



NEW ACADEMIC PROGRAM – MAJOR Preliminary Proposal Form

I. Program Details

- a. **Name and Degree Type of Proposed Academic Program:** Arts Administration, Master of Arts
 - i. **Emphases (if applicable):**
- b. **Academic Unit(s)/College(s):** College of Fine Arts
- c. **Campus/Location(s):** Tucson Main
- d. **Desired [CIP Code](#):** 50.1002
- e. **First Admission Term** (*i.e., Fall 2025*): Spring 2027
- f. **Primary Contact and Email:** Yuri Makino, ymakino@arizona.edu

II. Executive Summary (please provide **no more** than 5 bullets/sentences that sum up the rationale, demand, and uniqueness of your proposed major. This will be read at ABOR.):

Building off the successful Arts Administration Minor, the Arts Administration Master of Arts program:

- Bridges creativity and business by combining students' artistic passion with the business skills needed to work within the arts sector.
- Provides hands-on professional training through internships, real-world projects in arts organizations, and faculty who are active professionals.
- Ensures industry connection and relevance through direct access to arts professionals, courses that address industry trends, and a focus on career paths.
- Offers customizable pathways with elective flexibility, allowing students to specialize in areas most relevant to them (e.g. arts marketing, leadership, fundraising, etc.)
- Highlights cross-disciplinary strength through partnerships with Eller College of Management and the College of Social and Behavioral Sciences in offering courses.

III. Brief Program Description:

The Arts Administration program prepares students to lead with vision and impact in the arts sector. Blending creativity with strong business foundations, the program equips students for careers in arts organizations, including nonprofits and other cultural enterprises. Through hands-on learning, students develop skills in key areas such as fundraising, programming, community engagement, financial management, marketing, and more with an emphasis on applying these skills in real-world arts settings. Courses taught by industry

professionals connect classroom learning to current practices, career pathways, and emerging trends, ensuring graduates are prepared to navigate and shape the evolving arts landscape. By bridging artistic passion with professional expertise, the curriculum empowers students to become innovative leaders ready to meet the challenges of today's cultural industries.

IV. Program Rationale:

The proposed Master of Arts (MA) in Arts Administration represents a strategic advancement of the College of Fine Arts' commitment to cultivating the next generation of arts leaders. It builds upon the success of the undergraduate minor in Arts Administration, which over the past five years has demonstrated sustained growth and strong student demand. The MA serves as a natural and timely extension of the College's mission to advance arts leadership and management through innovative academic pathways.

Graduates of the MA program will be prepared to lead across nonprofit and market-driven arts organizations, advancing the University's land-grant mission by supporting Arizona's cultural ecosystems and contributing to economic vitality through the creative sector. Cross-college collaborations will further the University's strategic priorities of interdisciplinary scholarship and applied learning, while applied research opportunities in arts leadership and community engagement will position the College of Fine Arts as a thought leader in the evolving field of arts administration.

The MA will also be proposed with an Accelerated Master's Program (AMP), offering high-achieving undergraduates in the existing Arts Administration minor and related disciplines across the College of Fine Art a seamless pathway to advanced study. This will help attract top-performing undergraduate students eager to pursue advanced study while also enhancing the College's competitiveness, strengthening recruitment and retention of exceptional talent.

V. Viability:

For this program, the College of Fine Arts will utilize existing courses and faculty within the Arts Administration Minor.

- a. Summarize new resources required to offer the program: *may include additional faculty, staff, equipment, facilities, etc.*

New resources required include a reclassification of the director of the Arts Administration Minor into a career track professor of practice and the addition of new adjunct instructors for a limited number of new courses.

- VI. **Projected Enrollment for the First Three Years:** *Note that for the full proposal, you will need to provide evidence to support the projection (through student/alumni surveys, enrollment in existing courses, peer programs, etc.) At this stage, a rough estimate is sufficient.*

Year 1	Year 2	Year 3
8	12	16

- VII. **Evidence of Market Demand:**

According to **Americans for the Arts’ Arts & Economic Prosperity 6 (AEP6) study**, nonprofit arts and culture organizations generated \$151.7 billion in economic activity in 2022, directly supporting 1.6 million jobs nationwide. In Arizona, the nonprofit arts sector accounts for approximately 19,427 jobs. If even 10–15% of these positions are administrative or leadership roles, the national pool of arts administration positions is estimated at 200,000. In Arizona, the **Bureau of Labor Statistics** reports 2,780 individuals employed in this occupation, many of whom serve in cultural and nonprofit organizations. These figures, combined with ongoing vacancies across the sector, point to a meaningful and sustained market for graduates with advanced training in arts leadership.

AEP6 national report https://aep6.americansforthearts.org/resources/media/user/1696872054-AEP6_National_Findings_Full_Report-Proof_final-web.pdf

AEP6 Arizona summary report <https://drive.google.com/file/d/19yaGc8ZkA8TW600C5YU1BeU085Pophrk/view>

Because “arts administration” is not a distinct category in federal labor statistics, related roles are often classified under social services, nonprofit management, or community program leadership. A relevant benchmark is the **Bureau of Labor Statistics’ category of “Social and Community Service Managers,”** which projects **8% employment growth nationwide**, considered faster than average.

(The job demand report from Lightcast is no longer available.)

- VIII. **Similar Programs Offered at Arizona Public Universities:** *List existing programs at Arizona Public Universities, including affiliated programs at The University of Arizona, which deliver similar concepts and competencies to the proposed new program.*

Arizona State University: Creative Enterprise and Cultural Leadership

- IX. **Required Signatures** *(the following should be included in the notification memo to campus after ABOR approval):*
- Program Director/Main Proposer:**



i. Signature: _____

ii. **Name and Title:** Michelle Grove Herzog, Arts Administration Minor, Program Director

iii. **Date:** 16 October 2025

b. **Managing Unit/Department Head:**

i. Signature:  _____

ii. **Name and Title:** Yuri Makino, Associate Dean of Academic Affairs and Student Success

iii. **Date:** Oct. 20, 2025

c. **College Dean/Associate Dean:**



i. Signature: _____

ii. **Name and Title:** Hasan Elahi, Dean, Arizona Arts

iii. **Date:** 10/20/2025

Program Name

Arts Administration, MA

Total Degree Units

30

Anticipated First Term Valid

Spring 2027

Career

Graduate

Plan Type

Major

Master's Admit Type

-

Will this major offer emphases/subplans?

No

Executive Summary (required)

Please provide no more than 5 bullets/sentences that sum up the rationale, demand, and uniqueness of your proposed major.

Building off the successful Arts Administration Undergraduate Minor, the Arts Administration Master of Arts program:

- ❑ Bridges creativity and business by combining students' artistic passion with the business skills needed to work within the arts sector.
- ❑ Provides hands-on professional training through internships, real-world projects in arts organizations, and faculty who are active professionals.
- ❑ Ensures industry connection and relevance through direct access to arts professionals, courses that address industry trends, and a focus on career paths.
- ❑ Offers customizable pathways with elective flexibility, allowing students to specialize in areas most relevant to them (e.g. arts marketing, leadership, fundraising, etc.)
- ❑ Highlights cross-disciplinary strength through partnerships with Eller College of Management, James E. Rogers College of Law, and the College of Social and Behavioral Sciences in offering courses.

Plan Description (required)

Work with [Marketing](#) to develop a description for the proposed program. Include the purpose, nature, and highlights of the curriculum, faculty expertise, emphases (if any), etc. Typically, 100-250 words.

The Arts Administration program prepares students to lead with vision and impact in the arts sector. Blending creativity with strong business foundations, the program equips students for careers in arts organizations, including nonprofits and other cultural enterprises. Through hands-on learning, students develop skills in key areas such as fundraising, programming, community engagement, financial management, marketing, and more with an emphasis on applying these skills in real-world arts settings. Courses taught by industry professionals connect classroom learning to current practices, career pathways, and emerging trends, ensuring graduates are prepared to navigate and shape the evolving arts landscape. By bridging artistic passion with professional expertise, the curriculum empowers students to become innovative leaders ready to meet the challenges of today's cultural industries.

To support the proposed program, does the college envision sharing resources used by other programs, redeploying internal resources (consolidating existing certificates, disestablishing other certificates), etc.? No	Summarize new resources required to offer the certificate (may include additional faculty, staff, equipment, facilities, etc.): -	Degree Designation (Degree Offered in UAccess) MA - Master of Arts
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Dual Degree

No

Terminal Degree No	Research Master's No	Professional Master's No
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Stackable No	Associated Plans for Stacking -	Accelerated Master's Program No	Associated Plans for AMP -
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New Administrative Use

Short Title
ARTADMA

Online campus
No

Status	Display Plan in Public Catalog	Catalog Short Description
Active	No	-

Catalog Display Name	Field Of Study
-	-

HEGIS Code	Plan Type (Admin)	First Term Valid
-	-	-

Learning Outcomes UA - CUSTOM
-

Catalog Image
-

Catalog Display Notifications
-

Allow Integration Sync To SIS
Yes

Program Contacts: Please provide the name and email address for each individual requested below

Primary contact name	Primary contact email address
Yuri Makino	ymakino@arizona.edu

Person who will serve in role of Director of Undergraduate Studies (DUS) for the certificate (This is not always the same as the DUS for affiliated programs or head of managing academic unit)

Email address

-

If known, list the members of the certificate oversight committee for this certificate. Note: undergraduate certificate oversight committees shall consist of a minimum of 3 members, 2 of which are faculty and at least one of the 2 is participating faculty in the certificate program. The oversight committee is responsible for 1) qualifications of participating faculty, 2) coordination of admissions recommendations with the Office of Admissions, and 3) curricular changes.

-

Name of Admissions contact

Email address

-

-

Name of Program Coordinator/Program Director
Frances Gateward

Email address
gateward@arizona.edu

Name of Director of Graduate Studies
Frances Gateward

Email address
gateward@arizona.edu

Name of Graduate College Degree Counselor

Email address

-

-

Plan Administration

Offering College
College of Fine Arts

Offering	Department(s) (If multiple offering departments, list each one)	Department Ownership	Percent	Is the Academic Owner the same as the Budget Owner?
Theatre, Film & Television, Sch		Theatre, Film & Television, Sch	100%	Yes

Budget Office Owner & Percent Ownership

-

Budget Office Owner & Percent Ownership - CUSTOM, not visible

-

College Rationale: In consultation with proposing unit’s college-level administration, describe how the proposed academic program fits within the mix of programs currently offered by the college, and how it advances the overall mission of the college and university.

The proposed MA in Arts Administration is a strategic advancement of CFA’s commitment to cultivating the next generation of arts leaders. It builds upon the success of the undergraduate minor in Arts Administration, which over the past five years has demonstrated sustained growth and strong student demand. The MA serves as a timely extension of the College’s mission to advance arts leadership and management through academic pathways.

Graduates of the MA will be prepared to lead across nonprofit and market-driven arts organizations, advancing the University’s land-grant mission by supporting Arizona’s cultural ecosystems and contributing to economic vitality in the creative sector. The program directly supports regional workforce development in Arizona and beyond by aligning graduate competencies with demonstrated labor-market needs in the cultural industries.

Cross-college collaborations will further the University’s strategic priorities of interdisciplinary scholarship and applied learning, while applied research opportunities in arts leadership and community engagement will position the CFA as a thought leader in the field.

The MA is designed for cost-effective implementation through the integration of existing coursework both from other colleges and co-convened courses. The College has made difficult decisions to discontinue unsustainable programs in order to reallocate resources to forward-looking degrees that align with workforce needs. In 2022 admission to the BFA in Acting Musical Theatre and the BFA and MFA degrees in Design and Technology was closed, creating capacity to invest in programs that prepare graduates for professional practice.

The MA will also be proposed with an Accelerated Master’s Program, offering high-achieving undergraduates in the existing undergraduate minor and related disciplines across CFA a seamless pathway to advanced study, enhancing the College’s competitiveness and, strengthening recruitment and retention of exceptional talent.

Year 1	Year 2	Year 3
8	18	24

What concrete evidence/data was used to arrive at the numbers?

Our projected enrollment numbers are based on both anecdotal evidence (conversations with current undergraduate arts administration minors) and also the survey of arts administration students currently underway. Full results will be available in January 2026.

Print On Transcript	Transcript Description	Transcript Indent (New)
Yes	Major in Arts Administration	-
Print On Diploma	Diploma Description	Diploma Indent (NEW)
Yes	Arts Administration	-

CIP Code (required)

Refer to [The National Center for Education Statistics](#) to determine appropriate 6-digit CIP code

50.1002

NSC Classification

-

Program Length Type
Years

Program Length in Years
2

If Program Length is not 2, 4, or 6 years, please explain:

-

SULA Special Program

-

Evidence of Market Demand

Please provide an estimate of the future state-wide and national demand for graduates of the proposed academic program. Please specify the source (e.g., Lightcast; Jobs EQ; US Department of Labor) of workforce demand data and detail the assumptions that underpin these projections. Curricular Affairs can provide a job posting/demand report (from O*NET) by skills/keywords/CIP code of the proposed program; contact curricular_affairs@list.arizona.edu to request the report if needed for your proposal. If job market data is unavailable or not applicable, please explain why and elaborate another justification for the proposed program.

According to Americans for the Arts' Arts & Economic Prosperity 6 (AEP6) study, nonprofit arts and culture organizations generated \$151.7 billion in economic activity in 2022, directly supporting 1.6 million jobs nationwide. In Arizona, the nonprofit arts sector accounts for approximately 19,427 jobs. If even 10–15% of these positions are administrative or leadership roles, the national pool of arts administration positions is estimated at 200,000. In Arizona, the Bureau of Labor Statistics reports 2,780 individuals employed in this occupation, many of whom serve in cultural and nonprofit organizations. These figures, combined with ongoing vacancies across the sector, point to a meaningful and sustained market for graduates with advanced training in arts leadership.

AEP6 national report https://aep6.americansforthearts.org/resources/media/user/1696872054-AEP6_National_Findings_Full_Report-Proof_final-web.pdf

AEP6 Arizona summary report

<https://drive.google.com/file/d/19yaGc8ZkA8TW600C5YU1BeU085Pophrk/view>

Because “arts administration” is not a distinct category in federal labor statistics, related roles are often classified under social services, nonprofit management, or community program leadership. A relevant benchmark is the Bureau of Labor Statistics' category of “Social and Community Service Managers,” which projects 8% employment growth nationwide, considered faster than average.

Graduates of the Master of Arts in Arts Administration are prepared for employment across arts organizations including museums, universities, and nonprofit cultural institutions at the regional and national levels. In addition to current workforce counts, open job postings provide clear evidence of ongoing demand for professionals with expertise in fundraising, program management, community engagement, and organizational leadership. Nationally, current listings reflect sustained hiring activity with positions such as Gallery and Exhibition Planning Manager and Events and Projects Administrator at major cultural and higher-education institutions.

In Arizona, employers are actively recruiting for arts administration talent, with recent openings including: Public Art Collections Manager – City of Phoenix; Program Specialist / Director of Grants – Arizona Commission on the Arts; Arts and Culture Coordinator – multiple municipal and nonprofit organizations.

These openings illustrate the breadth of opportunities available in the state and the direct alignment between employer needs and the competencies addressed in the proposed MA.

Further demonstrating market demand, two major national job banks, the Association of Performing Arts Professionals (APAP) and the American Alliance of Museums (AAM), currently list a combined 556 open positions in arts administration positions. Taken collectively, these data points clearly indicate a meaningful, sustained, and growing market for graduates trained in arts leadership and administration.

Similar Programs Offered at Arizona Public Universities

Are there similar programs at the University of Arizona?

No

Are there similar programs at Arizona State University?

No

Are there similar programs at Northern Arizona University?

No

Peer Comparison

Select three peers (if possible/applicable) for completing the comparison chart from ABOR-approved institutions, AAU members, and/or other relevant institutions recognized in the field.

Use Peer Comparison Chart from the [Curricular Affairs website](#).

The comparison programs are not required to have the same degree type and/or title as the proposed UA program. Information for the proposed UA program must be consistent throughout the proposal documents.

Minors and Certificates may opt to include only 2 peer comparisons.

[Peer_comparison Arts Admin.pdf](#), [ASU Program Comparison.pdf](#)

Budget Projection

Complete and upload the budget projection form found [here](#).

Contact your department / college finance manager for more information.

[Budget_projection_Arts_Admin_MA 1.15.xlsx.pdf](#)

Campus

Campus

Campus University of Arizona - Main	Sub Plan Required No						
Locations							
<table><tr><td>Location Tucson</td><td></td><td></td></tr><tr><td>First Admit Term -</td><td>Last Admit Term -</td><td>Teach Out Term -</td></tr></table>		Location Tucson			First Admit Term -	Last Admit Term -	Teach Out Term -
Location Tucson							
First Admit Term -	Last Admit Term -	Teach Out Term -					

Program Learning Outcomes

Minimum of 3 for Major proposals, 2 for Minor proposals

-

Learning Outcomes (Required three minimum)

Learning Outcomes

A learning outcome is the students' ability to apply the skills to the topics, or to use the skills and the topics together, in an observable way.

Name

Students will analyze organizational challenges and design strategic plans that strengthen the effectiveness, sustainability, and public value of arts and cultural organization

Tags

-

Concepts

Mission and vision; strategic planning; program design; nonprofit governance; organizational effectiveness

Assessment

Strategic planning project; case study analysis(direct), and student exit survey (indirect)

Measures

Instructor grading of strategic plans and case studies; responses to student exit survey

Competencies

Conducting organizational assessments; developing and evaluating strategic priorities; interpreting data; synthesizing findings into actionable plans

Name

Students will apply foundational administration skills across four core functional areas of arts organizations by understanding, designing, and evaluating basic strategies in 1. community engagement through the arts; 2. fundraising and donor development; 3. financial planning and analysis; and 4. marketing and communications.

Tags

-

Concepts

Community engagement; audience development; donor relations; case statements; budgeting; financial reporting; marketing principles

Assessment

engagement program project; case statement and fundraising plan; budgeting and financial exercises; marketing exercises (direct), and student exit survey (indirect)

Measures

Instructor grading of assignments and projects; student exit survey responses

Competencies

Conduct basic community/audience research; design engagement programs; prepare introductory fundraising materials; construct and interpret budgets; interpret financial statements; apply entry-level marketing techniques

Name

Students will evaluate legal frameworks and apply them to administrative decisions in arts and cultural organizations

Tags

-

Concepts

Contracts; intellectual property; ethics

Assessment

Analysis of cases, articles, and representative contracts (direct), and student exit survey (indirect)

Measures

Instructor grading; student exit survey responses

Competencies

Interpret legal requirements; identify organizational risk; apply ethical reasoning; produce compliant and ethical recommendations

Name

Students will synthesize administrative theory with professional practice to design and implement innovative, evidence-based solutions to real-world organizational challenges.

Tags

-

Concepts

Applied research; problem identification; project management; evaluation; innovation practices

Assessment

Capstone project; internship evaluation; final presentations (direct), and student exit survey (indirect)

Measures

Rubric evaluation of capstone deliverables; assessments of applied practice; student exit survey responses

Competencies

Define problem statements; gather and analyze data; generate evidence-based solutions; implement and assess project outcomes; communicate recommendations to stakeholders

Program Requirements

Total units required to complete degree

-

Upper-division units required to complete degree

-

Foundation courses: Second language

-

General education requirements: 32 units

Pre-admission expectations (i.e. academic training to be completed prior to admission)

Earned bachelor's degree; training in field or related undergraduate minor; statement of purpose

Graduate non-degree status units permitted?

No

If yes, list how many

-

List any special requirements to declare or gain access to this major (completion of specific coursework, minimum GPA, interview, application, etc.)

-

Major units required (includes core and required electives; excludes supporting coursework)

-

Upper-division units required in the major

-

Residency units to be completed in the major

-

Minimum total units required

-

Minimum upper-division units required

-

Total transfer units that may apply to minor

-

Minimum total units required

-

Minimum upper division units

-

Total transfer units that may apply to the certificate

-

List any special requirements to declare/admission to this minor (completion of specific coursework, minimum GPA, interview, application, etc.)

-

Required supporting coursework

Courses that do not count towards major units and major GPA, but are required for the major. Courses listed must include prefix, number, units, and title. Include any limits/restrictions needed (house number limit, etc.). Provide [course use form](#) from home department for courses not owned by your department

-

Major requirements

List all major requirements including core and electives. If applicable, list the emphasis requirements for each proposed emphasis*. Courses listed count towards major units and major GPA. Mark new coursework (New). Include any limits/restrictions needed (house number limit, etc.). Provide [course use form](#) from home department for courses not owned by your department.

-

Major requirements

List all major requirements including core and electives/selectives. If applicable, list the emphasis requirements for each proposed emphasis*. Thesis and non thesis options should be listed as separate emphases. Courses listed must include course prefix, number, units, and title. Mark new coursework (New). Include any limits/restrictions needed (house number limit, etc.). Provide [course use form](#) from home department for courses not owned by your department.

[Course Use Collaboration Form Law_ArtsAdmin](#)

[Course Use Collaboration Form Eller_ArtsAdmin](#)

[Course Use Collaboration Form SBS_ArtsAdmin-2](#)

Core (24 units)

FA 500 Survey of Arts Administration (3) (NEW; submit by Dec 1, 2025 for 10/1/26 Go Live)

FA 503 Engagement in Arts Organizations (3)

FA 505 Resource Development in the Arts [Fundraising] (3)

LAW 542 Entertainment Law (3) **OR** LAW 555 Intellectual Property Law (3)

PA 508 Public and Nonprofit Financial Management (3)

MKTG 500 Marketing Management (3)

FA 593 Internship (3)

FA 600 Applied Professional Practice in Arts Administration (3) (NEW; submit by July 1, 2026 for 3/1/27 Go Live)

Electives: Students will choose two 3-unit courses from the following list, totaling 6 units in electives

MKTG 546 Marketing Strategy (2-3)

MKTG 560 International Marketing (3)

MKTG 572 Marketing Research for Managers (3)

MKTG 530 Management of Marketing Communications (2-3)

MKTG 531 Introduction to Social Media Marketing (3)

PA 501 Public Organization Theory (3)

PA 505 Methods for Program Evaluation (3)

PA 527 Leadership and Ethics for Nonprofits and Public Management (3)

PA 597H Public and Nonprofit Human Resources Management (3)

FA 595A Special Topics in the Arts (1-3) - Initial rotating courses anticipated to include: Programming and Curatorial Practice; Creative Entrepreneurship; Event Management; Nonprofit Boards and Governance

30 total units

Minor requirements

List all required minor requirements including core and electives. Courses listed must include course prefix, number, units, and title. Mark new coursework (New). Include any limits/restrictions needed (house number limit, etc.). Provide [course use form](#) from home department for courses not owned by your department.

-

Certificate requirements

List all certificate requirements including core and electives. Courses listed must include **course prefix, number, units, and title**. Mark new coursework (New). Include any limits/restrictions needed. Provide [course use form](#) from home department for courses not owned by your department.

-

Research methods, data analysis, and methodology requirements? No	If yes, provide description -
Internship, practicum, applied course requirements Yes	If yes, provide description All students will be required to complete a three-unit internship (FA 593) and a three-unit applied professional practice (FA 600).
Senior thesis or senior project required No	If yes, provide description -
Master thesis or dissertation required? No	If yes, provide description -
Is substitution of required or elective courses permitted at advisor's discretion? No	If yes, provide description -
May units earned for the certificate be applied to affiliated graduate programs? <i>Note: There is no University maximum on the number of units from a certificate program that may also apply toward a UA degree program, subject to time limitations for degree programs.</i>	If yes, list how many -
Minor: Optional or Required? Optional	Can students earning a second degree or major use the second degree/major to satisfy the required minor for this major? No
Will this major offer a minor with the same name? No	
Minor requirements -	Minimum total units required for minor -
Any restrictions on multiple use of courses? No	If yes, provide description -
Additional requirements (provide description and/or attach file) -	

Admissions (Applicable to Undergraduate Majors and Certificates only)

Add to undergraduate admissions application?
No

Add to Next Steps Center for orientation major changes?
No

Admit Type
-

Admissions Criteria
-

If selective criteria, please elaborate
-

Emphases/Subplans (Applicable to Majors only)

No Specializations

Subplan Campus & Locations (Applicable to Majors only)

Subplan Campuses

-

Dependencies

Instructional Modality

Select all that apply

In Person

Additional Information

If necessary, provide any additional information that has not already been captured in the proposal (i.e., preliminary proposal (majors only), ABOR request form, etc.) It could also include the course use/collaboration form, addendum explaining/supporting the budget projection, other helpful information you did not already include in the proposal but that CA and faculty governance committees should be aware of. Please upload your ABOR request form here.

[ARTADMA ABOR Request](#)

Proposal Log Details

Author, 2/24/26, 2:12 PM MST

Melanie Marsh approved this request.

ACP Review - Plan Code Assignment, 2/26/26, 2:39 PM MST

Cassidy Salazar approved this request.

UCATT Learning Outcome & Assessment Map Review, 2/27/26, 9:28 AM MST

David Herring approved this request.

Curricular Affairs: Initial Review, 4/8/26, 12:34 PM MST

Liz Sandoval approved this request.

Department Approvals, 4/13/26, 12:29 AM MST

Yuri Makino approved this request.

College Approval: Fine Arts, 4/15/26, 10:00 AM MST

Melanie Marsh approved this request.

Curricular Affairs: Pre-campus Review, 4/29/26, 1:32 PM MST

Liz Sandoval approved this request.



Course Use/Collaboration/Concern Form

Please use this form to notify other colleges that your proposed new program intends to use course(s) under their ownership; has identified potential avenues for interdisciplinary collaboration; and/or wants to hear their concerns about the creation of this program.

Note: Requesting college should provide this request to leadership in unit who owns courses. Responding unit should respond within 10 business days from receipt. Lack of response after the 10 business days is presumed approval.

FOR REQUESTING COLLEGE:

- I. **Initiating College:** What college is requesting use of the course(s)?
College of Fine Arts
- II. **Representative(s) making the request:** Who is representing the requesting college?
Michelle Grove Herzog, Arts Administration Program Director/Yuri Makino, Associate Dean of Academic Affairs
- III. **Planned proposed program:** What program will the requested course be a part of?
Master of Arts, Arts Administration
- IV. **Planned program start date:** Enter date here
Spring 2027
- V. **Courses planned to be included, belonging to college / departments:**
PA 508; 501; 505; 527; 597H

FOR REVIEWING COLLEGE:

- | | | | |
|------------|------------------------------|-----------------------------|---|
| 1. PA 508 | Yes ☐ | No ☐ | Conditionally ☐ : Under what conditions? |
| 2. PA 501 | Yes ☐ | No ☐ | Conditionally ☐ : Under what conditions? |
| 3. PA 505 | Yes ☐ | No ☐ | Conditionally ☐ : Under what conditions? |
| 4. PA 527 | Yes ☐ | No ☐ | Conditionally ☐ : Under what conditions? |
| 5. PA 597H | Yes ☐ | No ☐ | Conditionally ☐ : Under what conditions? |

VI. Parameters of Use (add rows as necessary):

Undergraduate/Graduate

Course #	Units	Description of use (i.e., gen ed, major core, emphasis, elective/selective)
PA 508	3	Major Core
PA 501; 505; 527; 597H	3 each	Elective/selective



Course Use/Collaboration/Concern Form

VII. Expected Yearly Enrollment (add rows as necessary):

Course #	Units	Exp Enrollment for Yr 1	Exp Enrollment for Yr 2	Exp Enrollment for Yr 3
PA 508	3	8	10	14
All others	3	1-3	1-5	1-8

VIII. Opportunities for Interdisciplinary Collaboration (leave blank if none):

IX. Concerns about Proposed Program (leave blank if none):

X. Representative(s) reviewing request: Who is representative reviewing the request? (Should be Associate Dean / Dean)

Signature: _Per Elizabeth Baldwin, Director MPP & MPA_ Program Date: _____

Currently traveling, course use discussed and approved Dec 9, 2025



Course Use/Collaboration/Concern Form

Please use this form to notify other colleges that your proposed new program intends to use course(s) under their ownership; has identified potential avenues for interdisciplinary collaboration; and/or wants to hear their concerns about the creation of this program.

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Michelle Grove Herzog, Arts Administration Program Director/Yuri Makino, Associate Dean of Academic Affairs
- III. **Planned proposed program:** What program will the requested course be a part of?
Master of Arts, Arts Administration
- IV. **Planned program start date:** Enter date here
Spring 2027
- V. **Courses planned to be included, belonging to college / departments:**
LAW 542; LAW 555

FOR REVIEWING COLLEGE:

- | | | | |
|--------------|---|-----------------------------|---|
| 1. LAW 542 | Yes ☒ | No ☐ | Conditionally ☐ : Under what conditions? |
| 2. LAW 555 | Yes ☒ | No ☐ | Conditionally ☐ : Under what conditions? |
| 3. Course #3 | Yes ☐ | No ☐ | Conditionally ☐ : Under what conditions? |
| 4. Course #4 | Yes ☐ | No ☐ | Conditionally ☐ : Under what conditions? |
| 5. Course #5 | Yes ☐ | No ☐ | Conditionally ☐ : Under what conditions? |

VI. Parameters of Use (add rows as necessary):

Undergraduate/Graduate

Course #	Units	Description of use (i.e., gen ed, major core, emphasis, elective/selective)
LAW 542	3	Major core (students must take 542 OR 555)
LAW 555	3	Major core (students must take 542 OR 555)



Course Use/Collaboration/Concern Form

VII. Expected Yearly Enrollment (add rows as necessary):

Course #	Units	Exp Enrollment for Yr 1	Exp Enrollment for Yr 2	Exp Enrollment for Yr 3
LAW 542	3	6	7	9
LAW 555	3	2	3	5

VIII. Opportunities for Interdisciplinary Collaboration (leave blank if none):

Potential co-designed and co-taught course in the future

IX. Concerns about Proposed Program (leave blank if none):

- X. **Representative(s) reviewing request:** Who is representative reviewing the request? (Should be Associate Dean / Dean)

Keith Swisher, Director, BA and MLS Programs, College of Law

Signature:  Date: 1/12/2026



Course Use/Collaboration/Concern Form

Please use this form to notify other colleges that your proposed new program intends to use course(s) under their ownership; has identified potential avenues for interdisciplinary collaboration; and/or wants to hear their concerns about the creation of this program.

Note: Requesting college should provide this request to leadership in unit who owns courses. Responding unit should respond within 10 business days from receipt. Lack of response after the 10 business days is presumed approval.

FOR REQUESTING COLLEGE:

- I. **Initiating College:** What college is requesting use of the course(s)?
College of Fine Arts
- II. **Representative(s) making the request:** Who is representing the requesting college?
Michelle Grove Herzog, Arts Administration Program Director/Yuri Makino, Associate Dean of Academic Affairs
- III. **Planned proposed program:** What program will the requested course be a part of?
Master of Arts, Arts Administration
- IV. **Planned program start date:** Enter date here
Spring 2027

V. Courses planned to be included, belonging to college / departments:

FOR REVIEWING COLLEGE:

- | | | | |
|-------------|---|-----------------------------|---|
| 1. MKTG 500 | Yes ☒ | No ☐ | Conditionally ☐ : Under what conditions? |
| 2. MKTG 546 | Yes ☒ | No ☐ | Conditionally ☐ : Under what conditions? |
| 3. MKTG 560 | Yes ☒ | No ☐ | Conditionally ☐ : Under what conditions? |
| 4. MKTG 572 | Yes ☒ | No ☐ | Conditionally ☐ : Under what conditions? |
| 5. MKTG 530 | Yes ☒ | No ☐ | Conditionally ☐ : Under what conditions? |
| 6. MKTG 531 | Yes ☒ | No ☐ | Conditionally ☐ : Under what conditions? |

VI. Parameters of Use (add rows as necessary):

Undergraduate/Graduate

Course #	Units	Description of use (i.e., gen ed, major core, emphasis, elective/selective)
MKTG 500	3	Major Core
MKTG 546; 560; 572	3 each	Spring elective/selective

Course Use/Collaboration/Concern Form

MKTG 530; 531	3 each	Fall elective/selective
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VII. Expected Yearly Enrollment (add rows as necessary):

Course #	Units	Exp Enrollment for Yr 1	Exp Enrollment for Yr 2	Exp Enrollment for Yr 3
MKTG 500	3	8	10	14
All others	3	1-3	1-5	1-8

VIII. Opportunities for Interdisciplinary Collaboration (leave blank if none):

IX. Concerns about Proposed Program (leave blank if none):

X. Representative(s) reviewing request: Who is representative reviewing the request? (Should be Associate Dean / Dean)

Signature:  Date: __1/9/2026__

Yong Liu, Vice Dean, Eller College of Management



New Academic Program PEER COMPARISON

Select two peers (if possible/applicable) from 4-year [AAU members](#), and/or other relevant institutions recognized in the field. The comparison programs may have a different degree type and/or title as the proposed UA program. Details of the proposed UA program must be consistent throughout all proposal documents.

Program name, degree, and institution	Arts Administration, MA, University of Arizona	Arts Administration, MA, Indiana University	Arts Leadership and Cultural Management, MA, Colorado State University
Completions for last two years, <u>MAJORS only (can be found on market data report)</u>		N/A (Market data report no longer provided.)	N/A (Market data report no longer provided.)
Program Description	The Arts Administration program prepares students to lead with vision and impact in the arts sector. Blending creativity with strong business foundations, the program equips students for careers in arts organizations, including nonprofits and other cultural enterprises. Through hands-on learning, students develop skills in key areas such as fundraising, programming, community engagement, financial management, marketing, and more with an emphasis on applying these skills in real-world arts settings. Courses taught by industry professionals	It takes more than passion to successfully lead an arts organization. Future arts administrators need business acumen, marketing expertise, and management skills to tackle the art world's greatest challenges. As a MAAA student, you'll learn from top scholars in arts management and cultural policy. In addition to being committed educators, O'Neill faculty members are highly regarded by their peers in the arts management industry and at academic institutions across the country. Combining faculty and practical expertise with the astonishing variety of	Arts Management combines elements of business management methods with the worlds of arts and culture to offer a comprehensive understanding of how arts and cultural organizations, institutions, and firms operate. The landscape encompassing this activity is vast and includes places such as museums, galleries, theaters, music venues, performing arts centers, and government agencies in addition to any number of organizations, institutions, and firms in the creative

	connect classroom learning to current practices, career pathways, and emerging trends, ensuring graduates are prepared to navigate and shape the evolving arts landscape. By bridging artistic passion with professional expertise, the curriculum empowers students to become innovative leaders ready to meet the challenges of today's cultural industries.	cultural offerings on campus and in Bloomington, students can look forward to an intellectually and culturally stimulating experience in the study and practice of arts management, while preparing themselves for leadership in the arts in the decades ahead.	economy that address dance, design, film, music, and more. The purpose of an arts management degree is to learn the skills necessary to provide stability within arts and cultural organizations by assisting them in fulfilling their missions and guiding their operations, while continuing to uphold the integrity of arts and culture and their respective roles in society.
Target Careers from Market Data Report	n/a		
Emphases? (Yes/No) List, if applicable. <u>For majors only.</u>	No	Dual degree option for MPA-MAAA with a MA in Music or Musicology	No
Minimum # of units required	30	45	32
Special requirements to gain admission to program? (i.e. pre-requisites, GPA, application, etc.)	Earned bachelor's degree, experience in field or undergraduate minor or major in related area, application, transcripts, letters of recommendation, personal statement, resume	Application, transcripts, letters of recommendation, personal statement, resume	Application, transcripts, letters of recommendation, statement of purpose, resume
UG - Level of Math required (if applicable)			
UG - Level of Second Language required (if applicable)			

Internship, practicum, or applied/experiential requirements? If yes, describe.	Yes Required to complete a three-unit internship and a three-unit applied project	Yes, 280-hour internship and three 50-hour practicum projects	Yes, internship and internship seminar
GRAD - Master thesis or dissertation required? If yes, please describe.	No	No	No
Additional requirements			

Additional questions:

1. How does the proposed program align with peer programs? Briefly summarize the similarities between the proposed program and peers, which could include curriculum, overall themes, faculty expertise, intended audience, etc.

The proposed MA in Arts Administration aligns closely with peer programs at Indiana University, Colorado State University, and other comparable institutions in its core purpose, curriculum design, and emphasis on professional preparation of students for leadership roles in the arts and culture sector. All programs emphasize a strong foundation in arts administration/management, experiential and applied learning through internships and applied projects, and meaningful connections to cultural institutions and the creative industries. Each program is designed for students who seek professional careers in arts and cultural organization and who wish to combine artistic knowledge with managerial, organizational, and leadership.

2. How does the proposed program stand out or differ from peer programs? Briefly summarize the differences between the proposed program and peers, which could include curriculum, overall themes, faculty expertise, intended audience, etc.

The proposed MA in Arts Administration is distinct in its strong emphasis on career readiness and interdisciplinary collaboration. Through required coursework in the Eller College of Management, the James E. Rogers College of Law, and the Public Administration program, students will engage with faculty, perspective, and professional practices beyond the traditional boundaries of arts administration. This interdisciplinary structure broadens students' professional competencies and prepares them to navigate the complex legal, financial, and organizational environments of contemporary cultural institutions.

Additionally, all faculty and instructors associated with the program are active cultural professionals, ensuring that students are consistently exposed to current practices, regional expertise, and professional networks throughout their graduate experience. This

integration of academic and professional leadership strengthens the program's applied focus and relevance to the evolving arts sector.

3. How do these differences make this program more applicable to the target student population and/or a better fit for the University of Arizona?

These distinguishing features make the proposed MA in Arts Administration particularly well suited to University of Arizona's mission, student population, and regional context. By drawing on instructors who are deeply engaged in the local cultural field and embedding applied learning in regional partnership, the program directly addresses the workforce needs of arts and cultural organizations in Southern Arizona.

The program also aligns with the University's strategic imperatives through its emphasis on community partnerships, public impact, and civic engagement in the arts. Further, the planned inclusions of an Accelerated Masters Program (AMP) option will create a clear and efficient pathway for high-achieving undergraduates, strengthening internal pipelines, encouraging continuity of enrollment, and supporting institutional goals related to student retention and degree completion. This structure also enhances the program's attractiveness in recruitment of highly motivated undergraduate students seeking advanced professional preparation.

4. A note on ASU's programs

Arizona State University's *Creative Enterprise and Cultural Leadership* program is the most directly comparable existing master's-level offering within Arizona's public university system. However, its mission, scope, and curricular emphasis differ substantially from the proposed University of Arizona Arts Administration program. ASU's program is intentionally cross-disciplinary, positioning cultural leadership within a broader investigation of social, political, and economic systems, civic engagement, and creative placemaking. Its focus is conceptual and contextual, preparing graduates to work at the intersection of culture, policy, community development, and social change.

By contrast, the University of Arizona's proposed Master of Arts in Arts Administration is purposefully designed as a professionally focused, practice-driven degree that prepares students for leadership and management roles within nonprofit and commercial arts organizations. Rather than emphasizing place-based or socio-cultural theory, the UA program prioritizes the core competencies required for effective organizational leadership in the arts, including strategic planning, governance, financial management, marketing, audience development, and fundraising.

The ASU program trains cultural leaders to engage broadly with systems and communities, while the UA program trains arts administrators to manage, sustain, and grow arts organizations. The UA's streamlined, professionally oriented curriculum responds directly to the growing demand for graduates with specialized administrative and managerial expertise who are prepared to enter the workforce and contribute to the operations and leadership of arts institutions. The programs serve different educational and professional markets within Arizona and beyond.

ASU comparison

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Name of Proposed Program or Unit: Arts Administration Master of Arts

Budget Contact Person: Assistant Dean for Finance, David Borycz	Projected		
	1st Year 2027 - 2028	2nd Year 2028 - 2029	3rd Year 2029 - 2030
METRICS			
Net increase in annual college enrollment UG			
Net increase in college SCH UG			
Net increase in annual college enrollment Grad	8	18	24
Net increase in college SCH Grad			
Number of enrollments being charged a Program Fee			
New Sponsored Activity (MTDC)			
Number of Faculty FTE	1	1	1
FUNDING SOURCES			
Continuing Sources			
UG Revenue	48,000	108,000	144,000
Grad Revenue			
Program Fee Revenue (net of revenue sharing)			
F and A Revenues			
Reallocation from existing College funds (attach description)			
Other Items (attach description)			
Total Continuing	\$ 48,000	\$ 108,000	\$ 144,000
One-time Sources			
College fund balances			
Institutional Strategic Investment			
Gift Funding			
Other Items (attach description)			
Total One-time	\$ -	\$ -	\$ -
TOTAL SOURCES	\$ 48,000	\$ 108,000	\$ 144,000
EXPENDITURE ITEMS			
Continuing Expenditures			
Faculty	60,000	60,000	60,000
Other Personnel (advisors, program directors, etc.)			
Employee Related Expense	19,200	19,200	19,200
Graduate Assistantships			
Other Graduate Aid			
Operations (materials, supplies, phones, etc.)	1,000	1,000	1,000
Additional Space Cost			
Other Items (attach description)			
Total Continuing	\$ 80,200	\$ 80,200	\$ 80,200
One-time Expenditures			
Construction or Renovation			
Start-up Equipment			
Replace Equipment			
Library Resources			
Other Items (attach description)			
Total One-time	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 80,200	\$ 80,200	\$ 80,200
Net Projected Fiscal Effect	\$ (32,200)	\$ 27,800	\$ 63,800