

GOUCHER | college

**Master of Arts in Arts Administration**

Welch Center for Graduate and Professional Studies

1021 Dulaney Valley Road

Baltimore, MD 21204

800.697.4646

[www.goucher.edu/maaa](http://www.goucher.edu/maaa)

**GOUCHER COLLEGE :: Master of Arts in Arts Administration**

COURSES 2012-13

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# Important Dates

## 2012-13 | Academic Year

March 30, 2012	Deadline for applications
April 30, 2012	Decision letters mailed
May 21, 2012	Enrollment agreement and deposit due
July 27, 2012	Fall semester tuition due
July 29, 2012	Students arrive on campus
July 30, 2012	Campus residency begins
August 5, 2012	Graduate Programs Commencement
August 11, 2012	Campus residency ends Off-campus portion of semester begins
December 7, 2012	Fall semester ends

## Proposed

January 4, 2013	Spring semester fees and tuition due
January 14, 2013	Spring semester begins
April 26, 2013	Spring semester ends

# Master of Arts in Arts Administration Program

## On-Campus Residency Requirements

Students accepted into the program will attend three two-week summer residencies at Goucher in late July/early August. During the first summer, new students will meet with the program director to plan their preliminary course of study. They will also begin AAD 601-Principles of Arts Administration, which they will complete during the fall. In addition, students will meet with the faculty for the other courses they will be taking online during the academic year. Training in the use of technology for distance learning will be provided.

During each subsequent summer residency, students will meet with the program director to refine their course of study and to develop a plan for the internship and for the major paper. In subsequent summers, second-year students start AAD 617-Public Policy for the Arts and third-year AAD 627-International Arts Policy, both of which will be completed in the fall. The required internship and major paper, completed off-campus, form the capstone of each student's course of study, and are described in more detail below. Students return to campus briefly in a fourth summer to participate in commencement.

## Off-Campus Requirements

Faculty maintain regular contact with students throughout the semester. Depending on the course, this may involve individual discussions by telephone or e-mail, online conferencing, live classes, or conference calls involving occasional guest speakers. Typically, regular communication between faculty and students will be weekly.

Students are responsible for maintaining contact with instructors and with program administration during the semester. E-mail will be the preferred method of contact. Some courses listed as fall offerings begin during the summer residencies, as explained above. All other courses are designed to be completed during the 14-week fall or spring semester. Students will be provided with a detailed syllabus and lesson plan for each course.

Off-campus communication will also include submitting assignments, papers, and other written work primarily by e-mail. Students can expect each course to require an average of 7 to 8 hours weekly in required reading, writing, and research assignments. Most online courses include weekly meetings, which usually take place on weekday evenings or on weekends.

## Course and Research Materials

Students may purchase course texts and course packets from MBS Textbook Exchange, or from other vendors. Students are responsible for securing all research and other materials necessary for courses. During the residencies, computer research, access and training are provided.

Minimum computer requirements are:

### Computer Requirements

- Windows XP or later, or Mac OS 10.4 or later
- Minimum 2GB of memory (RAM)
- The latest version of Java available from: [www.java.com](http://www.java.com)
- The latest version of QuickTime available from: [www.apple.com/quicktime](http://www.apple.com/quicktime)
- Current word processing software
- Headset with microphone

### Internet Access

- Broadband Internet connection such as DSL or Cable modem
- Use of Goucher e-mail

## Transfer Credits

Because the M.A. in Arts Administration is unique, transfer credit is not accepted. However, other graduate work will be considered in the admissions process.

## Program Costs

For the 2011 entering class, tuition was \$710 per credit hour. On-campus room and board for the 2011 summer session was \$80 per night. Students will be housed in individual, air-conditioned rooms, with meals provided in the dining hall. All students are expected to live on campus during each residency. There is a \$90 student services fee each semester. Modest annual increases in tuition and fees should be expected.

## How to Apply

To be considered for admission, an applicant must submit the following by March 30, 2012:

- A completed application form, including three copies of the essay and a nonrefundable \$50 application fee made payable to Goucher College.
- Official transcripts of all undergraduate and graduate work can be sent directly by the institution to the address below, or included with your application in the institution's sealed envelope.
- Two recommendation forms completed by people who know you well enough to give informed opinions of your intellectual ability, capacity for sustained self-directed study, personal qualifications, and professional potential.

Application materials should be forwarded to:

Master of Arts in Arts Administration  
Welch Center for Graduate and Professional Studies  
Goucher College  
1021 Dulaney Valley Road  
Baltimore, Maryland 21204-2794

Acceptance to the program will be based on an evaluation of the applicant's work and experience, essay, recommendation forms, and transcripts. The essay is particularly important as it demonstrates the applicant's depth of experience, professional aims, ability to undertake self-directed graduate study, and ability to present a cogent argument in writing. Decision letters will be mailed on April 30. Accepted students are required to submit an enrollment agreement, along with a nonrefundable \$500 deposit, by May 21, 2012. The deposit will be credited toward tuition charges for the upcoming semester. Application materials can be downloaded from our website at [www.goucher.edu/maaa](http://www.goucher.edu/maaa). If you would prefer to receive a hard copy, please contact us by phone at 800-697-4646 or by e-mail at [maaa@goucher.edu](mailto:maaa@goucher.edu).

Because of Department of Education regulations, Goucher has temporarily put a hold on admissions in a few states. For current information, please visit Goucher's website at [www.goucher.edu/doi](http://www.goucher.edu/doi).

## Financial Aid

MAAA students may apply for a Federal Direct Stafford or Direct Graduate PLUS Loan. Eligibility for federal direct loans is based on need, as determined by the Free Application for Federal Student Aid (FAFSA). Students receiving these loans are required to take a minimum of 4.5 credits per semester. To determine eligibility for these loans, please complete the FAFSA at [www.fafsa.gov](http://www.fafsa.gov). Some applicants will be required to submit additional information. We encourage all students to use the Financial Aid Student Tracking System (FASTS) to learn the status of their financial aid file. For more information, visit [www.goucher.edu/gradaid](http://www.goucher.edu/gradaid).

Goucher College is authorized to provide for the education of qualified veterans and when eligible, the spouses and children of deceased or disabled veterans under the provision of the various federal laws pertaining to veterans' educational benefits. Students eligible for veterans' benefits must apply for admission, pay their bills, and register in the same manner as non-veteran students. Reimbursement is made by the Department of Veterans' Affairs. To receive benefits, students must qualify for benefits and must comply with the rules that have been established by the Department of Veterans' Affairs and the policies currently in effect at Goucher. Further information and enrollment forms may be obtained from Goucher's Office of Student Administrative Services, (410) 337-6500.

Students should also check with their employers regarding possible financial assistance.

Please note that the cost of on-campus residency room and board is not covered by financial aid and that international students are not eligible for financial aid. The fall semester begins on the first day of the on-campus residency and continues through the end of the off-campus portion.

A limited number of scholarships are available. A FAFSA must be completed as part of the eligibility requirements.

## Key Information for Applicants

Website Address: [www.goucher.edu/maaa](http://www.goucher.edu/maaa)

General information on the program and questions regarding application procedures, registration, residency, and program costs:

Welch Center for Graduate and Professional Studies  
800-697-4646; [maaa@goucher.edu](mailto:maaa@goucher.edu)

For questions regarding financial aid, please call 410-337-6141.

## Schedule of Payments

All student accounts must be current before enrollment is allowed for subsequent semesters. A late fee of \$125 will be assessed if payment has not been received by the due date.

In order to participate in commencement exercises, a student must have completed all academic requirements for the degree and have settled all college accounts.

A monthly payment plan is available from Academic Management Services (AMS) at 1-800-635-0120, which may be helpful for students who do not qualify for or do not wish to take advantage of the federal loan program.

Payments may be made by check, Visa, MasterCard, or American Express.

## Refund Policy

You will receive a refund of your tuition based on when you withdraw from a course.

A partial refund of payments may be made to students who withdraw from courses of their own accord. Any credit balance remaining after these adjustments to the student's account will be refunded. Institutional and federal aid as well as tuition and fees will be adjusted in accordance with the Federal Return of Title IV calculation. The Title IV calculation is based on the day of attendance as a percentage of total days in the semester up until 60%. For example, if a student drops a class after completing 20% of the semester, the student would be eligible for a refund of all but 20% of the tuition (or an 80% refund). After 60% of the semester has been completed, no refunds are awarded.

### Refund/Credit Allowed

Before classes begin	100% refund
Up until 60% of the semester	Prorated refund based on Title IV refund policy
After 60% of the semester	No refund

# Curriculum

The Master of Arts in Arts Administration curriculum requires a total of 43 credits for graduation. Of these, 37 credits are earned through required courses, six credits through elective courses.

## REQUIRED COURSES

### **AAD 60I. Principles of Arts Administration**

BAKER 3 CREDITS/FALL

This course introduces students to the history and practice of arts administration. It examines the distinctions and challenges common to all areas of the arts and considers the differences in mission and administration among organizations in theatre, dance, music, visual arts, media arts, arts councils and arts service organizations, arts education, and multidisciplinary organizations. The course examines regulations and distinctions related to nonprofit status and various new hybrids. It reviews community involvement in the arts at the local, state, regional and national levels. It examines the cultural and economic contributions of the arts. All new MAAA students begin with this course during their first residency.

### **AAD 605. Writing and Research Methods for the Arts Administrator**

LUCAS 3 CREDITS/FALL AND SPRING

This course will strengthen students' writing and research skills in preparation for a career in arts administration. The course will prepare students not only for the professional writing needed in the field, but also for the academic writing that is expected in the MAAA program. Students will build on their current skills, emphasizing the use of style and tone to reach an audience, the mechanics of good writing, and editing skills. Using analysis and problem-solving methods, students will consider approaches that may be useful in a variety of situations that arts administrators may face. The research section of the course will review the steps required for academic research, synthesis of research findings, organization of a paper, and proper citation. Required for the first year.

### **AAD 610. Leadership and Strategic Thinking**

COLEMAN-COOK 3 CREDITS/FALL AND SPRING

This course examines the characteristics of effective leadership in a nonprofit arts organization. It considers the ways in which skills and abilities can inspire the most productive interactions with and among artists, arts administrators, staff, boards, volunteers, audiences, etc. The course examines the best approaches to governance and structure for different types of arts organizations, and examines ethical considerations. The course looks at the changing needs of leadership as well as strategic planning related to organizational and community changes. Required in the first year.

### **AAD 61I. Financial Management for the Arts**

LUCAS 3 CREDITS/FALL AND SPRING

This course introduces students to financial and accounting principles for the nonprofit executive. The vocabulary of finance, the tools for analysis of financial statements, the review of internal controls, and the basics of budgeting will help the student understand the role of the nonprofit manager in leading the organization to sound financial decisions. Required for the first year.

### **AAD 612. Public Relations and Marketing the Arts**

KEARNS 3 CREDITS/FALL AND SPRING

This course examines the development of internal and external public relations and marketing plans. It considers various approaches to maximize impact for different types, styles, and sizes of arts organizations. It examines the most productive uses of all forms of media. The course focuses on audience development and demographics, marketing segmentation, relationship products, promotional tools and tactics, e-marketing and uses of social media, research, customer service, and media relations. Required in the first year.

**AAID 613. Developing Financial Resources**

JAMES

3 CREDITS/FALL AND SPRING

This course prepares students to take a leadership role in the planning and management of a comprehensive development program for a non-profit arts organization. It focuses on annual giving by individual, corporate, and foundation donors and examines the value of face-to-face solicitation, donor benefits, events, mass mailings, telefunding, social media, and online giving to secure contributed income. Participants will learn to identify, cultivate, solicit and steward donors at all levels and to develop fundraising skills and instincts among an arts organization's board, staff, and volunteers. An introduction to capital, planned giving, and endowment campaigns rounds out this core offering.

**AAID 614. Law and the Arts**

BROWNE

3 CREDITS/FALL

This course examines the legal rights and responsibilities of artists and artistic institutions. Topics include the law of intellectual property (copyright and trademark), moral rights, personality rights (defamation, publicity, and privacy), and freedom of expression. The course also provides an introduction to basic contract law and to the structure and language of contracts, including commissioning, performance rights, and music licensing agreements. Other legal issues that arise in the management of arts organizations may also be discussed.

**AAID 617. Public Policy for the Arts**

LYNCH/KATZ

3 CREDITS/FALL

This course examines governmental policy on the arts at the national, state and local levels including the history of public arts policy in this country and current politics. Understanding and changing public policy, identifying decision-makers and developing a vocabulary for successful advocacy are major components of the course. This course is taken during each student's second summer residency.

**AAID 619. Cultural Ecosystem: The Arts in Community**

EWELL/VEGA

3 CREDITS/FALL AND SPRING

This course examines the manner in which artists and arts organizations build community, and function within and support their communities. Topics include: the historical context of arts in our communities, changing demographics and their impact on artists and audiences, the integration of multiple cultures into arts policy, and programs, understanding cultural democracy, using the arts in the development of community identity, the arts and economic development, and community cultural planning.

**AAID 625. Grantsmanship from A to Z**

BURDETT

1 CREDIT/SPRING

This course will examine the process of researching, preparing, and managing corporate, foundation, and government grants for nonprofit arts organizations. Topics to be covered will include research, cultivation, understanding guidelines, program development, outcomes-based evaluation, letters of intent, preparation of proposals, and reporting process. Students will become familiar with the funding environment, and will prepare complete grant proposals.

**AAID 627. International Arts Policy**

CHIU

3 CREDITS/FALL

This course examines international arts policy, including those policies of Asia (Far East and Middle East), Europe, North America, South America, Africa, and Australia. The primary goal of the course is to better prepare graduates to operate in a global context with an awareness of international artistic and cultural diversity. It is taken during the third summer residency, and it includes student interaction with faculty and guest lecturers representing major cultures covering the various continents/regions. Students will develop an awareness of the ways in which cultural policies influence cultural development, cultural exchange, international economics, and programming within that culture. Students will examine current and historical factors that influence cultural policies and political agendas around the world.

**AAD 650. Independent Study / Internship**

FACULTY

3 CREDITS

The purpose of the MAAA Independent Study / Internship is to offer professional experiences that allow students to work either independently or as part of a group or organization. Students choose faculty advisors to guide their process. Depending on focus of their study, students may also choose field advisors as well. The goal of the course is for each student to learn through individualized participation, research, guidance and /or observation.

**AAD 65I. Major Paper**

FACULTY

3 CREDITS

The major paper is a research paper of thesis quality. Students receive guidance regarding their major paper work from the MAAA Program Director, the Major Paper Director, and two faculty members throughout their process.

**ELECTIVES****AAD 630. Managing Performing Arts Organizations**

WILDMAN

3 CREDITS/FALL

This course examines the particular challenges related to theatre, music, and dance organizations as well as those involved in presenting performances and in the management of performing arts venues. Course topics include contractual agreements, cooperative ventures between organizations, and managing organizations in transition. Organizational needs are considered from various points of view (staff, artists, board, patrons, funders, etc). Issues are examined through a case study approach.

**AAD 63I. Managing Visual Arts Organizations**

PAXSON

3 CREDITS/SPRING

This course dissects and examines the myriad challenges facing the director of an art museum, nonprofit art gallery or alternative space. Topics will include ethical issues, board governance, the pros and cons of facility expansion, provenance issues, fundraising strategies and their "Catch-22" components, audience development, media communication, managing controversy and change, the organization's role as educator, collaborative ventures, the critical investment in exhibitions, collecting and deaccessioning, and working with contemporary artists.

**AAD 634. Planning and Managing New Ventures in the Arts**

BUSH

3 CREDITS/SPRING

This course is designed to provide the student with insights into setting up a new artistic venture or re-designing an existing program. Students will explore creating a concept, vision and mission; the life cycles of a non-profit, leadership issues; building support in the larger community; developing financial viability on many levels; public relations, marketing, outreach and audience development.

**AAD 636. Arts in Education**

CHIU

3 CREDITS/SPRING

This course will study the various arts education methodologies practiced in the classroom, explore models of best practices in different settings in urban and rural schools, discuss the role of the arts in academic learning, and examine public support for arts in education and advocacy for such support. Students will survey their own communities and professional backgrounds to build a context for their understanding of the coursework, discuss assigned readings and issues in arts education, and practice resolution of real-life situations in arts instruction, seeking public support, and developing advocacy strategies to ensure the permanence of arts in the core curriculum of all schools.

**AAD 637. Directed Reading in the Chosen Arts Field**

FACULTY

3 CREDITS

Directed Reading may be designed by a student on an individual basis to broaden the student's knowledge in a particular area of arts administration. Students interested in taking this course must have the prior approval of the director, an outlined bibliography, and a faculty member who has agreed to advise their work.

# General Academic Information

**Add/Drop Policy**

No student may add a course after the first day of the semester. The last day a student may drop a semester course without a withdrawal appearing on the academic record is the end of the second week of classes. Students withdrawing from a semester course after week two through week eight will receive a W on their permanent record. To drop a course, a student must consult with the faculty member and the program director. Upon approval, the student will submit a signed add/drop slip to the director.

**Leave of Absence**

Students must enroll in a minimum of one course per semester to remain active on the rolls of the college. Students in good academic and financial standing may request a leave of absence for no more than two semesters during the total degree candidacy. They are expected to return to the college at the conclusion of their leave. Students must apply in writing to the director for a leave of absence.

**Withdrawal from the College**

A student wishing to withdraw from the college must consult with the director. If no other option, such as a leave of absence, is viable, the student must formalize his/her request to withdraw in writing. Upon receipt and approval by the director, the student will be officially withdrawn from the college. A student must have a clear financial record prior to officially withdrawing from the college.

A student who withdraws and wishes to return to the college will be required to apply for re-admission and will be subject to all regulations and requirements then in force. Withdrawals from the college will be recorded on the student's permanent record.

## Course Extensions

Courses are designed to be completed in the 14- to 15-week semester. Official extension fees are \$350 per credit. The formal course extension allows the student until the last day of classes of the following semester to complete all missing work and requires the permission of both the course instructor and the program director. Course extensions may not be repeated.

## Grading System

All courses except AAD 650–Internship and AAD 651–Major Paper, which are graded P (pass), or NP (no pass), will use the following grading system: A, B, C, F EX (extension), W (withdraw). The letter grades B and C may be modified by plus (+) and grades A through C by minus (-).

As part of the continued guidance offered to each student, the director evaluates the record of any student whose grade point average falls below a 3.0. On the basis of this evaluation, the student may be placed on probation for one semester, or dismissed from the college.

Detailed information on policies and procedures is contained in the Welch Center for Graduate and Professional Studies Graduate Student Handbook.

# Faculty

## **RAMONA BAKER**

**Director, Master of Arts in Arts Administration,  
Adjunct lecturer, Indianapolis, Indiana**

Consultant, facilitator, and speaker with over 25 years experience as CEO of nonprofit cultural organizations; currently works with nonprofit organizations around the country. Former executive director, Arts Council of Indianapolis; currently member of board and executive committee of Americans for the Arts; former board member of National Association of Local Arts Agencies, Nonprofit Advisory Board, and U.S. Urban Arts Federation; former executive director, Arts Council of Huntsville, Alabama; former managing director, Enterplay Theatre, New York; former director of audience development, Back Alley Theatre, Washington, DC. Has produced arts festivals, managed theatre companies, presented workshops, published arts research, supervised capital construction, and served as evaluator and panelist for the National Endowment for the Arts. B.F.A., Theatre, University of Texas, Austin; M.F.A., Arts Management, Florida State University.

## **RACHELLE V. BROWNE**

**Adjunct Lecturer, Washington, DC**

Associate general counsel, Smithsonian Institution; chair, “Legal Issues in Museum Administration,” course co-sponsored by Smithsonian, American Law Institute–American Bar Association, and American Association of Museums; former staff attorney and attorney-advisor, Federal Trade Commission; former counsel to U.S. Virgin Islands Port Authority; former board member, African Continuum Theatre, Washington, DC, former adjunct professor, Howard University. B.S., Barnard College, J.D., Harvard Law School.

## **CHRISTINE DEWALT BURDETT**

**Adjunct Lecturer, Norman, Oklahoma**

Grants program administrator, Kirkpatrick Family Fund; former development director, Center for Children and Families, Norman, Oklahoma; former community arts program coordinator, Arts Council of Oklahoma City; president, Imagine the Possibilities, a consulting firm specializing in facilitation, planning, and training; former executive director, Assembly of Community Arts Councils of Oklahoma, Inc.; former director, Oklahoma Cultural Coalition; former board member and chair of committees, National Assembly of Local Arts Agencies; former member, Steering Committee of Mid-America Regional Arts Forum for the National Endowment for the Arts/NALAA; advisor and consultant, Greater Oklahoma City Cultural Plan; consultant in numerous states on organizational development and stabilization of arts organizations. B.S., Eastern Michigan University.

## **ROBERT E. BUSH, JR.**

**Adjunct Lecturer, Charlotte, North Carolina**

Senior vice president of Cultural & Community Investment, Arts & Science Council of Charlotte-Mecklenburg, direct oversight and management responsibility for grant making, planning, public art, program and service efforts including the agency’s community cultural planning, strategic planning agency planning and project planning efforts; policy formation; evaluation; community needs assessment; advocacy and special projects. Adjunct lecturer, Davidson College. Consultant, facilitator, and speaker with over 30 years experience. Former president & CEO of United Arts Council of Raleigh & Wake County and Arts United of

Greater Fort Wayne, director of Development Mint Museum of Art and executive director Catawba County Council for the Arts. Former board member of National Association of Local Arts Agencies and Americans for the Arts. B.S., M.A., Appalachian State University.

### **LIBBY LAI-BUN CHIU**

#### **Adjunct Lecturer, Ogden Dunes, Indiana**

Chief of Staff, Illinois Arts Council; Former education advisor, Harris Theater Chicago; former executive director, Urban Gateways: Center for Arts Education, Chicago, IL; former vice president for institutional advancement, The Boston Conservatory; former director of demonstration school, Lowell Campus, University of Massachusetts; former adjunct professor, University of Massachusetts; former acting executive director, Massachusetts Cultural Council/Council on the Arts and Humanities; numerous consultancies and board memberships including the Chicago Community Trust, Chen & Dancers, and the Asian American Arts Alliance. B.A., Wellesley College; M.Ed., Boston University.

### **E'VONNE COLEMAN-COOK**

#### **Adjunct Lecturer, Durham, North Carolina**

Chief Operating Officer, Durham Convention and Visitors Bureau; former assistant director, Duke University Office of Continuing Studies and Summer Session; arts consultant and motivational speaker; former executive director, Durham Arts Council; former special assistant to the chairman, National Endowment for the Arts; former assistant director, expansion arts program, National Endowment for the Arts; director, management services, Greater Philadelphia Cultural Alliance; director, Community Services, Arts and Science Council of Charlotte; recipient, Robert Gard Award from the University of Massachusetts Arts Extension Services; former board member, National Assembly of Local Arts Agencies, Grantmakers in the Arts; evaluator and panelist, National Endowment for the Arts. B.A., North Carolina Central University; M.A., Performing Arts Management, The American University.

### **MARYO GARD EWELL**

#### **Adjunct Lecturer, Gunnison, Colorado**

Consultant and trainer, Colorado Council on the Arts and Community Resource Center of Denver; former associate director, Colorado Council on the Arts; helped to create the Neighborhood Cultures of Denver, the Arts Education Equity Network, and a regionalized folk arts program. Board member, Gunnison Area Community Foundation, Gunnison Council for the Arts, the Robert Gard/Wisconsin Idea Foundation. Recent honors include the 2004 "Arts Advocate of the Year" from Gunnison Arts Center, 2003 "Arts Are The Heart" award for service to the arts in Colorado, and 2001 Honorary Doctor of Humane Letters from Goucher College. In 1995 she received the Selina Roberts Ottum Award from Americans for the Arts for community arts development. B.A., Bryn Mawr College; M.A., Organizational Behavior, Yale University; M.A., Urban and Regional Planning, University of Colorado-Denver.

### **MARCIA JAMES**

#### **Adjunct Lecturer, Scottsdale, Arizona**

Fundraising consultant and freelance writer. Former director of development at the Heard Museum, an internationally celebrated museum of Native American arts and cultures; Arizona Theatre Company; and Audubon Arizona, the state office of the National Audubon Society. Former major gifts officer of the Baltimore Symphony Orchestra and director of the Baltimore Symphony Orchestra's \$100 million Sustaining Greatness Campaign. One of 24 nonprofit leaders selected nationwide for the 2009-2010 American Express Nonprofit Leadership Academy. B.A., Mount Holyoke College. B.A., M.A. University of Oxford. M.A., M.Phil., Yale University.

### **LENDRE R. KEARNS**

#### **Adjunct Lecturer, Tucson, Arizona**

General Manager, Broadway on Tucson; consultant, guest speaker and workshop facilitator for arts organizations and arts agencies in the United States and Canada. Former Communications Director, La Jolla Playhouse, Guthrie Theatre and Royal Winnipeg Ballet. Former Adjunct Professor, University of Toronto, Scarborough Campus (Strategic Planning and Marketing). Former General Manager, Compass Entertainment; former Executive Director, Minnesota Dance Theatre. Former member of Canada Council Dance Advisory and Canada Council Touring Advisory; former board member, Minnesota Dance Theatre, Women's Repertory Theatre. Recent publication: [www.artsontour.ca](http://www.artsontour.ca).

### **GREGORY LUCAS**

#### **Adjunct Lecturer, Indianapolis, Indiana**

Greg Lucas is a gallery owner from Indianapolis, Indiana. The gallery represents contemporary artists from all parts of the United States as well as the estates of several prominent Hoosier painters. He was director of marketing for a major Midwestern bank before entering the gallery business. His volunteer work has included board membership of a public broadcasting organization; treasurer and board member of an historic neighborhood association; board president, Arts Council of Indianapolis. Lucas obtained a B.S. from Purdue University and an MBA from Indiana University.

### **ELLEN PAXSON**

#### **Adjunct Lecturer, Indianapolis, Indiana**

Art museum administrator with more than 25 years of experience in strategic planning, project team management, policy/procedure development, program development and management, budget development and oversight, contract development and analysis, exhibition development and implementation. Former Deputy Director of Collections and Programs at the Indianapolis Museum of Art with responsibilities for a 70+ member Collections and Programs division that included Conservation, Registration, Exhibitions, Education, Public Programs, Design and Installation departments. Administrator of eight curatorial collection areas. B.A. Ball State University, M.A. Herron School of Art/ Indiana University, post graduate work Indiana University and Pratt Institute.

### **RANDALL F. VEGA**

#### **Adjunct Lecturer, Baltimore, Maryland**

Director of cultural affairs, Baltimore Office of Promotion and the Arts, which serves as the arts council for Baltimore City; programs include the Baltimore Mural Program; regranteeing to and coordination with community-based arts organizations; programs for children, and serving as a liaison between city government and the arts community; former executive director, Martha's Vineyard Chamber of Commerce, former reporter/news director, WMVY-FM, Vineyard Haven, Massachusetts. B.A., Connecticut College; M.A., Arts Administration, Goucher College.

### **ROBERT WILDMAN**

#### **Adjunct Lecturer, Winston-Salem, North Carolina**

Director, Arts Management Program, Long Island University (C.W. Post); former Director, Performing Arts Management program, UNIVERSITY OF North Carolina School of the Arts; former managing director, Connecticut Repertory Theatre; former interim manager, Eugene O'Neill Theater Center; former director of press and marketing, Long Wharf Theatre; former director of institutional development, Yale Repertory Theatre/Yale School of Drama; former

grants manager, Mark Taper Forum, Los Angeles; former grants writer, American Conservatory Theatre, San Francisco; board member, AAAE (Association Of Arts Administration Educators); former board member, North Carolina Theatre Conference; consultant and panelist. B.A., Stanford University; M.F.A., Yale School of Drama.

## Visiting Faculty

### **JANET L. BROWN**

#### **Adjunct Lecturer, Seattle, Washington**

Executive Director, Grantmakers in the Arts; former chair, department of Performing and Visual Arts, Augustana College, Sioux Falls, South Dakota; former executive director of South Dakotans for the Arts; former assistant to the general manager of New York Shakespeare Festival; worked with the American Conservatory Theatre in San Francisco, and the Minneapolis Society of Fine Arts; recipient of the Selina Roberts Ottum Award from the Americans for the Arts, for which she has served as a member of the Board of Directors, and of the Inaugural Robert Gard Award from the University of Massachusetts Arts Extension Service; director, Prairie Arts Management Institute; evaluator and panelist, National Endowment for the Arts. B.F.A., University of South Dakota; M.P.A., University of South Dakota.

### **JONATHAN KATZ**

#### **Adjunct Lecturer, Washington, DC**

CEO of the National Assembly of State Arts Agencies, the association through which the nation's 56 state arts agencies share knowledge and advocate for arts and culture. Frequent spokesperson for arts funding and public policy in the U.S. Cofounder of the Arts Education Partnership, established by the U.S. Department of Education and the National Endowment for the Arts for the advancement of arts education. Former director of the graduate program in arts administration at the University of Illinois. Former director of The Children's Museum of Denver and the Kansas Arts Commission. Former member of the U.S. Commission on UNESCO. B.S. in English and creative writing from Brooklyn College, City University of New York; M.A. in English literature from Perdue University; Ph.D. in English literature from Kent State University.

### **MARY LUCINDA (CINDY) KELLY**

#### **Adjunct Lecturer, New York, New York**

Art historian, art consultant and exhibition curator; former director of Evergreen Museum & Library and Homewood Museum, the two museums of Johns Hopkins University; former curator of Evergreen Museum & Library; former public art consultant for the Baltimore Mayor's Committee on Art and Culture, Maryland Art Place, Trust for Public Land and the Baltimore City Department of Recreation and Parks; former Visual Arts Program Director at the Maryland State Arts Council; Co-author of *Homewood* (Baltimore: Johns Hopkins University Press), 2004; and author of *Baltimore's Outdoor Sculpture*, to be published in 2010. B.A., Randolph-Macon Women's College; M.A., Johns Hopkins University.

### **ROBERT LYNCH**

#### **Adjunct Lecturer, Washington, DC**

President and CEO of Americans for the Arts, the largest national arts organization in the country dedicated to advancing the arts and arts education. Executive Director of the National Assembly of Local Arts Agencies for 12 years, and managed the successful merger of that organization with the American Council for the Arts to form Americans for the Arts in 1996. Under his leadership, Americans for the Arts has grown to over 50 times its origi-

nal size in 1985. Serves on the boards of the Craft Emergency Relief Fund, the Arts Extension Institute, United Voices for Education, the University of Massachusetts-Amherst College of Humanities and Fine Arts, and on the Advisor Council for the National Museum for Children in the Arts. BA in English from the University of Massachusetts-Amherst.

### **MARY MARGARET SCHOENFELD**

#### **Arlington, VA**

National coordinator for US Regional Arts Organizations; consultant in arts management, research, planning and evaluation. Former director of Community Development and acting director of Local Arts Agency Services for Americans for the Arts. Former executive director of the League of Historic American Theatres, grants officer for the Vermont Arts Council, deputy to chief of Cultural Affairs in Arlington, VA. Frequent presenter and facilitator. B.A., Government, St. Lawrence University; M.A. Public Affairs, University of Minnesota.

### **NARIMON SAFAVI**

#### **Chicago, IL**

Founder of the PASFARDA Arts & Cultural Exchange, an organization dedicated to supporting various forms of Iranian art in the U.S. and American art in Iran; focused on contemporary and emerging artists. Frequent speaker on international cultural issues. Served on the board for Citizens for Global Solutions, the University of Chicago's Harris School of Public Policy, the Latino Cultural Center of Chicago, and the National Iranian-American Council (NIAC) in Washington, DC. He was born in Tehran, Iran and has lived in Chicago since 1976. He is fluent in several languages and holds a B.S. in Chemistry and Philosophy from Illinois State University.

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