Arts and Administration

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The Arts and Administration Program—the only one of its kind in the Pacific Northwest—combines knowledge in the visual, literary, and performing arts with social, cultural, managerial, and educational concerns that pertain to administering nonprofit, for-profit, and public arts organizations and programs. The field of specialization is arts management, with concentrations in community arts, media management, museum studies, and performing arts. It is a multidisciplinary field, dedicated to increasing opportunities in arts and culture for individuals and society. A growing number of scholars critically examine issues in the arts and society from community to international-policy levels. Study of these issues is vital to effective arts management for cultural preservation and advancement in the United States and abroad.

The program offers an undergraduate minor in arts management, master of arts (MA) or master of science (MS) degrees in arts management, and a graduate certificate in museum studies.

Faculty

Sisy Anderson, instructor. BA, 1993, Western Oregon; MS, 1996, University of Oregon. (2014)

Catherine Ballard, assistant professor (art education). BA, 1976, Hawaii, Manoa; MA, 1982, Pepperdine; PhD, 1990, Oregon. (2002)

Doug Blandy, professor (art and community service, art and special populations); associate dean, academic affairs. BS, 1974, Ohio; MA, 1979, PhD, 1983, Ohio State. (1987)

Patricia Dewey Lambert, associate professor (performing arts, cultural policy). BM, 1990, Indiana; MA, 1997, Webster; MAS, 1998, International Center for Culture and Management; PhD, 2004, Ohio State. (2003)

John Fenn, associate professor (media management, folklore, ethnomusicology). BA, 1992, California, San Diego; MA, 1998, PhD, 2004, Indiana, Bloomington. (2005)

Greg Gurley, instructor (theater). BA, 1979, LaGrange; MA, 1984, West Georgia; MA, 1997, Washington State; PhD, 2006, Arizona State. (2006)

Darrel Kau, instructor. BM, 1991, MS, 1998, Oregon. (2014)

Christina Kreps, associate professor (museum studies). BA, 1981, Colorado College; MA, 1988, PhD, 1994, Oregon (2015)

Alice Parman, adjunct assistant professor (art education). BA, 1964, Rochester; MAT, 1965, Harvard; PhD, 1972, Chicago. (1988)

Eleonora Redaelli assistant professor. Laurea, 1997, Università degli Studi di Milano; DMA, 2000, Conservatorio di Musica Giuseppi Verdi; PhD, 2008, Ohio State. (2014)

Eric Schiff, adjunct instructor (information technology). BA, 1977, MA 1981, Oregon. (1988)

Julie Voelker-Morris, adjunct instructor. BA, 1996, Augustana College; MS, 2002, Oregon. (2014)

Emeriti

Gaylene Carpenter, associate professor emerita. BA, 1965, MS, 1973, California State, Long Beach; EdD, 1980, Temple. (1983)

Rogena M. Degge, professor emerita. BA, 1964, Fresno State; MS, 1972, PhD, 1975, Oregon. (1979)

Linda F. Ettinger, associate professor emerita. BFA, Southwest Missouri State; MS, 1973, Illinois State; PhD, 1983, Oregon. (1982)

Jane Gehring, associate professor emerita. BS, 1940, Michigan State Teachers; MS, 1960, Oregon. (1958)

Beverly J. Jones, associate professor emerita. BS, 1967, Oregon College of Education; MS, 1976, PhD, 1977, Oregon. (1977)

The date in parentheses at the end of each entry is the first year on the University of Oregon faculty.

Affiliated

Lisa Abia-Smith, Jordan Schnitzer Museum of Art

David Bretz, Academic Extension

Michael Bukowski, Academic Extension

Elizabeth Hoffman, Academic Extension

Scott Huette, Academic Extension

David Turner, Academic Extension

Robert Voelker-Morris, University Teaching and Learning Center

- **Minor**

Undergraduate Studies

Undergraduate courses that are approved for the arts and letters group requirement are listed on the registrar's website (https://registrar.uoregon.edu/current-students/group-satisfying-and-multicultural-courses).

Students from all UO majors may minor in arts management. The minor is designed for students with an interest in participating in, leading, and managing arts organizations and activities across the arts sector.

Participatory learning experiences in the form of practicums with local arts organizations provide students with practical learning opportunities that extend the classroom into the community and provide students with important professional experiences and connections.

Course requirements encourage students to understand the relationships among arts and culture, ethnicity, politics, economics, education, class, gender, age, and occupation. Students graduating with a minor in arts management are prepared to work in a variety of settings within the arts sector and to successfully implement methodologies for arts program development and arts administration across a range of formal

and informal, for-profit, nonprofit, and public arts organizations within a community.

The minor requires 28 credits with grades of C+ or better. A minimum of 20 credits must come from courses with the AAD subject code. Up to 8 upper-division credits may come from your major area, with specific approval by the arts management minor advisor.

Minor in Arts Management Requirements

AAD 312	Arts Management	4
AAD 451	Community Cultural Development	4
Select one of the following:		4
AAD 250	Art and Human Values	
AAD 251	The Arts and Visual Literacy	
AAD 252	Art and Gender	
16 upper-division credits selected from the following approved courses:		16
AAD 301	Understanding Arts and Creative Sectors	
AAD 315	Funding the Arts	
AAD 409	Practicum: [Topic]	
AAD 420	Event Management	
AAD 421	Cultural Programming	
AAD 429	Museum Education	
AAD 430	Youth Arts Curriculum and Methods	
AAD 434	Entrepreneurship and the Arts	
AAD 435	Arts Business Development	
AAD 471	Performing Arts Management	
Total Credits		**28**

- **Master of Arts**
- **Master of Science**
- **Certificate in Museum Studies**

Graduate Studies

The design of the master's degree program in arts management is based on the underlying belief that professional arts managers must be familiar with the social, cultural, political, and ethical contexts of the arts in general.

Program Objectives

1. Prepare students for professional leadership positions in international, national, and regional public and private arts and cultural organizations, including museums and galleries, community nonprofit organizations, arts foundations, performing arts centers, and festivals
2. Provide field experience in arts agencies by incorporating a field-based internship component that enhances the student's ability to move into professional positions in arts and cultural organizations
3. Facilitate the development of individual research projects that contribute to the body of knowledge on the theory and practice of arts policy, administration, and management in an era of dynamic sociocultural change
4. Provide opportunities for students to enhance their knowledge and skills or develop new careers in the arts

Careers

The master's degree in arts management, depending on the chosen concentration, offers preparation for students who seek administrative careers in the visual arts, performing arts, community arts, or the arts in health-care management in the public, nonprofit, or the private sector.

Admission

Admission to graduate study requires previous study in the visual or performing arts and the humanities. Although an undergraduate degree in the arts is not required, related course work or equivalent professional experience is standard. Applicants from the business, management, and social science fields are encouraged. Applicants are asked to indicate interest in a particular concentration area when they apply; application materials are reviewed with this interest in mind; and appropriate entry qualifications are examined.

Students planning graduate study may find information and application forms by visiting the program's website.

Admission is determined by the arts management master's degree admissions committee, which consists of faculty members of the Arts and Administration Program and faculty representatives from concentration areas when appropriate.

The admissions committee considers every aspect of the applicant's file when making its decision for admission. No standardized test is required. Financial aid in the form of a limited number of teaching, research, or administrative fellowships is available, typically to second-year students. The Graduate School has information about fellowship options that are open to students from any program, at any point in their studies. See the **Graduate School** section of this catalog.

Master's Degree Requirements

The requirements listed below are subject to change.

The master's degree in arts management is designed to be a two-year, full-time program, with a deliberate progression of cumulative course work; however, students may take up to seven years to complete the program. Students pursue a master of science (MS) or a master of arts (MA) degree, completing a minimum of 72 credits. The MA degree requires competence equivalent to second-year study in a second language.

Study in the master's degree program has three parts:

1. core and management courses, including a communications technology component
2. a concentration area or area of specialization
3. research and practice, including a summer internship between the first and second years of studt

Students learn the techniques needed to analyze and develop arts policy as well as skills in grant and research report writing and review. In addition to course work and an internship, students are required to complete a master's degree project, capstone project, or thesis that demonstrates in-depth knowledge of practical or theoretical issues of importance to professionals in public, nonprofit, and private arts organizations from diverse social and cultural settings. Projects often focus on issues that were explored during the student's internship.

Master of Arts Requirements

Code	Title	Credits
Core Courses [1]		
PPPM 507	Seminar: [Topic] (Financial Management for Arts Organizations)	4
AAD 522	Arts Program Theory	4
AAD 550	Art in Society	4
AAD 562	Cultural Policy	4
AAD 612	Cultural Administration	4
Courses chosen in consultation with advisor		8
Research [1]		
AAD 605	Reading and Conference: [Topic] (Research Reading)	1
AAD 630	Research Methodology	4
AAD 631	Research Proposal Development	3
Select one of the following:		6-9
AAD 503	Thesis (minimum 9 credits)	
AAD 601	Research: [Topic] (Project or Capstone Research, minimum 6 credits)	
Internship [1]		6
Select from the following:		
AAD 604	Internship: [Topic] (Internship I, 1 credit)	
AAD 604	Internship: [Topic] (Internship II, 4-6 credits)	
AAD 604	Internship: [Topic] (Internship III, 1 credit)	
Electives [1]		16
Total Credits		**64-67**

[1] Further course work toward degree requirements, including coursework in the area of arts marketing, media, and communications, and toward elective courses are chosen in consultation with an advisor.

Foreign Language Requirement

Competence equivalent to second-year study in a second language.

Master of Science Requirements

Code	Title	Credits
Core Courses [1]		
PPPM 507	Seminar: [Topic] (Financial Management for Arts Organizations)	4
AAD 522	Arts Program Theory	4
AAD 550	Art in Society	4
AAD 562	Cultural Policy	4
AAD 612	Cultural Administration	4
Courses chosen in consultation with advisor		8
Research [1]		
AAD 605	Reading and Conference: [Topic] (Research Reading)	1
AAD 630	Research Methodology	4
AAD 631	Research Proposal Development	3
Select one of the following:		6-9
AAD 503	Thesis (minimum 9 credits)	
AAD 601	Research: [Topic] (Project or Capstone Research, minimum 6 credits)	
Internship [1]		6
Select from the following:		
AAD 604	Internship: [Topic] (Internship I, 1 credit)	
AAD 604	Internship: [Topic] (Internship II, 4-6 credits)	
AAD 604	Internship: [Topic] (Internship III, 1 credit)	
Electives [1]		16
Total Credits		**64-67**

[1] Further course work toward degree requirements, including coursework in the area of arts marketing, media, and communications, and toward elective courses are chosen in consultation with an advisor.

Core Courses

Courses address the study and management of the arts in social and cultural contexts with a focus on arts policy and information management. Nonprofit and for-profit organizations and issues are addressed.

Research and Practice

Candidates for the master's degree complete terminal research in the form of a thesis, research capstone, individual research project, or group field-based professional project. Required courses in research methodology and professional practice prepare students for the summer internship and for writing the paper or thesis.

Area of Concentration

Selection of a concentration area allows students to pursue study that contributes to specific professional goals. A curricular plan is developed with an advisor during the first term of graduate study. Four concentration areas are available:

- community arts management
- museum studies and management
- performing arts management
- arts in health-care management

Technology

A personal computer facilitates work in software applications and research for courses. Minimum recommendations for hardware and software are included on the program's website.

Certificate in Museum Studies

The multidisciplinary, graduate-level museum studies certificate is awarded through the School of Architecture and Allied Arts, with the cooperation of the Arts and Administration Program; the Departments of Anthropology and the History of Art and Architecture; and campus museum professionals.

Museum Studies Certificate Requirements

Department Degree Requirements		
Courses		12
Museum Studies Core and Electives		
AAD 510	Experimental Course: [Topic] [1]	1-5
AAD 529	Museum Education [1]	4

Electives [1,2]	8
Total Credits	**28**

1. A total of 16 credits must be taken in the museum studies core and electives.
2. A variety of elective courses—many offered by departments outside the School of Architecture and Allied Arts—may be applied to the certificate requirements. The certificate program culminates with a presentation by the student.

Students exit the program with practical and theoretical museum management strategies that are applicable in leadership positions in small to large, community to national, public or private museums.

Arts and Administration as a Supporting Area of Study for Doctoral Students in the School of Music and Dance

Arts administration is available as a supporting area of study for School of Music and Dance DMA and PhD students. The supporting area is generally viewed as mastery of an area of study at a master's degree level, although no master's degree is gained, and may be linked with the student's primary doctoral research interest areas and professional goals. Refer to Doctoral Degree Programs in the School of Music and Dance section of this catalog. Prospective students must apply directly to the Arts and Administration Program, but should begin the application process by contacting a staff member in the School of Music and Dance graduate office for more information.

Courses

AAD 198. Workshop: [Topic]. 1-5 Credits.
Repeatable.

AAD 199. Special Studies: [Topic]. 1-5 Credits.
Repeatable.

AAD 250. Art and Human Values. 4 Credits.
Addresses fundamental aesthetic theory and practice questions resulting from viewing art as a powerful communicator of social and cultural values. Values, rights, and responsibilities of the contemporary visual environment.

AAD 251. The Arts and Visual Literacy. 4 Credits.
Explores ways in which physical, perceptual, affective, and cognitive modes of learning interact when viewing, interpreting, and assessing designed visual information within sociocultural contexts.

AAD 252. Art and Gender. 4 Credits.
Addresses sociocultural factors influencing roles of women and men in arts disciplines. Examines underlying social structures that affect how we define art and artists.

AAD 301. Understanding Arts and Creative Sectors. 4 Credits.
Mapping the concepts of "art world" and "creative sector" as they relate to each other and to the practice of arts administration.

AAD 312. Arts Management. 4 Credits.
Introduces the field of professional management of arts organizations such as museums, galleries, community arts centers, and performing arts centers.

AAD 315. Funding the Arts. 4 Credits.
Introduces the marketing and fundraising management functions in arts organizations such as museums, galleries, community arts centers, and performing arts organizations.

AAD 399. Special Studies: [Topic]. 1-5 Credits.
Repeatable.

AAD 401. Research: [Topic]. 1-18 Credits.
Repeatable.

AAD 404. Internship: [Topic]. 1-18 Credits.
Repeatable.

AAD 405. Reading and Conference: [Topic]. 1-18 Credits.
Repeatable.

AAD 406. Special Problems: [Topic]. 1-18 Credits.
Repeatable.

AAD 407. Seminar: [Topic]. 1-5 Credits.
Repeatable.

AAD 408. Workshop: [Topic]. 1-18 Credits.
Repeatable.

AAD 409. Practicum: [Topic]. 1-18 Credits.
Repeatable.

AAD 410. Experimental Course: [Topic]. 1-5 Credits.
Repeatable. Current topics are The Cultural Museum, The History Museum, Performing Arts Policy and Administration.

AAD 420. Event Management. 4 Credits.
Examines management practices and trends of special events, festival, celebrations, and fundraisers sponsored by organizations.

AAD 421. Cultural Programming. 4 Credits.
Explores the practice and theory related to arts and cultural programming in the public sector.

AAD 422. Arts Program Theory. 4 Credits.
Explores program theory, principles, and practices associated with comprehensive arts programs.

AAD 425. Ethics in the Arts and Museums. 4 Credits.
Introduces current ethical concerns relevant to museums and the audiences they serve and focuses on the philosophical and practical dilemmas faced by exhibiting institutions.

AAD 429. Museum Education. 4 Credits.
Examines theory and practice of museum education. Analyzes program-development approaches for university and community audiences; creates educational materials for campus and local museums.

AAD 430. Youth Arts Curriculum and Methods. 4 Credits.
Teachers in training are provided introductory knowledge and skills necessary for implementing arts instruction as an integral part of the core curriculum for younger learners.

AAD 434. Entrepreneurship and the Arts. 4 Credits.
Provides exploration into the evolution of entrepreneurship in the arts; instructs emerging artists to assess their entrepreneurial potential and develop strategic planning skills in finance, legal issues, and cultural leadership.

AAD 435. Arts Business Development. 4 Credits.
Integrating the entrepreneurial startup process with business skills; developing the strategies needed to transform creative ideas into successful ventures.

AAD 450. Art in Society. 4 Credits.
Concepts derived from anthropology, philosophy, sociology, and art education are used to examine fine, popular, folk, industrial, and environmental art forms in contemporary society.

AAD 451. Community Cultural Development. 4 Credits.
Overview of services that art and art educators perform in the community. Explores settings, constituencies, philosophical approaches, methodologies, planning, and funding of community art programs.

AAD 462. Cultural Policy. 4 Credits.
Examines the impact of cultural policies and institutions on opportunities of the artistic community, on what art forms are made accessible, and on the general aesthetic welfare of the public.

AAD 471. Performing Arts Management. 4 Credits.
Examines development of cultural-policy institutions and processes worldwide; emphasis on understanding contemporary American cultural-policy issues. Governance and strategic planning; executive leadership; management; revenue; developing audiences; cross-cultural interactions.

AAD 472. Artistic Administration in the Performing Arts. 4 Credits.
Focuses on developing leadership and management skills for professional nonprofit performing arts administration (e.g., theater, music, opera, dance). Topics in artistic administration, programming, artist management, and operations and production management.

AAD 503. Thesis. 1-16 Credits.
Repeatable.

AAD 507. Seminar: [Topic]. 1-5 Credits.
Repeatable.

AAD 508. Workshop: [Topic]. 1-18 Credits.
Repeatable.

AAD 510. Experimental Course: [Topic]. 1-5 Credits.
Repeatable. Current topics are The Cultural Museum, The History Museum, Performing Arts Policy and Administration.

AAD 520. Event Management. 4 Credits.
Examines management practices and trends of special events, festival, celebrations, and fundraisers sponsored by organizations.

AAD 521. Cultural Programming. 4 Credits.
Explores the practice and theory related to arts and cultural programming in the public sector.

AAD 522. Arts Program Theory. 4 Credits.
Explores program theory, principles, and practices associated with comprehensive arts programs.

AAD 525. Ethics in the Arts and Museums. 4 Credits.
Introduces current ethical concerns relevant to museums and the audiences they serve and focuses on the philosophical and practical dilemmas faced by exhibiting institutions.

AAD 529. Museum Education. 4 Credits.
Examines theory and practice of museum education. Analyzes program-development approaches for university and community audiences; creates educational materials for campus and local museums.

AAD 530. Youth Arts Curriculum and Methods. 4 Credits.
Teachers in training are provided introductory knowledge and skills necessary for implementing arts instruction as an integral part of the core curriculum for younger learners.

AAD 550. Art in Society. 4 Credits.
Concepts derived from anthropology, philosophy, sociology, and art education are used to examine fine, popular, folk, industrial, and environmental art forms in contemporary society.

AAD 551. Community Cultural Development. 4 Credits.
Overview of services that art and art educators perform in the community. Explores settings, constituencies, philosophical approaches, methodologies, planning, and funding of community art programs.

AAD 562. Cultural Policy. 4 Credits.
Examines the impact of cultural policies and institutions on opportunities of the artistic community, on what art forms are made accessible, and on the general aesthetic welfare of the public.

AAD 571. Performing Arts Management. 4 Credits.
Examines development of cultural-policy institutions and processes worldwide; emphasis on understanding contemporary American cultural-policy issues. Governance and strategic planning; executive leadership; management; revenue; developing audiences; cross-cultural interactions.

AAD 572. Artistic Administration in the Performing Arts. 4 Credits.
Focuses on developing leadership and management skills for professional nonprofit performing arts administration (e.g., theater, music, opera, dance). Topics in artistic administration, programming, artist management, and operations and production management.

AAD 601. Research: [Topic]. 1-16 Credits.
Repeatable.

AAD 602. Supervised College Teaching. 1-5 Credits.
Repeatable.

AAD 604. Internship: [Topic]. 1-16 Credits.
Repeatable.

AAD 605. Reading and Conference: [Topic]. 1-16 Credits.
Repeatable.

AAD 606. Special Problems: [Topic]. 1-16 Credits.
Repeatable.

AAD 607. Seminar: [Topic]. 1-5 Credits.
Repeatable.

AAD 608. Workshop: [Topic]. 1-16 Credits.
Repeatable.

AAD 609. Practicum: [Topic]. 1-16 Credits.
Repeatable.

AAD 610. Experimental Course: [Topic]. 1-5 Credits.
Repeatable.

AAD 612. Cultural Administration. 4 Credits.
Provides a grounded foundation for course work in the Arts and Administration Program.

AAD 616. Arts Marketing, Media & Communication I. 4 Credits.
This class is the first part of a two-course sequence introducing students to issues shaping relationships between marketing, media, and communication in arts and culture sector work.

AAD 617. Arts Marketing, Media & Communication II. 4 Credits.
This class is the second part of a two-course sequence introducing students to issues shaping relationships between marketing, media, and communication in arts and culture sector work.
Prereq: AAD 616.

AAD 630. Research Methodology. 4 Credits.
Scientific bases and classification of research; methodologies used in descriptive, analytical, and experimental research. Development of research proposals and critique of research reports.

AAD 631. Research Proposal Development. 3 Credits.
Conceptualize, research, and develop proposal for graduate thesis or project.
Prereq: AAD 630