

MS in Arts Administration and Cultural Entrepreneurship

New Degree Proposal

College of Arts, Media and Design
Department of Music

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Program Rationale

The American arts and cultural industries are key drivers of our nation's economy: A study conducted by the Arts and Cultural Production Satellite Account (ACPSA),¹ a collaboration of the National Endowment for the Arts and the U.S. Department of Commerce's Bureau of Economic Analysis (BEA), revealed that the arts and cultural sectors contributed \$729.6 billion or 4.2 percent to the U.S. economy in 2014. Between 1998 and 2014, the contribution of arts and culture to the nation's gross domestic product grew by 35.1 percent.²

While the economic impact of the arts and cultural industries can be measured, their social impacts are often underestimated: Music, dance, visual art, and theatre are as critical to how we perceive, interpret, and critique the world and people around us as our language. The arts articulate our beliefs, politics, familial and community ties, and history. As Hilary Glow, Director of the Arts and Entertainment Management Program at Deakin University writes, "the arts manager is not simply concerned with the technical function of management, but playing an intellectual role in critically reflecting on the construction of knowledge in the cultural domain."³

In today's digitally driven, highly competitive, and increasingly global economy, traditional institutions for visual and performing arts face critical sustainability challenges. Leaders in the arts must adopt the creative thinking and problem-solving skills of an entrepreneur, in order to envision new models for creative practice, audience engagement, and funding.

Arts administrators are the bridge between creative practitioners and audiences, and between arts institutions and supportive stakeholders. Graduate programs in arts administration must prepare arts leaders to both convey the human necessity of creative expression and apply creative thinking to manage resources, inspire audience engagement, and sustain financial support. The arts, and audience opportunities to experience them, are more dynamic and diverse than ever before, flourishing in major arts institutions as well as non-hierarchical organizations, from artist-run spaces and community organizations to annual festivals and pop-

¹ The ACPSA is the first federal effort to provide in-depth analysis of the arts and cultural sector's contributions to the U.S. economy.

² National Endowment for the Arts, April 19, 2017 (<https://www.arts.gov/news/2017/latest-economic-data-tracks-arts-and-cultural-jobs-state>).

³ Glow, Hilary. "Taking a Critical Approach to Arts Management." *Asia Pacific Journal of Arts and Cultural Management* 7(2): 585-594.

up exhibitions. It is time for a transformation in leadership training that matches the ingenuity of today's most exciting experiments in music, dance, theatre, and the visual arts. Arts leaders must also be equipped with the administrative, analytical, and technological skill sets necessary to excel within the complex, interdependent arts ecosystem.

Program Description

The College of Arts, Media and Design proposes an interdisciplinary Master of Science in Arts Administration and Cultural Entrepreneurship (AACE), in order to meet the changing needs of arts leaders, from administrators in arts institutions to creative practitioners and entrepreneurs eager to make their art start-up a reality. The program focuses on leadership innovation in a range of performance, visual arts, and cultural organizations. As an intellectual and practical course of study that merges the expertise of academics, creative professionals, administrators, and entrepreneurs, the program's aim is to support sustainable creative practice.

The MS in Arts Administration and Cultural Entrepreneurship will challenge students to create diverse, viable, and sustainable projects and organizations; use entrepreneurial practices to develop and deploy new arts-focused business and analytical skills; and design innovative strategic planning and engagement strategies. Course and project work will embed experiential opportunities to explore and demonstrate transformational arts management approaches.

The MS in Arts Administration and Cultural Entrepreneurship combines existing graduate certificates with additional experiential electives in arts leadership. It is the first in a series of potential graduate programs offered by CAMD that would offer interdisciplinary master's degrees delivered in online and hybrid formats. This model gives students the flexibility of completing their degree, when and where they are capable, and the freedom to individualize their education and forge personal career pathways.

Program Format

The proposed MS in Arts Administration and Cultural Entrepreneurship combines individual graduate certificate programs offered fully online, plus two additional experiential electives in arts leadership. Students in the Boston area have the option to complete experiential study coursework with existing institutional partners, as well as to enroll in on-campus courses offered through CAMD's Music Industry Leadership, Art + Design, and Theater programs. These graduate programs have shared interests across

the fields of organizational management, intellectual property management, research, and marketing.

Degree Level: Master of Science

Program Length and Delivery Method: 30 SH, hybrid

Implementation: September 2018

Contribution to College and University Mission

The MS in Arts Administration and Cultural Entrepreneurship complements Northeastern University’s mission to “create and translate knowledge to meet global and societal needs” by forefronting and contributing centrally to the vitality of the arts as a universal human need. It supports the University’s commitment to training students in multi-disciplinary leadership, decision-making, and entrepreneurial thinking through experiential learning and creative practice. The creative economy is especially critical to urban economic and social resilience. Therefore, the program supports the University’s interest in urban engagement, with special emphasis on strategic partnerships in the Boston area. As a hybrid program accessible to arts leaders worldwide, it concurrently supports Northeastern’s dedication to innovative global engagement.

CAMD’s goal is to establish a lead role—and, thereby, Northeastern University’s distinctiveness—in the shift from traditional curriculum design for arts administration, with its emphasis on nonprofit, brick-and-mortar institutions, to entrepreneurial models for creative resilience.

The MS in Arts Administration and Cultural Entrepreneurship additionally creates opportunities for CAMD students and faculty to work cooperatively with private and public sector organizations, in order to build academic partnerships around creative practice and public programming.

Links to Other Programs

Students enrolled in the MS program in Arts Administration and Cultural Entrepreneurship may choose from a range of on-campus Music Industry courses that intersect their work. Students in the Music Industry Leadership program have also enrolled in AACE courses. These graduate programs have shared interests across the fields of performing arts; innovation; and community, culture, and commerce studies

and, accordingly, have potential affinities with research and graduate education in DMSB and CSSH. A DMSB Entrepreneurship course in business planning, previously approved for the Cultural Entrepreneurship certificate is an additional elective option. Graduate credits offered by this degree do not count toward MBA programs at Northeastern University, however.

The AACE curriculum would also be enriched by electives within the Art+ Design and Theater Departments, including courses on experience design and performance studies. Finally, the program may be combined with future CAMD certificates in Music, Theatre, and the Interdisciplinary Arts, in support of future interdisciplinary graduate programs in Entrepreneurship for the Arts and Critical Creative Practice, both are currently under development.

The proposed MS in Arts Administration and Cultural Entrepreneurship broadens the Music Department's graduate offerings and acknowledges the core managerial and entrepreneurial competencies required of leadership positions in the performing and visual arts. An MS in Arts Administration and Cultural Entrepreneurship would allow a continuation for undergraduates in CAMD programs and present a more thorough graduate offering in arts leadership for continuing-education professionals, in Boston and around the globe.

Program Clientele Analysis and Evidence of Demand

The creative industries are composed of “arts-centric businesses that range from nonprofit museums, symphonies, and theaters to for-profit film, architecture, and advertising companies.”⁴ What these industries have in common is their application of creativity, cultural knowledge, and business savvy to produce intellectual property—products, programs, and services—with deep cultural meaning and significant social impact. The arts and cultural sectors are a profound and essential part of any community.

The creative industries are also economic drivers for both urban and rural economic renewal. In Europe, cultural and arts sectors are a significant driver of growth and employment, accounting for 3.3% of the GDP and employing 6.7 million people.⁵ The United Nations Conference on

⁴ Americans for the Arts, “Creative Industries” (<https://www.americansforthearts.org/by-program/reports-and-data/research-studies-publications/creative-industries>).

⁵ European Parliamentary Research Service, “European Cultural & Creative Sectors as Sources for Economic Growth & Jobs,” April 17, 2013.

Trade and Development's "Creative Economy Report," encompassing more than 130 countries, found that the creative industries are among "the most dynamic emerging sectors in world trade."⁶ Across the United States, over 673,000 organizations dedicated to arts and culture employ nearly 3.5 million people. According to Americans for the Arts, "Arts businesses and the creative people they employ stimulate innovation, strengthen America's competitiveness in the global marketplace, and play an important role in building and sustaining economic vibrancy."⁷ Nearly 1.6 million Americans work within a broad range of disciplines in the visual and performing arts alone.⁸

In Fall 2014, the Northeastern University Global Network team conducted a detailed survey of potential applicants, industry partners and employers. Arts and cultural administration was identified as an area with strong potential for graduate program development, including both professional master's degrees and graduate certificates. The market research confirmed demand for arts administration-related programming, with a focus on "business, marketing, information management and technology content areas," as well as education and community outreach, cultural programming and entrepreneurship, grant writing and fundraising, and audience development. The study showed that "employers were enthusiastic about Northeastern's commitment to the Arts and this effort to develop graduate programs that would meet the changing demands of the marketplace."⁹ A major conclusion of the study is that there is a need for "transformational leadership" that can address the financial and artistic needs of diverse institutions within a global and increasingly technology-based sector.

All students currently enrolled in the Arts Administration and Cultural Entrepreneurship certificate programs have indicated that they would likely continue their education at Northeastern, if the MS degree is approved. Prospective students have also indicated that they are more likely to apply for an MS degree-granting program than for a certificate program, citing the more prestigious credentials and access to financial aid as primary motivating factors.

The MS targets two major markets: The first includes professionals and recent undergraduates from diverse performing and visual arts disciplines who are seeking to expand their leadership acumen and develop in-depth communication and managerial skills to create, elevate, or transform their own organization. This includes B2B groups and "intra-preneurs," or working

⁶ December 2010 UNCTAD Creativity Economy Report.

⁷ "Creative Industries" (<https://www.americansforthearts.org/by-program/reports-and-data/research-studies-publications/creative-industries>).

⁸ Cohen, Randy, "The Health and Vitality of the Arts," Americans for the Arts artsblog.com, September 20, 2013.

⁹ Arts Administration Demand Assessment and Program Design Research, Northeastern University Global Network, January 16, 2015.

professionals seeking to innovate within their own organization by creating new products, services, administrative models, or configurations inside an existing organization, community, or industrial sector.

The second major market includes “artist-producers,” or musicians, visual artists, filmmakers, choreographers, actors, composers, play writers, directors, designers and other creative practitioners. These highly skilled artists must be adept at producing and marketing their own work, creating their own small companies, collaborating with artists from other media, and attracting diverse stakeholders in their career or start-up enterprise. This target presents a unique and global opportunity: There are currently no arts administration programs specifically addressing this demographic.

Located within a research university with a strong experiential learning environment, this interdisciplinary program has an inherent competitive advantage over traditional arts administration programs. Aspects that set it apart from other graduate programs include:

- A curriculum that addresses current challenges facing arts and cultural organizations, artists and cultural administrators, delivered through hybrid online/on-campus coursework or as a fully online program;
- An approach that expands the natural capacity for leadership among creative practitioners by empowering leaders to express their ideas effectively and prioritize alignment, cooperation, and partnership;
- The development of a broad range of managerial and entrepreneurial skills applicable to a variety of positions within arts and cultural organizations.
- An approach that harnesses technology in the pursuit of artistic and cultural expression: This program incorporates digital management, marketing, and programming practices, including art-specific approaches to social media marketing, data analytics, mobile application development, and context-rich systems;
- An experiential program, providing students with decision-making experiences that emulate and connect with the real world;
- Preparation “to balance aesthetic understanding with specialized skills in generating income, managing boards, stimulating public access, and sustaining the mission and vision of organizations whose primary purpose is the delivery, presentation, and preservation of arts and culture,”¹⁰ within an increasingly competitive economic and cultural environment.

¹⁰ Standards for Graduate Program Curricula by the Association of Arts Administration Educators, Spring 2012.

- The support of Boston-area arts-related institutions: According to a study conducted in Fall 2014 by the Northeastern University Global Network (NUGN) team, “Arts industry employers are eager to partner and collaborate closely” with Northeastern and the College of Arts, Media and Design on the creation and delivery of arts management graduate offerings. Partnerships with institutions such as the Museum of Fine Arts and the New England Conservatory constitute a major asset to this program. Our ongoing collaborations with other Boston institutions offer additional development resources and supplemental offerings of great value to the faculty and students in this program.

Competing Degree Programs

The Association for Arts Administration Educators reports a total of 85 institutions worldwide that currently offer arts administration certificate or master’s degrees.¹¹ Columbia College-Chicago, Carnegie Mellon University, and the California College of the Arts are the leading institutions by conferrals. Northeastern’s local competitors include Boston University, Emerson College, and Western New England University. As of 2012, only two of the top ten providers, Drexel University and Savannah College of Art and Design, offered an online delivery format. Conferrals at these two schools grew by 128% from 2010 to 2012, much faster than the 20% growth across the remaining eight top providers, which have on-ground programs. This signals increasing student demand for flexible formats in this field. Northeastern has a strong opportunity to differentiate from these existing programs by promoting its strong brand name and close proximity to the arts and cultural amenities that Boston offers.

Regional Alignment

The top locations for job postings requesting graduate-level credentials in arts and culture industries are New York City and Los Angeles.¹² Nearly 460,000 New Yorkers and nearly 675,000 Californians work in the arts and cultural industries.¹³ Boston ranks Number 10 nationwide, with a total of 287 arts administration job postings alone. Statewide, Massachusetts employs nearly 130,000 arts-related workers. The City of Toronto offers additional employment in the region, with nearly 130,000 workers in the cultural labor force.¹⁴ Boston’s vibrant creative

¹¹ See Appendix.

¹² Arts Administration Demand Assessment and Program Design Research, Northeastern University Global Network, January 16, 2015.

¹³ National Endowment for the Arts, “Arts-related Employment 2014” (https://www.arts.gov/sites/all/modules/custom/nea_infographics/adp-13/).

¹⁴ Artscape, *Canadian Arts, Culture and Creative Sector: Compendium of Key Statistics*, 2015 (http://www.artscapediy.org/getattachment/Creative-Placemaking/Defining-the-Creative-and-Cultural-Sector/Canadian-Arts,-Culture-and-Creative-Sector-Statist/2016-02-24_Compendium_Vol_II.pdf.aspx).

industries and proximity to major labor markets for creative industries, including New York and Toronto, present an exciting market opportunity for CAMD's proposed degree.

Educational Objectives

Students will gain the relevant skills needed to assume professional leadership roles in the evolving, interdisciplinary field of arts and cultural administration. Upon earning the MS degree, students will possess the knowledge to:

1. Create and successfully lead new and/or existing arts and cultural organizations;
2. Assess the potential impact and social dimension of arts-sector markets, competition, and opportunities;
3. Acquire the skills needed to lead teams and make effective decisions while preserving artistic and creative independence;
4. Apply strategic vision and global perspective to arts and cultural practices;
5. Foster entrepreneurship and innovation within arts and cultural organizations.

Admission Criteria

Requirements for admission include:

1. A completed application form with application fee
2. 2 letters of recommendation
3. Official transcripts from all undergraduate and graduate institutions previously attended
4. International applicants must provide proof of English proficiency (minimum TOEFL score of 100 on the internet-based exam (IBT), or 250 on the computer-based exam).

Applicants with an undergraduate GPA of 3.0 or better will be favored for admission to the MS program.

Curriculum and Degree Requirements

The MS in Arts Administration and Cultural Entrepreneurship comprises 30 semester hours. The program will be offered in an online or hybrid delivery method. Core courses include embedded experiential elements. Course components engage with interdisciplinary aspects of arts and cultural fields, and projects and research undertaken will also have an interdisciplinary focus. Students will be expected to work both individually and collaboratively.

MS in Arts Administration and Cultural Entrepreneurship Degree Requirements: 10 courses

Arts Administration Foundation	
AACE 6000 Organizational Leadership in the Arts	3
AACE 6010 Strategic Planning for the Arts	3
AACE 6020 Experiential Study in Arts Administration	3
Arts Administration Directed Elective (complete one of the following)	3
AACE 6110 Information Technology for Arts and Cultural Organizations	
elective option #2 (tbd)	
elective option #3 (tbd)	
Cultural Entrepreneurship	
AACE 6200 Programming and Community Engagement for Cultural Entrepreneurs	3
AACE 6210 Building Value through Cultural Enterprise	3
AACE 6220 Experiential Study in Cultural Entrepreneurship	3
Cultural Entrepreneurship Directed Elective (complete one of the following)	3
ENTR 6212 Business Planning for New Ventures	
ENTR 6210 Managing Operations in Early Stage Ventures	
ENTR 6214 Social Enterprise	
ENTR 6216 Global Social Entrepreneurship and Innovation	
ENTR 6218 Business Model Design and Innovation	
TECE 6222 Emerging and Disruptive Technologies	
TECE 6250 Lean Design and Development	
Experiential Electives in Arts Leadership	6
<i>(complete two of the following, not already taken above)</i>	
AACE 6100 Marketing and Promotion for the Arts	
AACE 6110 Information Technology for Arts and Cultural Organizations	
AACE 6120 Sustainable Funding for the Arts	
AACE 6xxx Advocacy For and Through the Arts	
AACE 6xxx Innovative Approaches to Audience Engagement	
ARTG 6310 Design for Behavior and Experience	
MUSI 5540 Special Topics in Music Industry (E.g., Ethnography for the Creative Industries)	
MUSI 6000 Management of Music Organizations	
MUSI 6300 Intellectual Property for Music Management	
MUSI 6400 Marketing Strategies in the Music Industry	
THTR 5100 Performance Studies	
Total	30

Sample Plan of Study

1	AACE 6000 Organizational Leadership in the Arts AACE 6010 Strategic Planning for the Arts	AACE 6020 Experiential Study in Arts Administration Arts Administration Directed Elective
2	AACE 6200 Programming and Community Engagement for Cultural Entrepreneurs AACE 6210 Building Value through Cultural Enterprise Experiential Elective #1	AACE 6220 Experiential Study in Cultural Entrepreneurship Cultural Entrepreneurship Directed Elective Experiential Elective #2

Existing Course Descriptions:

AACE 6000 Organizational Leadership in the Arts

(existing course, proposed modification of focus. Previous title: Arts and Culture Organizational Leadership)

Offers an overview and introduction to leadership knowledge areas, tools, and skills required for leadership positions in the arts. Key topics include issues and challenges in the management of arts organizations and creative resources; leadership characteristics and techniques; board formation and management; HR recruitment and retention; funding sources; audience outreach; and operational practices. The course also introduces the core management competencies required for mission-driven organizations.

AACE 6010 Strategic Planning for the Arts

(existing course, proposed modification of focus. Previous title: Planning for Arts and Cultural Organizations)

Offers an introduction to knowledge areas and primary skill sets for planning, launching, and sustaining arts and cultural organizations. Key topics include market research and community engagement in the arts and culture sector; building and communicating a vision, mission, and values; applying and managing traditional funding and identifying new funding opportunities, including stewardship and resource monetization; developing flexible and forward-thinking plans for programming and audience engagement; and overcoming planning challenges unique to the arts. Case studies will introduce non-profit, for-profit, and hybrid institutions to stimulate creative and innovative thinking about organizational management, programming, and funding models for the arts.

AACE 6020 Experiential Study in Arts Administration

(existing course, proposed modification to include a hybrid, service-learning option)

Offers students an opportunity to learn best practices in project management for the arts, including how to assess and scope a project, develop a timeline with clear action items and goals, relay needs and expectations to artists and other stakeholders, and measure and communicate project results. The course will enable students to apply their professional skill sets, build competency around key areas of individual interest, and bridge theory with practice. Students in the Boston area are invited to enroll in the hybrid, Service-Learning version of the course, through which they will work with a partner institution in art, music, dance, or theatre to develop and implement their course project. The course supports the development of professional communication and teamwork, project and audience management, and performance measurement.

AACE 6100 Marketing and Promotion for the Arts

(existing course, proposed modification to focus on audience-centered marketing and promotion. Previously titled Arts and Cultural Marketing, Education and Community Outreach)

The viability and resilience of a cultural organization depends upon its relevance and reach. Successful public programs and communications plans that place audience needs and desires first will sustain audience loyalty and support audience-building potential. This course prepares students to think resourcefully and strategically about audience and community engagement as the primary focus of all marketing activities. In addition to core marketing topics like branding and organizational identity, public programming, and social media engagement, the course presents a range of case studies highlighting creative, innovative, and audience-centered marketing. Students will prepare a robust marketing plan for an existing artist, program series, or organization, through which they will undertake market research and segmentation and develop an integrated marketing strategy, campaign timeline, budget, and performance metrics.

AACE 6110 Harnessing Technology for the Arts

(existing course, proposed modification to course description. Previously titled IT Tools and Techniques for Arts and Cultural Organizations)

Offers students with little prior experience in information technology with the opportunity to obtain a clear and current understanding of key IT concepts and tools, set within the context of arts management. Students will map technology to strategy in task management, marketing, creative output, public programming, research, and budget tracking. Students will also evaluate IT challenges, apply best-practice frameworks, identify business needs, and compare technical solutions in order to minimize cost and maximize strategic alignment. The course combines readings, casework, video lectures, screen casts, guest videos, and a hands-on approach to researching solutions and achieving goals.

AACE 6120 Sustainable Funding for the Arts

(existing course, proposed modification to title and description to reflect a range of funding models in the arts. Previously titled Grant Writing and Fostering Investment in Arts and Cultural Ventures)

Presents a range of funding models and fundraising opportunities available to creative practitioners and modern arts institutions. Students are introduced to the history and current trajectory for city, state, and federal funding for the arts, as well as diverse funding models, from stewardship and crowdfunding to corporate sponsorship. Students gain competencies in grant writing, developing sponsorship packages and pitches, and budget tracking and grant reporting.

AACE 6210 Building Value through Cultural Enterprise

Explores the types of value that are inherent in most arts organizations, including their educational and community contributions. The course also identifies unexpected values, such as health and wellness. By identifying the numerous and diverse values their work produces, entrepreneurs and artists alike will be prepared to identify and engage their target audiences, collaborators, and stakeholders and communicate their outcomes and impacts to constituents.

AACE 6220 Experiential Study in Cultural Entrepreneurship

(existing course, proposed modification to include a hybrid, service-learning option)

Offers students an opportunity to learn best practices in project management for the cultural entrepreneur, including how to assess and scope a project, develop a timeline with clear action items and goals, relay needs and expectations to artists and other stakeholders, and measure and communicate project results. The course will enable students to apply their professional skill sets, build competency around key areas of individual interest, and bridge theory with practice. Students in the Boston area are invited to enroll in the hybrid, Service-Learning version of the course, through which they will work with a partner institution in art, music, dance, or theatre to develop and implement their course project. The course supports the development of professional communication and teamwork, project and audience management, and performance measurement.

On-campus CAMD Courses

MUSI 5540 Ethnography for the Creative Industries

This course considers the various roles that ethnography can play in creative industries, including how ethnographic research might support strategic decision-making and enrich

creative practice and artmaking. Students work together on a class project with an external client organization (e.g., the Boston Center for the Arts), conduct small individual ethnographic projects, and experiment with different forms of documenting and presenting ethnographic research.

MUSI 6000 Management of Music Organizations

Examines approaches used to manage and oversee various music organizations, including managing change, decision making, negotiation and presentation skills, and assessing management style. Successful music industry leaders must be well grounded in traditional management knowledge and practices and prepared to tailor these skills to the unique management needs of the creative industries.

MUSI 6300 Intellectual Property in the Creative Industries

Focuses on the regulatory frameworks and converging media law. Topics include contracts, licensing, standards, and best practices in intellectual property both at a national and international level.

MUSI 6400 Marketing Strategies in the Music Industry

Examines the role of strategic planning in developing effective marketing programs that enhance the overall performance of a music organization. Specific topics include consumer behavior, market segmentation, targeting, customer equity, brand equity, brand positioning, marketing research, product policy, pricing strategy, distribution channels, marketing communications, global branding, new product development, and social marketing.

ARTG 6310 Design for Behavior and Experience

Examines the potential of interfaces as mediators between information and users. Explores iterative prototyping and research methods to analyze patterns of behavior and implications of interface on effective communication. Utilizes observation, empathy, ethnography, and participatory design methods to offer students an opportunity to increase their understanding of audiences' and stakeholders' motivations and expectations.

THTR 5100 Performance Studies

Examines how live performance operates within the contexts of everyday life, interpersonal communication, performance art, and theatrical events. Offers an introductory exploration of the interdisciplinary field of performance studies, investigating performance as a method of creating new knowledge by examining foundational performance theory, using theoretically-

grounded methods of creating performance, and developing performances as research. Culminates in the creation of original collaborative performance projects.

New Course Descriptions:

AACE 6xxx Advocacy for and through the Arts

In an economic and political climate that often casts music and art as liberal luxuries, the resilience of the creative industries will depend on innovative strategies to fundraising, as well as the capacity to articulate art's important community impacts. This course prepares students to communicate the tangible and intangible value of the arts for diverse stakeholders and advocate for funding, policy, and developmental support, at the municipal, state, and federal levels. The course also challenges students to identify the practical, professional, and humanitarian benefits of public service and to pursue equality and human dignity in their own careers. Students will identify how their professional social responsibility can attract new audiences, collaborators, and investors and foster employee retention.

AACE 6xxx Innovative Approaches to Audience Engagement

This course presents case studies of organizations that have taken innovative approaches to reaching new audiences. Beyond First Fridays or school visits, they have listened to the needs of community members and delivered the arts, when and where they need them. The course showcases organizations that have provided career-building platforms for local artists, facilitated creative, community-based programming and events, and promoted youth-enrichment. From block parties to house concerts and pop-up exhibitions, they have taken innovative approaches to art production and curation to deliver value to a diverse and deserving audience base. The course prepares students to develop creative audience engagement strategies and imagine new spaces for artistic experience.

Program Assessment

The certificate's curriculum development, delivery, and assessment will be managed by a Graduate Program Coordinator and full-time faculty member in the Music Department. The Graduate Program Coordinator will maintain relationships with arts professionals and program alumni and an active membership in professional Arts Administration associations, in order to inform the program's resilience and receptiveness in the ever-changing arts world.

An external advisory board will be established, composed of Northeastern University faculty in related research areas and professionals with specialization in arts administration or cultural

entrepreneurship. The group will meet annually and make recommendations on the relevance and quality of the curriculum and student outcomes. End-of-course surveys will supplement TRACE evaluations in all courses to assess student satisfaction and perception of learning. Focus groups will be conducted with students to gather data on their experience with the program. Annual alumni surveys will collect data on employment and perceptions of how well the program prepared students.

Institutional metrics and program records that measure program success include enrollment, completion, and persistence rates; employment post-graduation; and employer surveys.

Resources

Space Needs: No new space or facilities needs are anticipated, other than the use of existing classrooms for on-campus components of the hybrid courses.

Library Needs: No major additional demands on library resources are anticipated.

Course Development and Marketing: Responsibility for hybrid course development, program marketing, student recruitment, and lead nurturing will be shared with NUGN. Additional faculty members will need to be recruited to oversee several modified courses, as well as new course development and delivery. Candidates in Boston and New York have been identified to support online curriculum development, which will require on-campus course building and video production. New faculty have extensive experience in arts leadership, either as creative practitioners, entrepreneurs, or academics.

Students admitted from outside of the college and university will create new revenue for the College. We will additionally work closely with CAMD development staff and other colleges at Northeastern to bring sponsored projects and industry resources to support a growing network of advisors and guest speakers.

Appendix

Worldwide Graduate Degree Programs in Arts Administration

American University Certificate in Arts Management	Washington, DC United States	Certificate (Graduate)
American University Certificate in Technology in Arts Management	Washington, DC United States	Certificate (Graduate)
American University Graduate Certificate in International Arts Management	Washington, DC United States	Certificate (Graduate)
American University MA in Arts Management	Washington, DC United States	MA (Graduate)
Arizona State University MFA Theatre (Arts Entrepreneurship and Management)	Tempe, AZ United States	MFA (Graduate)
Arizona State University Master of Arts in Creative Enterprise and Cultural Leadership	Tempe, AZ United States	Certificate (Graduate)
Bath Spa University MA in Arts Management	Bath United Kingdom	MA (Graduate)
Boston University Fundraising Management Graduate Certificate	Boston, MA United States	Certificate (Graduate)
Boston University Graduate Certificate	Boston, MA United States	Certificate (Graduate)
Boston University MS in Arts Administration	Boston, MA United States	Certificate (Graduate)
Brooklyn College Performing Arts Management	Brooklyn, NY United States	Certificate (Graduate)

California State University Theatre Management	Long Beach, CA United States	(Graduate)
Carnegie Mellon University Master of Arts Management Program	Pittsburgh, PA United States	MA (Graduate)
Carnegie Mellon University Masters of Entertainment Industry Management	North Hollywood, CA United States	MA (Graduate)
Castleton University Online Masters in Arts Administration	Castleton, VT United States	MA (Graduate)
Chicago College of the Performing Arts Masters in Performing Arts Administration	Chicago, IL United States	MA (Graduate)
Claremont Graduate University Sotheby's Institute of Art -- MAAB	Claremont, CA United States	MA (Graduate)
Claremont Graduate University Sotheby's Institute of Art -- MAAM	Claremont, CA United States	MA (Graduate)
Colorado State University (LEAP Institute for the Arts) Master of Arts Leadership and Administration	Fort Collins, CO United States	MFA (Graduate)
Columbia University Teachers College Program in Arts Administration	New York, NY United States	MA (Graduate)
DePaul University Arts Leadership	Chicago, IL United States	MFA (Graduate)
Drexel University Arts Administration	Philadelphia, PA United States	MS (Graduate)
Drexel University Online Arts Administration Graduate Program	Philadelphia, PA United States	MS (Graduate)
Eastern Michigan University MA Arts Management Program	Ypsilanti, MI United States	MA (Graduate)

Elon University Arts Administration	Elon, NC United States	(Graduate)
Emerson College Dept. of Performing Arts	Boston, MA United States	MA (Graduate)
Florida State University Arts Administration (MA)	Tallahassee, FL United States	Certificate (Graduate)
Florida State University Arts Administration (Ph.D.)	Tallahassee, FL United States	Certificate (Graduate)
Florida State University MA in Arts Administration (Music)	Tallahassee, FL United States	MA (Graduate)
Florida State University MFA in Theatre Management	Tallahassee, FL United States	MFA (Graduate)
Florida State University Master of Fine Arts in Theatre Management (Arts Leadership)	Tallahassee, FL United States	MFA (Graduate)
Furman University Arts Administration	Greenville, SC United States	MA (Graduate)
George Mason University Arts Management	Fairfax, VA United States	MA (Graduate)
Goldsmiths - University of London Arts Administration and Cultural Policy, Creative and Cultural Entrepreneurship, Social Entrepreneurship, Cultural Policy, Relations and Diplomacy, Cultural Policy and Tourism	London United Kingdom	Certificates (Graduate)
Goucher College Arts Administration Program	Baltimore, MD United States	Certificate (Graduate)
HEC Montréal PhD Marketing and Management	Montreal, QC Canada	Ph.D. (Graduate)

Humber College Arts Administration & Cultural Management	Toronto, ON Canada	Certificate (Graduate)
Indiana University Arts Administration	Bloomington, IN United States	MA (Graduate)
LASALLE College of the Arts MA Arts & Cultural Management	Singapore Singapore	MA (Graduate)
Le Moyne College Graduate Programs in Arts Administration	Syracuse, NY United States	MS (Graduate)
Michigan State University Masters in Arts and Cultural Management	East Lansing, MI United States	MA (Graduate)
New York Institute of Technology Leadership in the Arts and Entertainment Industries	New York, NY United States	MA (Graduate)
New York University Performing Arts Administration	New York, NY United States	MA (Graduate)
New York University Visual Arts Administration MA Program	New York, NY United States	MA (Graduate)
Northwestern University MS in Leadership for Creative Enterprises	Evanston, IL United States	MS (Graduate)
Queen Margaret University MA in Arts, Festival and Cultural Management	Edinburgh, SCT United Kingdom	Certificate (Graduate)
Rowan University College of Graduate & Continuing Education M.A. in Theatre: Arts Administration	Glassboro, NJ United States	MA (Graduate)
Saint Mary's University of Minnesota Arts and Cultural Management	Minneapolis, MN United States	MA (Graduate)

Savannah College of Art and Design Business Design and Arts Leadership	Savannah, GA United States	MA (Graduate)
School of the Art Institute of Chicago Arts Administration and Policy	Chicago, IL United States	MA (Graduate)
Seattle University Arts Leadership	Seattle, WA United States	MFA (Graduate)
Shenandoah Conservatory Performing Arts Leadership and Management	Winchester, VA United States	MS (Graduate)
Shizuoka University of Art and Culture Graduate School of Cultural Policy and Management	Hamamatsu, Shizuoka-ken Japan	Certificate (Graduate)
Showa University of Music Music and Arts Management	Kawasaki, Kanagawa Japan	MA (Graduate)
Sookmyung Women's University, Graduate School of Public Policy, Program in Arts and Cultural Administration Art and Cultural Administration	Seoul Korea	MA (Graduate)
Southern Methodist University Arts Management Graduate Program	Dallas, TX United States	Certificate (Graduate)
Southern Utah University Arts Administration	Cedar City, UT United States	MFA (Graduate)
Stephens College School of Performing Arts	Columbia, MO United States	(Graduate)
Sweet Briar College Arts Management	Sweet Briar, VA United States	(Graduate)
Syracuse University Janklow Arts Leadership Program	Syracuse, NY United States	MA (Graduate)

Texas Tech University Arts Administration	Lubbock, TX United States	Certificate (Graduate)
The Education University of Hong Kong Executive Master of Arts in Arts Management and Entrepreneurship	Tai Po Hong Kong	MA (Graduate)
The New School's College of Performing Arts Master of Arts in Arts Management and Entrepreneurship	New York, NY United States	(Graduate)
The Ohio State University Master of Arts in Arts Policy & Administration	Columbus, OH United States	MA (Graduate)
The University of Akron Arts Administration	Akron, OH United States	MA (Graduate)
The University of Alabama Theatre Management	Tuscaloosa, AL United States	Certificate (Graduate)
University at Buffalo - SUNY Arts Management Program	Buffalo, NY United States	Certificate (Graduate)
University of Barcelona Cultural Management	Barcelona Spain	MA (Graduate)
University of Chile Cultural Management and Administration	Santiago Chile	MA (Graduate)
University of Cincinnati Arts Administration	Cincinnati, OH United States	Certificate (Graduate)
University of Connecticut MFA in Arts Administration	Storrs, CT United States	(Graduate)
University of Connecticut Online Graduate Certificate in Arts Administration	Storrs, CT United States	(Graduate)

University of Denver Arts and Culture Program	Denver, CO United States	Certificate (Graduate)
University of Houston MA in Arts Leadership	Houston, TX, United States	MA (Graduate)
University of Houston-Downtown Minor in Arts Administration	Houston, TX United States	
University of Kentucky MA in Arts Administration	Lexington, KY United States	MA (Graduate)
University of Miami Arts Presenting and Live Entertainment Management	Coral Gables, FL United States	
University of Michigan Arts Administration	Ann Arbor, MI United States	MA (Graduate)
University of Minnesota Master of Professional Studies in Arts and Cultural Leadership	St. Paul, MA United States	MPS (Graduate)
University of New Orleans Graduate Program in Arts Administration	New Orleans, LA United States	MA (Graduate)
University of North Carolina School of the Arts Performing Arts Management	Winston-Salem, NC United States	MFA (Graduate)
University of Oregon Arts & Administration Program	Eugene, OR United States	MS (Graduate)
University of Pikeville Arts Administration	Pikeville, KY United States	(Graduate)
University of Richmond Modlin Center for the Arts	Richmond, VA United States	

University of South Australia Arts & Cultural Management Program	Adelaide, SA Australia	MM (Graduate)
University of Southern California Arts Leadership at USC	Los Angeles, CA United States	(Graduate)
University of Westminster Online Graduate Program in International Cultural Relations	London United Kingdom	(Graduate)
University of Wisconsin-Madison Bolz Center for Arts Administration	Madison, WI United States	MBA (Graduate)
University of Wisconsin-Whitewater Theatre Management and Promotions BFA	Whitewater, WI United States	
Valparaiso University Arts & Entertainment Administration	Valparaiso, IN United States	MA (Graduate)
Virginia Tech MFA in Theatre in Arts Leadership	Blacksburg, VA United States	MFA (Graduate)
Viterbo University Arts Administration	La Crosse, WI United States	
Wayne State University Arts Administration	Detroit, MI United States	MA (Graduate)
Wayne State University Theatre Management	Detroit, MI United States	MFA (Graduate)
Webster University Arts Management & Leadership	Webster Groves, MO United States	MFA (Graduate)
Wesleyan University New York Arts Program	Middletown, CT United States	
Western New England University Arts & Entertainment Management	Springfield, MA United States	

Winona State University Arts Administration	Winona, MN United States	Certificate (Graduate)
Winthrop University Arts Administration	Rock Hill, SC United States	MA (Graduate)
Winthrop University Graduate Certificate	Rock Hill, SC United States	Certificate (Graduate)
Yale School of Drama Theater Management Department	New Haven, CT United States	MFA (Graduate)
York University Schulich School of Business MBA Program Arts and Media Administration	Toronto, ON Canada	Certificate (Graduate)