

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Assessment and Accountability **NO.:** AAC 06-15

COMMITTEE DATE: June 8, 2006

BOARD DATE: June 15, 2006

MOVED: The Board of Higher Education hereby approves the request of **Massachusetts College of Liberal Arts** to award the **Bachelor of Arts in Arts Management**.

One year after graduating the program's first class, the College shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty, resources and program effectiveness.

Authority: Massachusetts General Laws Chapter 15A, Section 9(b)

Contact: Aundrea Kelley, Associate Vice Chancellor for Academic Policy

BOARD OF HIGHER EDUCATION

June 2006

Massachusetts College of Liberal Arts

Bachelor of Arts in Arts Management

INTENT, MISSION AND NEED

Massachusetts College of Liberal Arts has submitted an expedited proposal to offer a Bachelor of Arts in Arts Management. The proposed program went through the College's governance approval process in May 2005, and the proposed program received MCLA board of trustees approval on February 23, 2006.

The proposed program in arts management intends to combine the existing resources and interests of the Business, English/Communication, and Fine and Performing Arts departments in order to offer students a multi-disciplinary curriculum. The three departments offer specific approaches to arts management: Fine and Performing Arts houses courses that explore the arts, Business offers courses that prepare students to enter the business field, and English/Communication provides public relations and mass media. Each department has sponsored arts-related internship programs and made connections with local community businesses and cultural institutions. Grounded in the fine and performing arts with a complement of business and communications courses, graduates of the program will be able to undertake the work of arts administration.

The proposed program aligns with MCLA's plans to capitalize on the Berkshire region's growing art economy. MCLA anticipates that if approved, arts management will be a high-profile major and a boon to recruitment and to the image of the College as a leader in a vital arts-related field.

Demand

Currently, the six courses in arts management offered by the Fine and Performing Arts Department (FPA) are consistently filled beyond their established caps. Many FPA students double-major or minor in business administration, thereby indicating a demand for a strong arts management focus.

A Berkshire County survey of 250 residents (under retirement age), commissioned by MCLA in 2004, found that 46% indicated an interest in the field of not-for-profit arts management.

The New England Council's 2000 report entitled, *The Creative Economy Initiative: The Role of the Arts and Culture in New England's Economic Competitiveness*, states that the "creative cluster" supports more than 245,000 jobs or 3.5% of New England's total

job base (more than the region's software and medical technology industries) and is growing faster than the rest of the economy by a rate of 14%, compared to 8% in New England overall.

CURRICULUM (Attachment A)

Of the 120 credits required for graduation, 51 credits will be required for the proposed program, while the remaining credits will be dedicated to college-wide core curriculum requirements and free electives. The major courses for the proposed program will be divided into three categories:

1. Foundation Courses – including the introductory course, basic courses in the fine and performing arts, and basic courses in business administration (27 credits)
2. Advanced Level Arts Management Block – including courses in business writing, grants and fund raising, and museum studies and an internship (18 credits)
3. Arts Management Electives (6 credits)

MCLA already has a well-established internship program entitled, the Berkshire Hills Internship Program, which augments students' classroom experiences. The surrounding arts community has regularly utilized MCLA interns, including the Massachusetts Museum of Contemporary Art (MASS MoCA) for the past five years.

ADMISSION AND ENROLLMENT

There are no anticipated changes in the admissions requirements for applicants to the proposed program.

Based on current enrollments in the FPA Arts Management concentration, MCLA predicts that enrollment in the proposed program during the first full year of implementation will be at least 15 students. This number will probably be augmented with students transferring into the major and from students who will opt to double-major.

RESOURCES AND BUDGET (Attachment B)

The proposed program will be housed and administratively operated (budget, scheduling) through the Fine and Performing Arts Department with full consultation with the Business Administration and English/Communications Departments on matters of mutual concern. Each department will retain autonomy over its faculty and curriculum, while contributing to the proposed program through the new configuration of courses and credits. No new courses have been proposed, thus existing library and physical resources will be sufficient.

The faculty for the courses that will comprise the proposed program are in place. Additional sections of existing courses may be necessary and will be initially covered by part-time adjunct faculty. By the fall 2006, MCLA intends to hire a full-time faculty

member in the field of arts management to meet anticipated growth in this area and to provide professional expertise to coordinate this multi-disciplinary major.

PROGRAM GOALS AND OBJECTIVES

The proposed Arts Management degree has five main goals and objectives:

1. Build on the Berkshire Hills Internship Program (B-HIP). The B-HIP pilot program enrolled 12 students in summer 2005. The program intends to expand enrollment to 18 students for summer 2006 and an additional 5 students for fall 2006 and spring 2007.
2. Increase program enrollment. The intention is to enroll 15 students the first year from the existing concentration and then to increase enrollment by 10 students each year.
3. Produce high-quality graduates. The students in the proposed program must demonstrate high-quality work in their arts management classes, as measured by the evaluation of student portfolios at the end of a four-year cycle.
4. Attain high employment rates in the field. The goal is to have 75% of graduates employed in an Arts Management field within one year of graduation.
5. Implement a comprehensive evaluation program, as required by the College.

LETTER OF INTENT

In response to the March 2006 circulation of the letter of intent, comment letters in support of the proposed program were received from Massachusetts Bay Community College and from the University of Massachusetts Boston. Massachusetts Bay Community College's letter noted that the proposal addresses the growing need for arts management professionals, especially in the Berkshire region. The letter from the University of Massachusetts Boston commended the "rich curriculum package" and the potential of the proposed program to assist in the social and cultural infrastructure of the Berkshires.

EXTERNAL REVIEW

An external team, comprising Dan Nanessian, Associate Professor of Theatre Design/Technology at the State University of New York, Purchase; Sandra Burton, Lipp Family Director of Dance at Williams College; and Barbara Bonner, former Senior Vice President for the Arts, Ronald LaRose and Associates and former Deputy Director for External Affairs, The Museum of the City of New York, performed a paper review of the proposal.

Reviewer Findings

Overall, the reviewers found that the proposed program will provide a solid base for arts management and will provide graduates with employment opportunities in the Berkshire region. One reviewer commented that the program design is of such high quality that it

could serve as a model for other institutions. They also noted the strong support of the proposal within the MCLA community. The reviewers had the following suggestions:

Monitor the employment success of graduates

Require an additional internship

Collaborate with neighboring higher education institutions to provide additional arts courses, especially in dance and media

Include a culminating portfolio of campus-based and internship projects as well as an original project with a mix of individual and group work

Response

MCLA agreed to monitor the employment success of program graduates and to expand the internship program. The College noted that it will fully support students transferring in dance and media classes from other higher education institutions as elective courses or pursuing these or other areas as independent studies. MCLA appreciated the suggestion of the culminating portfolio experience and will integrate this into the curriculum.

STAFF ANALYSIS AND RECOMMENDATION

Following thorough review of all documentation provided, staff concurs with the reviewers that the proposed program will provide “the breadth of knowledge that is needed for the field of arts management” and “well-trained arts managers in the burgeoning cultural arena.”

Recommendation is for approval. One year after graduating the program’s first class, the institution shall submit to the Board a status report addressing its success in reaching program goals, as stated in the application and in the areas of enrollment, curriculum, faculty, resources, and program effectiveness.

Attachment A – Curriculum Outline

Major Required (Core) Courses (# Total courses required = 9)		
Course Number	Course Title	Credit Hours
FPA 130	Introduction to Arts Management	3
ART 211	Great Monuments of Art	3
MUSI 251	Introduction to Music	3
THEA 272	Exploring Production	3
BADM 100 or ECON 141	Explorations in Business Macroeconomics	3
BADM 224	Financial Accounting	3
BADM 260	Management	3
BADM 270	Marketing	3
FPA 235	Business Organization in Arts Management	3
	Sub Total Core Credits	27
Other Required Courses in Related Subject Areas (# Total courses required = 6)		
Course Number	Course Title	Credit Hours
ENGL 306	Business Writing & Presentation	3
FPA 330	Grants and Fund Raising	3
FPA 335	Museum Studies	3
FPA 340	Performing Arts Management	3
FPA 430	Topics in Arts Management	3
FPA 540	Internship in Fine & Performing Arts	3
	Sub Total Related Credits	18
Elective Courses (# Total courses required = 2)		
Course Number	Course Title	Credit Hours
BADM 384	Marketing Communication	3
BADM 387	Service and Event Marketing	3
BADM 490	Special Topics in BADM (Topics must be relevant to Arts Management)	3
ECON 377	Economics of Culture and Tourism	3
FPA 435	Advanced Museum Studies	3
FPA 500	Supervised Independent Study	3
ENGL 318	The Popular Arts as Business (Film and TV Production; Music Production; Magazine Publication)	3
ENGL 211	Introduction to Mass Media	3
ENGL 396	Public Relations (These courses must be taken as a block.)	3

	Sub Total Elective Credits	6
Distribution of General Education Requirements		# of Credits
Attach List of General Education Offerings (Course Numbers, Titles, and Credits)		
Critical Reading, Thinking, Writing		3
Quantitative Reasoning		3
Computing, Technology, Problem Solving		3
Language Arts		3
Creative Arts: must take 2 credits, at least one of which must be a 200-level course		6
Human Heritage: must take 2 credits, at least one of which must be a 200-level course		6
Self and Society: must take 2 credits at least one of which must be a 200-level course		6
Science and Technology: must take 2 credits, at least one of which must be a 200-level course		7 - 8
Core Capstone: CCAP 300 Capstone Seminar: various topics		3
Sub Total General Education Credits		40-41
Curriculum Summary		
Total number of courses required for the degree		40
Total credit hours required for degree		120
Prerequisite or Other Additional Requirements:		
Must take two Physical Education Courses for a total of 2 credits		
Must take additional courses as electives to complete the 120 credits required for graduation		

Attachment B – Budget

Costs	FY 07	FY 08
1 Full-time Faculty	\$50,000	\$50,000
Instructional Materials, Printing, Supplies	\$2,500	\$2,500
Travel – Conference Attendance	\$2,000	\$2,000
Furnishings	\$2,000	\$2,000
TOTALS	\$56,500	\$56,500