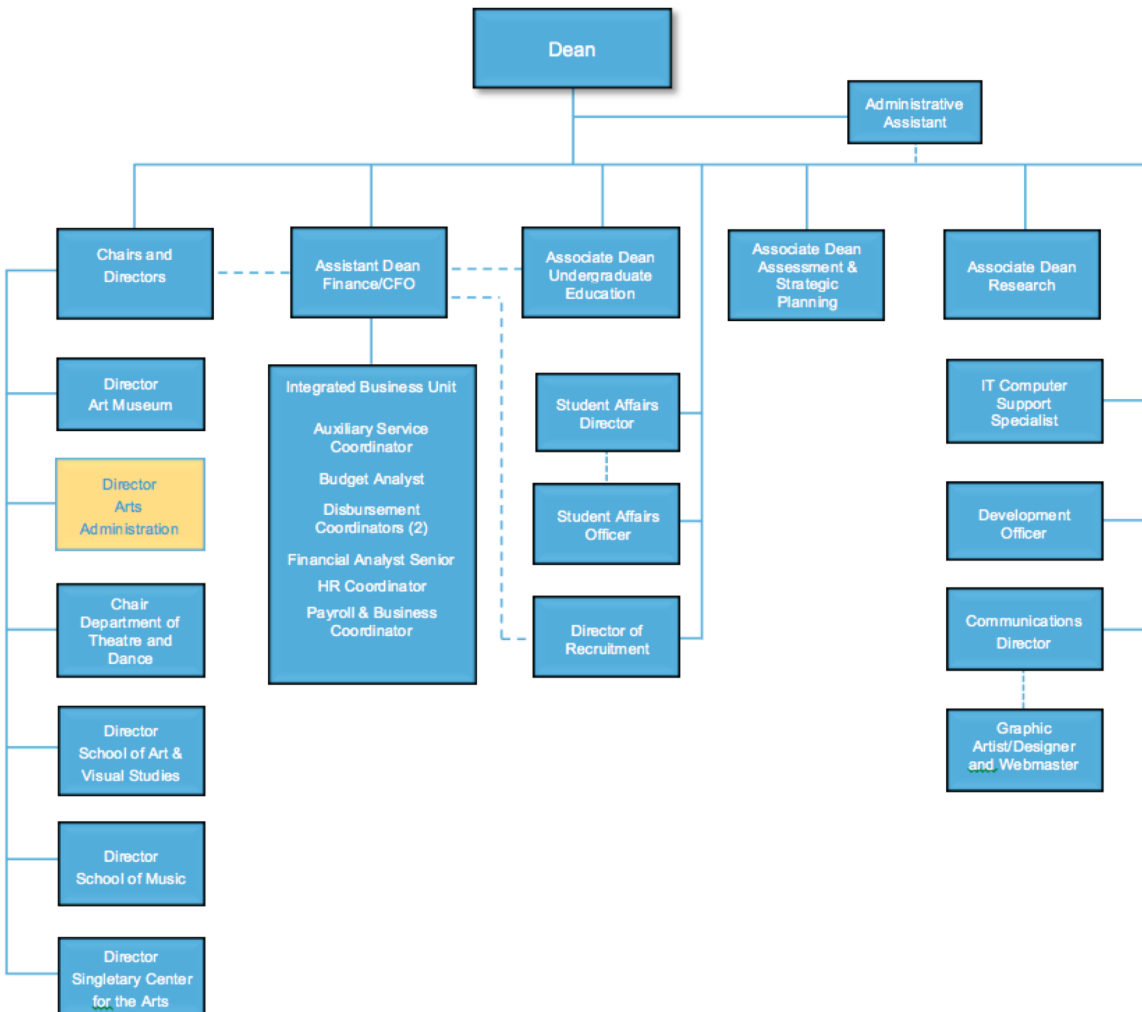
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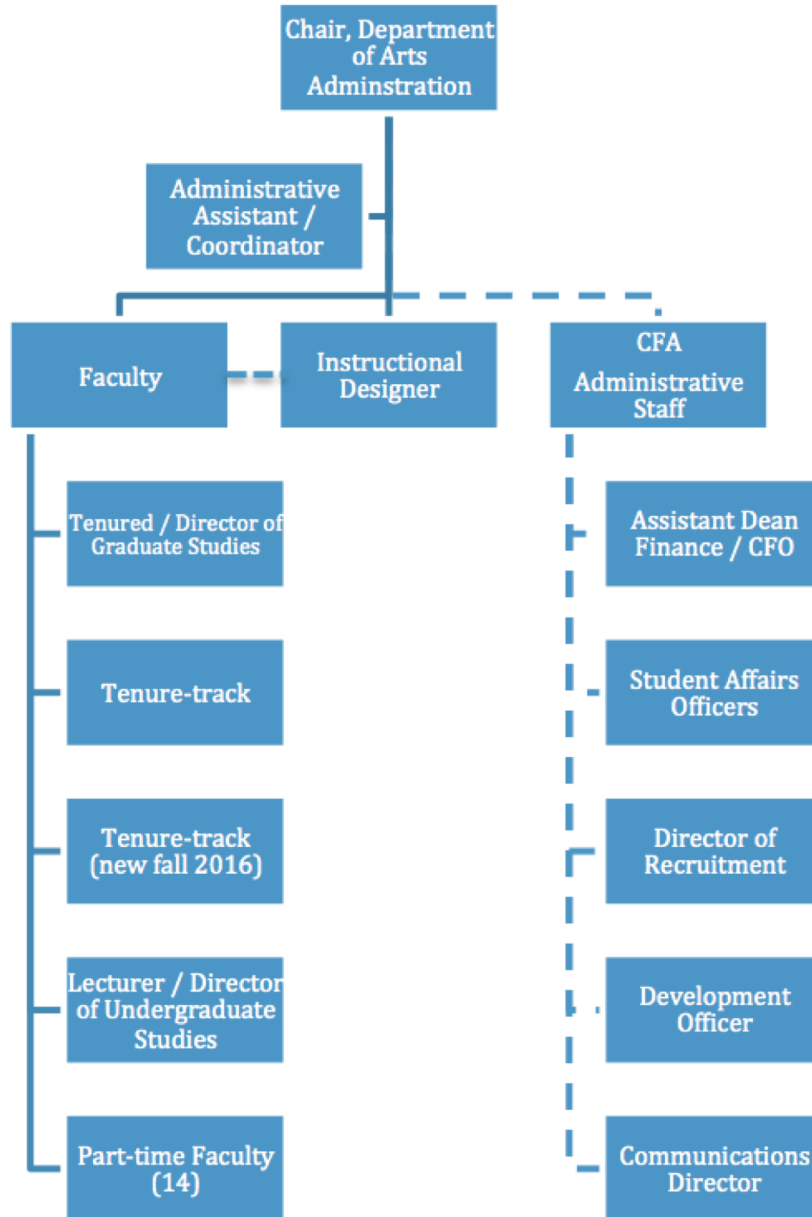
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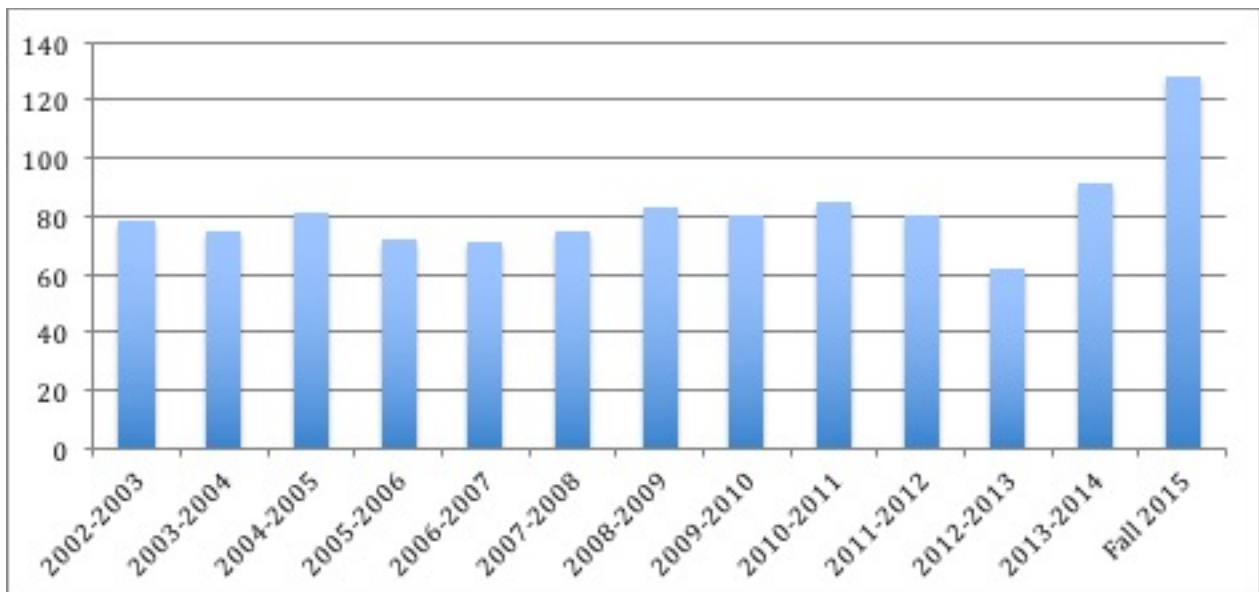
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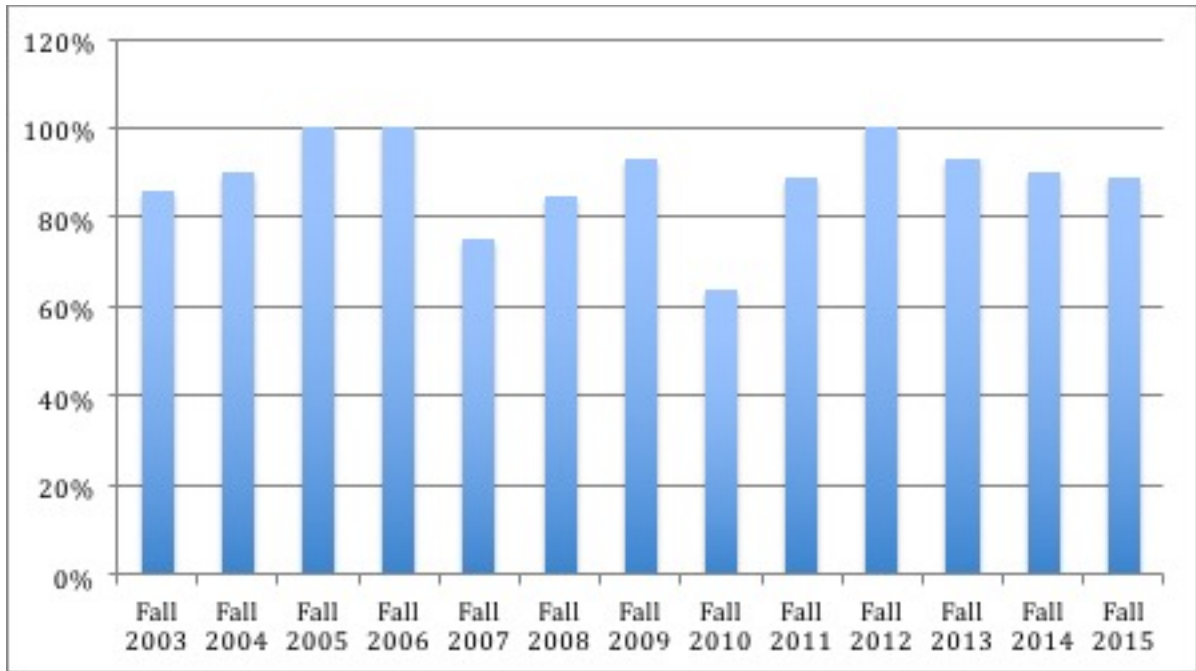
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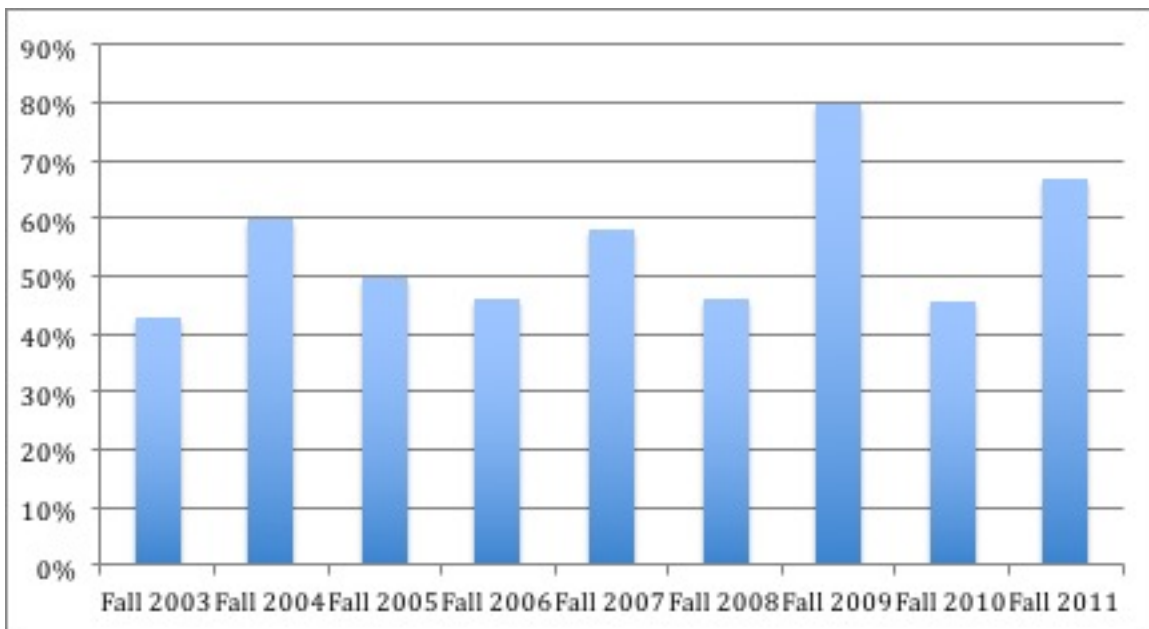
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