
DATE: November 13, 2014

TO: AAD Graduate Committee
Core Arts and Administration Program Faculty
AAA Academic Affairs Committee
Graduate Council, University of Oregon

FROM: Patricia Dewey Lambert, Associate Professor and Director
Arts and Administration Program
School of Architecture and Allied Arts

RE: Proposal for Significant Realignment of
Existing AAD Graduate Programs

Summary

The University of Oregon's Arts and Administration Program, housed in the School of Architecture and Allied Arts, has undergone a comprehensive strategic planning process in the past three years. Our plan calls for significant restructuring of our existing graduate programs. The Core Faculty of the Program propose instituting three changes as outlined in this proposal.

1. Reduce the total number of required credits from 72 to 64 for our traditional master's degree program;
2. Convert our long-existing Concentration Areas of Study into formal Graduate Specializations. These would be:
 - Arts in Healthcare Management
 - Community Arts Management
 - Museum Management
 - Performing Arts Management -- *(this is the only specialization submitted for approval at this time)*
3. Introduce a one-year master's degree program, comprising 45 credits, to which eligible students would be able to apply. Eligible students would be those individuals wishing to pursue a concurrent UO master's degree, wishing to pursue a consecutive UO master's degree, or wishing to pursue a secondary/supporting area of study for a Ph.D., DMA, or Ed.D. degree program in a different UO academic unit. This one-year master's degree program could also serve as a future option as a 5th-year master's degree for our future undergraduate majors.

Background and Rationale

The University of Oregon's Arts and Administration Program evolved from a decades-old Art Education Department in 1993 as part of large-scale institutional restructuring at the time. The new master's degree in arts management was launched as a 60-credit program, consisting of four concentration areas of study. The program also continued to offer large 200-level undergraduate general education courses, and soon offered an introductory arts education course for College of Education undergraduate majors.

Over the past 20 years, the program has evolved and expanded to offer a 72-credit master's degree in Arts Management, a doctoral supporting area of study of 30 credits designed for School of Music and Dance students, and additional concentration areas of study. Concentrations now include Arts in Healthcare Management, Community Arts Management, Museum Studies, and Performing Arts Management. The program also coordinates a Graduate Certificate in Museum Studies, and many AAD graduate students participate in the PPPM Graduate Certificate Program in Nonprofit Management. A graduate concentration area of study in Media Management was offered from 2009 to 2014, but the AAD program faculty have decided to phase out this concentration area by repositioning essential curricular content as part of the program's core courses and by encouraging students interested in this concentration to participate in the robust interdisciplinary New Media and Culture Certificate Program.

The Arts and Administration Program has recently taken significant steps to develop its undergraduate offerings. Where previously our undergraduate focus was on general education courses and a small undergraduate minor program in community arts studies, AAD has now introduced extensive arts management coursework specifically designed for undergraduate students at the 300- and 400-level. Realignment of undergraduate curricular offerings is taking place, from the point of entry into the University of Oregon (AAD offers seminars and FIGs through First-Year Programs), to foundational 200-level arts courses, to specialized arts management courses at the 300- and 400-levels. Long-existing 400/500-level courses are being increasingly tracked as either undergraduate or graduate focused, as AAD seeks to continue to more meaningfully differentiate between undergraduate and graduate studies. Our goal is to be able to offer a seamless progression of curricular offerings, at multiple points of entry, to lower-level undergraduate students, upper-level undergraduate students, master's degree students, and doctoral students.

Over the past three years, the Arts and Administration Program has conducted extensive strategic analysis and benchmarking to assess program strengths, weaknesses, opportunities, and threats. While our program is internationally renowned for its excellence and is the most well-established educational program of

its kind in the western United States, the competitive landscape of higher education is placing new realities and strains on the program. These challenges include the following:

- Decreasing number of students in graduate education generally
- Decreasing public perception of the value of graduate education
- Decreasing public investment in higher education
- Improving economy affecting the 2008-2011 recession bubble of enrollment
- Increasing UO tuition rates (UO is no longer considered a "good deal")
- Increasing number of competitor programs to AAD in the West
- Increasing competition for students among our competitor programs (they offer more scholarship and fellowship support than we do)
- Our competitor programs, for the most part, do not require as many credit hours, and often have a shorter length of time for students to invest in completing graduate studies
- Graduate certificate options, professional development intensives, and online education options are appearing nationally and internationally – the UO has not been competitive in this market
- In sum, we are seeing significantly fewer students applying to our graduate program, which requires much more active recruitment on our part.

As a short-term measure to influence graduate enrollment, the Arts and Administration Program has been investing program resources into extensive and time-consuming recruitment efforts. These measures resulted in a large incoming class of master's degree students in fall 2014, but we recognize that we need to restructure our graduate programs in order to remain competitive in the long term.

The comprehensive undergraduate and graduate realignment process in AAD has led to a clear pathway forward in repositioning our graduate programs, while concurrently investing in significant growth of our undergraduate programs. In 2012-2013 we submitted a proposal to launch an undergraduate major and to restructure our undergraduate minor. We were asked to place the major "on hold" while we restructured, renamed and relaunched our undergraduate Arts Management Minor (formerly Community Arts Minor) and introduced and regularized new course offerings at the 300 and 400 level. We have been delighted to witness enrollment in our minor increase from 8 to 38 over 2013-2014, and we are seeing considerable ongoing growth in enrollment continue in 2014-2015. We intend to re-propose our undergraduate major program in spring 2015, with the desire to formally launch the major in fall 2016.

Overview of Graduate Curricular Realignment

First Proposal Item:

We seek to "regularize" the following graduate requirements for our traditional two-year master's degree program of study, resulting in a 64 total credit hours required for completion of the program.

Core Courses	28 credits
Research	min. 14 credits
Internship	min. 6 credits
Electives	min. 16 credits

New TOTAL credit requirement = 64 credits

Explanation of the Curricular Changes

With our significant program developments underway at the undergraduate level, we conducted a comprehensive curricular mapping process of our graduate course offerings, comparing our core curricular content with standards established by our professional association, the Association of Arts Administration Educators. In this process, we decided to maintain three of our existing core courses, and re-work the other three core courses to more appropriately meet the curricular needs of graduate education in our field. Most significantly, we merged four existing core courses with overlapping content into a two-course co-instructed graduate sequence titled Arts Marketing, Media, and Communications I and II. We also introduced, in partnership with the Department of Planning, Public Policy, and Management, a new core course titled Financial Management for Arts Organizations. Crucial core curricular content in the area of Arts Participation and Evaluation is also being realigned into a single core course requirement. All of the core courses listed in this program proposal exist in 2014-2015, and we will seek to convert these core requirements into 600-level courses in the next few years.

Core Arts and Administration Courses (28 credits), effective fall 2014

These will all be converted to "regularized" 600-level courses in the next few years.

AAD 612	Cultural Administration
AAD 550	Art in Society
AAD 562	Cultural Policy
AAD 522	Arts Program Theory: Arts Participation & Evaluation
AAD 610	Arts Marketing, Media, and Communications I
AAD 610	Arts Marketing, Media, and Communications II
PPPM 507	Financial Management for Arts Organizations

The master's research sequence and internship requirement in our program will remain unchanged. However, AAD introduced in 2013-2014 a new terminal research option for master's degree students. The new guided, field-based professional project option is already serving students' needs well, particularly for those students interested in team-based consultancy, project management, service learning, community-engaged scholarship, and professional praxis. We expect student interest and participation in the Professional Project terminal option to continue to grow.

Required Master's Degree Research Sequence of Courses (min. 14 credits)

AAD 630 Research Methods (4 cr)

AAD 605 Research Reading (1 cr)

AAD 631 Research Proposal (3 cr)

Select from: ~~AAD 503 Thesis Research (min. 9 cr)~~

AAD 601 Project/Capstone Research (min. 6 cr)

AAD 610 Professional Project I and II (6 cr)

Internship (total minimum 6 cr)

The attached Progress Toward Completion forms from the incoming fall 2012, fall 2013, and incoming fall 2014 cohorts of master's degree students illustrate the program curricular realignment from 2012 to 2014. Attached is a draft Progress Toward Completion form for the incoming class of fall 2015. As indicated, we intend to continue with the requirements as outlined in the fall 2014 document, and we will convert the Core Courses to 600-level courses as soon as possible.

Rationale for Reducing Total Number of Required Credits From 72 to 64

In researching the establishment of the Arts and Administration Program in 1994, we discovered that the approved program was launched with a credit requirement of 60 for graduation. We were not able to document when and how this total number of required credits grew from 60 to 72, but for the following reasons we wish to restructure the program to require 64 credits at this time:

1. The Graduate School requires 45 credits for a master's degree, but 64 credits appears congruent with expectations of similar master's degree programs across campus (for example, Folklore Master's Degree);
2. A 64-credit master's program is in line with our competitor programs across the nation;

3. Students would be able to clearly integrate completion of core requirements, research and internship requirements, and the completion of one graduate specialization in our program within 64 credits;
4. As we think long-term about potential master's degree program developments – either in an intensive residency format or a hybrid, low-residency educational format – 64 credits could be completed within 4 academic terms of 16 credits each.

Electives, Concentrations, and Graduate Specializations in AAD

Second Proposal Item:

Restructure our existing concentrations to be Graduate Specializations, and approve the first of these, the AAD Graduate Specialization in Performing Arts Management.

A full array of 400/500-level elective course offerings exists in the Arts and Administration Program to address the interests of both undergraduate and graduate students in focusing their course of study in the areas of museum studies, museum management, performing arts management, community arts management, media management, and arts in healthcare management. A combination of informal Concentration Areas and formal Graduate Certificates currently exists to help students and their academic advisers structure individualized programs of study.

In the past three years, as part of a comprehensive curricular review process, the AAD faculty have carefully considered all elective course offerings to identify which courses are best suited to graduate students, which are best suited to undergraduate students, and which groups of courses can be more clearly grouped as curricular clusters. “Capstone” 400-level elective (concentration area) courses have been identified for undergraduate majors and minors to meet the needs of students interested in performing arts, visual arts, or community arts.

At the graduate level, we now seek to remove redundancies of program offerings or confusing advising of elective clusters. To do so, we propose the following:

1. Eliminate Media Management as a concentration area of study, and advise students interested in this curriculum to pursue the interdisciplinary New Media and Culture Certificate Program;
2. More clearly distinguish between the Museum Studies concentration area of study in AAD and the Graduate Certificate Program in Museum Studies;

3. Reposition the Museum Studies Certificate Program to address the interdisciplinary interests and needs across campus in both Museum Studies and Curatorial Studies, to be developed under new program leadership in 2015-2016;
4. Convert our long-existing AAD Concentration Areas into formal, transcribed Graduate Specializations. This will both provide clear credentialing to our graduate students, and will serve to assist academic advising systems.

Four Proposed AAD Graduate Specializations

The Arts and Administration Program faculty propose converting four existing, informal Concentration Areas of graduate study into formal, transcribed Graduate Specializations. Each AAD Graduate Specialization will require a minimum of 16 credits. Please note that master's degree students in AAD can individually choose whether to complete an AAD Graduate Specialization, a Graduate Certificate, any combination of these, or an individualized elective program of study for the required minimum 16 elective credits for their master's degree in Arts Management.

Students choosing to complete a Graduate Specialization would be advised to take enroll in 16 credits clustered in each of the following specialization areas. Some of the courses we anticipate will be required for the specializations still need to undergo review to be "regularized" in our curriculum, and two of the specialization areas will have new faculty oversight in 2014-2015. Therefore, the only specialization we seek for approval at this time is Performing Arts Management. We plan to submit a proposal for the three other proposed graduate specializations in 2015-2016.

Arts in Healthcare Management Graduate Specialization

Community Arts Management Graduate Specialization

Museum Management Graduate Specialization

Performing Arts Management Graduate Specialization

Required courses:

- AAD 571 Performing Arts Management
- AAD 572 Artistic Administration in Performing Arts
- AAD 575 Performing Arts Industry

And select at least one of the following:

- AAD 529 Event Management
- AAD 551 Community Cultural Development
- AAD 521 Cultural Programming

**Proposal Submitted for Approval:
The Establishment of Performing Arts Management
as the first of four AAD Graduate Specializations.**

Performing Arts Management has existed as a concentration area of study in the Arts and Administration Program since the program's inception. Specialized graduate coursework has been developed in this area, and these courses are offered at least every other year. We request a straightforward conversion of this concentration area as a formalized Graduate Specialization. Sample syllabi for the courses listed for this specialization are provided in Attachment B.

**Proposal for a One-Year Concurrent or Consecutive
Master's Degree in Arts Management**

Third Proposal Item:

We seek approval for the establishment of a 45-Credit Concurrent or Consecutive Master's Degree Program for graduate students enrolled in other master's or doctoral programs of study across campus.

One of the greatest strengths of the University of Oregon's Arts and Administration is its appeal to graduate and undergraduate students alike who are interested in pairing a professional degree program with concurrent focused study in a specific arts or cultural studies field. The ability of AADs partner schools, departments and programs (e.g., School of Music and Dance, Theatre Department, Art, Art History, Anthropology, and Folklore) to promote the pairing of graduate studies in their unit along with studies in arts management is very attractive to prospective students.

For years, the Arts and Administration Program has been involved in advising graduate students in consecutive or concurrent degree programs, as well as the individualized master's degree study program. In addition, AAD has offered since 2004 a highly-structured doctoral supporting area of study for School of Music Ph.D. and DMA students. In practice, each of these individualized consecutive or concurrent master's degrees, or the doctoral supporting area, has ranged between 30 and 60 credits. There is currently no uniformity in expectations for what a consecutive or concurrent program would academically entail, as a curricular plan for the student is often developed on a case-by-case basis. In addition, the academic advising associated with the doctoral supporting area is complex, especially in overseeing the terminal research project and the comprehensive written and oral examinations for each student. AAD faculty would like to both clarify and promote

opportunities for concurrent/consecutive study in arts management, but we require a structured framework to do so.

The AAD faculty now seek to streamline, standardize, and codify a short master's degree level program of study for eligible students. Prospective eligible students would be:

- Pursuing a concurrent UO master's degree in a different academic unit
- Interested in completing a consecutive master's degree upon completion of a master's degree in a different UO academic unit
- Admitted to a Ph.D., DMA, or Ed.D. program in a different UO academic unit
- *Future Option* (not yet relevant): A 5th-year master's degree program for UO students who have completed an undergraduate major in Arts Management. If this becomes an opportunity in the future, we will submit a separate proposal.

The Arts and Administration Program proposes to launch a one-year master's degree program comprising roughly 45 credits to which eligible students could apply. We have the capacity and desire to begin this program in fall 2015. The current doctoral supporting area program would be phased out and replaced by this program. While all required coursework for this short master's degree can be completed within one academic year, students could also have the option to enroll in the required coursework as their schedules permit over several years.

To complete a concurrent/consecutive AAD master's degree, UO students would pair their other UO specialized graduate studies alongside the AAD core required courses and participation in the faculty-led field-based group professional project offered annually by the Arts and Administration Program. The core curricular requirements in the program (see pages 4-5 of this document) are open only to graduate student "majors" at the master's or doctoral level. These courses will all be converted to 600-level courses within the next several years.

Requirements for the Consecutive/Concurrent Master's Degree are proposed to be:

Core Courses (min. 24 credits)

- AAD 612 Cultural Administration
- AAD 550 Art in Society
- or AAD 562 Cultural Policy
- AAD 610 Arts Marketing, Media, and Communications I
- AAD 610 Arts Marketing, Media, and Communications II
- PPPM 507 Financial Management for Arts Organizations
- AAD 522 Arts Participation & Evaluation

Internship (min. 6 credits)

Requirement may be waived with prior UO internship credits or extensive professional experience. Enrollment in Practicum credits during the year will substitute for Internship enrollment.

AAD 604 Internship I (1 credit)

AAD 609 Practicum (min. 5 credits)

Research Courses (min. 9 credits)

AAD 631 Research Proposal (3 cr.)

AAD 610 Professional Project I (3 cr.)

AAD 610 Professional Project II (3 cr.)

AAD Electives (min. 6 credits)

Total Required Credits = minimum 45 Credits

Sample One-Year Master's Degree Curriculum

In our current planning for 2015-2016, the sequence of required courses would be as follows. All AAD courses are offered for 4 credits unless otherwise indicated.

Fall Term (15 credits)

AAD 612 Cultural Administration

AAD 610 Arts Marketing, Media, and Communications I

AAD 631 Research Proposal (3 cr.)

And select either:

AAD 550 Art in Society

or AAD 562 Cultural Policy

Winter Term (16 credits)

AAD 610 Arts Marketing, Media, and Communications II

PPPM 507 Financial Management for Arts Organizations

AAD 610 Professional Project I (3 cr)

AAD 604 Internship I (1 cr)

AAD Elective Course

Spring Term (14-16 credits)

AAD 522 Arts Participation & Evaluation

AAD 610 Professional Project II (3 cr)

AAD 609 Practicum (5 cr)

AAD Elective Course

SUMMARY of PROPOSALS

To summarize, the Arts and Administration Program faculty request the following approvals from the UO Graduate Council:

1. Reduce the total number of required credits from 72 to 64 for our traditional master's degree program, effective fall 2015.
2. Convert our long-existing Concentration Areas of Study into formal Graduate Specializations. One of these – Graduate Specialization in Performing Arts Management – is being submitted for approval, effective fall 2015.
3. Approve the introduction of a one-year master's degree program, comprising 45 credits, to which eligible students would be able to apply. Eligible students would be those individuals wishing to pursue a concurrent UO master's degree, wishing to pursue a consecutive UO master's degree, or wishing to pursue a secondary/supporting area of study for a Ph.D., DMA, or Ed.D. degree program in a different UO academic unit. This concurrent/consecutive master's degree program would be effective fall 2015.

Attachments (forthcoming – not yet attached)

A – AAD Progress Toward Completion Forms

Fall 2012
Fall 2013
Fall 2014
Fall 2015 (draft, proposed)

B – Syllabi for Courses

for the Graduate Specialization in Performing Arts Management

Performing Arts Management
Artistic Administration in Performing Arts
Performing Arts Industry
Event Management
Community Cultural Development
Cultural Programming