

May 7, 2013 (last revised May 16, 2013)

MEMO

TO: Kate Wagle, Interim Vice Provost for Portland Programs and Director of A&AA Portland Programs

FROM: Patricia Dewey, Director, Arts and Administration Program
Tina Rinaldi, Managing Director, Arts and Administration Program
Bill Flood, Community Cultural Development Consultant and AAD Adjunct Instructor

RE: DRAFT Intent to Propose Portland-Based Arts Administration Programs

The Arts and Administration Program plans to develop a formal program proposal during the 2013-2014 academic year to offer new graduate and professional development programs in Portland, Oregon that will begin as early as fall 2014. This document serves as a brief summary of activities associated with strategic planning that has been conducted during this current academic year and briefly outlines specific graduate-level programs we intend to propose moving forward. This is a working document created to help facilitate discussion amongst various stakeholders in advance of drafting a formal set of program proposals.

Over the past four months we have interviewed 40 key stakeholders and conducted research on other arts administration-related graduate program offerings across the nation. At this time, a low-residency mid-career master's program and a certificate program in community cultural development are the most obvious immediate options for launching Portland-based graduate education in arts administration. There are also considerable opportunities to partner with other Portland-based institutions to offer a graduate certificate in curatorial/museum studies. Other curricular options may exist and are detailed in a mid-project report recently prepared by consultant Bill Flood.

We enter program development realizing that several other low-residency graduate programs in arts administration exist, several of which have launched within the last year. We believe that we can strategically develop a niche in this growing graduate education market by building on our existing strong curricular offerings and our national and international reputation.

Opportunities for AAD focus around; 1) the changing landscape of graduate education; and, 2) Portland as an ideal location for delivering arts administration education due to its capitalization of the creative sector and its diverse and growing arts and cultural assets and the UO/A&AA infrastructure offered through White Stag.

There is growing demand among professional cultural administrators to engage in graduate studies and professional development while maintaining their career trajectory by being able to pursue a degree from a well-regarded university in a world-class city while maintaining their

professional positions. This trend is evident in the growing number of on-line and low-residency master's programs that have proliferated across the country. Such programs include those at Drexel University (Philadelphia), Goucher College (Baltimore), Winthrop University (South Carolina), University of Denver, Saint Mary's University of Minnesota, and a new 100% online program beginning in the Fall of 2013 at University of Kentucky.

We believe that a residency component is critical to graduate studies. We envision a full-time Master's program where an intensive quarterly or bi-annual residency component is delivered in Portland. Several arts organizations across Portland have expressed interest in partnering with us to serve as educational venues. The City is building a reputation around innovation, cultural vitality, and urban development and planning. Many of the professionals working in cultural organizations have expressed their interest in acting as mentors and members of a professional network that would work with UO graduate students.

Student Profile and Pedagogical Approach

Our focus is on students who are early or mid-career professionals who are seeking graduate studies as a way to deepen their knowledge of arts administration, cultural policy, community cultural development, and financial management and asset development. Within "working professionals" we see different student profiles, including those with at least two years of professional experience who are looking to gain a master's degree in arts administration, and cultural managers looking to enhance their skills and gain graduate credentials. We are also looking to create opportunity for professionals who are often challenged to engage in traditional, residential graduate programs that require them to uproot themselves from their communities in order to engage in higher education.

Building on AAD's existing master's program, we intend to serve a national and international market. Once core programs are developed, we believe there is potential to work with local, state, national, international agencies to "export" our low-residency graduate program to Asia, South America, Africa, and other international locations.

Instructional methodologies must be clearly tailored to the content area and to the specific student/learning cohorts. There is high demand among students for hybrid and on-line learning opportunities paired with face-to-face instruction, mentorship, and peer network building. AAD curricular programs in Portland will embrace a technology-mediated pedagogy paired with a strong emphasis on practice-based learning, mentoring, network development, peer-to-peer interaction, and exposure to the finest practitioners/instructors working and teaching in arts administration.

Potential Program Areas

Executive Master's Program in Arts Administration

A West-coast low-residence master's program in arts administration does not exist, and AAD is positioned to develop and manage this program. We envision the program being delivered through a combination of on-line instruction and learning cohorts being in-residence in Portland for several intensive periods of study. This program could be offered as a compressed, intensive one-year program that requires 64 graduate credits, with a specific set of 16 credits offered each term—fall, winter, spring, and summer.

Certificate Programs

It is still to be determined if the proposed programs will be graduate certificate programs, professional development programs delivered in cooperation with professional associations, or a combination of the two. Specific curricular areas could focus on:

- **Community Cultural Development**

This program would provide practitioners an opportunity to focus on the complex issues around supporting and growing local culture. Through interviews we found a strong recognition of the need for cultural managers to understand and serve an increasingly diverse and multicultural population. Areas to be covered could include cultural planning, engagement and outreach, collaborations theory and practice, sustainability, leadership development, understanding and organizing community, facilitation, community economics and financial management, innovation and entrepreneurship. The program can also draw on Portland's unique cultural assets, including a thriving and innovative food culture and the connection between arts and food cultures.

- **Museum/Curatorial Studies**

AAD currently has a Eugene-based Museum Studies certificate program which could potentially be delivered in Portland. The Pacific Northwest College of Art and Museum of Contemporary Craft are also interested in providing training in this area; PNCA is currently developing a Master of Arts Program in Critical Theory and Creative Research that includes a focus on curatorial studies. Interviewees with stakeholders at these institutions and others were split on need/demand for Museum Studies vs. Curatorial Studies.

- Other areas of interest identified through interviews include: new models of financial management, arts education (to be determined after feedback from upcoming May 17 roundtable discussion); leadership development (cohort-based leadership support for cultural managers); performing arts center management; arts and health care; food culture, and cross-disciplinary programs playing on the strengths of culture-related areas within AAA.

Leadership development and new models of financial development and management should be integrated with all of our programs.

Resources (faculty, partnerships, funding)

The AAD program niche can be best developed by engaging leading practitioners in the field as faculty. Faculty, guest lecturers, field supervisors, mentors, advisors will be leading national or international figures, such as Bob Lynch, C.E.O. and President of Americans for the Arts, Janet Brown, Executive Director of Grantmakers in the Arts, Martha Richards, Executive Director of the Miller Foundation, and Harrell Fletcher, artist and Director of PSU's Art and Social Practice MFA Program. We also seek to involve leaders such as these in an advisory group(s). Opportunities for partnership with local, state, regional, national, international agencies are enormous. Interviewees suggested more than once that foundations may look favorably on supporting programs which focus on capacity development, leadership development and potentially on providing scholarships for students from traditionally under-served communities. We are exploring the scope and extent to which Arts and Administration Program tenure-related and non-tenure related faculty wish to and can be involved.