



Memorandum

Date: February 8, 2013

To: Elizabeth D. Phillips, Executive Vice President and Provost of the University

From: Kwang-Wu Kim, Dean and Director of the Herberger Institute for Design and the Arts

Re: MFA in Theatre (Arts Entrepreneurship and Management) Proposal

I have reviewed the attached proposal requesting the establishment of an MFA in Theatre with a concentration in Arts Entrepreneurship and Management in the Herberger Institute for Design and the Arts.

This concentration will provide graduate students with the opportunity to learn as part of the unique MFA Theatre cohort currently consisting of Directing, Performance, and Performance Design. The new concentration teaches the skills of arts entrepreneurship, arts management, and arts marketing within the context of the MFA Theatre degree, also grounding the student in theories of performance, community-based arts, and theatre history and literature.

The Herberger Institute Graduate Curriculum Committee reviewed the proposal and it has their unanimous support.

My signature on the attached proposal indicates my support and approval for the establishment of this new concentration.



NEW GRADUATE CONCENTRATION PROPOSALS
ARIZONA STATE UNIVERSITY
GRADUATE COLLEGE

This form should be used for academic units wishing to propose a new concentration for existing graduate degrees.

A concentration is a subspecialty within a degree and major, which reflects that the student has fulfilled a designated, specialized course of study, which qualifies the student as having distinctive skills and training in one highly concentrated area of the major. Concentrations are formally-recognized educational designations (including the assignment of a university plan code for reporting/record-keeping purposes and appearance on the ASU transcript). Concentrations are to be distinguished from not formally recognized academic distinctions frequently referred to as "emphases," "tracks," "foci," "options," etc.

Submit the completed and signed (chairs, unit deans) proposal to the Office of Graduate Academic Programs. Mail code 1003 and electronic copies to eric.wertheimer@asu.edu or Denise.Campbell@asu.edu

Please type.

Form with fields: Contact Name(s): Linda Essig, Contact Phone(s): 7-8160, College/School/Division Name: Herberger Institute for Design and the Arts, Academic Unit Name: School of Theatre and Film, Existing Graduate Degree and Major under which this concentration will be established: Master of Fine Arts (MFA) in Theatre, Proposed Concentration Name: Arts Entrepreneurship and Management, Requested Effective Term and Year: (e.g. Spring 2012) Fall 2013, Do Not Fill in this information: Office Use Only, Plan Code, CIP Code.

1. Overview

- 1. Provide a brief description (not to exceed 250 words) of the new concentration (including the specific focus of the new concentration, relationship to other concentrations in this degree program, etc).

The MFA Theatre concentration in Arts Entrepreneurship and Management will provide students with the opportunity to learn as part of the unique MFA Theatre cohort currently consisting of Directing, Performance, and Performance Design. The new concentration teaches the skills of arts entrepreneurship, arts management, and arts marketing within the context of the MFA Theatre degree, also grounding the student in theories of performance, community-based arts, and theatre history and literature. Thus, students develop a holistic understanding of the role of arts managers as enablers of art-making. If students decide to apply to and concurrently pursue the Graduate Certificate in Nonprofit Leadership and Management (NLM), students in the MFA Theatre concentration in Arts Entrepreneurship and Management will gain a breath of knowledge in nonprofit studies, including finance and HR management. Finally, the concentration builds on the school's existing strengths in arts entrepreneurship as evidenced by its Pave Program, which operates a student arts venture incubator, provides undergraduate curriculum, present public programming, and published the first (and only) peer-reviewed journal in the field of arts entrepreneurship. Students will take coursework in entrepreneurship and substantially participate in entrepreneurial activities through collaboration with other MFA cohort members and/or individually.

2. Impact Assessment

- 1. Explain the unit's need for the new concentration (e.g., market demand, research base, direction of the discipline, and interdisciplinary considerations). How will the new concentration complement the existing degree program, including enrollment, national ranking, etc.?

The Arts Entrepreneurship and Management concentration of the MFA Theatre will fill a gap in the current MFA program that operates as a cohort of performers, directors, and designers. The program fills a state-wide and regional need as there are no graduate level programs in either theatre management or arts management in Arizona (U of A has a concentration in stage management but its focus is on theatrical production rather than organizational management and focuses solely on the production of plays of musicals). Further, the new concentration will extend the arts entrepreneurship focus of the Pave

program to be inclusive of graduate-level study. This is a growing but still emergent field, with graduate minors available only at Ohio State University and Southern Methodist University and concentrations at only two other schools, U of Iowa and Columbia College. Neither is the new concentration equivalent to an MBA degree or a focus in nonprofit management as it teaches entrepreneurship theory and business and nonprofit management from *within* the content-generating disciplines of the theatre and the arts defined more broadly.

2. Please identify other **related** ASU programs and outline how the new concentration will complement these existing ASU programs? **(If applicable, statements of support from potentially-affected academic unit administrators need to be included with this proposal submission.)**

Students in the MFA Theatre (Arts Entrepreneurship and Management) may decide to apply to and concurrently pursue the certificate in Nonprofit Leadership and Management in the School of Community Resources and Development because twelve of fifteen NLM certificate credits are required for completion of this concentration program. Several faculty in the School of Community Resources and Development have expertise in arts policy and nonprofit entrepreneurship that will be beneficial to our students and the faculty have indicated that students in the arts are a welcome addition to their courses in nonprofit studies.

3. Is this an interdisciplinary concentration? If yes, please address the relationship of the proposed concentration to other existing degree programs and any parallel or similar concentrations in these degree programs. **(Please include relevant Memoranda of Understanding regarding this interdisciplinary concentration from all applicable academic units.)**

This program is interdisciplinary in that it includes courses from the School of Human Resources and Development (see letter of support) and students can, if they choose to, obtain a certificate in Nonprofit Leadership and Management concurrent with the MFA Theatre (Arts Management and Entrepreneurship).

3. Academic Requirements and Curriculum

1. What are the total minimum hours required for the major and degree under which the proposed concentration will be established?

60 for the MFA in Theatre

(63 credit hours will be required if students decide to apply to and concurrently pursue the NLM certificate)

2. Please provide the admissions criteria for the proposed concentration. If they are identical to the admission criteria for the existing major and degree program under which this concentration will be established, you may attach a copy of these criteria as they appear on the departmental website, or other source (please indicate source). Please also list all undergraduate and graduate degrees and/or related disciplines that are required for admission to this concentration program.

Students must meet all admission requirements of the Graduate College. In addition, the School of Theatre and Film requires a minimum of 30 undergraduate semester hours of course work in theatre, film, dance, music, art, or business with a minimum GPA of 3.20 overall.

For the concentration in arts entrepreneurship and management, requirements also include:

1. Three letters of recommendation from professionals who can speak to the potential for success in arts entrepreneurship and/or management
 2. Résumé
 3. Sample of critical writing, such as a term paper or research project (in lieu of GRE scores)
 4. Statement of educational and professional objective
 5. Sample of materials indicative of the candidate's potential to succeed as an arts entrepreneur and/or manager. These might include, but are not limited to: publicity materials, marketing plans, budgets, stage management prompt books, grant proposals, business plans
 6. Interview (interviews may be conducted on campus or remotely)
3. If the proposed concentration is part of a larger, interdisciplinary agenda, please provide additional admission information related to students who may enter with various academic backgrounds, including expected entry-level competencies. As applicable, please also address the courses that must be taken to remedy any relevant deficiencies for incoming students.

N/A

4. What knowledge, competencies, and skills (learning outcomes) should students have when they graduate from this proposed concentration program? Examples of program learning outcomes can be found at (<http://www.asu.edu/oue/assessment.html>).

Students will gain the knowledge of management, audience development, finance, grant writing, and entrepreneurial theory

necessary to enable them to start and manage a nonprofit arts organization.

Graduates of the Arts Entrepreneurship and Management concentration under the MFA in Theatre will have the following knowledge, competencies, and skills.

Outcome 1: Graduates will demonstrate knowledge of management and entrepreneurship theory as applied to arts organizations.

Outcome 2: Graduates will demonstrate an ability to produce financial and marketing plans for arts organizations.

Outcome 3: Graduates will demonstrate an ability to coordinate and manage an arts event or arts organization.

5. How will students be assessed and evaluated in achieving the knowledge, competencies, and skills outlined in 3.D. above?

Examples of assessment methods can be found at (<http://www.asu.edu/oue/assessment.html>).

Students will have practical experience in managing the productions and business operations of the MFA cohort through a progressive series of increasing responsibilities, with formative assessment by program faculty, culminating in an applied project that includes documentation and an oral defense thereof. Specifically:

Measure 1: Students will be assessed on the outcome “demonstrate knowledge of management and entrepreneurship theory as applied to arts organizations” by completing the final exam/project in THP 551 (Arts Management) and THP 552 (Arts Entrepreneurship) with grades of B or better.

Performance 1.1 At least 80% of students will earn a grade of B or better in the final exam/project for these two courses on their first attempt.

Measure 2: Students will be assessed on the outcome “demonstrate an ability to produce financial and/or marketing plans for arts organizations” via their final applied project to be evaluated by a faculty committee.

Performance 2.1 At least 80% of students must complete applied project successfully on their first attempt.

Measure 3: Students will be assessed on the outcome “demonstrate an ability to coordinate and manage an arts event or arts organization” via the experiential learning garnered through THP 680, Practicum, evaluated by the practicum faculty.

Performance 3.1 At least 80% of students must successfully complete assignment on their first attempt.

6. Please provide the curricular structure for the proposed concentration.

- Additionally, please ensure that all **new** required course proposals have been submitted to the Provost’s office through the ACRES online course proposal submission system for approval before this concentration is put on the University Graduate Council and CAPC agendas.

Required Core Courses for the Degree			Credit Hours
<i>(Prefix & Number)</i>	<i>(Course Title)</i>	<i>(New Course?) Yes or No?</i>	(Insert Section Sub-total)
			15
THE 504	Studies in Dramatic Theory and Criticism	No	3
THE 500	Research Methods	No	3
THE 520	Theatre History and Literature	No	3
THP 519	Directing: Works in Progress	No	3
THP 514	Projects in Community-Based Theatre	No	3
Required Concentration Courses			Credit Hours
<i>(Prefix & Number)</i>	<i>(Course Title)</i>	<i>(New Course?)) Yes or No?</i>	(Insert Section Sub-total)
			27
THP 550	Theatre Organization and Management	No	3
THP 517	Stage Management	Yes	3
THP 551	Arts Management	No	3
THP 552	Arts Entrepreneurship	No	3

THP 598	Topic: Legal Issues in the Arts	No	3
THP 598	Marketing the Arts	No	3
NLM 510	Foundations of Nonprofit Management	No	3
NLM 520	Financial and Resource Management	No	3
NLM 540	Human Resources in Nonprofit Orgs.	No	3
<u>Elective or Research Courses</u> <i>(as deemed necessary by supervisory committee)</i>			<u>Credit Hours</u>
<i>(Prefix & Number)</i>	<i>(Course Title)</i>	<i>(New Course?) Yes or No?</i>	(Insert Section Sub-total) <u>12 – 15(*)</u>
THP 527	Design II: Conceptualization and Collaboration	No	3
NLM	NLM elective	No	3-6*
ARA or PAF 591	Art and Public Policy	No	3
	Elective in Entrepreneurship, Performance Technology, Art, or Music	No	3
<u>Culminating Experience</u> <i>E.g. - Capstone project, applied project, thesis (masters only) – 6 credit hours) or dissertation (doctoral only) – 12 credit hours) as applicable</i>			<u>Credit Hours</u> (Insert Section Sub-total) <u>3</u>
THP 693 – Applied Project with documentation and oral defense			3
<u>Other Requirements</u> <i>E.g. - Internships, clinical requirements, field studies as applicable</i>			<u>Credit Hours</u> (Insert Section Sub-total) <u>3</u>
THP 684 - Internship			1
THP 680 Practicum (students must take this one credit hour course twice)			1 + 1
<i>For doctoral programs – as approved by the student's supervisory committee, the program can allow 30 credit hours from a previously awarded master's degree to be used for this program. As applicable, please indicate the total credit hour allowance that will be used for this program.</i>			
Total required credit hours			60 (*)

*(63 if students decide to apply to and concurrently pursue the NLM certificate)

7. Please describe the primary course delivery mode, (e.g., online, face-to-face, off-site etc.). **Please note:** If this proposed initiative will be offered **completely** online, clearly state that in this section.

Most course-work is conducted in a face-to-face format; internship is conducted offsite.

8. Please **describe** the culminating experience(s) required for completion of the existing degree and major, and the proposed concentration (e.g., thesis, dissertation, comprehensive exams, capstone course(s), practicum, applied projects, etc.).

The applied project will be designed by the student and approved by the faculty committee. Depending on student interest, the project may be, but is not limited to, business planning for a new arts organization; marketing plans for a new or existing arts organization; substantive grant proposals in support of a new or existing arts organization; development of a five-year development plan for a new or existing arts organization. Additionally, student must submit a written paper encompassing both research leading to and reflection upon the applied project. An oral defense is also required.

9. Please **describe** any other requirements for completion of the existing degree and major, and the proposed concentration (e.g., internships, foreign language skills, etc.).

A one-credit hour internship at a nonprofit arts organization is required.

10. **For interdisciplinary programs**, additional sample curricular structures must be included as appendix items to this proposal relating to students with various academic backgrounds who may pursue the proposed concentration, including expected mastery of core competencies (e.g., course work, skills, and/or knowledge).

4. Administration and Resources

11. How will the proposed concentration be administered (including recommendations for admissions, student advisement, retention etc.)? Describe the administering body in detail, especially if the proposed concentration is part of a larger interdisciplinary agenda. How will the graduate support staff for this proposed concentration program be met?

This program will add three students* to an existing cohort of 16 MFA Theatre students admitted once every three years, their admission year offset from the existing cohort to best align practicum management experiences with the development of creative work by the existing cohort. Recommendations for admission will be made by the program faculty (Essig, Aberger) to the MFA cohort committee and subsequently to the Director of Graduate Studies. No additional administrative support is needed for this number of students. *The MFA Theatre *requires* admission to a specific concentration; while this small number of students could be accommodated via track in an open MFA, such tracking is not possible within our existing degree. There is no minimum enrollment for a concentration.

12. How many students will be admitted immediately following final approval of the concentration? What are enrollment projections for the next three years?

See A, above. Three students will be admitted to the new concentration every three years.

13. What are the resource implications for the proposed concentration, including any projected budget needs? For Doctoral students, how will the students be supported financially? Will new books, library holdings, equipment, laboratory space and/or personnel be required now or in the future? If multiple units/programs will collaborate in offering this concentration please discuss the resource contribution of each participating program. Letters of support must be included from all academic units that will commit resources to this concentration.

Faculty resources for the program have been made possible by Professor Essig's return to a full time faculty post in 2011 and the hiring in 2010 of Clinical Professor Aberger, who has extensive professional experience in theatre management. Financial support for students will be made available through the reallocation of funds. A very small number of books may need to be added to the library's holdings, but the cost of doing so is not significant. Our library specialist has been made aware of this new program.



14. Please list the primary faculty participants regarding this proposed concentration. For interdisciplinary concentrations, please include the relevant names of faculty members from across the University.

Name	Title	Area(s) of Specialization as they relate to proposed concentration
Linda Essig	Professor	Arts Entrepreneurship and Arts Management
Tom Aberger	Clinical Asst Professor	Theatre Management and Stage Management
Stephani Woodson	Associate Professor	Community Based Arts
Greg Bernstein	Professor of Practice	Legal Issues in the Arts
Matt Lehrman	Faculty Associate	Marketing the Arts
Mark Hager	Associate Professor	Nonprofit Leadership and Management
Laurie Mook	Assistant Professor	Nonprofit Finance/ Nonprofit HR Mgmt

15. Is there a graduate faculty structure for this concentration program that will differ from the original degree program graduate faculty structure (**for PhD programs only**)? If yes, please include the name of the graduate faculty group and whether they will participate in offering this concentration.

The structure will not differ.

5. Additional Material — Please attach any additional information that you feel relates to the proposed concentration. (Please label accordingly, i.e., Appendix or Attachment A, B, etc.)

Approvals (if the proposal submission involves multiple units, please include letters of support from those units)		
DEPARTMENT CHAIR or SCHOOL DIRECTOR (Please print or type)		
_____		2/7/2013
SIGNATURE		DATE
DEAN (Please print or type)		
_____		2/7/2013
SIGNATURE		DATE

The following section will be completed by the GC following the recommendations of faculty governance bodies.

EXECUTIVE VICE PROVOST FOR ACADEMIC AFFAIRS AND DEAN OF THE GRADUATE COLLEGE		
_____		_____
SIGNATURE		DATE

Please note: Proposals for new concentrations also require the review and recommendation of approval from the University Graduate Council, Curriculum and Academic Programs Committee (CAPC), the Academic Senate (Information item only), and the Office of the Provost before they can be put into operation.

The final approval notification will come from the Office of the Provost.



Memorandum

Date: January 8th, 2013

To: Heather Landes, Associate Dean

From: Jacob Pinholster, Director, School of Theatre and Film

Re: Proposal for new MFA concentration in Arts Entrepreneurship and Management

Dear Dean Landes and the Herberger Institute Curriculum Committee:

The School of Theatre and Film graduate curriculum committee has reviewed and approved the proposal for the establishment of a new MFA concentration in Arts Management and Entrepreneurship. My signature below indicates my support for this proposal.

If applicable, state your requested corrections/additions you wish to have added to the proposal:

None.

Sincerely,

Signature of Reviewer

A handwritten signature in black ink, appearing to be "Jacob Pinholster", written over a horizontal line.

Date:

1/8/13

From: [Kay Faris](#)
To: [Heather Landes](#)
Cc: [Linda Essig](#); [Kay Faris](#)
Subject: RE: MFA in Arts Entrepreneurship
Date: Friday, February 08, 2013 12:48:27 PM

Heather, I have already heard back from our faculty and they have no concerns with the proposal or program. If you or anyone have any questions, please let me know. Best wishes

Kay A. Faris
Associate Dean
W. P. Carey School of Business
Arizona State University
Tempe, AZ 85287-3406
480-965-7587 (voice)
480-965-3846 (fax)

From: Heather Landes
Sent: Friday, February 08, 2013 10:59 AM
To: Kay Faris
Cc: Linda Essig
Subject: MFA in Arts Entrepreneurship

Dear Kay,

I have attached a completed proposal for a new MFA in Theatre concentration in Arts Management.

I'm writing to request an impact statement from the W. P. Carey School of Business for this proposal. Linda Essig also reached out to Sidnee Peck.

Can you and your faculty review this and let me know if you are supportive and/or have any concerns about the proposal by Thursday, Feb. 14?

Thank you,
Heather

Heather Landes
Associate Dean
Interim Director, School of Music

[ASU Herberger Institute for Design and the Arts](#)
Dixie Gammage Hall, Rm. 132
PO Box 872102
Tempe, AZ 85287-2102

p: 480.965.0050
f: 480.727.6529

August 22, 2012

Linda Essig
Director, Pave Program in Arts Entrepreneurship
ASU School of Theatre and Film
PO Box 872002
Tempe AZ 85287

Dear Linda,

This letter is to confirm our support of the proposed MFA Theatre - Arts Management concentration which will include 12 to 15 credits in Nonprofit Leadership and Management. We understand that this degree program will include NLM 510, 520, 540, and one or two other NLM courses approved by the School of Theatre and Film and NLM advisors. We hope that your students will opt for the entire 15 credit graduate certificate in Nonprofit Leadership and Management but also understand that they make take only 12 credits of NLM classes if they prefer to keep with the usual 60 credits required for the MFA. We look forward to having your students in our classes and are pleased to have this partnership with the School of Theatre and Film.

Sincerely,



Kathleen Andereck
Director and Professor