# Executive Summary

## Request for Authorization to Implement Undergraduate Minor in Arts Administration

<table>
<thead>
<tr>
<th>Requested by</th>
<th>Fine Arts Administration, College of Fine Arts</th>
</tr>
</thead>
</table>

### Purpose of Program

The College of Fine Arts proposed minor plan in Arts Administration is a cooperative initiative between the College of Fine Arts (CFA) and the Eller College of Management. It will enable students within the college and university to acquire the necessary knowledge and skills to access positions in professional arts, cultural, educational and entertainment institutions and industries. Through minor coursework, students will engage with professionals and gain insight into career opportunities in both non-profit and market-driven performing arts and media organizations while developing strategic skills in a variety of specializations: public relations and marketing, audience engagement and fundraising, educational administration, and outreach and artist management in the arts and entertainment industries.

Fundamental coursework will assist in developing essential administrative skills for employment in agencies or organizations including audience building, fundraising and donor support, educational engagement and outreach activities, basic economic, accounting, and e-strategies, creating business development and management plans, and employing effective strategies for marketing the arts. The required fine arts internship placements support professional networking and experiential learning opportunities (approximately eight hours of contact per week over the semester) within professional arts settings, including theatres, galleries, museums, music and dance performance halls, arts festivals, and film and new media festivals.

Students interested in the minor must have a 2.00 cumulative GPA and meet with the CFA Assistant Director for Academic Advising to declare the minor. The minor requires completion of 18 units: 9 units of arts administration core, 3 units business core, 3 units of marketing/entrepreneurial core, and 3 units of internship.

### Learning Outcomes:

1. Demonstrate development of theoretical and practical training platform related to arts, outreach, and effective administrative and management strategies within arts and cultural organizations.

2. Students can analyze various arts, entertainment and cultural management organizations and express the results in written and oral form.

3. Demonstrate foundational administrative knowledge of non-profit and market-driven professional standards through Eller College and College of Fine Arts coursework.
4. Practice building professional networking contacts through co-curricular and internship experiences.

<table>
<thead>
<tr>
<th>5-year projected annual enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt; year</td>
</tr>
<tr>
<td>10</td>
</tr>
</tbody>
</table>

**Source(s) of Funding**

Continuing Sources:
UG RCM Revenue

Continuing Expenditures:
Faculty, Other Personnel, Employee Related Expense, Operations

One-time Expenditures
Start-up Equipment

**Approvals:**

<table>
<thead>
<tr>
<th>Approval Body</th>
<th>Approval Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABOR</td>
<td>N/A</td>
</tr>
<tr>
<td>Undergraduate Council</td>
<td>4/17/19 by e-vote</td>
</tr>
<tr>
<td>Graduate Council</td>
<td>N/A</td>
</tr>
<tr>
<td>CAAC</td>
<td>2/26/2019</td>
</tr>
<tr>
<td>Provost’s Council</td>
<td>4/29/2019</td>
</tr>
<tr>
<td>Faculty Senate</td>
<td></td>
</tr>
</tbody>
</table>

For use by Curricular Affairs:

- [ ] Create approval memo
- [ ] Send memo to college/dept and acad_org listserv
- [ ] Create UAccess Plan Table code(s) (secondary?)
- [ ] Upload approval memo and proposal documents to UAccess Plan Table
- [ ] Notify acad_org of the plan code creation
- [ ] Notify ADVIP team
- [ ] Update API, if necessary
General

Proposed Name: Arts Administration
Transaction Nbr: 00000000000025
Plan Type: Minor
Academic Career: Undergraduate
Degree Offered:
Do you want to offer a minor?  N
Anticipated 1st Admission Term: Fall 2019

Details

Department(s):

FNRT

<table>
<thead>
<tr>
<th>DEPTMNT ID</th>
<th>DEPARTMENT NAME</th>
<th>HOST</th>
</tr>
</thead>
<tbody>
<tr>
<td>3501</td>
<td>Fine Arts Administration</td>
<td>Y</td>
</tr>
</tbody>
</table>

Campus(es):

MAIN

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>TUCSON</td>
<td>Tucson</td>
</tr>
</tbody>
</table>

Admission application terms for this plan: Spring: Y Summer: Y Fall: Y

Plan admission types:
Freshman: Y  Transfer: Y  Readmit: Y  Graduate: N
Non Degree Certificate (UCRT only): N
Other (For Community Campus specifics): N

Program Length Type: Program Length Value: 0.00
Report as NSC Program:
SULA Special Program:

Print Option:
  Diploma: Y   Arts Administration Minor
  Transcript: Y   Arts Administration Minor

Conditions for Admission/Declaration for this Major:
- Minimum 2.0 GPA
- Meet with CFA Assistant Director of Academic Advising to declare minor

Requirements for Accreditation:
N/A

Program Comparisons

University Appropriateness
The proposed Arts Administration minor will provide additional practical and pre-professional administrative skill sets to a wide-ranging group of Bachelor of Arts students within the College of Fine Arts (Theatre Arts, Film & Television, Studio Art, Art History, and Music), and students campus-wide. A growing number of current and prospective students (and parents) are seeking viable career pathways with professional preparation through academic offerings in the arts. In collaboration with the highly-ranked Eller College of Management, this minor will be a value added addition to their broader studies within the BA degree structure. Many of our professional program students pursuing BFA and BM degrees have also expressed interest in adding coursework to enhance their focused studies in music performance, dance, theatre, film/television, studio art, as well as, music and art education degree-seeking students. Alumni data from all four schools support growing numbers of our graduates work in non-profit arts and educational settings at some point in their professional endeavors, both initially and post-performance careers.

Arizona University System

<table>
<thead>
<tr>
<th>NBR</th>
<th>PROGRAM</th>
<th>DEGREE</th>
<th>#STDNTS</th>
<th>LOCATION</th>
<th>ACCRDYT</th>
</tr>
</thead>
</table>

Peer Comparison
* Michigan State University offers a minor in Arts and Cultural Management (17-unit) that is administered by the College of Arts and Letters and provides students with a theoretical and practical training platform related to the management and advocacy of arts and cultural organizations and to dimensions of the industry known as artistic and humanistic entrepreneurship. Students will
engage with promotion, leadership, budgeting and e-strategies through participation in course work, experiential opportunities such as internships and and volunteer positions, and other co-curricular activities that allow them to participate in critical analyses and production of arts and cultural management projects.

* University of Texas- Austin offers a 15-unit minor in Arts Management and Administration is designed as a complementary course of study to provide students with knowledge and skills to be business and entrepreneurial leaders in the arts world. The minor combines coursework from the College of Fine Arts and the McCombs School of Business Business Foundations Program. Students will:
- broaden their understanding of careers in for-profit and nonprofit arts enterprises
- develop skills critical for arts managers in all arts disciplines
- build career contacts through an internship experience

Faculty & Resources

Faculty

Current Faculty:

<table>
<thead>
<tr>
<th>INSTR ID</th>
<th>NAME</th>
<th>DEPT</th>
<th>RANK</th>
<th>DEGREE</th>
<th>FCLTY/%</th>
</tr>
</thead>
<tbody>
<tr>
<td>09901395</td>
<td>Herbert Stratford</td>
<td>3501</td>
<td>Adj. Instor.</td>
<td>Master of Fine Arts</td>
<td>100.00</td>
</tr>
<tr>
<td>10506080</td>
<td>Martina Shenal</td>
<td>3501</td>
<td>Professor</td>
<td>Master of Fine Arts</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Additional Faculty:

Two new Fine Arts courses are in development. Faculty have not been assigned at this date.

Current Student & Faculty FTE

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>UGRD HEAD COUNT</th>
<th>GRAD HEAD COUNT</th>
<th>FACULTY FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>3501</td>
<td>0</td>
<td>0</td>
<td>.50</td>
</tr>
</tbody>
</table>

Projected Student & Faculty FTE

<table>
<thead>
<tr>
<th>DEPT</th>
<th>UGRD HEAD COUNT</th>
<th>GRAD HEAD COUNT</th>
<th>FACULTY FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>3501</td>
<td>20</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>1.00</td>
<td>2.00</td>
<td>2.00</td>
</tr>
</tbody>
</table>

Library

Acquisitions Needed:

N/A
Physical Facilities & Equipment

Existing Physical Facilities:
Current classrooms are sufficient.

Additional Facilities Required & Anticipated:
None.

Other Support

Other Support Currently Available:
N/A

Other Support Needed over the Next Three Years:
Supplemental Compensation for existing academic advisor to manage the minor.

Comments During Approval Process

1/22/2019 5:23 PM
MSHENAL

<table>
<thead>
<tr>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved.</td>
</tr>
</tbody>
</table>
NEW ACADEMIC PROGRAM-STANDALONE UNDERGRADUATE MINOR
ADDITIONAL INFORMATION FORM

I. PURPOSE AND NATURE OF THE MINOR—provide a description for the proposed minor. Include the purpose, nature, and highlights. The description should match departmental and college websites, handouts, promotional materials, etc. The College of Fine Arts proposed minor plan in Arts Administration is a cooperative initiative between the College of Fine Arts and the Eller College of Management. It will enable students within the college and university to acquire the necessary knowledge and skills to access positions in professional arts, cultural, educational and entertainment institutions and industries. Through minor coursework, students will engage with professionals and gain insight into career opportunities in both non-profit and market-driven performing arts and media organizations while developing strategic skills in a variety of specializations: public relations and marketing, audience engagement and fundraising, educational administration, and outreach and artist management in the arts and entertainment industries. Fundamental coursework will assist in developing essential administrative skills for employment in agencies or organizations including audience building, fundraising and donor support, educational engagement and outreach activities, basic economic, accounting, and e-strategies, creating business development and management plans, and employing effective strategies for marketing the arts. The required fine arts internship placements support professional networking and experiential learning opportunities (approximately eight hours of contact per week over the semester) within professional arts settings, including theatres, galleries, museums, music and dance performance halls, arts festivals, and film and new media festivals.

II. MINOR REQUIREMENTS—complete the table below to list the minor requirements, including minimum number of credit hours, required core, electives, and any special requirements. Note: information in this section must be consistent throughout the proposal documents (comparison charts, department checklists, curricular/assessment map, etc.).
### III.

<table>
<thead>
<tr>
<th><strong>Total units required to complete minor</strong></th>
<th>18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Upper-division units required</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Total transfer units that may apply to minor</strong></td>
<td>6</td>
</tr>
</tbody>
</table>
| **List any special requirements to declare or gain admission to this minor (completion of specific coursework, minimum GPA, interview, application, etc.)** | -2.0 cumulative GPA  
-Meet with CFA Assistant Director of Academic Advising to declare minor |
| **Arts Administration Core (required, complete 12 units)** | FA 300 (3) Intro to Arts Administration, FA 301 (3) Audience Development in the Arts, FA 302 (3) Education and Outreach in Arts Organizations, FA 393 (3) Internship |
| **Business Core (required, complete 3 units)** | Students select 1 course from ECON 200 (3) Basic Economic Issues or ACCT 250 (3) Survey of Accounting |
| **Marketing/Entrepreneurial Core (required, complete 3 units)** | Students select 1 course from BNAD 303 (3) Marketing Principles, Concepts and Tools or ENTR 381 (3) Management of Effective Non-Profit Organizations or ENTR 406 (3) Principles of Entrepreneurship |
| **Internship, practicum, applied course requirements (Yes/No. If yes, provide description)** | YES. Complete FA 393 internship (3 units)  
Specialized work on an individual basis, consisting of training and practice in arts administration setting, including non-profit, educational, or cultural institutions. |
| **Additional requirements (provide description)** | None |
| **Any double-dipping restrictions? (Yes/No. If yes, provide description)** | Yes, minor coursework may not double dip with another minor. |

### IV.

**CURRENT COURSES**—using the table below, list existing courses included in the proposed program. If the courses listed belong to a department that is not a signed party to this implementation request, upload the department head’s permission to include the courses in the proposed program and information regarding accessibility to and frequency of offerings for the course(s). Upload letters of support/emails from department heads to the “Letter(s) of Support” field on the UAccess workflow. Add rows to the table, as needed.
<table>
<thead>
<tr>
<th>Course prefix and number (include cross-listings)</th>
<th>Units</th>
<th>Title</th>
<th>Course Description</th>
<th>Pre-requisites</th>
<th>Modes of delivery (online, in-person, hybrid)</th>
<th>Typically Offered (F, W, Sp, Su)</th>
<th>Dept signed party to proposal? (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FA 300</td>
<td>3</td>
<td>Introduction to Arts Administration</td>
<td>An introduction to non-profit arts administration in the areas of performing, visual and film/media arts. Topics include an overview of current practices, organizational structure and administrative career opportunities in the field.</td>
<td>None</td>
<td>In-person</td>
<td>F, Sp</td>
<td>N/A</td>
</tr>
<tr>
<td>FA 393</td>
<td>3</td>
<td>Internship</td>
<td>Specialized work on an individual basis, consisting of training and practice in arts administration setting, including non-profit, educational, or cultural institutions.</td>
<td>None</td>
<td>In-person</td>
<td>F, Sp, Su</td>
<td>N/A</td>
</tr>
<tr>
<td>ELLER COLLEGE</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>SELECT 2 COURSES</td>
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<td></td>
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</tr>
<tr>
<td>ECON 200</td>
<td>3</td>
<td>Basic Economic Issues</td>
<td>National and international economic issues. An introduction to economic analysis.</td>
<td>None</td>
<td>In-person</td>
<td>F, W, Sp, Su</td>
<td>YES</td>
</tr>
<tr>
<td>ACCT 250</td>
<td>3</td>
<td>Survey of Accounting</td>
<td>This course provides a basic introduction to both financial and managerial accounting topics. It concentrates on concepts and relationships involved in preparing and analyzing financial statements and some basic decision making for internal financial managers. This course is for non-Eller students ONLY.</td>
<td>None</td>
<td>In-person</td>
<td>F, Sp, Su</td>
<td>YES</td>
</tr>
<tr>
<td>BNAD 303</td>
<td>3</td>
<td>Marketing Principles, Concepts and Tools</td>
<td>This is one of three upper division courses that is required to complete a business minor in the Eller College of Management under the Business Administration category. This course is intended to provide an overview of marketing concepts with attention to consumer behavior, ethics, international and nonprofit components.</td>
<td>ECON 200 or ACCT 250</td>
<td>In-person</td>
<td>F, W, Sp, Su</td>
<td>YES</td>
</tr>
</tbody>
</table>
After completion of the course, you will have a comprehensive understanding of managing effective non-profit organizations including: understanding nonprofit organizations, governing and leading, accountability, capacity, strategic planning, managing staff and volunteers, and fundraising. You will learn through visiting and meeting influential non-profit leaders in the community, reading, and hands on projects.

Purpose of course is to introduce entrepreneurial principles used in identification and assessment of economically viable business opportunities.

V. **NEW COURSES NEEDED** – using the table below, list any new courses that must be created to initiate the minor. If specific course number is undetermined, please provide level, (ie CHEM 4**). Add rows as needed. Is a new prefix needed? If so, provide the subject description so Curricular Affairs can generate proposed prefix options.

<table>
<thead>
<tr>
<th>Course prefix and number (include cross-listings)</th>
<th>Units</th>
<th>Title</th>
<th>Course Description</th>
<th>Pre-requisites</th>
<th>Modes of delivery (online, in-person, hybrid)</th>
<th>Status*</th>
<th>Anticipated first term offered</th>
<th>Typically Offered (F, Sp, Su)</th>
<th>Dept signed party to proposal? (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENTR 381</td>
<td>3</td>
<td>Mgmt. of Effective Non-Profit Organizations</td>
<td>After completion of the course, you will have a comprehensive understanding of managing effective non-profit organizations including: understanding nonprofit organizations, governing and leading, accountability, capacity, strategic planning, managing staff and volunteers, and fundraising. You will learn through visiting and meeting influential non-profit leaders in the community, reading, and hands on projects.</td>
<td>ECON 200 or ACCT 250</td>
<td>In-person</td>
<td>F</td>
<td>YES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENTR 406</td>
<td>3</td>
<td>Principles of Entrepreneurship</td>
<td>Purpose of course is to introduce entrepreneurial principles used in identification and assessment of economically viable business opportunities.</td>
<td>ECON 200 or ACCT 250</td>
<td>In-person</td>
<td>F, Su</td>
<td>YES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FA 301</td>
<td>3</td>
<td>Audience Development in the Arts</td>
<td>Cultural and arts organizations—from art museums to experimental theaters to dance companies and the performing arts—are re-assessing why they exist, who they serve and how they should be structured and managed.</td>
<td>FA 300</td>
<td>In-person</td>
<td>A</td>
<td>Sp 20</td>
<td>F, Sp</td>
<td>YES</td>
</tr>
</tbody>
</table>
supported to do their best work. In this course students will be introduced to the principles and best practices for developing audiences within arts organizations of varying sizes and disciplines.

**FA 302**

3  **Education and Outreach in Arts Organizations**

This course is designed to provide an introduction to educational engagement and outreach in arts and cultural organizations of all sizes. Students will develop an understanding of the significance of educational programs and activities in arts and cultural organizations, and gain experience in developing practical educational programs for individuals of all ages and abilities including outreach, on-site activities, and strategic partnerships.

**FA 300**

In-person  A  Sp 20  F, Sp  YES

*In development (D); submitted for approval (S); approved (A)
Subject description for new prefix (if requested). Include your requested prefix, if any.: None

V. **STUDENT LEARNING OUTCOMES AND CURRICULUM MAP**—describe what students should know, understand, and/or be able to do at the conclusion of this minor. Work with Office of Instruction and Assessment to create a curricular map using Taskstream. Include your curricular map in this section (refer to Appendix A for sample Curriculum Map).

1) **Demonstrate development of** theoretical and practical training platform related to arts, outreach, and effective administrative and management strategies within arts and cultural organizations

2) **Students can analyze various arts, entertainment and cultural management organizations and express the results in written and oral form**
3) Demonstrate foundational administrative knowledge of non-profit and market-driven professional standards through Eller College and College of Fine Arts coursework

4) Practice building professional networking contacts through co-curricular and internship experiences
Curriculum Map:

University of Arizona AMS » College of Fine Arts
Arts Administration Minor

**Arts Administration Minor**
Courses and Activities Mapped to Arts Administration Minor Outcome Set

<table>
<thead>
<tr>
<th>Outcome</th>
<th>FA 300 Intro to Arts Administration</th>
<th>FA 301 Audience Development in the Arts</th>
<th>FA 302 Education + Outreach in Arts Organizations</th>
<th>FA 303 FA Internship</th>
<th>ECON 200 Basic Economic Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop practical platform for arts organization administration</td>
<td>I</td>
<td>P</td>
<td>P</td>
<td>I</td>
<td>A</td>
</tr>
<tr>
<td>Analyze various arts, entertainment and cultural organizations</td>
<td></td>
<td>P</td>
<td>P</td>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Demonstrate foundational administrative knowledge of non-profit organization professional standards</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Build professional networking contacts in the field</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
<td>Introduced</td>
<td>Practiced</td>
<td>Assessed</td>
<td>Professional Networking Contacts</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------------------------------------------</td>
<td>------------</td>
<td>-----------</td>
<td>----------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>ACCT 250</td>
<td>Survey of Accounting</td>
<td></td>
<td>P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BNAD 303</td>
<td>Marketing Principles, Concepts and Tools</td>
<td>I</td>
<td>P</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>ENTR 381</td>
<td>Management of Effective Non-Profit Organizations</td>
<td>I</td>
<td>P</td>
<td>P</td>
<td></td>
</tr>
<tr>
<td>ENTR 406</td>
<td>Principles of Entrepreneurship</td>
<td>I</td>
<td>P</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Legend:**
- **I**: Introduced
- **P**: Practiced
- **A**: Assessed

**Outcome**
- Develop practical platform for arts organization administration
- Analyze various arts, entertainment and cultural organizations
- Demonstrate foundational administrative knowledge of non-profit organization professional standards
- Build professional networking contacts in the field
VI. **ASSESSMENT PLAN FOR STUDENT LEARNING** - using the table below, provide a schedule for program assessment of intended student learning outcomes 1) while students are in the program and 2) after completion of the minor.

<table>
<thead>
<tr>
<th>Learning Outcomes</th>
<th>Sources(s) of Evidence</th>
<th>Assessment Measures</th>
<th>Data Collection Points</th>
</tr>
</thead>
</table>
| 1) Demonstrate development of a theoretical and practical training platform related to arts, outreach, and effective administrative and management strategies within arts and cultural organizations | Course embedded assessments include individual and collaborative projects, written work, and internship supervisor evaluations | -Exam scores, quality of written work- including reflection papers, independent and collaborative student projects, | 1) Work produced over the course of the semester  
2) Capstone projects at the end of each course |
| 2) Students can analyze various arts, entertainment and cultural management organizations and express the results in written and oral form | Quality of student pre-professional profile utilizing Handshake portfolio tools | -Completion of Handshake online profile and evidence of utilizing resource opportunities + employer engagement (active, live student profile) | 1) Completion of Minor  
2) CFA Exit Survey: targeted questions for AA Minor |
| 3) Demonstrate foundational administrative knowledge of non-profit and market-driven professional standards through Eller College and CFA coursework | Combination of CFA and Eller College coursework, including individual assignments, written work, exams, and collaborative project-based work | -In-class exercises, co-curricular activities, exams, written analysis | 1) Project grades and exam scores throughout semester  
2) Active participation in course discussions, projects, and final semester grade evaluation |
| 4) Practice building professional networking contacts through co-curricular and internship experiences | Faculty oversight and Internship Supervisor evaluations | -In-class presentations by arts professionals, co-curricular activities interacting with arts professionals in a wide range of organizations | 1) Internship Supervisor evaluations and additional feedback to instructor  
2) Participation and preparedness in Q & A with working professional in class/organizational visits |
VII. NEED FOR THE MINOR - describe how the minor fulfills the needs of the city, state, region, and nation. Provide market analysis data or other tangible evidence of the need for and interest in the proposed program. This might include results from surveys of current students, alumni, and/or employers or reference to student enrollments in similar programs in the state or region. Include an assessment of the employment opportunities for graduates completing the minor during the next three years.

Target population: According to Americans for the Arts, nonprofit arts and culture industries have a 135.2 billion dollar impact on the economy nationally, which supports 4.13 million full-time jobs. In new data released in 2018 by the U.S. Bureau of Economic Analysis (BEA) and the National Endowment for the Arts (NEA), Arizona’s arts and culture industries contribute $9 Billion to the state’s economy, employing 90,000 Arizonans who earned a combined $4.9 Billion in Fiscal Year 2015, contributing more to the State’s economy than mining, agriculture, and forestry combined. The College of Fine Arts recognizes the importance of career readiness for our graduates, and the additional value this minor will add to positively impact our alumni career outcomes.

The proposed Arts Administration minor will provide additional practical and pre-professional administrative skill sets to a wide-ranging group of Bachelor of Arts students within the College of Fine Arts (Theatre Arts, Film & Television, Studio Art, Art History, and Music), and students campus-wide. A growing number of current and prospective students and parents are seeking viable career pathways and professional preparation through academic offerings in the arts. In tandem with the highly-ranked Eller College of Management, this minor will be a valuable addition to their broader studies within the BA degree structure. In the CFA, our primary mission is to prepare students to create, to teach, to participate in, to understand, and to value the arts, sustain excellence in teaching, creative expression, and research in the arts and to be a source of art creation, knowledge, and inspiration about the arts for Arizona and the nation. We also promote the arts as a means to understand our diverse and pluralistic world and teach the value of artistic intelligence as a mode of thinking, problem solving and discovery. This mirrors the University’s Vision Statement: Through cross-cutting innovations distinctive to the University of Arizona, we will expand the student experience through engagement, advance knowledge through innovations in creative inquiry and collaboration, and forge novel partnerships to positively impact our community. Many of our professional program students pursuing BFA and Bachelor of Music degrees have also expressed interest in adding coursework to enhance their focused studies in music performance, dance, theatre, film/television,

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1 Americans for the Arts, Economic Impact of the Nonprofit Arts & Culture Industry: [link](https://www.americansforthearts.org)  
2 Arizona Commission on the Arts, The Arts and Economic Growth: [link](https://www.artscommission.org)
studio art, as well as, music and art education degree-seeking students. Historic data on former and current CFA students include internships at Tucson MOCA, Tucson Museum of Art, UAMA, Center for Creative Photography, CFA Fine Arts Administration (CFA Ambassadors, Admissions & Recruitment), Film Fest Tucson, Arizona Commission for the Arts, National Endowment for the Arts, school district fine arts administrators, Tucson Symphony Orchestra, Arizona Opera, Rogue Theatre, and Arizona Theatre Company. Alumni data from all four schools support growing numbers of our graduates work in non-profit arts and educational settings at some point in their professional endeavors, both initially and post-performance careers.

**Career Preparation:** Born in 1995 and beyond, Generation Z graduates are just entering the job market, are the first true digital technology natives, and are more entrepreneurial than their predecessors, the millennials. Having witnessed the economic meltdown in 2008, college track students the are hyper-conscious of the necessity of career development opportunities, and are seeking out applicable experience to find jobs in their chosen fields. This is especially true for students in the fine arts, who are seeking pathways into viable administrative careers in arts, educational and cultural organizations, alongside creative promotional and management opportunities in arts, music, dance, film and media festivals. Fine arts majors are professionally-trained within their respective disciplines in both critical thinking and problem-solving skills, with a well-developed rehearsal and studio practice work ethic and acquiring innovative, entrepreneurial skillsets. Through the minor, students will broaden their understanding of careers in the non-profit, market-driven, and public arts sectors, acquire skills critical for arts managers in all arts disciplines and build career contacts through co-curricular and internship experiences.

---

<table>
<thead>
<tr>
<th>Name</th>
<th>Rank</th>
<th>Highest Degree</th>
<th>Primary Department</th>
<th>Level of Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Herb Stratford</td>
<td>Adjunct Professor</td>
<td>MFA</td>
<td>Fine Arts (FA)</td>
<td>0.25</td>
</tr>
<tr>
<td>Marianna Pegno</td>
<td>Adjunct Professor</td>
<td>Ph.D.</td>
<td>Fine Arts (FA)</td>
<td>0.25</td>
</tr>
<tr>
<td>G. Dirk Mateer</td>
<td>Senior Lecturer</td>
<td>Ph.D.</td>
<td>Economics</td>
<td>0.75</td>
</tr>
<tr>
<td>Sherri Silverberg</td>
<td>Adjunct Lecturer</td>
<td>B.S &amp; CPA</td>
<td>Accounting</td>
<td>0.25</td>
</tr>
<tr>
<td>Gerald Michael Kollross</td>
<td>Senior Lecturer</td>
<td>MBA</td>
<td>Marketing</td>
<td>0.20</td>
</tr>
<tr>
<td>Carlos Alsua</td>
<td>Sr. Lecturer, Academic Dir, McGuire Center</td>
<td>Ph.D.</td>
<td>Entrepreneurship</td>
<td>0.20</td>
</tr>
</tbody>
</table>

**Examples of Careers in Arts Administration, Management, and Promotion**

- Educational Arts Administration
- Arts + Media Festival Programmer/Director
- City, State, Federal Arts Administration
- Independent Promoter/Producer
- Arts Programming | Outreach Director
- Public Programming Arts Administrator
- Independent Artist | Production | Agent | Manager

![Table]

Examples of Careers in Arts Administration, Management, and Promotion

- Educational Arts Administration
- Arts + Media Festival Programmer/Director
- City, State, Federal Arts Administration
- Independent Promoter/Producer
- Arts Programming | Outreach Director
- Public Programming Arts Administrator
- Independent Artist | Production | Agent | Manager
VIII. **ANTICIPATED STUDENT ENROLLMENT** - complete the table below. What concrete evidence/data was used to arrive at the numbers?

<table>
<thead>
<tr>
<th>Number of minors</th>
<th>1st Year</th>
<th>2nd Year</th>
<th>3rd Year</th>
<th>4th Year</th>
<th>5th Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10</td>
<td>20</td>
<td>30</td>
<td>35</td>
<td>40</td>
</tr>
</tbody>
</table>

Data/evidence used to determine projected enrollment numbers:

Data gathered from surveying participants in national visual and performing arts recruitment fairs over the past 3 years, on-campus and community college recruitment events, FA 300 TCE overall satisfaction scores, short survey of former FA 300 students, and a 10-year course enrollment snapshot for FA 300.

- Past student participation in **FA 300: Introduction to Arts Administration**: Over a 10-year span with one spring offering per year, 258 students have enrolled in this elective class that has not been promoted within or outside of the CFA. This course has been taught in the CFA for over a decade, and is an offshoot of the former BFA Fine Arts Studies interdisciplinary degree held in the college. Arts Management was the most popular track within the degree program (original degree offering in 1975), and the course continues to be offered once each year. Based on TCE comments and high scores, 80% of students who have completed this course scored it as one of the best courses they have taken, feedback routinely stated that they were exposed to career paths that they hadn’t known existed prior to taking the course. In a short survey sent to 32 previous enrolled students over the past two years (the majority have graduated from the UA), 6 responded that they would have declared the AA Minor had it been available to them.

- On average, over the past three years of data culled from national art fair feedback (20 per year), 3-4 prospective students and/or parents have inquired about the availability of professional career development in the arts/business coursework per fair (50-60 per year). The CFA Director of Recruitment & Enrollment hears first-hand from students and parents who are searching for the most well-rounded programs, including career development opportunities in the arts. We feel confident that the AA minor will attract prospective majors, as well as minors, to the CFA.
As of spring 2018, the CFA had 53 fine arts students who were Eller College minors in Business Administration (majority), Marketing, or Finance, recognizing the value of this coursework in conjunction with their major as they pursue professional career paths. The AA minor provides an alternative path with coursework weighted in the fine arts, along with foundational business coursework in Eller. The broader appeal of an Arts Administration Minor is that it is held in the college; 9 units focus on Fine Arts foundation courses plus an Arts Administration Internship (12 total) with six units in Eller College. This minor will attract CFA BA students (currently 563 CFA-wide) for its focus on arts outreach, engagement & development, alongside educational/non-profit arts administration. Currently, only 56 (13%) of CFA students select a minor from within our four schools, so there is great potential for growth from within the college.

State of Arizona Comparative Program Offerings:
- Northern Arizona University offers an Arts and Cultural Management minor (18 units) through the College of Arts and Letters: preparing students for graduate and/or professional work in variety of museum, gallery, and performing arts organizations. Students gain the skills to be an effective leader in the arts and cultural sector. These skills translate to careers as diverse as development director, program officer, coordinator of events and special projects, managing director, executive director and sales manager. There are currently 44 students in this minor, making it the most popular in the college.

IX. ANTICIPATED MINORS AWARDED - complete the table below, beginning with the first year in which minors will be awarded. How did you arrive at these numbers?

<table>
<thead>
<tr>
<th>PROJECTED MINORS AWARDED ANNUALLY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>1st Year</td>
</tr>
<tr>
<td>Number of awarded minors</td>
</tr>
<tr>
<td>0</td>
</tr>
</tbody>
</table>

Data/evidence used to determine number of anticipated minors awarded annually:
-First year projections will be zero based on the 18-unit requirement and current students inability to complete within two semesters. Students who have taken the required coursework in Eller College and the FA 300 introduction course
will have the chance to complete during the second year of the minor’s offering. Second through fifth year projections were based on anticipated enrollments once the minor is advertised across campus and at national recruitment fairs and on-campus orientations.

X. **PROGRAM DEVELOPMENT TIMELINE** - describe plans and timelines for 1) marketing the minor and 2) student recruitment activities.

The Arts Administration minor was proposed by our faculty in December of 2017, followed by the selection of viable existing coursework, including Eller College courses. Two additional proposed courses were developed during the summer of 2018, and were approved by the College of Fine Arts Curriculum Committee and Curricular Affairs. The minor coursework has been vetted through CFA Executive Committee, including Directors of our four schools, Coordinating Advisors meetings, with feedback from our six Academic Advisors and in cooperation/oversight of the Assistant Director of Advising for the CFA.

Once the minor plan is approved, an in-depth messaging campaign will be developed alongside printed recruitment materials. The minor will be promoted on the CFA website and through the secondary application admissions portal. Other promotional strategies will include: fall recruitment event discussions gauging interest of prospective students, Spring 2019 presentation and surveys within the *FA 300 Introduction to Arts Administration* course, CFA freshmen/transfer orientations beginning in the summer of 2019, and advising bulletins on advisor listservs campus-wide, as well as on campus presentations at UAAC and UHAP.

XI. **DIVERSITY AND INCLUSION** - describe how you will recruit diverse students and faculty to this minor.

The CFA will cast the widest possible net to inform students from diverse backgrounds to consider this minor as a value added, professional career readiness option. Promotional strategies include recruitment materials, messaging to clubs, student groups, CFA Ambassadors, CFA recruiters at local, regional, and national events, and faculty will continue to target outreach to students on and off campus, including prospective and current students. The CFA will be actively involved in recruiting faculty and professional presenters from diverse backgrounds, disciplines, and perspectives with knowledge of varied cultural, social, and economic realities impacting contemporary art disciplines and creative sector collaborations.

The CFA Committee for Diversity & Inclusion will also be involved in formulating a plan to reach students who may not have considered the career benefits of an Arts Administration-related career path in their respective school/college.
disciplines. Course content in both FA 301: Building an Audience + FA 302: Education and Outreach in Arts Organizations have a unique emphasis on inclusive strategies to build and grow audiences, activate community engagement, diversify advisory boards, target special populations, including K-12 at-risk populations, refugees, and other marginalized communities.
## Undergraduate Minor Peer Comparison Chart

<table>
<thead>
<tr>
<th>Minor name, institution</th>
<th>Proposed UA Program: Arts Administration</th>
<th>UT Austin- Minor in Arts Management and Administration</th>
<th>Michigan State University- Minor in Arts and Cultural Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current# of enrolled students</td>
<td>117 (Ave. 100-125)</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>Minor program description</td>
<td>The undergraduate minor in Arts Administration is a collaborative initiative between the College of Fine Arts and the Eller College of Management that will enable students within the college and university to acquire the necessary knowledge and skills to thrive in a professional arts, entertainment, educational, or cultural setting. Students will engage with professionals and gain insight into career opportunities in non-profit and market-driven performing arts and media organizations while developing strategic skills in marketing, fundraising, financial management, and artist management in the arts and entertainment industries. Fundamental coursework in the minor will assist in developing essential administrative skills for supporting growth in agencies or organizations, including audience building, fundraising, grant writing and donor support, educational engagement and outreach activities, basic economics and accounting, creating business development and management plans, and employing effective strategies for marketing the arts. A required internship will incorporate professional networking and experiential learning opportunities within a professional arts, educational, or cultural setting including theatres, galleries, museum, music and dance performance halls, arts festivals, and film and new media festivals.</td>
<td>The Undergraduate Minor in Arts Management and Administration (MAMA) is designed as a complementary course of study to provide students with knowledge and skills to be business and entrepreneurial leaders in the arts world. Through the minor, students broaden their understanding of careers in the commercial, nonprofit and public arts sectors, develop skills critical for arts managers in all arts disciplines and build career contacts through an internship experience. The minor combines coursework from the College of Fine Arts and the McCombs School of Business' Business Foundations Program. Students will engage with promotion, leadership, budgeting and e-strategies through participation in course work, experiential opportunities such as internships and volunteer positions, and other co-curricular activities that allow them to participate in critical analyses and production of arts and cultural management projects. The minor is available as an elective to students who are enrolled in bachelor's degree programs at Michigan State University. With the approval of the department and college that administers the student’s degree program, the courses that are used to satisfy the minor may also be used to satisfy the requirements for the bachelor’s degree.</td>
<td>The Minor in Arts and Cultural Management is designed as a complementary course of study to provide students with knowledge and skills to be business and entrepreneurial leaders in the arts world. Students will broaden their understanding of careers in for-profit and nonprofit arts enterprises, develop skills critical for arts managers in all arts disciplines, and build career contacts through an internship experience. The minor combines coursework from the College of Fine Arts and the McCombs School of Business' Business Foundations Program. Students will engage with promotion, leadership, budgeting and e-strategies through participation in course work, experiential opportunities such as internships and volunteer positions, and other co-curricular activities that allow them to participate in critical analyses and production of arts and cultural management projects.</td>
</tr>
<tr>
<td>Target careers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------</td>
<td>--</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Educational Arts Administration</td>
<td>• Self-Producing Artist</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Arts + Media Festival Programmes/Director</td>
<td>• Fundraiser for an Arts Organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• City, State, Federal Arts Administration</td>
<td>• Arts Marketing Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Independent Promoter/Producer</td>
<td>• City Cultural Planner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Arts Programming/Outreach Director</td>
<td>• Touring Production Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Public Programming Arts Administrator</td>
<td>• Operations Manager for an Arts Organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Independent Artist</td>
<td>Production</td>
<td>Agent</td>
<td>Manager</td>
</tr>
<tr>
<td>• Self-Producing Artist</td>
<td>• Artist Manager</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Careers in performing, visual and media arts in nonprofit and for-profit arts and cultural organizations

Transferable management areas include:
- hospitals
- social service agencies
- educational institutions
- advertising and design firms
- commercial arts industries
- video and film companies

<table>
<thead>
<tr>
<th>Total units required to complete the minor</th>
<th>18</th>
<th>15</th>
<th>17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper -division units required</td>
<td>15</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>Total transfer units that may apply to minor</td>
<td>6</td>
<td>*Any coursework taken outside of UT must be exact match to transfer (no limit)</td>
<td>*no limit</td>
</tr>
</tbody>
</table>

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

- 2.0 minimum cumulative GPA
- Meet with CFA Asst. Director of Academic Advising to declare minor
- Minimum 2.5 GPA
- 30 credit hours to declare the minor

Students who plan to complete the requirements for the minor should consult an undergraduate advisor in the College of Arts and Letters. With the approval of the department and college that administers the student’s degree program, the courses that are used to satisfy the minor may also be used to satisfy the requirements for the bachelor’s degree.

<table>
<thead>
<tr>
<th>Minor requirements (list all required coursework including core and electives). Courses listed must include course prefix,</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts Administration Core (12 units): FA 300 (3) - Introduction to Arts Administration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FA 301 (3) - Audience Development in the Arts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FA 302 (3) - Education and Outreach in Arts Organizations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 semester hours consisting of:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FA 362 - Foundations of Arts Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACC 310 F - Foundations of Accounting or ACC 312 -</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Requirement 1: Introduction to Arts and Cultural Management</td>
<td>1 course from ACM271</td>
<td></td>
</tr>
<tr>
<td>Requirement 2: Strategies of Arts and Cultural Management</td>
<td>1 course from ACM461</td>
<td></td>
</tr>
</tbody>
</table>
number, units, and title. Mark new coursework (New). Provide email(s)/letter(s) of support from home department head(s) for courses not owned by your department.

<table>
<thead>
<tr>
<th>Requirement 1: Business Core (3 units):</th>
<th>Requirement 2: Marketing/Entrepreneurial Core (3 units):</th>
</tr>
</thead>
<tbody>
<tr>
<td>FA 393 (3)- Internship</td>
<td>Select 1 course from ECON 200 (3)- Basic Economic Issues or ACCT 250 (3)- Survey of Accounting</td>
</tr>
<tr>
<td>Business Core (3 units):</td>
<td>Marketing Principles, Concepts and Tools or ENTR 381 (3)- Management of Effective Non-Profit Organizations or ENTR 406 (3)- Principles of Entrepreneurship</td>
</tr>
<tr>
<td>Select 1 course from ECON 200 (3)-</td>
<td>Select 1 course from BNAD 303 (3)- Marketing Principles, Concepts and Tools or ENTR 381 (3)- Management of Effective Non-Profit Organizations or ENTR 406 (3)- Principles of Entrepreneurship</td>
</tr>
<tr>
<td>Business Core (3 units):</td>
<td>Foundations of Managerial Accounting</td>
</tr>
<tr>
<td>Select 1 course from ECON 200 (3)-</td>
<td>FA 340 - Fine Arts Internship</td>
</tr>
<tr>
<td>Basic Economic Issues or ACCT 250 (3)-</td>
<td>One of the following courses in Fine Arts:</td>
</tr>
<tr>
<td>Survey of Accounting</td>
<td>FA 363 - Arts Entrepreneurship and New Venture Creation</td>
</tr>
<tr>
<td>Requirements</td>
<td>FA 364 - Developing and Reaching Audiences</td>
</tr>
<tr>
<td>One of the following courses</td>
<td>FA 365 - Fundraising in the Arts</td>
</tr>
<tr>
<td>from the Business Foundations curriculum</td>
<td>FA 366 - Managing Arts Organizations</td>
</tr>
<tr>
<td>MAN 320F – Foundations of Management</td>
<td>FA 367 - Philanthropy and Arts Organizations</td>
</tr>
<tr>
<td>MAN 336 – Organization Behavior</td>
<td>FA 368 - Cultural Policy and Participation</td>
</tr>
<tr>
<td>MKT 320F – Foundations of Marketing</td>
<td>FA 369 - The Entrepreneurial Artist</td>
</tr>
<tr>
<td>MKT 337 – Principles of Marketing</td>
<td>FA 370 - Longhorn Startup (Spring Semester)</td>
</tr>
<tr>
<td>FIN 320F – Foundations of Finance</td>
<td>FA 371 - Arts Management Topics Course (title varies per semester)</td>
</tr>
<tr>
<td>FIN 357 – Business Finance</td>
<td>One of the following courses from the Business Foundations curriculum</td>
</tr>
<tr>
<td>LEB 320F – Foundations of Business Law</td>
<td>MAN 320F – Foundations of Management</td>
</tr>
<tr>
<td>o LEB 323 – Business Law and Ethics</td>
<td>MAN 336 – Organization Behavior</td>
</tr>
<tr>
<td>I B 320F – Foundations of International Business o I B 350 – International Trade</td>
<td></td>
</tr>
</tbody>
</table>

Requirement 3: Promotion and e-Commerce in Arts and Cultural Management
1 course from ACM462

Requirement 4: Event Production and Planning for Arts and Culture
1 course from ACM463

Requirement 5: Required Elective
Arts and Cultural Management - Required Elective: 2 credits from MUSM492, MUSM498, MUSM485, DAN390, DAN455, STA110, STA491, STA492, STA492A, THR204, THR304, THR404, THR316, THR390, THR492, THR870, WRA202, WRA453, WRA491

Requirement 6: Arts and Cultural Management Seminar
1 course from ACM471

Requirement 7: Experiential Learning
Experiential Learning: 1 course from completion of a 40-hour volunteer or paid experiential learning opportunity. Contact academic advisor.

Requirement 8
17 credits required to complete this degree.
<table>
<thead>
<tr>
<th>Internship, practicum, applied course requirements (yes/no). If yes, provide description.</th>
<th>Yes- FA 393 required</th>
<th>Yes- Fine Arts 340: Fine Arts Internship</th>
<th>Yes- 1- 40 hour volunteer or paid experiential learning opportunity.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional requirements (provide description)</td>
<td>Maintain a minimum overall 2.0 GPA</td>
<td>2.50 overall grade point average in minor coursework. All course must be taken on the letter-grade basis.</td>
<td>*The specified coursework in this program may not equal this total. The difference must be made up of open options which must be acceptable within the limits of this program. With the approval of the department and college that administers the student’s degree program, the courses that are used to satisfy the minor may also be used to satisfy the requirements for the bachelor’s degree.</td>
</tr>
</tbody>
</table>

*Note: comparison of additional relevant programs may be requested.*
### BUDGET PROJECTION FORM

#### Name of Proposed Program or Unit:

<table>
<thead>
<tr>
<th>METRICS</th>
<th>1st Year</th>
<th>2nd Year</th>
<th>3rd Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net increase in annual college enrollment UG</td>
<td>20_19_ - 20</td>
<td>20_20_ - 20</td>
<td>20_21_ - 20</td>
</tr>
<tr>
<td>Net increase in college SCH UG</td>
<td>100</td>
<td>160</td>
<td>230</td>
</tr>
<tr>
<td>Net increase in annual college enrollment Grad</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net increase in college SCH Grad</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Number of enrollments being charged a Program Fee</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>New Sponsored Activity (MTDC)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Number of Faculty FTE</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

#### FUNDING SOURCES

**Continuing Sources**

- UG RCM Revenue (net of cost allocation) 23,100 36,960 53,130
- Grad RCM Revenue (net of cost allocation) - - -
- Program Fee RCM Revenue (net of cost allocation) - - -
- F and A Revenues (net of cost allocations) - - -
- UA Online Revenues - - -
- Distance Learning Revenues - - -
- Reallocations from existing College funds (attach description) - - -
- Other Items (attach description) - - -

**Total Continuing** $23,100 $36,960 $53,130

**One-time Sources**

- College fund balances - - -
- Institutional Strategic Investment - - -
- Gift Funding - - -
- Other Items (attach description) - - -

**Total One-time** $ - $ - $ -

**TOTAL SOURCES** $23,100 $36,960 $53,130

#### EXPENDITURE ITEMS

**Continuing Expenditures**

- Faculty (1) 16,000 32,000 32,000
- Other Personnel 3,000 5,000 5,000
- Employee Related Expense 5,120 10,240 10,240
- Graduate Assistantships - - -
- Other Graduate Aid - - -
- Operations (materials, supplies, phones, etc.) 3,000 5,000 5,000
- Additional Space Cost - - -
- Other Items (attach description) - - -

**Total Continuing** $27,120 $52,240 $52,240

**One-time Expenditures**

- Construction or Renovation - - -
- Start-up Equipment 3,000 - -
- Replace Equipment - - -
- Library Resources - - -
- Other Items (attach description) - - -

**Total One-time** $3,000 $ - $ -

**TOTAL EXPENDITURES** $30,120 $52,240 $52,240

**Net Projected Fiscal Effect** $ (7,020) $ (15,280) $ 890
Date: May 27, 2018
To: Martina M. Shenal, Associate Dean, College of Fine Arts
From: Lisa Ordóñez, Vice Dean of Academic Programs, Eller College of Management
Subject: Eller Courses in College of Fine Arts new Minor

This memo indicates the Eller College's support for the College of Fine Arts (CFA) to offer a minor in Arts Administration. Students enrolled in this minor will select one course in the area of Business Foundations (ACCT 200 or 250, ECON 200) and one course in the area of Marketing (BNAD 303) or one course in the area of Entrepreneurship (ENTR/MGMT 381, ENTR 406, ENTR 483). This will be a total of 6 units taken through the Eller College that will apply to the minor. The Eller departments impacted have been made aware and approve the students pursuing the CFA Arts Administration Minor to take these courses with the following registration considerations.

**Business Foundation** (choose one course)

- **ACCT 200 or ACCT 250**: Non-Eller students are encouraged to take ACCT 250, which is typically offered Fall, Spring and Summer. If students would prefer to take ACCT 200, it should be planned for Winter, Spring, or Summer. Fall enrollment is restricted to Eller Pre-Business students only.

- **ECON 200**: Typically available year round with no registration restrictions.

**AND**

**Marketing** (choose one course)

- **BNAD 303**: Typically available year round, should be planned for Junior or Senior year.

**OR**

**Entrepreneurship** (choose one course)

- **ENTR/MGMT 381**: Typically offered once a year, pre-requisite will be ECON 200, ACCT 200, 250, or MIS 111 (students need one of the listed pre-requisite courses).
- **ENTR 406**: Typically offered once a year, pre-requisite will be ECON 200, ACCT 200, 250, or MIS 111 (students need one of the listed pre-requisite courses).
- **ENTR 483**: Typically offered once a year, pre-requisite will be ECON 200, ACCT 200, 250, or MIS 111 (students need one of the listed pre-requisite courses).
Hi all-

I’m contacting you based on your prior enrollment in FA 300: Introduction to Arts Management course. The College of Fine Arts is currently in the planning stages to develop a Minor in Arts Administration (18 units), in collaboration with Eller College, and my question for each of you is:

*If this minor had been available to you, would you have declared/added it to your degree program? Please hit ‘reply’ to this email & Yes/No*

**Proposed Plan:**

CFA COURSES: 12 units
FA 300: Introduction to Arts Administration
FA 301: Audience Development in the Arts
FA 302: Education and Outreach in Arts Organizations
FA 393: Arts Administration Internship

ELLER COLLEGE COURSES: 6 units

BUSINESS FOUNDATION (Select 1)
ECON 200: Basic Economic Issues
ACCT 250: Survey of Accounting

BNAD 303: Marketing Principles, Concepts and Tools

OR
Select 1:

ENTR 381: Management of Effective Non-Profit Organizations
ENTR 406: Principles of Entrepreneurship

Thanks in advance-
Martina

Martina M. Shenal
Subject: Re: Feedback- Proposed Arts Administration Minor

Date: Saturday, November 3, 2018 at 10:37:44 AM Mountain Standard Time

From: Bianca Loren Howard

To: Shenal, Martina M - (mshenal)

Yes

-Bianca Howard

On Nov 2, 2018, at 3:44 PM, Shenal, Martina M - (mshenal) <mshenal@email.arizona.edu> wrote:

Hi all-
I’m contacting you based on your prior enrollment in FA 300: Introduction to Arts Management course. The College of Fine Arts is currently in the planning stages to develop a Minor in Arts Administration (18 units), in collaboration with Eller College, and my question for each of you is:
If this minor had been available to you, would you have declared/added it to your degree program? Please hit ‘reply’ to this email & Yes/No

Proposed Plan:

CFA COURSES: 12 units
FA 300: Introduction to Arts Administration
FA 301: Audience Development in the Arts
FA 302: Education and Outreach in Arts Organizations
FA 393: Arts Administration Internship

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ENTR 406: Principles of Entrepreneurship

Thanks in advance-

Martina
Martina M. Shenal
Associate Dean | College of Fine Arts
Music 111 | 1017 N. Olive Rd.
University of Arizona
Tucson AZ 85721-0004
520-621-7886

<winmail.dat>
Yes

On Nov 2, 2018, at 1:44 PM, Shenal, Martina M - (mshenal) <mshenal@email.arizona.edu> wrote:

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Martina M. Shenal
Associate Dean|College of Fine Arts
Music 111|1017 N. Olive Rd.
University of Arizona
Tucson AZ 85721-0004
520-621-7886
<winmail.dat>
Subject: Re: Feedback- Proposed Arts Administration Minor
Date: Friday, November 2, 2018 at 2:31:19 PM Mountain Standard Time
From: Megan Alyssa Peterson
To: Shenal, Martina M - (mshenal)

Yes

On Fri, Nov 2, 2018 at 1:44 PM Shenal, Martina M - (mshenal) <mshenal@email.arizona.edu> wrote:

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ACCT 250: Survey of Accounting
BNAD 303: Marketing Principles, Concepts and Tools

OR

Select 1:
Subject: Re: Feedback- Proposed Arts Administration Minor
Date: Friday, November 2, 2018 at 2:03:44 PM Mountain Standard Time
From: Alexa Sylvie Wheeler
To: Shenal, Martina M - (mshenal)

Yes, I would have!

On Fri, Nov 2, 2018 at 1:44 PM Shenal, Martina M - (mshenal) <mshenal@email.arizona.edu> wrote:

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BUSINESS FOUNDATION (Select 1)
ECON 200: Basic Economic Issues
ACCT 250: Survey of Accounting
BNAD 303: Marketing Principles, Concepts and Tools

OR

Select 1:
Subject: Re: Feedback- Proposed Arts Administration Minor
Date: Friday, November 2, 2018 at 1:50:29 PM Mountain Standard Time
From: Enciso, Rocio M - (rocioe)
To: Shenal, Martina M - (mshenal)

Yes

-------- Original message --------
From: "Shenal, Martina M - (mshenal)" <mshenal@email.arizona.edu>
Date: 11/2/18 1:44 PM (GMT-07:00)
To: "Shenal, Martina M - (mshenal)" <mshenal@email.arizona.edu>
Subject: Re: Feedback- Proposed Arts Administration Minor

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Thanks in advance-
Martina

Martina M. Shenal
Hi Pam,

The course rotation listed in the AA Minor Plan is below: FA 300, FA 301, FA 302 will be offered every fall/spring, starting in sp 20. My role is to oversee FA 393 internship placements + enroll/sign-off under my faculty number.

Longtime adjunct professor Herb Stratford has taught FA 300 (2007-present), and has expressed interest in teaching a second course, FA 301. Dr. Marianna Pegno, currently the Curator of Community Engagement at the Tucson Museum of Art, who also developed both 301 + 302, is slated to teach FA 302 in sp 20. All FA courses will be taught in the evening to engage our current students/schedules, and allow us to continue to engage professionals who are currently working in the field as faculty/guest artists in the courses.

Once we get the minor off the ground, the CFA will consider converting to a CT .50 FTE position title and a 2/2 teaching load, instead of using the adjunct professor title. We are committed to having institutional/industry connected professionals teach in this minor, these are not necessarily skills/experience that our current academic faculty possess.

There is strong interest in creating a Arts Administration Major in the CFA in the near future, and I foresee CT core faculty hires supporting the major/minor moving forward.

Please let me know if you need any further clarification-

Martina

Martina M. Shenal
Associate Dean | College of Fine Arts
Music 111 | 1017 N. Olive Rd.
University of Arizona
Tucson AZ 85721-0004
520-621-7886

<table>
<thead>
<tr>
<th>Course prefix and number (Include cross-listings)</th>
<th>Units</th>
<th>Title</th>
<th>Course Description</th>
<th>Pre-requisites</th>
<th>Modes of delivery (online, in-person, hybrid)</th>
<th>Status*</th>
<th>Anticipated first term offered (F, Sp, Su)</th>
<th>Typically Offered (F, Sp, Su)</th>
<th>Dept signed party to proposal? (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FA 301</td>
<td>3</td>
<td>Audience Development in the Arts</td>
<td>Cultural and arts organizations—from art museums to experimental theaters to dance companies and the performing arts—are re-assessing how they exist, who they serve and how they should be structured and</td>
<td>FA 300 In-person A Sp 20 F, Sp</td>
<td>YES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FA 302</td>
<td>3</td>
<td>Education and Outreach in Arts Organizations</td>
<td>This course is designed to provide an introduction to educational engagement and outreach in arts and cultural organizations of all sizes. Students will develop an understanding of the significance of educational programs and activities in arts and cultural organizations, and gain experience in developing practical educational programs for individuals of all ages and abilities including outreach, on-site activities, and strategic partnerships.</td>
<td>FA 300 In-person A Sp 20 F, Sp</td>
<td>YES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Hi Martina,

UGC met yesterday to discuss your proposal for an undergraduate minor in Arts Administration. The council had concerns because there is only one tenure-track faculty member listed as participating in the delivery of the minor program and that faculty member is the associate dean. All other faculty are adjuncts. In order to vote on the proposal, they would like to know the following:

What is the plan for teaching the courses? Will you be hiring a faculty member to be a part of the minor? Who will be teaching the new FA 301 (Audience Development in the Arts) and FA 302 (Education and Outreach in Arts Organizations) courses and how often will they be taught?

Best,
Pam

Pamela J Coonan, Ph.D.
Executive Director, Academic / Curricular Affairs
Accreditation Liaison Officer
Office of Academic Affairs
THE UNIVERSITY OF ARIZONA