UNIVERSITY OF
TORONTO
SCARBOROUGH

FOR APPROVAL	**PUBLIC**	**OPEN SESSION**

TO: UTSC Academic Affairs Committee

SPONSOR: William Gough, Vice-Principal Academic and Dean
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PRESENTER: Mark Schmuckler, Vice-Dean Undergraduate
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DATE: March 20, 2019 for March 27, 2019

AGENDA ITEM: 6

ITEM IDENTIFICATION:

Major Undergraduate Modification- Major in Arts and Media Management

JURISDICTIONAL INFORMATION:

University of Toronto Scarborough Academic Affairs Committee (AAC) "is concerned with matters affecting the teaching, learning and research functions of the Campus" (*AAC Terms of Reference, Section 4*). Under section 5.6 of its terms of reference, the Committee is responsible for approval of "Major and minor modifications to existing degree programs." The AAC has responsibility for the approval of Major and Minor modifications to existing programs as defined by the University of Toronto Quality Assurance Process (*UTQAP, Section 3.1*).

GOVERNANCE PATH:

1. UTSC Academic Affairs Committee [For Approval] (March 27, 2019)

PREVIOUS ACTION TAKEN:

No previous action in governance has been taken on this item.

HIGHLIGHTS:

The Department of Arts, Culture and Media (ACM) at the University of Toronto Scarborough (UTSC) is proposing a new Major in Arts and Media Management (HBA). ACM currently offers a Specialist program in Arts Management (HBA).

Arts Management at UTSC is designed for students with an interest in creative practice and in the business of the arts. It provides students with a solid grounding in the knowledge and skills necessary for fulfilling professional careers in producing, presenting and exhibiting organizations, arts councils, arts service organizations, government, and also for graduate studies in disciplines such as Arts Management, Cultural and Public Policy, Arts Education, and Museum or Curatorial Studies. Ongoing and accelerating changes in the field of Arts Management, including a growing need to understand and integrate with broader Media and Creative Industries, as discussed in departmental reviews and student feedback, have prompted the development of this proposal.

The existing Specialist program in Arts Management is a long-standing undergraduate program that is intended for students with an interest in combining creative practice with the business of the arts; this program will continue to offer depth and intensity for developing comprehensive management competencies.

The proposed Major is aligned with university and divisional strategic goals and priorities, particularly in the areas of leveraging location, re-examining and reinventing undergraduate education, emerging scholarship, and experiential learning. It addresses a departmental priority to enable students, both inside and outside ACM, to add media and creative sector management studies to support their academic and professional goals in an increasingly digitized and mobile culture sector. It responds to the evolving field of arts management and to a changing multi-platform and highly mediated work environment in the arts – one where traditional roles are being challenged. It also responds to decreasing enrolments in the Specialist program and the impact of greater competition in the study of creative management in the GTA.

The proposed Major will concentrate on exploring arts, media and cultural management, as well as a fluid ecosystem within which creative professionals move easily from the arts to media and creative enterprises more generally. By concentrating on critical thinking and analysis about this broad field of study, as well as being exposed to fundamentals of arts, media and cultural management, students are enabled to select complementary programs across the visual and performing arts, media studies and other areas of interest.

The proposed Major addresses a gap in the Arts Management program offerings by supporting key goals of the existing Specialist program, without limiting students to the study of the visual or performing arts. It provides the level of flexibility required to allow students to become professionals in galleries, museums and performing arts companies,

to become media producers, distributors and policy-makers, or to become a hybrid or multi-disciplinary professional across these fields. Learning outcomes in the proposed Major will be aligned with those of the existing Specialist, but will be tailored to address the increasingly multidisciplinary and often hybrid nature of both Arts Management and Arts and Media Management.

This Major will appeal to students who wish to complement the offering with an existing major such as Media, Journalism and Digital Cultures or New Media Studies. The proposed Major will comply with the international competency standards established by the Association of Arts Administration Educators (AAAE), a non-profit organization incorporated in the United States.

The proposed Major has been developed within the Department of Arts, Culture and Media and has included broad consultation with faculty (full-time, part-time and sessional), students (current and graduated), arts management professionals, and employers. The proposal has been reviewed by the Dean's Office, the Office of the Vice-Provost, Academic Programs, and the UTSC Campus Curriculum Committee.

FINANCIAL IMPLICATIONS:

There are no net financial implications to the campus operating budget.

RECOMMENDATION:

Be It Resolved,

THAT the major modification to introduce a new Major program in Arts and Media Management (HBA), as described in the proposal dated February 15, 2019 and recommended by the Vice-Principal Academic and Dean, William Gough, be approved effective Fall 2019 for the 2019-20 academic year.

DOCUMENTATION PROVIDED:

1. Major Modification to introduce a new Major program in Arts and Media Management (HBA), dated February 15, 2019.

University of Toronto
Major Modification Proposal:
New Specialist or Major where there is an Existing Major or Specialist

What is being proposed: A new Major where a Specialist exists:	Major Program in Arts and Media Management (HBA)
Existing associated program	Specialist Program in Arts Management (HBA)
Start date of the program:	Fall 2019
Department / Unit where the program will be housed:	Department of Arts, Culture and Media
Discipline Area/ Calendar Section:	Arts Management
Faculty / Academic Division:	University of Toronto Scarborough (UTSC)
Faculty / Academic Division Contact:	Annette Knott, Academic Programs Officer aknott@utsc.utoronto.ca
Department/Unit Contact:	Manaal Hussain, mhussain@utsc.utoronto.ca Mary Elizabeth Luka, Interim Program Director maryelizabeth.luka@utoronto.ca
Date of this version of the proposal:	February 15, 2019

1 Summary

This is a proposal to introduce a new Major program where a Specialist program already exists. The Major Program in Arts and Media Management (HBA) will be housed in the Department of Arts, Culture and Media (ACM) at the University of Toronto Scarborough (UTSC). ACM currently offers a Specialist Program in Arts Management (HBA).

Arts Management at UTSC is designed for students with an interest in creative practice and in the business of the arts. It provides students with a solid grounding in the knowledge and skills necessary for fulfilling professional careers in producing, presenting and exhibiting organizations, arts councils, arts service organizations, government, and also for graduate studies in disciplines such as Arts Management, Cultural and Public Policy, Arts Education, and Museum or Curatorial Studies. Ongoing and accelerating changes in the field of Arts Management, including a growing need to understand and integrate with broader Media and Creative Industries, as discussed in departmental reviews and student feedback, have prompted the development of this proposal.

The existing Specialist program in Arts Management (15.0 credits) is a long-standing undergraduate program that is intended for students with an interest in combining creative practice with the business of the arts. The program has two streams: the Standard Stream is designed to give students an in-depth understanding of Arts Management at the undergraduate level; while the Field Placement Stream is designed to enhance students' understanding of Arts Management through substantial experiential exposure during two not-for-credit placements. This program will continue to offer depth and intensity for developing comprehensive management competencies. It will also continue to require students to complete courses in one of the other arts disciplines housed in the Department, namely Art History and Visual Culture, Music and Culture, Studio, or Theatre and Performance Studies.

The proposed Major (8.0 credits) will concentrate on exploring arts, media and cultural management, as well as a fluid ecosystem within which creative professionals move easily from the arts to media and creative enterprises more generally. By concentrating on critical thinking and analysis about this broad field of study, as well as being exposed to fundamentals of arts, media and cultural management, students are enabled to select complementary programs across the visual and performing arts, media studies and other areas of interest.

The proposed Major addresses a departmental priority to enable students, both inside and outside ACM, to add media and creative sector management studies to support their academic and professional goals in an increasingly digitized and mobile culture sector. It responds to the evolving field of arts management and to a changing multi-platform and highly mediated work environment in the arts – one where traditional roles are being challenged, for example: community engagement, creative practice, entrepreneurship and leadership are no longer limited to the private sector, but also reach deeply into the non-profit and public sectors. It also responds to decreasing enrolments in the Specialist program and the impact of greater competition in the study of creative management in the GTA.

This major will appeal to students who wish to complement the offering with an existing

major such as Media, Journalism and Digital Cultures or New Media Studies. The proposed Major will comply with the international competency standards established by the Association of Arts Administration Educators (AAAE), a non-profit organization incorporated in the United States.

Learning outcomes in the proposed Major will be aligned with those of the existing Specialist, but will be tailored to address the increasingly multidisciplinary and often hybrid nature of both Arts Management and Arts and Media Management. Learning outcomes of the existing Specialist program are not being changed.

The proposed Major is aligned with ACM's research themes and priorities (e.g., connecting theory and praxis), contributes to a process of articulating and building relationships between programs, and positions tenure-stream and tenured program faculty for participation in future graduate programs in Critical Media Practices (MFA) and Critical Media Cultures (MA/PhD).

2 Academic Rationale

Context

Addressing the current state of the area of study:

Management of the creative arts and media is an evolving multi-disciplinary area of study and practice. These are addressed in diverse North American and European programs such as cultural and creative economy management; the social economy; media, technology and digital studies; and arts administration and arts management. The academic domain delineated by these overlapping disciplines seeks to understand, foster and develop environments for the success of our artistic and cultural endeavours.

As a multi-disciplinary undertaking, both the existing Specialist in Arts Management and the proposed Major in Arts and Media Management are relatively new areas of study that have emerged from examinations of Western societies, and that often privileged European classical arts and Keynesian economics. Today, individual artists and creative workers more frequently find themselves subject to increasingly precarious 'gigs' and may find themselves working in the film industry one month, for a large non-profit arts organization at another time, and running their own shop at yet a third moment in their career. Likewise, in media management today, large for-profit national and global corporatized structures today exist alongside user-generated content and curation on the internet, as well as social media companies striving for the delivery of a combination of social and economic values through a blend of business models. The field is undergoing fundamental growth and change in the context of the globalized digital and knowledge economy, massive global migrations, and profound socio-political shifts.

Converging fields of practice (such as visual arts practice, theatre production, or media production studies) are shifting to respond to the increasingly interlocked nature of arts and media sectors. This happens in both commercial and publicly oriented cultural production and distribution companies and systems, including traditional arts organizations, digital media and design companies, community or social justice arts initiatives, creative hubs, funding systems, and the often increasingly corporatized visual and performing arts markets.

Within the academy, such a complex, multi-disciplinary area is most commonly studied at the graduate level, either in the context of a university Master's degree (business and/or arts), or as a college graduate diploma, often as a practical layer (i.e. a post-graduate certificate) on top of pre-existing undergraduate studies and experience. More recently, broadly appealing undergraduate programs in creative management are appearing, and specialized, often interdisciplinary fields (e.g., cultural and innovation policy, entrepreneurship in the arts, communication and media studies) are being researched at the doctoral level. At the same time as these new pathways for study are arising in the academy, so too is the importance of professional training in the best practices of complex creative management environments. This is amplified by the emergence of hybrid community, individual and social enterprises alongside large and small traditional arts organizations in the profit and non-profit sectors

Just as professionals employed in the targeted areas of study continue to change in response to how our societies manage or administer our culture from the grassroots through to government policy, the UTSC Arts Management program has aimed to maintain its relevance. In this context, the proposed Major can build on the achievements of the ground-breaking Specialist program in Arts Management (HBA), established in 1984 and the longest-running undergraduate program in the field in Canada. Aligning many of the Major's course offerings with those of the Specialist enables the UTSC Arts Management program to build on established strengths and also to open up rich avenues of enquiry into the evolving and increasingly intersecting media and arts management fields, thereby providing a strong interactive cohort of both Specialist and Major students.

The proposed Major addresses a gap in our Arts Management program offerings by supporting key goals of the existing Specialist program, without limiting students to the study of the visual or performing arts. It provides the level of flexibility required to allow students to become professionals in galleries, museums and performing arts companies, to become media producers, distributors and policy-makers, or to become a hybrid or multi-disciplinary professional across these fields, including in ways that we cannot yet imagine. The advantages of such an approach—whether for the Specialist or the Major—is signalled by the Association of Arts Administration Educators: "While an undergraduate major in arts administration has a role in preparing students for careers in the field, it is also a particularly appropriate vehicle for delivering a solid grounding in the liberal arts and for preparing students for lives of productive contribution to society in a broad range of endeavors." (http://new.artsadministration.org/uploads/files/AAAE%20Undergrad%20Standards%20v3-12.pdf , p. 6)

Consistency with university, divisional and departmental academic plans and priorities:

The proposed Major is aligned with university and divisional strategic goals and priorities, particularly in the areas of leveraging location, re-examining and reinventing undergraduate education, emerging scholarship, and experiential learning:
1. Leveraging location (President Gertler's Priorities): The courses in the proposed Major offer abundant opportunities for students to learn from local arts, media, and cultural management organizations, through such initiatives as field visits, placements, and case studies and other

learning opportunities built around and integrally involving organizations.

2. Re-examining and reinventing undergraduate education (President Gertler's Priorities): The proposed Major addresses an explicit gap in the Arts Management program corresponding to the contemporary, highly mediated and interdisciplinary landscape today – a landscape that is reflected in the broader makeup of the Department of Arts, Culture and Media itself. The focus on rethinking and expanding existing pathways for students to navigate their HBA in the Department also enables them to become better prepared for a broader spectrum of creative management practices in arts and media, including the ability to reinvent themselves throughout their career.

3. Emerging scholarship (UTSC Strategic Plan): Arts and Media Management itself is a relatively new and emerging area of multidisciplinary scholarship that is enjoying increased interest across the spectrum from creative workers and audiences/users to policy makers, funders and industry. Sub- and crossover disciplines such as business modeling and entrepreneurship, cultural and innovation policy, community-based engagement through user-generated media and arts, and digital media production and distribution have been thriving, with new academic journals, international conferences, and significant research projects forming around them in the past few years. A recent tenure-stream hire in the program means the Department is poised to expand its research capacity in this growing field.

4. Experiential learning (UTSC Strategic Plan): The program will benefit from previous success in the existing Specialist program in the area of experiential learning appropriate to the realities of the arts and media sectors. Courses in the proposed Major look to relationships between theory and praxis leading, for example, to guest lectures by professionals, field visits and case studies, negotiation simulations, and in-class service learning.

5. At the departmental level, the proposed Major fits with ACM's academic plans as it is aligned with departmental research themes and priorities (e.g., connecting theory and praxis). The proposed Major contributes to a process of articulating and building relationships between programs, and positions the tenure-stream program faculty for participation in future graduate programs in Critical Media Practices (MFA) and Critical Media Cultures (MA/PhD).

6. One outcome of ACM's 2017-18 external review was a recommendation that ACM "[offer] flexible, student-led, program combinations, and [create] 'playable' spaces within the curriculum with opportunities to cross program boundaries." The proposed Major directly answers this recommendation by providing students an attractive opportunity to combine a study of Arts and Media Management with other studies of their choosing within or beyond ACM.

Program structure:

The proposed Major follows existing curriculum design practices that scaffold learning through foundational courses at the A- and B-levels (e.g., VPAA10H3 Introduction to Arts and Media Management), to more focused studies in the C-level (e.g., VPAC13H3 Planning and Project Management in the Arts and Cultural Sector; VPAC17H3 Marketing in the Arts and Media; VPAC18H3 Raising Funds in the Arts and Media), to a capstone seminar at the D-level (VPAD12H3 Senior Seminar in Arts and Media Management). Throughout the program, there is a balance of theory and praxis-based studies, the latter including ACMB01H3 Critical Reading,

Thinking and Writing for ACM Programs, a course required in all ACM Major programs.

Distinctiveness

The proposed Major will become a critical academic offering that will complement the existing Specialist, and will also pivot among all ACM programs, including Studio, Theatre and Performance Studies, Music and Culture, Art History and Visual Culture, Media, Journalism and Digital Cultures, and New Media Studies. The proposed Major coheres directly with evolving understandings of professional fundamentals in Arts and Media Management. This is made clear by changes in the broader academic market since 1984, with the appearance of related programs in the GTA, such as Ryerson University's BA in Creative Industries (which emphasizes the commercial field), and Centennial College's two-semester Graduate Certificate in Arts Management or Humber College's three-semester Graduate Certificate in Arts Administration and Cultural Management, both of which layer practical professional skills on top of previous scholarly study (such as a BA), rather than integrating them within a single program.

In this changed environment, what differentiates ACM's Arts Management program is: 1. simultaneously learning about and gaining varying degrees of experience in professional practices while developing a critical academic understandings in the Specialist and Major; 2. mobilizing emerging research in Arts and Media management by tenure-stream and tenured faculty within the program and through collaborations across the Department; and 3. examining the cross-pollination of creative management today across the spectrum of publicly, socially and privately funded creative organizations and endeavours.

Courses in the Specialist program in Arts Management have often acknowledged and explored the impact of cultural policy, creative IP management, public broadcasting, complex resource management, film, social media and related fields. However, the explicit contextualization and examination of both Arts and Media Management in the proposed Major means that such examinations will be deepened and expanded. In addition, the proposed Major can be more easily combined with other majors or minors, making it more flexible as a platform for a greater range of professional and academic career paths in media and the arts. On the scholarly continuum, these attributes position students interested in pursuing Master's studies in Arts, Media & Entertainment; Social Sector Management; International Arts Management; Media and Communication Studies; Arts Leadership; or Philanthropy and Non-profit Leadership, among others. Once established in the field, with the Specialist or Major in their background, alumni/ae are also well-positioned for eligibility in further professional development, for example, at the Banff Centre for Creativity and the Arts' Cultural Leadership Program.

3 Need and Demand

Following from the external review of ACM in 2017-18, which included a review of the Specialist Program in Arts Management (HBA), it is clear there is student demand for a program that allows them to undertake studies outside the prescribed list of arts areas. This demand is coupled with student recognition that the theory and praxis offered in Arts Management courses is broadly applicable to their academic and professional goals. Accordingly, the proposed Major explicitly offers a concentration that addresses student demand and reflects changes in the

creative sector, especially with regard to community engagement, diversity, social enterprises and entrepreneurship outside (though still intersecting with) the established primarily non-profit arts organizations in the Western (and more explicitly North American) traditions. The Major in combination with other programs is a suitable platform for advanced studies in arts and creative management or its sub- and crosscutting fields.

Table 1: Undergraduate Enrolment Projections
Provide details regarding the anticipated yearly in-take and projected steady-state enrolment target including a timeline for achieving it. (Please adjust the table as necessary)

Level of study	Academic year 2019-20	Academic year 2020-21	Academic year 2021-22	Academic year 2022-23	Academic year 2023-24
1st year	0	0	0	0	0
2nd year	10	17	25	25	25
3rd year	0	10	17	25	25
4th year	0	0	10	17	25
Total enrolment	10	27	52	67	75

Please note when the program expects to reach steady state
Yearly in-take would reach steady state in three years, that is, in 2021-22, and the program enrolments as a whole would be at steady two years thereafter, in 2023-24.

4 Program Requirements and Description
CM Questions

Question	Response
Is the program being offered in association with any other U of T Division? If yes, which one?	No
Is the program being offered in association with any other UTSC academic unit? If yes, which one?	No
What Program Area does the proposed Major fall into: Arts, Science, or BBA?	Arts

Calendar Entry

Introduction:

MAJOR PROGRAM IN ARTS AND MEDIA MANAGEMENT (ARTS)

The Major program offers students an opportunity to acquire a strong foundation in, and understanding of, the theories and practices associated with the management of creative arts and media enterprises. It is intended for students who seek to understand the always-evolving arts and media environment, where traditional leadership roles are both crucial and constantly challenged, and where community engagement, creative practice, entrepreneurship and

leadership are not limited to the private sector but also reach deeply into the non-profit and public sectors. The program exposes students to the scholarship and skills of this multi-disciplinary field through a broad range of courses that bring together creative endeavours and business. While the program may be paired with other Major and Minor offerings at UTSC, it is especially intended to be combined with other programs in the Department of Arts, Culture and Media, namely Art History, Studio Arts, Music and Culture, Theatre and Performance Studies, Media, Journalism and Digital Cultures, and New Media Studies.

Enrolment Requirements:

None

Completion Requirements:

Program Requirements
This program requires students to complete a total of 8.0 credits as follows:

1. VPAA10H3 Introduction to Arts and Media Management (new title)
   VPAA12H3 Audience and Resource Development
   ACMB01H3 Critical Reading, Thinking and Writing for ACM Programs
   ACMB10H3 Equity and Diversity in the Arts

2. VPAB13H3 Financial Management for Arts Managers
   VPAB16H3 Managing and Leading in Cultural Organizations
   VPAC13H3 Planning and Project Management in the Arts and Cultural Sector
   VPAC16H3 Legal and Human Resource Issues in Arts Management
   VPAC17H3 Marketing in Arts and Media (new title)
   VPAC18H3 Raising Funds in Arts and Media (new title)

3. VPAD12H3 Senior Seminar in Arts and Media Management (new title)

4. 2.5 additional credits in Arts Management courses (VPA). Students may substitute up to 1.0 credit in any course from Arts, Culture and Media courses at the B-, C-, or D-level for which they hold the prerequisites; students are encouraged to select Media Studies or Journalism courses.

Notes:
   1. Courses highlighted in yellow are also requirements in the Specialist program.
   2. Courses highlighted in purple are options in the Specialist program.

Complete Calendar Entry

MAJOR PROGRAM IN ARTS AND MEDIA MANAGEMENT (ARTS)

The Major program offers students an opportunity to acquire a strong foundation in, and understanding of, the theories and practices associated with the management of creative arts and media enterprises. The program exposes students to the scholarship and skills of this multi-

disciplinary field through a broad range of courses that bring together creative endeavours and business. While the program might be paired with any other major at UTSC, it is especially intended to be combined with other programs in the Department of Arts, Culture and Media, namely Art History, Studio Arts, Music & Culture, Theatre and Performance Studies, Media and New Media Studies, or Journalism. This Major is for students seeking opportunities and understanding about the always-evolving arts and media environment, where traditional leadership roles are both crucial and constantly challenged, and where community engagement, creative practice, entrepreneurship and leadership are not limited to the private sector but also reach deeply into the non-profit and public sectors.

Program Requirements
This program requires students to complete a total of 8.0 credits as follows:

1. VPAA10H3 Introduction to Arts and Media Management
   VPAA12H3 Audience and Resource Development
   ACMB01H3 Critical Reading, Thinking and Writing for ACM Programs
   ACMB10H3 Equity and Diversity in the Arts

2. VPAB13H3 Financial Management for Arts Managers
   VPAB16H3 Managing and Leading in Cultural Organizations
   VPAC13H3 Planning and Project Management in the Arts and Cultural Sector
   VPAC16H3 Legal and Human Resource Issues in Arts Management
   VPAC17H3 Marketing in Arts and Media
   VPAC18H3 Raising Funds in Arts and Media

3. VPAD12H3 Senior Seminar in Arts and Media Management

4. 2.5 additional credits in Arts Management (VPA). Students may substitute up to 1.0 credit in any course from Arts, Culture and Media courses at the B-, C-, or D-level for which they hold the prerequisites; students are encouraged to select Media Studies or Journalism courses.

Relationship of Enrolment and Completion Requirements to Existing Program

A complete Calendar entry for the existing Specialist Program in Arts Management (BA), showing changes for 2019-20, is given in Appendix A.

Enrolment requirements

In contrast to the Specialist program, the proposed Major program has no enrolment requirements and is open to all students. For the Specialist, enrolment is limited and entry is competitive based on academic performance, background in one of the listed arts areas, and potential as an arts manager.

Completion requirements

The existing Specialist program requires students to complete 15.0 credits in total. It has a common core and two streams:

- The common core consists of 13.5 credits in Arts Management, Management and courses related to the visual or performing arts.
- A first stream – called the "Standard Stream" – requires an additional 1.5 credits of Arts Management courses.
- A second stream – called the "Field Placement Stream" – requires an additional 1.5 credits and a minimum of two 300-hour non-credit work term placements. Of the additional 1.5 credits, 1.0 credit comes from two required courses (0.5 credit each) designed specifically to support the two required work term placements. Students have the opportunity to apply their classroom learning to real-world situations, and reflect on this in a highly focused, collaborative and facilitated way through a series of assignments and discussions. The remaining 0.5 credit comes from a small bin of Arts Management courses, including a course designed to support a third optional work term placement.

The proposed Major program requires students to complete 8.0 credits, which meets the UTSC Degree Criteria for a Major offering:
- ACMB01H3 Critical Reading, Thinking and Writing for ACM Programs
- 5.0 credits in required Arts and Media Management courses at the A-, B-, C- and D-levels
- 2.5 additional credits taken from Arts Management courses; of this 2.5 credits, students will be able to substitute up to 1.0 credit from any courses offered by the Department of Arts, Culture and Media listed at the B-, C- or D-level, and they are encouraged to take Media Studies (MDS) and Journalism courses (JOU).

Alignment of the proposed Major with the existing Specialist

The proposed Major program includes 4.0 credits that are exactly the same as the Specialist:
VPAA10H3 Introduction to Arts and Media Management (new title)
VPAA12H3 Audience and Resource Development
ACMB10H3 Equity and Diversity in the Arts
VAPB13H3 Financial Management for Arts Managers
VPAB16H3 Managing and Leading in Cultural Organizations
VAPC13H3 Planning and Project Management in the Arts and Cultural Sector
VPAC16H3 Legal and Human Resource Issues
VPAD12H3 Senior Seminar in Arts and Media Management (new title)

In addition, the students in the Major must take 1.0 credit in courses that students in the Specialist select one of:
VPAC17H3 Marketing in Arts and Media (new title)
VPAC18H3 Raising Funds in Arts and Media (new title)

Four courses that are shared with the Specialist program are being modified to ensure they include the required Media content and learning outcomes (these changes will not impact the learning outcomes for the Specialist program):

- VPAA10H3: Introduction to Arts and Media Management (revised title)

This course is being revised to include digital, knowledge and social economy implications. It

will incorporate closer examination of the ways in which media, social enterprises, and a limited range of for-profit creative endeavours or revenue generation strategies interlock with more traditional, primarily non-profit, Western visual and performing arts environments today. For students in the Arts Management Specialist, this will provide them with a deeper context for their own work, while for the students in the proposed Major, it will comprehensively frame the field within which they will be required to remain mobile and knowledgeable.

- VPAC17H3: Marketing in the Arts and Media (revised title)

This course is being revised to include the study of hybrid and emerging audience and community engagement strategies as well as classical arts and media marketing approaches, especially to more clearly reflect contemporary Canadian demographics and interests.

- VPAC18H3: Raising Funds in the Arts and Media (revised title)

This course is being revised to include contemporary organizational forms such as creative hubs, social enterprises, incubators, and intersections with the media industry. The surging popularity of conferences, journals and comparable course offerings in competitive (e.g. Ryerson) or complementary (e.g. U of T entrepreneurial business) programs indicates the urgency and appropriateness of these shifts.

- VPAD12H3: Senior Seminar in Arts and Media Management (revised title)

This course is being revised to reflect the changing breadth and scope of today's interlocked arts and media management field, including digital, knowledge and social economy implications. The course will provide the opportunity for students to engage in experiential learning with organizations that include media and arts management elements or frameworks, as well as less complex organizations.

The proposed Major differs from the existing Specialist program in that it eliminates the required 1.5 credits in (for-profit) Management courses in the Department of Management (noted above), and 6.0 credits in courses from one of the following Major programs in the Department of Arts, Media and Culture: Art History and Visual Culture, Music and Culture, Studio Arts, and Theatre and Performance Studies). Instead, it requires students to complete an additional 2.5 credits in Arts Management courses, of which students may substitute up to 1.0 credit from Arts, Culture and Media courses at the B-, C-, or D-level (with a recommendation to take complementary Media Studies or Journalism courses).

With this structure, the proposed Major will provide breadth and depth comparable to what is offered in other ACM Major programs.

Complete List of Associated Courses

Please see Appendix B for the list of associated courses.

5 Program Structure, Learning Outcomes, and Degree Level Expectations

Degree Level Expectations	Clearly describe how the Program Learning Outcomes will support the degree level expectations. Indicate how the learning outcomes for the proposed program differ from the learning outcomes for the existing program(s). - Program Learning Outcomes describe what students will know or be able to do at the completion of the program. - Program learning outcomes should support the Degree Level Expectations.	Clearly describe how the program design/structure will support the program learning outcomes.
1. Depth and Breadth of Knowledge Depth of Knowledge: is attained through a progression of introductory, core and specialized courses. Specialized courses will normally be at the C and D levels. Breadth of Knowledge: students will gain an appreciation of the variety of modes of thinking, methods of inquiry and analysis, and ways of understanding the world that underpin different intellectual fields.	Depth and breadth of knowledge in creative arts and media enterprises align with foundational theories and practices associated with the management of most creative enterprises, as taught in the Arts Management Specialist. Students in both the existing Specialist and proposed Major will: - Demonstrate an awareness of the commonalities and distinctions between Arts and Media Management as an object of study and as a set of professional practices. - Demonstrate an advanced and nuanced understanding of: - The unique qualities of the range and often hybrid nature of business models in arts and media organizations, from social enterprises to non-profits, NGOs and including a limited number of relevant for-profit revenue structures (explored in existing and revamped required financial management, fundraising and marketing courses at the C-level); - The changing role(s) that various stakeholders play in relation to the Canadian and international arts and media communities; - The relationship between the creative ambitions of arts and media organizations, the resources available to achieve these ambitions, and the detailed ways in which such organizations manage these relationships.	Program designs for the courses in the existing Specialist and the proposed Major are structured or will be restructured to ensure that learning outcomes for appropriate depth and breadth of knowledge are met. Students in the proposed Major take two foundational arts and media management courses at the A-level alongside their peers in the Specialist: VPAA10H3 Introduction to Arts and Media Management; and VPAA12H3 Audience and Resource Development. These courses introduce the core critical approach and major issues in the discipline, including general artistic and administrative issues facing all creative organizations. The course sequence allows students to develop a broad understanding and then do in-depth analysis of key issues in creative management, including audience and resource development, and the interlocked nature of the creative ecosystem as a whole. In other words, at the A-level, students develop a strong understanding and awareness of the distinctions between and among arts and media management in Canada and beyond. By the end of their first year, students have developed a foundational understanding of the arts and media landscape and the roles that managers play within them. At the B-level, students build upon their broad understanding through a balance of theory and skills-based courses. The curriculum is designed so that each level builds on the previous level. For example, VPAB13H3 Financial Management examines issues related to finance and copyright, while VPAB16H3 Managing and Leading in Cultural Organizations examines governance

- Demonstrate an awareness of all major aspects of arts and media management:
- The production, presentation and distribution of art and media;
- Marketing strategies and outreach programming for the arts and media;
- Resource development for the arts and media in society.

- Demonstrate an advanced and nuanced understanding of:
- The scope of current arts and media activity in Canada including key roles and relationships within the creative economy and media industries;
- The range of issues facing the broader arts and cultural community;
- The variety of theories and perspectives related to the respective fields and disciplines;
- the major principles of business management and their interrelationships as they relate to the arts and cultural sector.

In addition, students in the proposed Major will:
- Gain an expanded exploration of critical theory of arts and media management through the revamped
- (A-, C- and D-level) courses.

And students in the existing Specialist will.
- Gain basic business skills, including accounting, financial management, and organizational theory and practice, through the Management courses they are required to take in the Management Department.

and stakeholder engagement primarily but not exclusively in non-profit organizations. While both finance and governance are discussed at the A-level, the B-level courses delve more deeply into the topic as well as enabling students to learn about interrelated ideas in arts policy, education, engagement and cultural theory.

In B-level courses, students gain a greater understanding of the Canadian public and corporate arts and media infrastructure. They apply what they are learning, explain the theory and purpose behind each practice, and discover how each new piece fits into the greater whole through appropriate assignments, critical analyses, research and case studies. While attention remains on broad strokes, some depth in certain areas begins to emerge; differentiation based on subsector/artistic discipline, for example, begins to become more evident at the B-level in the student's chosen focus of assignment subjects. Importantly, this provides potential connections to their selected minors or majors.

C-level courses are more strategic still, as they allow students to deepen their understanding across areas of scholarship and practice as well as develop knowledge of more specialized topics. Students study cross-cutting Legal and Human Resource Issues in VPAC16H3, Cultural Policy in VPAC15H3, and strategic Planning and Project Management in the sector in VPAC13H3. These courses build on and enrich students' understanding of the creative economy and culture sector.

At the C-level, students in the Major will take two existing though revamped C-level courses (VPAC17H3 Arts and Media Marketing and VPAC18H3 Raising Funds in Arts and Media). These courses broaden students' business modelling knowledge by focusing on both innovative and classical practice-based issues of revenue generation, audience building, marketing and raising funds in arts and media management. These revamped courses will connect students to recent research in creative hubs, the digital and social economy, and critical issues of audience, stakeholder and community diversity and engagement. The courses are a key pivot in the proposed Major, as they are intended to be of strategic use to students who

		are planning to cross over among a broad range of creative enterprises. Note that these C-level courses also hold the potential to be cross-listed with Media or Journalism Studies and/or entrepreneurial management programs.
		(Note that students in the existing Specialist are required to take only one of VPAC17H3 or VPAC18H3 (although often take both). They also study for-profit finance and marketing through the required Management and Economics course offerings component of the curriculum. These analogous but separate structures for the proposed Major and the Specialist at the C-level keeps the learning outcomes of the Specialist and proposed Major in alignment.)
		At the D-level, students take VPAD12H3 Senior Seminar in Arts and Media Management. This capstone course requires that students demonstrate a broad and deep understanding of the subject through the command, analysis, synthesis, and application of knowledge and skills across the entire curriculum. Given the individualization in subject matter possible at the D-level, bringing students together from the proposed Major and the existing Specialist in this capstone course will ensure a rich, dynamic dialogue about arts and media management among the overlapping cohorts.
		The specific differences between arts and media industries that will be brought into focus more explicitly will be covered in the Introductory course (VPAA10H3), in VPAC17H3 Arts and Media Marketing and VPAC18H3 Raising Funds in Arts and Media, and in the capstone course, VPAD12H3 Senior Seminar in Arts and Media Management. This approach will benefit students in both programs, providing them with a broader perspective and the ability to understand how the systems and their people interlock or overlap.
2. Knowledge of Methodologies Students have a working knowledge of different methodologies and approaches relevant to their area of study. They are able to evaluate	There are many different methodologies and approaches evident in arts and media management research. At the program and course levels, consideration must be given to whether the research being undertaken is for an assignment in course work, as a method for teaching particular research methodologies, or as an opportunity for an extended research project. Considerations include: the reason for undertaking such research (its justification), the overall	Students are introduced to academic and experiential methodologies in the key areas of creative management early in and throughout the program. While humanities-based methodologies and approaches are primary within the program, students also take courses both within the program and outside it that focus on different aspects of the related scholarly disciplines and thus have the potential to employ a full range

the efficacy of different methodologies in addressing questions that arise in their area of study.	purpose and goals of the research, the target audience(s) for whom the research is intended, and the potential uses of the research.	of methodologies. In fact, the importance of having a robust understanding of several of the various methodologies and approaches to arts and media management is fundamental to the curriculum. In courses that are shared with the Specialist, several assignments and exercises are based on professional practice within a critical scholarly framework. This allows students to not only demonstrate their understanding of the subject matter for evaluation purposes but also learn through research, writing and developing materials similar to those they may be called upon to create or to productively critique in their respective industries, or alongside the sector, in an analyst role, for example.

Research questions often indicate how the research will be approached from a methodological perspective. In the primarily mixed-methods or qualitative and exploratory research more common to arts and media management studies, including case studies and critical discourse analysis, the student researcher is often trying to understand a phenomenon, develop a theory, or critique an issue. In market-based, fund-raising, or emergent revenue generation analyses, research may be based on information gathering and description of current realities such as environmental trends, equity and diversity impacts, copyright and intellectual property management issues, social and political impacts, and bottom-line differences along a spectrum of public, private and social enterprise models. The research undertaken may be confined to one methodology or it may incorporate different approaches to adequately address the question.

By the completion of the Major, students will be able to:

- Distinguish between and appropriately select methodologies and questions in both applied and academic research.

- Demonstrate a commitment to ethical action and social responsibility in arts and media management research.

- Solve research problems by applying logical, critical and creative thinking.

- Communicate research results clearly and effectively.

An introduction to both quantitative and qualitative methodologies begins at the B-level in ACMB01H3 Critical Reading, Thinking and Writing for ACM Programs and continues in VPAB13H3 Financial Management for Arts Managers (economic, empirical quantitative methodologies) and VPAB16H3 Managing and Leading in Cultural Organizations (cultural, psychological, and sociological methodologies).

At the C-level, students enrich their knowledge of business and cultural identity-based evaluations, (including their understanding of nation-state-based frameworks) in VPAC16H3 Legal and Human Resource Issues in Arts Management, a required course in both the Specialist and the Major, to better understand how methodologies are deployed in legal, IP and HR frameworks). VPAC15H3 Cultural Policy builds on this knowledge, particularly for those students interested in policy research or careers; it is required for the existing Specialist and elective for the proposed Major.

As noted earlier, the revamped C-level courses (VPAC17H3 and VPAC18H3) are a critical theoretical and practical component of the program. From a methodological perspective, they connect classical non-profit fundraising, marketing and audience development practices to contemporary critical media studies and collaborative and complexity-based management approaches common to the broader creative industries, including design-thinking methodologies.

Through this progression of courses, students

		are able to evaluate, compare, and build upon approaches across courses and develop a range of cross- and interdisciplinary skills appropriate to the field.
		It is worth noting that learning outcomes related to "ethical action and social responsibility" is dealt with in content-specific ways in every course and not separately in, for example, a course on ethics. Ethical practice is an explicit foundation of creative management theory and practice and is taught throughout the curriculum. Note, also, that an in-depth contemporary critical approach to concepts in this arena is explicitly explored in the ACMB10H3 Equity & Diversity in the Arts course, which is required for the Major.
3. Application of Knowledge Students are able to frame relevant questions for further inquiry. They are familiar with, or will be able to seek the tools with which, they can address such questions effectively.	A central purpose of the proposed Major (in alignment with the Arts Management Specialist) is to have students apply the theories, practices, methodologies, skills and knowledge to learning opportunities that offer real-world relevance while building a robust foundation of critical thinking, to help them understand how to have a productive impact on their ever-changing social and work environments. Students are called upon to demonstrate problem-solving, decision-making, and other essential discipline-based skills through assignments that require them to interpret, defend, analyze, support, evaluate and otherwise use their evolving judgment to ask insightful questions and propose reasonable and often creative solutions to new problems and situations. Learning outcomes related to the application of knowledge are best understood in the following categories: In general, students in the Major will be able to: • Apply logical, critical and creative thinking to a range of research and sectoral problems in arts and media industries • Understand and evaluate the tools needed to acquire, process, and apply knowledge resources within a variety of creative organizations of different sizes, missions and approaches Mission-focused and hybrid management models: The successful arts and media management	General: The strategic application of general knowledge introduced and then explored in depth in the A-, B- and C-level required courses, lead to the full expression of that knowledge through the capstone course, VPAD12H3, in which students are expected to utilize the full range of their arts and creative management-related knowledge and skills, and apply the principles and theories discussed throughout the program within the framework of a class project. Mission-focused and hybrid management models: Because of the issues and challenges unique to mission-focused and hybrid organizations (sometimes known as triple- or quadruple-bottom line organizations), it is important that a significant portion of courses in an arts and media management curriculum be designed to address management principles that are unique and specific to the field. While students in the Specialist will continue to have access to and be required to take 1.5 credits in the Department of Management (in order to gain an in-depth understanding of for-profit models), alongside 6.0 courses in Arts (Art History, Studio, Music & Culture, and Theatre and Performing Arts), and 6.0 courses in Arts Management, the students in the Major will concentrate primarily on mission-focused and hybrid organizations across arts and media throughout the program. Consequently, students in the proposed Major will take 8.0 credits in Arts Management courses, 1.0 of which may be substituted with

	student will be able to: • Explain the various ways in which the mission-focused character of triple- and quadruple-bottom line (economic, social, cultural and creative) organizations along the spectrum of for-profit, social enterprise and not-for-profit arts organizations alters the dynamics of market-focused business principles, as when artistic considerations outweigh potential for economic market growth, or when hybrid models are employed in the creative sector; • Combine and apply knowledge of the arts and media sectors to issues largely unknown in traditional (for-profit) business studies, e.g., fundraising, media industry tax credits and funds, social enterprises, arts-based creative hubs, crowdsourcing and funding, and volunteer management. • Use internal and external analyses to form decisions and present ideas and alternatives matched to resources and mission. Experiential Education: Arts and media management is both a practical and a theoretical discipline. Theory is vital as a basis for triple- and quadruple-bottom line management decisions. Well-designed and well-implemented experiential work (as a part of classroom courses or as external field placements, for example) provides an important method for applying knowledge and skills, and an essential crucible for testing the efficacy of content learned in the classroom. Students are called upon to apply their understanding through experiential means in most courses. Case studies, negotiation simulations, field trips and in-class service learning, for example, have long been a part of the arts management specialist and will remain a core feature of the courses required for the arts and media management major. As a learning outcome, students synthesize and integrate theoretical and practice-based learning both inside and outside of the classroom.	other ACM courses at the B- or C- level. They will also take another Major in the Department (from Media Studies, New Media or Journalism through to the Studio and Performing Arts disciplines), which will provide them with a subject focus for application in the Arts Management courses. Experiential Education: Classroom-based experiential education is implemented throughout the curriculum. Students develop case studies and conduct simulations in the required C-level courses in the Major, VPAC17H3 Arts and Media Marketing and VPAC18H3 Raising Funds in the Arts, which have experiential elements. VPAB13H3 Financial Management for Arts Managers, VPAB16H3 Managing and Leading in Cultural Organizations, VPAC13H3 Planning and Project Management in the Arts and Cultural Sector, and VPAC16H3 Legal and Human Resource Issues in Arts Management all already feature case studies and simulations as well. In VPAA10H3 Introduction to Arts and Media Management, VPAA12H3 Audience and Resource, and in VPAD12H3 Senior Seminar in Arts and Media Management, students conduct field research or do service-learning. These courses provide students with practice-based experience; they combine theory and praxis by working with classmates to apply management principles at arts and media organizations, while also learning these principles in the classroom. By comparison, in the Specialist, there is a Field Placement Stream available to students who choose to have an even more in-depth experiential education.
4. Awareness of Limits of Knowledge Students gain an	Arts and Media Management as an object of study and professional practice is a relatively new field of multi-disciplinary study. It draws from foundations in mid-20th and	Students develop an understanding of personal and disciplinary limits throughout the curriculum. It is a necessary goal of the program that students develop a level of

	early 21st century research domains including arts, non-profit, and voluntarism management studies, critical museum studies, cultural studies, media and production studies, digital humanities and technology studies, as well as foundations in social justice, equity and diversity studies. It aligns with rapidly evolving visual and performing arts studio practices and critical contemporary studies. As such, there are many limits—and enormous potential—within this emerging field's collective knowledge. Students in the Major are expected to be aware of the limits of knowledge in the following ways: • Situate their positions and findings within a shifting and overlapping disciplinary context. • Demonstrate an understanding of the evolving nature of the various systems that inform and influence the expressive lives of artists, creative workers, audiences, communities, funders, policy-makers and other stakeholders.	comfort with the uncertainty and ambiguity inherent in working in the arts sector and creative economy. While students enter the program with considerable awareness of this uncertainty and ambiguity, the specifics of the limits of knowledge is a focus of the policy, leadership and methods courses enumerated above, as well as explicitly through the content of the revamped courses, which concentrate on hybrid models, classical models and potential future models. These include, for example, VPAC18H3 Raising Funds in Arts and Media, which provides an in-depth consideration of how resources are mobilized across arts and media organizations and practices, VPAA12H3 Audience and Resource Development, which introduces the issues of uncertainty and the limits of knowledge from the point of view of audience and client needs, and VPAC13H3 Planning and Project Management in the Arts and Cultural Sector, which explicates an in-depth experience in strategic and business planning on a project-basis, possibly the most broadly-practiced approach in both the arts and media environments. The Cultural Policy, Equity and Diversity and Management and Leadership courses offer useful strategies, frameworks and theoretical foundations to enable managers to function in increasingly fluid work environments, and to enable researchers to better understand them. Consequently, the varied research and professional approaches emerge from a carefully blended understanding of contemporary practice and theory in all the courses on offer in the Major as well as the Specialist. In addition, students take ACMB01H3 Critical Reading, Thinking and Writing for ACM Programs, in which students consider knowledge as culturally and socially constructed; they become aware of the limits of knowledge as they craft academic arguments and analyses relevant to arts and media.
understanding of the limits of their own knowledge and an appreciation of the uncertainty, ambiguity, and limits to our collective knowledge and how these might influence analyses and interpretations.		
5. Communication Skills Students are able to communicate information, arguments, and analyses accurately and reliably, both	Students will be able to: • Employ principles of effective oral and written communications. • Communicate issues about the field and to substantiate their thinking about those issues through comparison to the findings of others in the field. • Engage with the challenges that	As a department, Arts, Culture and Media calls upon all of its students to be skilful and authentic communicators. Students develop and refine essential communication skills in ACMB01H3 Critical Reading, Thinking and Writing for ACM Programs. Students continue to work on their

orally and in writing. They learn to read and to listen critically.	emerging communications and production technologies are presenting to established systems and assumptions, and advocate within these challenges for the fundamental value of artistic creation and experience. • Articulate the role and importance of the arts and media in society. • Communicate the purpose and function of an organization's mission and vision, as stated in its guiding documents and expressed in its actions (and recognize that mission and the creative process are the base from which planning flows).	communication skills in arts management contexts in VPAA10H3 Introduction to Arts and Media Management, a writing intensive course. At the B-level, students focus on interpersonal communication in VPAB16H3 Managing and Leading in Cultural Organizations, qualitative communication in VPAB13H3 Financial Management for Arts Managers, and inclusive and intercultural communication in ACMB10H3 Equity & Diversity in the Arts Organizations. At the C level, students consider communications at a more advanced level. The required VPAC18H3 Raising Funds in Arts and Media course will provide students with experience in listening to, and articulating, changing creative and economic environments. The VPAC17H3 Arts and Media Marketing course goes beyond the idea of "earned revenue" as ticket sales and focuses on a range of stakeholder relationships and audience development. In both cases, students articulate in writing and orally the ways in which arts and media enterprises bring value, including non-monetary value, to community, to individuals, and to civic goals. VPAC13H3 Planning and Project Management in the Arts and Cultural Sector further develops students' communication skills by asking them to develop a series of communications-related initiatives, through both print and visual means, in service to the strategic and project plans of nearby organizations. Throughout C- and D-level courses, students are expected to create new knowledge within the discipline and communicate that knowledge to their peers. In the VPAD12H3 Senior Seminar, the expectation is that dissemination occurs in dialogue with their peers in both the Major and the Specialist, specifically in relation to their own subject focus, and more widely with other arts and creative management practitioners.
6. Autonomy and Professional Capacity The education students receive achieves the following broad goals: • It gives students the	Both the Arts and Media Major and the Specialist will provide strong skill-based and contextual knowledge, in preparation for employment in arts and media management or graduate work in a wide range of related, often multi- or interdisciplinary fields. A rigorous engagement with the theoretical issues that inform the fields of arts and media management is coupled with a wide range of more 'practical' skills that students	The curriculum introduces students to the ever-changing arts and media management field of study in a way that allows them to develop the knowledge and skills they need to become critical thinkers able to work as capable researchers and professional creative managers. Students develop both autonomy and professional capacity, including in collaborative and inclusive practices and methodologies currently at play in the field.

skills and knowledge they need to become informed, independent and creative thinkers • It instils the awareness that knowledge and its applications are influenced by, and contribute to, society • It lays the foundation for learning as a life-long endeavour	gain as part of the program. Students are encouraged to participate in a range of activities outside the classroom that speak to the needs of their communities. Specialist student successes include the establishment of Gallery 1265, a student-run art gallery, and ArtSideOut, a student initiative that is a local take on Nuit Blanche. It is anticipated that the Major students will also become involved in –and develop – these and other initiatives. Through participation in related social media networks, students are aware of the long-term impact of their contributions and the engagement of their communities in life-long learning.	The most appropriate methods for developing this kind of knowledge is what some term "spherical" – pushing out in all directions at once. Such knowledge is therefore served best through a series of courses that are designed to both broaden and deepen rather than just build understanding in a step-by-step linear progression. The transformation in our students comes from introductions to important ideas of the discipline, which are often woven throughout all the courses, just as they are woven throughout the contemporary practices and study of creative management. Students experience the implications of complex copyright and governance issues in VPAC16H3 Legal and Human Resource Issues in Arts Management, as well as the interlocked nature of the innovation and creative sectors in VPAC15H3 Cultural Policy (elective in the Major). Students also develop their capacity for autonomous work in VPAB16H3 Managing and Leading in Cultural Organizations, VPAC18H3 Raising Funds in Arts and Media, which focuses in part on how to individually raise financing for arts and media projects, as well as in VPAC17H3 Arts and Media Marketing. At the D-level, extended full-class collaboration on a project takes place in the capstone course VPAD12H3 Senior Seminar in Arts and Media Management. In all of these courses, students have the opportunity to investigate areas of interest in traditional or emerging arts and media management-related subjects that go beyond what they have investigated in class. Students often use these courses as springboards to their first post-university professional experience or as initial forays into research they plan to continue in graduate school.

6 Consultation

A review of the Specialist program in 2016-17 laid the groundwork for the proposed Major program. This review included consultation with students (focus-groups and surveys of students of all years in the program), sessional lecturers, part-time and full-time faculty, alumnae, and arts management professionals and employers.

A key finding of student, alumni and industry discussions suggest that students seek a more open, and flexible program option. While the Specialist continues to attract strong students

focused on educational and professional goals in the traditional arts disciplines and largely in the non-profit sector, many also voiced a need for an education that sees these in fluid relationship with for-profit strategies, opportunities and approaches. Students, alumni and industry partners alike wished to learn more about hybrid models, such as incubators, creative zones, and entrepreneurial approaches along the non-profit, public and for-profit spectrum.

Another key finding of the consultation was that students wished to see more theory and research reflected in the curriculum (training in research skills, theoretical or innovative approaches and frameworks, demographic changes in audiences, critical purviews of the field, relationship with all levels of media and social media, current research, etc.) This will be developed as course content evolves with the recent hire of a tenure-stream member of our faculty. Also, students wished to develop their professional, career-ready capacities, both in terms of basic skills (writing CVs, basic business skills, etc.). The proposed Major will be supported by ACM-wide ongoing efforts in Experiential Education, which will see greater resources offered in coming years supporting in-the-field experiences across all programs.

There will be no impact on other UTSC or UofT academic units.

7 Resources

- ## Faculty requirements

The proposed Major program does not assume faculty resources beyond what is currently available in the existing Specialist.

In addition to regular faculty, the department has shown the ability to deploy appropriate adjunct and part-time, sessional faculty with extensive current experience and networks from the field to meet resource needs. ACM added a new tenure-stream faculty member in Summer 2018 and, in the ACM faculty complement plan (July 2018), they have proposed an additional growth position in 2021-22 to renew curriculum to encourage program and faculty growth as well as to support the existing Specialist and proposed Major, possibly in connection with other program areas within the Department.

Supervision of experiential learning opportunities is centralized within the department and sufficient staff support for Arts Management is provided through the office of ACM Connects.

Table 2: Detailed List of Committed Faculty

Faculty name and rank	Home unit	Area(s) of Specialization
Sherri Helwig, Associate Professor, Teaching Stream	Arts, Culture and Media	Arts Management practice
Mary Elizabeth Luka, PhD, Assistant Professor, started July 2018	Arts, Culture and Media	Arts, Culture and Media Management multi-disciplinary research in theory, policy and practice in the digital, creative and knowledge economies
Charlie Wall-Andrews, MBA, MA	Arts, Culture and Media, part-time faculty and Executive Director, SOCAN Foundation	Equity & diversity; fundraising and Corporate Social Responsibility; audience & resource management
Emma Walker, MA, MBA	Arts, Culture & Media,	Financial management, including

Faculty name and rank	Home unit	Area(s) of Specialization
	part-time faculty, and financial manager for several mid-sized arts organizations	specialized softwares such as CADAC, and relational databases. Tests and uses long-time textbook in the field
Mina Momeni, MFA, PhD Candidate (Ryerson-York Joint Program in Communication and Culture	Arts, Culture & Media, part-time faculty, currently a practicing photo-visual artist, completing a PhD	Visual imagery and design, websites, and related visual plans (e.g. branding)

• Space/Infrastructure

There are no unique space/infrastructure requirements for this program.

8 Governance Process

Levels of Approval Required	Date
Departmental Curriculum Committee	October 15, 2018
• **Decanal Sign-Off** • **Provost Office Sign-Off**	December 7, 2018 January 29, 2019
UTSC Campus Affairs Committee	March 1, 2019
UTSC Academic Affairs Committee	March 27, 2019
Submission to Provost's Office	
AP&P – reported annually	
Ontario Quality Council – reported annually	

Appendix A: Calendar Entry for the Specialist Program in Arts Management (showing changes for 2019-20)

SPECIALIST PROGRAM IN ARTS MANAGEMENT (ARTS)

Undergraduate Advisor: arts-management-program-director@utsc.utoronto.ca

While a majority of the academic work in the program is based on the not-for-profit arts model, the skills that UTSC's arts management students develop are transferable skills: critical thinking, organizational development, marketing, fundraising, public relations and public policy can be applied to many fields, and graduates may eventually opt to work in for-profit cultural industries such as commercial music, film and television, or even non-arts sectors that require similar abilities. For further information, see www.utsc.utoronto.ca/artsmanagement/

The **Standard Stream** of the program is designed to give students a broad and deep understanding of Arts Management at the undergraduate level through academic courses but without full field placements. This stream is well suited to students who have past or alternate practical experience in arts management.

The **Field Placement Stream** of the program is designed to enhance the students' understanding of Arts Management through substantial exposure to its practice in a minimum of two 300-hour not-for-credit placements.

Enrolment Requirements

Enrolment in the program is limited and entry is competitive. Admissions are granted on the basis of applicants' academic performance, background in one or more of the arts, and demonstrated interest and potential ability in Arts Management as discerned through an interview. For the Standard Stream, students must have a minimum cumulative GPA of 2.5, both overall and in Arts Management-specific courses. For the Field Placement Stream, students must have a minimum cumulative GPA of 3.0, both overall and in Arts Management-specific courses.

Program Requirements

This program requires the completion of a total of 15.0 credits. Students complete a core of 6.0 credits in Arts Management courses, 1.5 credits in Management courses, 6.0 credits in one or more arts discipline(s), and 1.5 credits specific to either the Standard Stream or the Field Placement Stream.

Students must maintain a minimum cumulative grade point average (CGPA), both overall and in Arts Management-specific courses: 2.5 for the Standard Stream and 3.0 for the Field Placement Stream. Continuous consultation with the Program Director is strongly encouraged for all students in each year of their program.

Core (13.5 credits)

Arts Management Courses (6.0 credits)
VPAA06H3 Visual and Performing Arts Management in the Digital Age
VPAA10H3 ~~Introduction to Arts Management~~ Introduction to Arts and Media Management
VPAA12H3 Audience and Resource Development
ACMB10H3 Equity and Diversity in the Arts
VPAB13H3 Financial Management for Arts Managers
VPAB16H3 Managing and Leading in Cultural Organizations
VPAB17H3 From Principles to Practices in Arts Management
VPAC13H3 Planning and Project Management in the Arts and Cultural Sector
VPAC15H3 Cultural Policy
VPAC16H3 Legal and Human Resource Issues in Arts Management
[VPAC17H3 ~~Arts Marketing~~ Marketing in Arts and Media *OR* VPAC18H3 ~~Fundraising and Development in the Arts~~ Raising Funds in Arts and Media
VPAD12H3 ~~Senior Seminar in Arts Management~~ Senior Seminar in Arts and Media Management

2. Management Courses (1.5 credits)
MGTA01H3/(MGTA03H3) Introduction to Business
MGTA02H3/(MGTA04H3) Managing the Business Organization
0.5 credit from Management or Economics at the C- or D- level (unless an alternative is formally approved in advance by the Arts Management Program Director)

Note: Arts Management students have access to the following Management courses via ROSI: MGHC23H3, MGMC30H3, MGTC33H3, MGTC44H3 and MGTD45H3. Arts Management students interested in other Management courses must approach the Arts Management Program Director early in the enrolment period to discuss suitability and to request access. Appropriate prerequisite knowledge is required for all Management courses.

3. Arts Courses (6.0 credits)
[6.0 credits from within the Major program in one of the artistic disciplines offered by the Department of Arts, Culture and Media (Art History, Music and Culture, Studio Arts, and Theatre & Performance Studies). At least 1.0 credit of these must be at the C- or D-level.] *OR*
[With the prior written approval of the Arts Management Program Director, students may tailor a coherent group of courses to accommodate their special interests and particular career goals. At least 1.0 credit must be at the C- or D-level.]

Note: Because the completion of a Major program in a chosen artistic field is particularly valuable for students contemplating graduate studies and certain careers related to that subject, students may wish to add the Major Subject POSt and take additional arts courses to fulfil the Major requirement. Alternatively, one or more Minor program(s) may be valuable in certain fields of work and further studies.

A. Standard Stream
In addition to the Core requirements above, students must complete 1.5 credits as follows:

4. (1.5 credits)
VPAB05H3 Introduction to Contemporary Cultural Theory
Two courses (1.0 credit) from the following:
- VPAB15H3 Arts Education and Outreach
- [VPAC17H3 ~~Arts Marketing~~ Marketing in Arts and Media *OR* VPAC18H3 ~~Fundraising and Development in the Arts~~ Raising Funds in Arts and Media (whichever one is not fulfilling the requirements in the Core Courses)]
- VPAC21H3 Special Topics in Arts Management I
- VPAC22H3 Special Topics in Arts Management II
- VPAD07H3 Agency & Pluralism in Social & Cultural Transformations
- VPAD14H3 Independent Studies in Arts Management

Note: one of the D-level choices is required if a D-level course is not taken as a part of component 2 (Management Courses) or component 3 (Arts Courses).

B. Field Placement Stream

4. Work Term Placements
In addition to the Core requirements above, students must complete a minimum of two 300-hour not-for-credit work term placements:
Field Placement I
Field Placement II

5. (1.5 credits)
ACMC01H3 ACMEE Applied Practice I (to be taken concurrently with, or after, Field Placement I)
ACMD01H3 ACMEE Applied Practice II (to be taken concurrently with, or after Field Placement II)
0.5 credit from the following:
- VPAB05H3 Introduction to Contemporary Cultural Theory
- VPAB15H3 Arts Education and Outreach
- [VPAC17H3 ~~Arts Marketing~~ Marketing in Arts and Media *OR* VPAC18H3 ~~Fundraising and Development in the Arts~~ Raising Funds in Arts and Media (whichever one is not fulfilling the requirements in the Core Courses)]
- VPAC21H3 Special Topics in Arts Management I
- VPAC22H3 Special Topics in Arts Management II
- VPAD07H3 Agency & Pluralism in Social & Cultural Transformations
- VPAD14H3 Independent Studies in Arts Management
- ACMD02H3 ACMEE Applied Practice III (to be taken in connection with an optional "Field Placement III"

Courses in the first two years of the program

The first year of study would normally consist of 5.0 credits (10 courses - five in each of the Fall and Winter semesters) including VPAA10H3, VPAA12H3, VPAA06H3, MGTA01H3, MGTA02H3, at least three courses from the "Arts Courses" section of the program requirements, and electives. ACMB01H3 can be taken as one of the "Arts Courses" in the Winter semester of the first year, or during second year. The second year of study would normally consist of 5.0 full credits (10 courses) including VPAB13H3, VPAB16H3 and VPAB17H3, ACMB01H3 (if not already taken, B-level courses from the "Arts Courses" program requirement, and electives. Arts Management students are encouraged to consider ACMB02H3 as one of their elective choices.

Appendix B: Complete List of Associated Courses

ACMB01H3 Critical Reading, Thinking and Writing for ACM Programs Academic study in the Department of Arts, Culture and Media is distinguished by critical, historical and practice-based approaches to text, image, sound and performance. This course focuses on critical reading, thinking and writing skills while introducing students to humanistic inquiry through lectures, readings, discussions, and attendance of campus performances and gallery exhibits. This is a writing intensive course that offers students regular constructive feedback on their work.
Prerequisite: Any 2.0 credits
Exclusion: ACMA01H3 (if taken before the 2016-17 academic year)
Enrolment Limits: 25
Breadth Requirements: Arts, Literature & Language
Note: Priority will be given to students enrolled in Specialist and Major offered by the Department of Arts, Culture & Media. Other students will be admitted as space permits.

ACMB10: Equity and Diversity in the Arts
The importance of equity and diversity within Canadian cultural values, and how these challenges are advanced within arts organizations. The development and use of critical tools to assess the values, principles and policies of arts organizations, and strategies aimed at changing these organizations so that they are non-discriminatory and inclusive.
Prerequisite: 4.0 full credits, including VPAA10H3
Exclusion: (VPAD06H3)
Recommended Preparation: VPAB05H3
Breadth Requirements: Social & Behavioural Sciences

VPAA06H3 Visual and Performing Arts Management in the Digital Age
An introduction to the use of computers in the visual and performing arts. Demonstrations, workshops and an introductory survey of applications and usage will illustrate current standards and consider future possibilities of the handling of information (including text, images, sound and data). Projects will allow opportunities for practical experience.
Exclusion: (CSCA02H3)
Recommended Preparation: VPAA10H3
Enrolment Limits: 40. Priority will be given to students in Arts Management, then other ACM programs (Arts, Culture and Media Programs) and Humanities and Social Sciences (Coop)
Breadth Requirements: Arts, Literature & Language

VPAA10H3 Introduction to Arts and Media Management
An introduction to the theories and practices of arts and media management ~~primarily~~ within the not-for-profit, public and social enterprise sectors. It is a general survey course that will introduce the broad context of arts and media management in Canadian society and provide an overview of the ~~artistic~~ creative and administrative issues currently faced by the arts and ~~cultural~~ media community.
Breadth Requirements: Arts, Literature & Language

VPAA12H3 Audience and Resource Development

An introduction to the essential and interconnected areas of marketing and fundraising in the arts.
Prerequisite: VPAA10H3
Exclusion: (VPAB12H3), (VPAB14H3)
Breadth Requirements: Arts, Literature & Language

VPAB05H3 Introduction to Contemporary Cultural Theory
An introduction to key concepts and issues in contemporary cultural theory. Emphasizes critical reading, thinking, and writing. Students will engage with a wide range of theoretical and methodological developments in the study of art and culture, including, cultural studies, feminism, and postmodernism.
Prerequisite: [4.0 credits, including VPAA10H3] or [SOCB58H3 and an additional 4.0 credits]
Breadth Requirements: History, Philosophy & Cultural Studies

VPAB13H3 Financial Management for Arts Managers
An introduction to financial management issues faced by arts and cultural managers.
The topics include an introduction to basic accounting concepts, financial statement preparation and analysis, internal control and management information systems, budgeting and programming, cash and resource management, and various tax related issues.
Prerequisite: VPAA10H3
Exclusion: MGTB03H3
Recommended Preparation: VPAA12H3 or [(VPAB12H3) and (VPAB14H3)]
Breadth Requirements: Quantitative Reasoning

VPAB15H3 Arts Education and Outreach
An introduction to public programming, community arts, and education within the arts organization and beyond. This course will consider the practical and the broader historical, social and policy issues related to the relationship between arts programming and audiences.
Prerequisite: At least 4.0 credits including VPAA10H3
Breadth Requirements: History, Philosophy & Cultural Studies

VPAB16H3 Managing and Leading in Cultural Organizations
An introduction to the theories and practice of leadership, employee and volunteer management, and organizational behaviour as they apply to the not-for-profit arts sector.
Prerequisite: VPAA10H3 and VPAA12H3
Breadth Requirements: Arts, Literature & Language
Note: VPAA12H3 may be taken as a co-requisite with the express permission of the instructor.

VPAB17H3 From Principles to Practices in Arts Management
An introduction to the real world application of knowledge and skills in arts and arts related organizations. This course allows students to build on foundational studies and develop discipline specific knowledge and skills through experiential methods (including a short term field placement) and objective study.
Prerequisite: VPAA12H3 and VPAB16H3
Enrolment Limits: 25; Restricted to students in the Specialist in Arts Management.
Breadth Requirements: Arts, Literature & Language

Note: Both VPAA12H3 and VPAB16H3 can be taken as co-requisites with the permission of the instructor.

VPAC13H3 Planning and Project Management in the Arts and Cultural Sector
This course provides a broad foundation of project management and planning knowledge and skills. Topics such as project and special event management (including tours, festivals, etc.), and strategic and business planning (including entrepreneurship) will be discussed in the context of organizational processes.
Prerequisite: 8.0 credits including VPAB13H3, VPAB16H3 and ACMB01H3
Breadth Requirements: Arts, Literature & Language

VPAC15H3 Cultural Policy
A survey of the principles, structures and patterns of cultural policy and arts funding, both nationally and internationally. The course will explore a wide range of cultural policy issues, addressing both the subsidized arts and cultural industries sectors, and exploring the strengths and weaknesses of particular policy approaches.
Prerequisite: [8.0 credits, including VPAA10H3 and VPAB05H3 and ACMB01H3] or [8.0 credits, including SOCB58H3 and registration in the Minor in Culture, Creativity, and Cities]
Breadth Requirements: Arts, Literature & Language

VPAC16H3 Legal and Human Resources Issues in Arts Management
This course is a study of legal and practical human resource issues from an arts management perspective. Topics will include copyright, freedom of expression, censorship, and issues related to labour relations and contracts in the cultural sector.
Prerequisite: 8.0 credits including VPAA10H3 and ACMB01H3
Enrolment Limits: 30
Breadth Requirements: Arts, Literature & Language

VPAC17H3 ~~Arts~~ Marketing in Arts and Media
An advanced study of marketing within the arts and ~~cultural~~ media sectors. This course facilitates a sophisticated understanding of the knowledge and skills required for ~~an~~ arts and media managers to be responsive to varied market groups and changing market environments and successfully bring ~~art~~ creative and cultural production and audiences together.
Prerequisite: VPAA10H3 and VPAA12H3 and ACMB01H3
Recommended Preparation: VPAA06H3
Breadth Requirements: Arts, Literature & Language

VPAC18H3 ~~Fundraising and Development in the Arts~~ Raising Funds in Arts and Media
An advanced study of fundraising and resource development within the arts and media sectors. This course facilitates a sophisticated understanding of the arts and media funding landscape, as well as the knowledge and skills required for ~~an~~ arts and media managers to develop and increase varied revenue streams, including arts and entrepreneurial granting systems, media funding, and contributed revenue to support ~~the~~ artistic missions.
Prerequisite: VPAA12H3 and VPAB13H3 and VPAB16H3 and ACMB01H3
Breadth Requirements: Arts, Literature & Language

VPAC21H3 Special Topics in Arts Management I
Special topics for intensive practical, theoretical and/or experiential study of some specific
aspects of Arts Management. The topic(s) to be explored in this course will change from session
to session.
Prerequisite: 10.0 credits, including VPAA10H3, VPAA12H3, VPAB16H3, and ACMB01H3
Exclusion: (VPAD13H3)
Enrolment Limits: 25
Breadth Requirements: Arts, Literature & Language

VPAC22H3 Special Topics in Arts Management II
Special topics for intensive practical, theoretical and/or experiential study of some specific
aspects of Arts Management. The topic(s) to be explored in this course will change from session
to session.
Prerequisite: 10.0 credits, including VPAA10H3, VPAA12H3, VPAB16H3, and ACMB01H3
Enrolment Limits: 25
Breadth Requirements: Arts, Literature & Language

VPAD07H3 Agency and Pluralism in Social and Cultural Transformations
Transformations in social and cultural institutions have been achieved through the agency of
individuals who have embedded the values of pluralism in their personal and professional lives.
Students will explore model examples and will develop projects they might use to advance this
aim in a variety of professional situations.
Prerequisite: (VPAB06H3) or VPAB07H3
Breadth Requirements: Social & Behavioural Sciences

**VPAD12H3 ~~Senior Seminar in Arts Management~~ Senior Seminar in Arts and Media
Management**
A capstone course providing the opportunity for students to reflect on and synthesize the
knowledge and skills gained in previous courses and related experiences.
Prerequisite: At least 16.0 full credits including VPAC13H3.
Exclusion: Restricted to students in the Specialist program or in the Arts & Media Management
Major in Arts Management
Note: This course should be taken in the final year of study; advance permission of the instructor
is required for any other timing.

VPAD14H3 Independent Studies in Arts Management
A directed research and/or project oriented course for students who have demonstrated a high
level of academic maturity and competence. Qualified students will have the opportunity to
investigate an area of interest to both student and the Director in traditional or emerging subjects
related to the field of Arts Management.
Prerequisite: At least 1 full credit in Arts Management at the C-level. Written consent and
approval of a formal proposal in the approved format must be obtained from the supervising
instructor and Program Director by the last date of classes in the previous academic session.
Exclusion: MGTD80H3
Enrolment Limits: 6