



**Postgraduate Diploma in Arts
Management**

and

Master of Arts in Arts Management

Programme Information

This degree is approved by the New Zealand Qualifications Authority under the provisions of the Education Act 1989, and Whitecliffe College of Arts and Design is accredited to offer it.



The Arts Management Profession in New Zealand

Traditionally arts managers tend to fall into two type categories: those with a business background, but a passion for the arts, and those who are or have been artists who possess some business skills. Arts Management as a discipline is relatively new, but those who have earned qualifications in the field are in great demand and employers of arts managers, have been well rewarded by placing staff that have experience or qualifications in arts management.

The enormous growth of arts companies and organizations in New Zealand over the last 20 years, which are run by paid staff, has brought about a culture of arts management personnel; a growing number having a qualification in arts management. These specially trained and qualified arts managers are well placed to lead New Zealand's blossoming arts industry into a very promising future, and it is certain that those now in training as arts managers will be in great demand in the years to come.

Arts companies face challenges that are peculiar to arts management, not necessarily encountered in the corporate world, but that need to be tackled in a manner that is based on sound business practice. Competition for the entertainment dollar, competition for public funding, appropriate positioning and profiling for the art form involved, are just three areas that require specific knowledge.

Arts companies are special because the product is not a supermarket consumable, it is art, and the producers of art are the artists. Arts managers must be coaches, mediators, champions, mentors, parents, and magicians. They are facilitators. Arts managers must not only be clever business managers, always required to perform miracles with few resources, but they must also maximize opportunities for artistic excellence through an in-depth understanding of the artists in their care, and a passion for their art.

Programme Descriptions

National Qualifications Framework (NZQF) Level: Eight (8)
 Credits: **120 = 1.0 EFT**
 Exit qualifications: **Postgraduate Diploma in Arts Management** (PG Dip AM) NZQF Level 8
 Qualification Code: **PC2146**
 Duration: **1 Year blended delivery (low residency) –Full-time.**
 Next Intakes: PG Dip Arts Management – **February, April, July and September 2017**
 Application deadline: **January 13, 2017 for February intake**
 Places available per intake: 10
 Campus: Main Campus, 24 Balfour Road, Parnell, Auckland 1010, New Zealand
This qualification is the embedded first year of the two-year Master of Arts in Arts Management

The **Postgraduate Diploma in Arts Management** is **Year One** of the two-year **Master of Arts in Arts Management** (see below) and is a one-year postgraduate qualification, which requires, as a prerequisite for matriculation, an appropriate undergraduate degree or equivalent educational and professional experience

It is designed to enable students with demonstrated commitment, experience and ability to build on their skills and abilities as managers and to provide a solid foundation of knowledge for the pursuit of careers in the Arts as professional Arts Managers. It is built around a comprehensive programme of theoretical readings, weekend seminars, formal assignments, guest speakers, fieldwork and case studies, and professional practices.

The Postgraduate Diploma in Arts Management is a low-residency (or "blended") course of study that is modular in its structure. It can be studied full-time over a year or part of a year for two years. It may be begun at the start of any individual course. Students not wishing to pursue the qualification might elect to study one or two courses only. Its major seminars are scheduled monthly, over weekends, to provide flexibility for students in the work place or travelling from out of Auckland. Between seminars students should expect to spend between 25 and 30 hours per week on their studies.



Year One PG Dip AM

4 taught courses (120 credits)

Courses required of all students - 120 credits (1.0 EFT)

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|------|---|---|
| 5884 | Arts Infrastructure and Organisational Management | 30 credits (0.25 EFTs) |
| 5885 | Creative Leadership and Management | 30 credits (0.25 EFTs) |
| 5886 | Arts and Culture in Social Context | 30 credits (0.25 EFTs) |
| 5887 | Audience and Marketplace Leadership Toolbox & Workshops | 30 credits (0.25 EFTs) <i>No credits</i> |

Upon successful completion, students might choose to exit with the PG Dip AM or apply to continue into Year Two and undertake research towards the MA AM.

National Qualifications Framework (NZQF) Level: Nine (9)
 Credits: **240 = 2.0 EFTs**
 Exit qualifications: **Master of Arts in Arts Management (MA AM)**– NZQF Level 9
 Qualification Code: **PC2147**
 Duration: **2 years blended delivery (low residency) includes PG Dip AM (Above)**
 Next Intakes: **February 2017**
 Application deadline: **January 13, 2017 for February intake**
 Places available per intake: 10
 Campus: Main Campus, 24 Balfour Road, Parnell, Auckland 1010, New Zealand

The Master of Arts in Arts Management is a two-year postgraduate degree, which requires, as a prerequisite for matriculation, an appropriate undergraduate degree or equivalent educational and professional experience. It is approved by the New Zealand Qualifications Authority under the provisions of the Education Act 1989. Progress into Year Two requires successful completion of the PG Dip AM or its equivalent.

Students at the beginning of the second year undertake a research preparation course taught over the first two seminar weekends of the year (February and March). With the successful completion of this course students will have developed applied understanding of research design, data gathering and analysis, proposal writing and the alignment of methodology with intent and purpose of research towards the production of a research proposal.

The purpose of this second year is to provide an opportunity for students to complete a specific research project. Supervised independent study builds on the proposal to present advanced practice-based and/or theoretical research relating to and progressing an individual project, under workplace and/or faculty academic supervision, including critical thinking and writing. Projects might include: dissertation, or internship, journal and essay or arts management project, journal and essay.

MA AM – 240 Credits over two years.
 Blended (Low-residency) delivery.
 10 weekends Year One
 4 weekends Year Two

Year Two MA AM

1 taught course and one research project

1 course and 1 research project required of all students - 120 credits (1.0 EFT)

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| 6988 | Research Preparation | 20 credits (0.17 EFTs) |
| 6989 | Arts Management Research Project | 100 credits (0.83 EFTs) |



Programme Aims

The principal aims of the PG Dip Arts Management and the Master of Arts in Arts Management programme are to:

- prepare students to function successfully as arts administrators, managers, and entrepreneurs who are knowledgeable of sound business practices;
- develop effective leadership qualities in students, while emphasising the need to remain sensitive to social, political, cultural and gender issues as they impact society in general and the arts in particular;
- provide opportunities for students to explore and understand the day to day operational challenges and dynamics of arts organisations; and
- encourage students to develop meaningful and effective critical thinking strategies to better inform decision making and policy development in socially and ethically responsible ways.

Programme Outcomes

By the end of the Postgraduate Diploma in Arts Management course successful students should be able to:

- apply general principles and basic knowledge of business practices including accounting, marketing, legal concerns and management styles in an arts management environment;
- identify and implement effective organisational and managerial practices which are financially, socially and ethically sound;
- demonstrate effective interpersonal and communication skills within a working environment as well as in the larger community;
- demonstrate effective leadership skills and a willingness to work with others in solving problems, decision making, and planning for the future;
- understand how policies and decisions (their own and others') affect the present and future quality of individual artists, programmes and organisations;
- understand how policies and decisions (their own and others') affect agencies, groups and individuals outside the arts milieu in industry, in the greater community and globally;
- critically analyse situations and develop plans of actions for solving a variety of business and arts related problems reflecting clear and original thinking; and

By the end of the MA Arts in Arts Management course successful students should be able to also:

- formulate focussed questions and identify and implement appropriate research methods to gather, analyse and report data in support of directed inquiry.

Programme Information

The programme of study is comprised of lectures, guest speakers from industry, tutorials, workshops and site visits during intensive weekend seminars, five of which are scheduled each semester. Students work with faculty in between seminars on course assignments and independent research. Students should expect to spend at least 25 – 30 hours per week on their studies.

Students who successfully complete the course will have developed knowledge of business practices, leadership skills and managerial strategies. General business management topics will be covered including strategic and financial planning, fund raising, marketing research, management processes, profit and not for profit enterprises, consumer issues, ethics and legal issues. These topics will be explored from the perspective of the arts with attention to global markets and future trends.



Programme Delivery

The Master of Arts in Arts Management is a blended or low-residency programme. Its major seminars are scheduled monthly, in the weekends, to provide flexibility for students in the work place or travelling from out of Auckland. The design and delivery of course documentation, the use of online learning platforms and email for communication and supervision, the nature of assignment topics, the readings supplied to students and the intensive weekend seminars are all designed for the benefit of low-residency students.

Attendance at Seminars

Students are expected to stay in regular and frequent contact with their lecturer (so that the student can report progress with research and assignments and be briefed about course activities). Students are required to attend each semester Orientation. Students are required to attend both days of each weekend seminar (so that they can contribute to discussions, profit from guest speakers and participate in class-work briefings). A student who attends only part of a weekend seminar may be marked absent for the whole class period. Students are required to attend scheduled activities external to Whitecliffe (so that they can profit from and document the experience).

Normal Progress

The full-time programme starts with a year of taught courses (two courses per semester) followed by a year of research preparation and practice. A student makes “normal progress” from Year One to Year Two by successfully completing all courses with at least a “C-”. Normal progress into the second year of the MA requires the permission of the Head of Department. This permission is required because the research year demands a level of research skill, professionalism and self-motivation beyond that required in the taught first year.

Requirements for Award of the Qualifications

Award of the Postgraduate Diploma in Arts Management qualification is dependent on the student achieving the required minimum number of credits (120 = 1.0 EFT), with a grade of C- or better for each course.

Award of the Master of Arts in Arts Management qualification is dependent on the student achieving the required minimum number of credits (240 = 2.0 EFTs), with a grade of C- or better for each course, including the Research Project.

Minimum and Maximum Duration of the Programme

The Postgraduate Diploma in Arts Management is a one-year full-time course (a total of 120 credits = 1.0 EFT). Award requirements must be met within two years of initial matriculation on the course.

The Master of Arts Management Degree is a two-year full-time course (a total of 240 credits = 2 EFTs). All College qualifications require the completion of a minimum of 120 credits (one year of equivalent full time study = 1 EFT) at Whitecliffe. Furthermore, award requirements must be met within four years of initial matriculation on the course.

Monitoring/External Assessment

The Postgraduate Diploma in Arts Management and the Master of Arts in Arts Management programme is monitored not only internally, by established college review processes, but also



by an independent monitor. At various times throughout the programme students may be required to give feedback to the independent monitor. The New Zealand Qualifications Authority also regularly reviews the quality of Whitecliffe's programmes generally, and students may also be required to present their feedback to a NZQA review panel.

Facilities and Access

Postgraduate students are encouraged to make use of Whitecliffe facilities, especially the library during the seminar period and at other times when visiting Whitecliffe.

ADMISSION REQUIREMENTS

Students applying for admission to the programme should have an undergraduate diploma or degree qualification equivalent to Level Seven on the NZQA Framework.

Students without a Level Seven Qualification or from a non-arts-related background will be assessed on an individual basis in order to determine their potential for successful completion of the programme. In appropriate cases, Whitecliffe recognises relevant professional experiences as potential preparation for advanced study.

Personal Prerequisites for the Programme include the following:

- High level of computer literacy for purposes such as word processing, email and online research. Ability to work competently with current Microsoft Office.
NB. If you need to brush up your computer skills before starting the course, we suggest that you try out the free BBC [Webwise Online Course](http://www.bbc.co.uk/webwise/course/) <http://www.bbc.co.uk/webwise/course/>
- Public speaking competency
- Business/management/interpersonal skills (e.g. teamwork, personality, problem solving)
- Study and work behaviour – independent learning, time planning, responsibility etc
- A clear understanding of the aims and objectives of the programmes

Specific Requirements For Admission Include:

- A completed Whitecliffe Application Form
- Official transcripts of baccalaureate degree and/or other academic qualifications
- A current curriculum vitae
- Name and contact information of three referees
- A letter of intent/description of reasons for applying to the programme
- Evidence of academic writing ability which reflects the potential for successful study at the graduate level (examples of previous academic writing may be submitted)
- Prospective students must have a current email address and internet access (N.B. some freemail providers will not cope with necessary attachments)
- Applicants whose first language is not English are required to provide satisfactory evidence of proficiency in the English language, such as a minimum score of 6.5 on the IELTS

Your Letter of Intent

The letter of intent is an important part of your application process and needs to be composed to with care and consideration. The Admissions Board will use the letter of intent when considering your application for acceptance on to the MA programme. It will give a preliminary indication as to whether you are able to participate at the required level in the theoretical and practical components of the course. The letter will also be used to make an initial assessment of your ability to communicate in a style appropriate to the academic demands of the programme. The information you provide will inform the decision made by the Admissions Board and then assists the Head of Department to advise you more effectively.



When Whitecliffe is in receipt of completed information, most applicants will be required to attend a formal individual interview. Senior Faculty will review their applications in order to determine the suitability of the programme to their needs and their ability to successfully complete the programme. Assessment of candidates may include identification of any areas of additional study considered necessary, either to strengthen skills or to meet pre-requisites, which will be required as a condition of matriculation or advancement in the programme.

Recognition of Prior Learning (RPL)

Whitecliffe Regulations <http://www.whitecliffe.ac.nz/life/policy/> outline procedures for evaluation and granting of RPL. RPL can be based on verifiable, certified documentation, appropriate industry experience, an outstanding portfolio, demonstration of intellectual and academic development or other cause. In the case of the Master of Arts in Arts Management degree, RPL may be granted for work undertaken at postgraduate level in accredited institutions in New Zealand or overseas.

Fees and course costs

Please see current application form for Course Fee details. There are generally minimal materials and supplies expenses relating to these programmes. Other costs might include travel to and from and accommodation in Auckland and/or costs related to the conducting of research. These will vary from student to student, and are the responsibility of the student.

Contact Information

For an application pack please refer to the website or contact:

Receptionist

Email: receptionist@whitecliffe.ac.nz

64-9-309-5970

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