



November 14, 2017

Dear Bernadette,

After a full-year of study, the Department of Arts Administration, Education and Policy (AAEP) is pleased to propose changes to the current arts management major program plan. The major is new as of 2012, and now that a few cohorts have graduated we revisited our original goals and objectives in order to refresh content and develop thematic areas of concentration. In consultation with AAEP faculty, we have redesigned our curricular offerings to better reflect trends in the field, to respond to student needs, and to provide more direct career-focused opportunities for arts management majors. As the major continues to grow, we also seek ways to better understand how students prepare for the major by identifying curricular needs for successful progress in the program. We believe the changes we have proposed will assist us in developing career ready arts managers.

Sincerely,

Dr. Shari L. Savage

Associate Professor, Undergraduate Education, Teaching & Assessment Chair

## Program Change: Arts Management Major (BA)

The Department of Arts Administration, Education & Policy's (AAEP) Arts Management (AM) major is a fairly new major (2012) and was under department curricular review during the 2016-2017 academic year. The AAEP Undergraduate Education committee chose to study, update, and refine the curricular scope and sequence now that a few cohorts have matriculated and graduated. Our recommendations are based on faculty expertise, student and advising feedback, AM graduate surveys, and curricular freshening—all of which guide the changes we request. Included in this proposal, an updated curriculum map; letters of concurrence; previous and updated advising sheets that reflect curricular changes and additions; a newly designed AM sample four-year plan; and a new syllabus for an introduction to the major course offering titled **ARTEDU 2100 Introduction to Arts Management** created for those interested in exploring arts management careers. **ARTEDU 2100** will be required for those entering the major, and will be taught by members of AM faculty. Program changes will go into effect Fall 2018, if possible, for those declaring the major Spring 18 and beyond.

Arts Management has grown rapidly since its inception, from 0 to 80 majors. AAEP is struggling with enrollment expansion, and while we have been able to hire faculty to support the expansion, we also see a need to limit or selectively recruit rather than continue with open declarations of the major. In addition, we seek to clarify areas and themes that will help arts management majors create curricular plans for themselves that best serve identified arts interests. By modifying our advisement materials, students can view content menus that allow for deeper engagements or broad ranges of courses. No increase in credit hours has been made to the Arts Management major. Suggested program changes do not impact the Arts Entrepreneurship minor.

- 1). We created a new course to both recruit and identify strong candidates looking to major in Arts Management. Currently anyone can declare the major if they have a 2.00 GPA. This new required course, **ARTEDU 2100 Introduction to Art Management** (3 credit hours), will be offered each academic year and taught by Arts Management faculty or AAEP PhD Candidates from the Arts Policy & Administration graduate program. Arts advising will encourage students to enroll before declaring the major, during their first or second year. An evaluative assessment form will be written for all students who enroll and wish to declare the major. The assigned course instructor will describe student performance, achievement, and potential based on the stated goals of the course and the student's ability to meet those goals (Criteria and rubric attached). This course would then become our designated Success-Marker course, replacing current designee **ACCMISS 2000**.
- 2). Change **CS&E 1100 Intro to Computer Technology** to **CS&E 1111 Introduction to Computer-Assisted Problem Solving** to better serve student needs.
- 3). Due to the addition of **ARTEDU 2100** as a requirement, students will now select either **ARTEDU 3680** or **ARTEDU 3681**, instead of requiring both as pre-req's to the upper level or advanced major courses.
- 4) We changed the names of **ARTEDU 3680** and **ARTEDU 3681** to better reflect their profit or non-profit foci, as students are generally interested in one track over another (already approved).

Former titles:

**ARTEDU 3680** *Exploring the Creative Sector: Arts Issues in the 21st Century*

**ARTEDU 3681** *Managing Arts Organizations: Balancing Continuity & Change*

New titles:

**ARTEDU 3680** *Exploring Creative Industry: Arts Issues in the 21st Century*

**ARTEDU 3681** *Managing Non-profit Arts Organizations: Balancing Continuity & Change*

- 5) **ARTEDU 5683 Developing Arts Careers: Positioning Passion** will become a required capstone course. The course already serves as a career readiness course, which most arts management students take, but we want to make it required and advise students to take it during their final year of study.

6). Our assessment plan will not change, as we will use the same learning objectives originally submitted in 2012. TracDat is used to report, quantify and analyze applied learning experiences (4191 Internship or 4998 Undergraduate Research). As originally planned when the AM major was proposed and approved in 2012, applied learning rubrics and intern supervisor evaluation forms will continue to be required for data collection.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Shari Savage', with a long horizontal flourish extending to the right.

Shari L. Savage  
Associate Professor  
Undergraduate Education, Teaching & Assessment Chair  
The Department of Arts Administration, Education & Policy (AAEP)

*new*

## ARTS MANAGEMENT MAJOR

The Ohio State University ♦ College of Arts & Sciences  
Department of Arts Administration, Education & Policy  
1813 High Street—Sullivant Hall, second floor  
Columbus, Ohio 43210  
614-292-7183

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The Arts Management major requires a minimum of 36 credit hours offered through courses in the Department of Arts Administration, Education & Policy (AAEP); Management; Finance and Accounting. Through the arts management major, students will understand the issues, problems, and policy interventions impacting the contemporary arts and cultural industries; develop business and managerial skills for professional decision making in arts and cultural organizations; and practice creative and critical thinking, opportunity recognition, and innovation in various arts and cultural environments.

Students will also learn and understand the professional role and responsibilities of successful creative individuals in contemporary society through applied learning opportunities.

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Students take the following courses:

Pre-requisites: Four (4) courses/12 credit hours  
ECON 2001 Principles of Economics  
BUSMHR 2500 Entrepreneurship  
MATH 1130 College Algebra for Business  
CS&E 1111 Introduction to Computer-Assisted Problem Solving

### CORE COURSES:

Business: Three (3) courses/9 credit hours  
ACCTMIS 2000 Foundations of Accounting (prereqs: MATH 1130; ECON 2001 and CS&E 1111 or equivalent)  
BUSFIN 3120 Foundations of Finance (prereqs: ACCTMIS 2000; MATH 1130 or equivalent; ECON 2001; CS&E 1111 or equivalent).  
BUSMHR 3510 Innovation & Entrepreneurship

INTRODUCTION TO THE MAJOR: 3 credit hours

ARTEDU 2100 Introduction to Arts Management

Arts Policy & Management: select one (1) course/3 credits (Prereq: 2100)

ARTEDU 3680 Exploring the Creative Industry: Arts Issues in the 21<sup>st</sup> Century  
or

ARTEDU 3681 Managing Non-profit Arts Organizations: Balancing Continuity & Change

ADVANCED COURSES: Six (6) Courses/18 credit hours-5683 required (prereq: ARTEDU 2100; & 3680 or 3681)

### Cultural Policy/Industry Trends

5686 Cultural Program Design, Implementation & Evaluation

5670 Public Policy Issues & the Arts

5673 Issues Across the Arts

5674 Creative Sector & Creative Cities

### Management/Leadership:

5682 Non-Profit Arts Institutions, Governance & Board Leadership

5671 Organizational Leadership in the Arts

5685 Arts & Cultural Organizations: Resource Management & Revenue Streams

5672 Managing Cultural Policy Change

### Marketing/Branding/Partnerships

5684 Arts Participation, Cultural Literacy & Audience Development

5675 International Cultural Relations

5676 Arts Advocacy & Interest Groups

### Capstone/Careers (required seniors)

5683 Developing Arts Careers

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### APPLIED LEARNING:

One (1) course/3 credit hours (option chosen with permission of instructor)

ARTEDU 4998 or 4998H Undergraduate scholarship: Research and Creative Activity (Undergraduate Research Office)

ARTEDU 4191 Internship (Applied Learning and work experiences in arts management sites)

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### The Arts Management major program guidelines:

Credit hours required: A minimum of 36

Grades required:

- Minimum C- for a course to be counted on the major
- Minimum 2.00 GPA cumulative required for the major

Any changes or substitutions\* to the major must be approved by major advisor. \* Some courses outside major can be taken (i.e., planning, policy, or other relevant course work).

### Contact:

Arts Advising: Ed Quinn [quinn.142@osu.edu](mailto:quinn.142@osu.edu)

UG Chair: Dr. Shari Savage [savage.12@osu.edu](mailto:savage.12@osu.edu)

*former*

**The Ohio State University  
College of Arts and Sciences  
Bachelor of Arts in Arts Management  
(Autumn 2012)**

**Department of Art Education  
1961 Tuttle Park Place, Rm.112C  
Columbus, OH 43210  
614-292-7183**

The Bachelor of Arts in Arts Management major requires a minimum of 36 credit hours of course work offered through courses offered in the departments of Art Education, Management, Finance, Accounting, and administered by the Department of Art Education.

Through the Arts Management major, students will understand the issues, problems and policy interventions impacting the contemporary arts and cultural industries, develop business and managerial skills for professional decision making in arts and cultural organizations, and practice creative and critical thinking, opportunity recognition and innovation in various arts and cultural environments. Students will understand the professional role and responsibilities of successful creative individuals in contemporary society.

**Students take the following courses:**

**Pre-requisites: Four (4) courses/12 Credit Hours**

**ECON 2001** Principles of Microeconomics  
**BUSMHR 2500** Entrepreneurship  
**MATH 1130** Mathematical Analysis for Business I  
**CS&E 1110** Introduction to Computing Technology

**CORE COURSES**

**Business: Three (3) courses/9 Credit Hours**

**ACCTMIS 2000** Foundations of Accounting (prereqs MATH 1130; ECON 2001 and CS&E 1110 or equivalents)  
**BUSFIN 3120** Foundations of Finance (prereqs: ACCTMIS 2000, MATH 1130 or equiv; ECON 2001, CS&E 1110 or equivs)  
**BUSMHR 3510** New Venture Creation (prereqs: BUSMHR 2500)

**Arts Policy & Management: Two (2) courses/6 Credit Hours**  
(Prereq: Jr. Standing or Instructor Permission)

**ARTEDU 3680** Exploring the Creative Sector: Art Issues in the 21<sup>st</sup> Century  
**ARTEDU 3681** Managing Arts Organizations: Balancing Continuity & Change

**ADVANCED COURSES**

**Arts Policy & Management:**  
**Six (6) courses/18 Credit Hours (Prereq: ARTEDU 3680, 3681)**

**ARTEDU 5682** Nonprofit Arts Institutions, Governance and Board Leadership  
**ARTEDU 5683** Developing Arts Careers: Positioning Passion  
**ARTEDU 5684** Arts Participation, Cultural Literacy, and Audience Development  
**ARTEDU 5685** Arts & Cultural Organizations: Resource Management & Revenue Streams  
**ARTEDU 5686** Cultural Program Design, Implementation, and Evaluation  
**ARTEDU 5670** Public Policy Issues and the Arts  
**ARTEDU 5671** Organizational Leadership in Nonprofit Arts  
**ARTEDU 5672** Managing Cultural Policy Change  
**ARTEDU 5673** Issues across the Arts  
**ARTEDU 5674** Creative Sector and Creative Cities  
**ARTEDU 5675** International Cultural Relations  
**ARTEDU 5676** Arts Advocacy & Interest Groups

**Applied Learning:**

**One (1) Course/3 Credit Hours (Option Chosen with Permission of Instructor)**

**ARTEDU 4998 or 4998H** Undergraduate Scholarship: Research and Creative Activity In Art Education [APA Faculty/Undergraduate Research Office]  
**ARTEDU 4786:** Arts Policy & Administration Mentorship [APA Faculty/Columbus Partners]

**The Arts Management major program guidelines:**

**Credit hours required:** A minimum of 36

**Transfer credit hours allowed:** A maximum of 9

**No overlap with the GE Permitted**

**No courses may count on both the major and on the minor.**

**Grades required**

- Minimum C- for a course to be counted on the major.
- Minimum 2.00 cumulative point-hour ratio required for the major.
- Course work graded Pass/Non-Pass cannot count on the major.

**Approval required:** No, The major program form must be filed at least by the time the graduation application is submitted to a college/school counselor.

**Changing the major:** Any changes to the requirements must be approved by the Steering Committee in the Arts Policy and Administration program.

# ARTS MANAGEMENT SAMPLE PLAN



Year One/Fall		Year One/Spring	
3	MATH 1130 College Algebra for Business* (GE Math and Logical)	4	Foreign Language 1102
4	Foreign Language 1101	3	GE Historical Study w/Global Studies
3	GE Natural Science 1 (Biological)	3	GE Natural Science 2 (Physical)
3	GE English 1110	3	GE Visual and Performing Arts
1	College Survey 1100	3	CS&E 1111 Introduction to Computer-Assisted Problem Solving* (GE Open Option)
Year Two/Fall		Year Two/Spring	
3	<b>Intro to Arts Management 2100*</b>	3	ECON 2001* (GE Social Science)
4	Foreign Language 1103	3	Elective
3	BUSMHR 2500 Foundations of Entrepreneurship* (GE Open Option)	3	BUSMHR 3510 Innovation & Entrepreneurship*
3	GE Data Analysis	3	GE 2367 Second-level writing w/Social Diversity
3	ACCMIS 2000 Foundations of Accounting*	3	Elective
Year Three/Fall		Year Three/Spring	
3	GE Social Science (not from Human, Natural, and Economic Resources sub-group)	4	GE Natural Science 3 (w/Lab, Biological or Physical)
3	Elective	3	<b>Advanced Arts Management</b>
3	GE Cultures & Ideas or Historical Study	3	GE Literature w/Global Studies
3	<b>3680 or 3681 Arts Management*</b>	3	<b>Advanced Arts Management</b>
3	BUSFIN 3120 Foundations of Finance*	3	Elective
Year Four/Fall		Year Four/Spring	
3	Elective	3	<b>5683 Developing Arts Careers (required)</b>
3	Elective	3	Elective
3	<b>Advanced Arts Management</b>	3	<b>Advanced Arts Management</b>
3	<b>4191 Applied Learning</b>	3	<b>Advanced Arts Management</b>
3	Elective	2	Elective
		<b>= 121 Total Credits</b>	
<b>BLUE= Arts Management CORE</b>			
GREEN=GE course work		* Pre-requisites	
Electives or Minor (or second Major)			

**SAMPLE PLAN:** This sample plan is a suggestion only, student may chose a different trajectory. Electives can be used to pursue a minor. Some GE courses may be fulfilled by Arts Management course pre-requisites. Language Proficiency varies in credit hours from 0-12 hours depending on placement testing or transfer credits.

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Arts Advisor| Ed Quinn [quinn.142@osu.edu](mailto:quinn.142@osu.edu)  
Undergraduate Education Chair| Dr. Shari L. Savage [savage.12@osu.edu](mailto:savage.12@osu.edu)

# INSTRUCTOR ASSESSMENT OF STUDENT

## ARTEDU 2100 Introduction to Arts Management

Student Name \_\_\_\_\_

**Directions:** This evaluative assessment considers student performance, achievement, and potential for success in the arts management major.

1). Ability to articulate clear and substantive ideas in writing about the role of the arts manager in the creative economy.

1	2	3	4	5
poor	below average	average	above average	excellent

2). Ability to articulate clear and substantive ideas orally about the role of the arts manager in the creative economy.

1	2	3	4	5
poor	below average	average	above average	excellent

3). Engages in active dialogue and participation in this classroom context.

1	2	3	4	5
poor	below average	average	above average	excellent

4). Demonstrates ability to work as part of team to produce and present a group project.

1	2	3	4	5
poor	below average	average	above average	excellent

5). Ability to produce an evidence-based research paper that successfully analyzes an arts management issue or topic.

1	2	3	4	5
poor	below average	average	above average	excellent

Comments: (may include remarks pertaining to above items, additional information, or suggestions for improvement).

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Instructor name \_\_\_\_\_ Semester/Year \_\_\_\_\_

## ARTS MANAGEMENT CURRICULUM MAP

ARTS MANAGEMENT	Program Learning Goals			
Required Courses (offered by the unit)	Goal #1  Students identify the issues, problems and policy interventions impacting contemporary arts and cultural sector	Goal #2  Students analyze the purpose, function, and professional decision making in the arts and cultural organizations	Goal #3  Students understand the professional role and responsibilities of the artist and the cultural worker in society	Goal #4  Students practice the principles of entrepreneurship as applied to the arts
<b>ADVANCED LEVEL</b> (18 credits). We offer 11 possible courses.				
Course 1	Advanced			
Course 2	Advanced			
Course 3		Advanced		
Course 4		Advanced		
Course 5			Advanced	
Course 6 or elective in related area			Advanced	
<b>Required CORE Courses (offered inside of the unit)</b>				
2100 Intro to AM			Beginning	
3680 or 3681	Beginning			
5683 Capstone				Advanced
Applied learning/ Research 4191/4998				Intermediate/Advanced
<b>Categories, of Courses (may be offered inside or outside of unit)</b>				
<b>Pre- Requisites Business (12 credits)</b>				
ECON 2001		Beginning		
BUSMHR 2500		Beginning		
MATH 1130 (or higher)	Beginning			
CS&E 1111	Beginning			



## ARTS MANAGEMENT CURRICULUM MAP

<b>BUSINESS CORE COURSES</b>				
<b>(9 credits)</b>				
ACCTMIS 2000		Intermediate		
BUSFIN 3120		Intermediate		
BUSMHR 3510			Intermediate	
<b>General Education courses</b>				

**From:** [Shank, Barry](#)  
**To:** [Pace, Lauren K.:](#) [Compstudies](#)  
**Cc:** [Horn, David](#)  
**Subject:** Re: Seeking Course Concurrence  
**Date:** Friday, August 4, 2017 1:29:11 PM  
**Attachments:** [image001.png](#)

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Hi Lauren,

I have forwarded this to David Horn (cc'd here), chair of our undergraduate studies committee. He or I will be back in touch after that committee has had a chance to review this.

Yours,  
Barry

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**From:** "Pace, Lauren K." <pace.162@osu.edu>  
**Date:** Friday, August 4, 2017 at 11:42 AM  
**To:** "Shank, Barry" <shank.46@osu.edu>, [Compstudies <compstudies@osu.edu>](#)  
**Subject:** Seeking Course Concurrence

Hello Dr. Shank,

We are seeking concurrence for a new course being proposed by Arts Administration, Education and Policy called ARTEDUC 2100: Supercreatives Run the World. Please see the attached syllabus for reference.

Thank you for your consideration.

If I should direct this email to someone else, please let me know.

Thank you,  
Lauren



**Lauren Pace, MA**  
Academic Program Coordinator  
Arts Administration, Education and Policy  
231 Sullivant Hall  
1813 North High Street  
Columbus, OH 43210

Thursday, April 13, 2017 at 1:51:30 PM Eastern Daylight Time

**Subject:** RE: Formal email for Supercreatives Run the World, please  
**Date:** Wednesday, April 12, 2017 at 2:55:43 PM Eastern Daylight Time  
**From:** Kleit, Rachel G.  
**To:** Goldberg-Miller, Shoshanah B.  
**CC:** Savage, Shari, Griffin, Holly

I concur with the class and would like to create a cross-list with it in City and Regional Planning.



**THE OHIO STATE UNIVERSITY**

**Rachel Garshick Kleit, PhD**

Professor

Head

**Knowlton School of Architecture** City and Regional Planning Section  
200F Knowlton Hall, 275 West Woodruff Avenue, Columbus, OH 43210  
614-292-5427 Office / 206-356-2732 Mobile / 614-292-7106 Fax  
[kleit.1@osu.edu](mailto:kleit.1@osu.edu) [knowlton.osu.edu/people/kleit](http://knowlton.osu.edu/people/kleit)

Follow me on Twitter: [@rachelkleit](https://twitter.com/rachelkleit) #iplanfor #buckeyeplanning  
Like [OSU City and Regional Planning Alumni](#) on Facebook  
Join [OSU City and Regional Planning Network](#) on LinkedIn  
BSRP blog: [u.osu.edu/iplanfor](http://u.osu.edu/iplanfor)

**From:** Goldberg-Miller, Shoshanah B.  
**Sent:** Tuesday, April 11, 2017 3:52 PM  
**To:** Kleit, Rachel G. <[kleit.1@osu.edu](mailto:kleit.1@osu.edu)>  
**Cc:** Savage, Shari <[savage.12@osu.edu](mailto:savage.12@osu.edu)>; Griffin, Holly <[griffin.235@osu.edu](mailto:griffin.235@osu.edu)>  
**Subject:** Formal email for Supercreatives Run the World, please  
**Importance:** High

Dear Rachael,

Thank you so much for your interest in the new course I created, "Supercreatives Run the World."

In the interests of formality, may I please ask you to reply to this email with a note stating that not only do you express concurrence for this class, but that you would like to cross list it with CRP?

Shari will take this formal email, together with some other materials, to obtain permission for this new class from the College of Arts and Sciences. After this has been done, we will proceed with the details of getting the class cross listed.

Apologies for the hassle; I know you understand these formalities.

Many thanks,

Shoshanah

**From:** [Kleit, Rachel G.](#)  
**To:** [Pace, Lauren K.](#)  
**Subject:** Re: Seeking Course Concurrence  
**Date:** Friday, August 4, 2017 4:27:34 PM  
**Attachments:** [image001.png](#)

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Looks great. I concur.

Rachel Garshick Kleit, PhD  
Professor and Section Head  
City and Regional Planning  
Knowlton School of Architecture  
Office: 614 292 5427 Mobile 206 356 2732  
<http://knowlton.osu.edu/people/kleit>  
#iplanfor  
Sent from my iPad

On Aug 4, 2017, at 11:42 AM, Pace, Lauren K. <[pace.162@osu.edu](mailto:pace.162@osu.edu)> wrote:

Hello Dr. Kleit,

We are seeking concurrence for a new course being proposed by Arts Administration, Education and Policy called ARTEDUC 2100: Supercreatives Run the World. Please see the attached syllabus for reference.

Thank you for your consideration.

If I should direct this email to someone else, please let me know.

Thank you,  
Lauren

<image001.png>

**Lauren Pace, MA**

Academic Program Coordinator  
Arts Administration, Education and Policy  
231 Sullivant Hall  
1813 North High Street  
Columbus, OH 43210  
(614) 292-4123 Office  
[pace.162@osu.edu](mailto:pace.162@osu.edu)

<ARTEDUC 2100 Syllabus.pdf>

**From:** Pace, Lauren K.  
**To:** [Chen, Jian; Sexuality Studies](#)  
**Subject:** Seeking Course Concurrence  
**Date:** Friday, August 4, 2017 11:42:00 AM  
**Attachments:** [ARTEDUC 2100 Syllabus.pdf](#)  
[image001.png](#)

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Hello Dr. Chen,

We are seeking concurrence for a new course being proposed by Arts Administration, Education and Policy called ARTEDUC 2100: Supercreatives Run the World. Please see the attached syllabus for reference.

Thank you for your consideration.

If I should direct this email to someone else, please let me know.

Thank you,  
Lauren



**Lauren Pace, MA**  
Academic Program Coordinator  
Arts Administration, Education and Policy  
231 Sullivant Hall  
1813 North High Street  
Columbus, OH 43210  
(614) 292-4123 Office  
[pace.162@osu.edu](mailto:pace.162@osu.edu)

**Pace, Lauren K.**

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**From:** Pace, Lauren K.  
**Sent:** Friday, October 20, 2017 2:41 PM  
**To:** Beecher, Mary A.  
**Subject:** Seeking Course Concurrence  
**Attachments:** Goldberg-Miller.Introduction-to-Arts-Management-Syllabus.pdf

Dear Dr. Beecher,

We are seeking concurrence for a new course being proposed by Arts Administration, Education and Policy called ARTEDUC 2100: Introduction to Arts Management. Please see the attached syllabus for reference.

Thank you for your consideration.

If I should direct this email to someone else, please let me know.

Thank you,  
Lauren



**Lauren Pace, MA**  
**Academic Program Coordinator**  
**Arts Administration, Education and Policy**  
231 Sullivant Hall  
1813 North High Street  
Columbus, OH 43210  
(614) 292-4123 Office  
[pace.162@osu.edu](mailto:pace.162@osu.edu)

**Pace, Lauren K.**

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**From:** Pace, Lauren K.  
**Sent:** Friday, October 20, 2017 2:43 PM  
**To:** Mercil, Michael  
**Subject:** Seeking Course Concurrence  
**Attachments:** Goldberg-Miller.Introduction-to-Arts-Management-Syllabus.pdf

Dear Dr. Mercil,

We are seeking concurrence for a new course being proposed by Arts Administration, Education and Policy called ARTEDUC 2100: Introduction to Arts Management. Please see the attached syllabus for reference.

Thank you for your consideration.

If I should direct this email to someone else, please let me know.

Thank you,  
Lauren



**Lauren Pace, MA**  
Academic Program Coordinator  
Arts Administration, Education and Policy  
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