

From: [Kowalsky, Lisa](#)
To: [Reed, Katie](#)
Cc: [Miriti, Maria](#); [Vankeerbergen, Bernadette](#)
Subject: Forwarding Informational Item: Arts Policy and Administration
Date: Friday, March 20, 2026 3:57:52 PM
Attachments: [Informational item Master of Arts Arts Policy and Administration.pdf](#)
[image001.png](#)

Dear Katie,

Please find attached an informational item from the College of Arts and Sciences. It is supported for addition to a CAA agenda.

Please let me know if any questions or concerns arise.

Best,

Lisa



Lisa Clouser (Kowalsky)

The Ohio State University

Graduate School
247E University Hall
230 N. Oval Mall, Columbus, OH 43210
614-292-2267 Office
gradsch.osu.edu

Pronouns: she/her/hers

Kowalsky, Lisa

From: Vankeerbergen, Bernadette
Sent: Thursday, March 19, 2026 4:15 PM
To: Miriti, Maria; Kowalsky, Lisa
Cc: Martin, Andrew; Nagar, Ila; Steele, Rachel
Subject: Informational item--Update to the Arts Policy and Administration MA
Attachments: Informational item Master of Arts Arts Policy and Administration.pdf

Dear Maria and Lisa,

Please find attached an informational item to share at an upcoming Graduate Council meeting.

Professor Ila Nagar, Chair of ASCC, shared the proposed change as an informational item at the ASC Curriculum Committee meeting on Friday, March 13, 2026.

Once this is shared with the Graduate Council, could you please make sure to forward the document to the Council on Academic Affairs?

Best regards,
Bernadette



Bernadette Vankeerbergen, Ph.D.

Assistant Dean, Curriculum

College of Arts and Sciences

114F University Hall, 230 North Oval Mall.

Columbus, OH 43210

Phone: 614-688-5679

<http://ascas.osu.edu>

Program Change: APA Program in AAEP

I am writing to request a change in our current plan of study for graduate students earning an MA in Arts Policy and Administration in the Department of Arts Administration, Education, & Policy.

Our Department's Graduate Studies Committee reviewed the APA MA program curriculum and course offerings as well as student feedback over the past year. One of the main findings from student feedback was a concern with the tightly packed curriculum requirements in both AAEP and the John Glenn School, particularly for students who wished to also earn a Museum Education and Administration Specialization offered by AAEP.

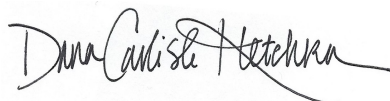
Two attached emails detail the genesis of our request and a clarification that the John Glenn School is receptive to the changes that AAEP is requesting (see appendix B). Their prerequisites are not changing and will continue be listed in SIS as prerequisites *or* enrollment permitted with the permission of the instructor (see appendix A).

The MA in Arts Policy and Administration is currently much more stringent in terms of number and order of required classes than the MA in Art Education, the other MA degree offered in our department. We would like to remedy this by offering Public Affairs 6030 as an elective that *may* be taken before 6040 (rather than a required prerequisite) so that it eases the concern of scheduling classes in a particular order. We also hope to add Public Affairs 7557 to a different section and group since it is now offered in Autumn and Spring each year. The committee believes that these changes will keep the rigor and strength of the APA curriculum while making the required coursework less difficult to complete.

Our current requested changes to the plan of study include:

1. For PUBAFRS 6040 Section C: Change the "(must take PUBAFRS 6030** as a prerequisite" to something like, "PUBAFRS 6030 is strongly recommended prior to taking 6040. 6030 may count as an elective (see Section E)"
2. Add PUBAFRS 7557 Strategic Management to Section E, Group 3. This is not a new course, but one that we fairly recently began offering regularly in AU and SP every year.

Respectfully Submitted,



Dana Carlisle Kletchka
Associate Professor & Graduate Studies Chair
Department of Arts Administration, Education, & Policy
The Ohio State University
kletchka.1@osu.edu

Proposed plan of study

**Department of Arts Administration, Education and Policy
The Ohio State University
MA in Arts Policy and Administration Plan of Study**

Name:	
Contact Advisor:	Thesis/Non-Thesis Advisor:
1st Semester Enrolled:	

This form must be completed and submitted to Lauren Pace by the third Tuesday of the semester the student intends to graduate

A. Arts Policy and Administration (13 hrs.)

Required courses may not be substituted. There are no exceptions to this policy.

Subject Area	Course #	Course Title	Sem./Yr. Taken	Hours	Grade
ARTEDUC	5674	The Creative Sector and Creative Cities		3	
ARTEDUC	7000.1	Concepts, Theories and Issues in Art Education		2	
ARTEDUC	7000.2	Concepts, Theories and Issues in Arts/Culture Policy		2	
ARTEDUC	7100	Histories and Policies of Arts Education		3	
ARTEDUC	7681	Arts/Cultural Institutions, Organizational Theories and Management Practice		3	

B. Research Methods (7 hrs.)

Subject Area	Course #	Course Title	Sem./Yr. Taken	Hours	Grade
PUBAFRS	6070	Public Affairs Statistics		4	
ARTEDUC	7200.2	Overview of Research Planning for Arts Policy and Administration		3	

C. Public Affairs (11-12 hrs.)

These are required courses and may not be substituted. There are no exceptions to this policy.

Subject Area	Course #	Course Title	Sem./Yr. Taken	Hours	Grade
PUBAFRS	6000*	Public Policy Formulation and Implementation		4	
PUBAFRS	6080**	Public Affairs Program Evaluation		4	
CHOOSE ONE COURSE BELOW					
PUBAFRS	5590	Fundraising and Philanthropy for Nonprofit Orgs		3	
PUBAFRS	6040***	Public Budgeting and Finance		4	
PUBAFRS	7533	Nonprofit Financial Management		3	

*This is a foundational course that must be completed before subsequent courses in this series

**PUBAFRS 6070 is an enforced prerequisite for PUBAFRS 6080. Students must take PUBAFRS 6070 before enrolling in PUBAFRS 6080

***PUBAFRS 6030 is strongly recommended prior to taking 6040. 6030 may count as an elective (see Section E, Group 3). If taking 6030, students who have not previously taken an undergraduate introductory microeconomics course are strongly advised to do so prior to enrolling in PUBAFRS 6030. Credits for undergraduate courses do not count toward earning a graduate degree.

D. Public and Nonprofit Management (3-4 hrs.)

CHOOSE ONE COURSE BELOW					
Subject Area	Course #	Course Title	Sem./Yr. Taken	Hours	Grade
ARTEDUC	5682*	Non-Profit Arts Institution Governance and Board Leadership		3	
PUBAFRS	6060	Managerial Leadership in Public and Nonprofit Organizations		4	
PUBAFRS	7553*	Non-Profit Management and Governance		3	

*No student should take both ARTEDUC 5682 and PUBAFRS 7553 (one as an elective)

E. Electives (6 hrs.)

To meet the elective requirement, 3 of the 6-7 elective hours must be selected from Groups 1, 2, 3 or 4. Students who are taking the Museum Education and Administration specialization must pick from Group 4. 3 elective hours may be taken outside of Arts Administration, Education and Policy and the John Glenn College.

Group 1: Policy Practice					
Subject Area	Course #	Course Title	Sem./Yr. Taken	Hours	Grade
ARTEDUC	5672	Managing Cultural Policy Change		3	
ARTEDUC	5675	International Cultural Relations		3	
ARTEDUC	5676	Arts Advocacy and Interest Groups		3	
Group 2: Arts Management					
ARTEDUC	5684	Participation, Cultural Literacy, and Audience Development		3	
ARTEDUC	5685	Arts/Cultural Organizations: Resource Management and Revenue Streams		3	
ARTEDUC	5686	Cultural Program Design, Implementation, and Evaluation		3	
Group 3: Public Affairs and Nonprofit Management					
PUBAFRS	5591	Lobbying and Government Relations		3	
PUBAFRS	5592	Marketing for Nonprofit Organizations		3	
PUBAFRS	6010	Legal Environment of Public Organizations		4	
PUBAFRS	6030	Public Sector Economics		4	
PUBAFRS	6050	Managing Public Sector Organizations		4	
PUBAFRS	7501	Grant Writing in the Public Sector		3	
PUBAFRS	7525	Policy and Strategy in the Nonprofit Sector		3	
PUBAFRS	7554	Performance Management and Measurement		3	
PUBAFRS	7555	Project Management		3	
PUBAFRS	7557	Strategy for Public Organizations		3	
Group 4: Museum Education and Administration					
ARTEDUC	7735	Art Museum History, Theory, and Practices		3	
ARTEDUC	7736	Teaching and Learning in Art Museums		3	
ARTEDUC	7748	Art Museum Education & Administration Practicum		3	
Group 5: Elective Outside of AAEP and John Glenn College					
				3	

F. Research (3 hrs.)

Students can choose to complete a thesis, Capstone, or a non-thesis project.

CHOOSE ONE COURSE BELOW					
Subject Area	Course #	Course Title	Sem./Yr. Taken	Hours	Grade
ARTEDUC	6998	Research for Non-Thesis		3	
ARTEDUC	6999	Research for Thesis		3	
PUBAFRS	79xx	Capstone options (7900, 7930, 7940, 7950, or 7970)		3	

G. Internship (OPTIONAL)

Students are strongly recommended to undertake internship experiences. Arrangements should be made in consultation with the advisor. Students are expected to have 5 internship contact hours for every credit hour enrolled

CHOOSE ONE COURSE BELOW					
Subject Area	Course #	Course Title	Sem./Yr. Taken	Hours	Grade
ARTEDUC	8191.01	Internship – Arts Management			
ARTEDUC	8191.02	Internship – Art and Cultural Policy			
ARTEDUC	8191.03	Internship – Engaging with Art Museums & Communities			
ARTEDUC	8191.04	Internship – Community Arts			

H. Total hours (43-46)

Total hours earned	
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Exit Requirements

- Fulfillment of credit hours requirements
- Fulfillment of course requirements
- Achievement of a cumulative GPA of at least 3.0 in all courses taken for graduate credit

- Registration during the final semester of the degree program for a minimum of 3 graduate credit hours
- Submission of the Application to Graduate to the Graduate School, via the GRADFORMS system, by the deadline communicated by AAEP
- Submission of the completed Plan of Study to Lauren Pace

Reactivation Policy

Students who go two years without registering or do not complete their degree within six years must petition the Graduate Studies Committee for reactivation. The Graduate Studies Committee may decide to reactivate or deny reactivation. It may also decide that reactivation requires additional study of developments in the field. Reactivation is needed for graduates seeking continuing education courses.

This form must be signed by the student, the student’s advisor and the Graduate Studies Chair the semester the student plans on graduating.

Name, Student	Signature, Student	Date
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Name, Advisor	Signature, Advisor	Date
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Name, Graduate Studies Chair	Signature, Graduate Studies Chair	Date
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Conference Funding and AAEP Events

A total of \$200 is available for conference funding each academic year (Fall-Spring). This department funding is only available to you if you 1) can prove paper acceptance; 2) have applied for, received, and exhausted external funding; and 3) have attended and/or participated in two AAEP sponsored (or co-sponsored) events during the academic year in which you seek funding. If you seek funding before you have had the opportunity to attend or participate in two AAEP sponsored (or co-sponsored) events, please simply list the two events you plan to attend that year.

When applying for the AAEP conference funding, you must upload this page of your plan of study with your spend authorization in Workday. Failure to follow through on participation in the two AAEP sponsored (or co-sponsored) events that you have listed will impact eligibility to receive department funding the following academic year.

In the table below, indicate the events you have attended or plan to attend for the academic year.

Year One	
Event Title	Event Date
1.	
2.	
Year Two	
1.	
2.	

Current plan of study

**Department of Arts Administration, Education and Policy
The Ohio State University
MA in Arts Policy and Administration Plan of Study**

Name:	
Contact Advisor:	Thesis/Non-Thesis Advisor:
1st Semester Enrolled:	

This form must be completed and submitted to Lauren Pace by the third Tuesday of the semester the student intends to graduate

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CHOOSE ONE COURSE BELOW					
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PUBAFRS	5592	Marketing for Nonprofit Organizations		3	
PUBAFRS	6010	Legal Environment of Public Organizations		4	
PUBAFRS	6030	Public Sector Economics		4	
PUBAFRS	6050	Managing Public Sector Organizations		4	
PUBAFRS	7501	Grant Writing in the Public Sector		3	
PUBAFRS	7525	Policy and Strategy in the Nonprofit Sector		3	
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Total hours earned	
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Name, Student Signature, Student Date

Name, Advisor Signature, Advisor Date

Name, Graduate Studies Chair Signature, Graduate Studies Chair Date

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1.	
2.	
Year Two	
1.	
2.	

APPENDIX A

From: [Pace, Lauren](#)
To: [Vankeerbergen, Bernadette](#)
Subject: FW: Minor APA changes
Date: Wednesday, March 4, 2026 10:00:12 AM
Attachments: [image001.png](#)
[image002.png](#)
[image001\[32\].png](#)

Dear Bernadette,

Below is the information regarding the 6030 prerequisite for 6040. Do you want me to provide this information another way?

Lauren



Lauren Pace, MA

Academic Program Specialist & Lecturer
Arts Administration, Education and Policy
231 Sullivant Hall
1813 North High Street
Columbus, OH 43210
(614) 292-4123 Office
pace.162@osu.edu

From: Hallihan, Kate <hallihan.3@osu.edu>
Date: Tuesday, March 3, 2026 at 1:38 PM
To: Greenbaum, Rob <greenbaum.3@osu.edu>, Pace, Lauren <pace.162@osu.edu>
Subject: RE: Minor APA changes

Yep! I am happy to waive the pre-req if they or someone lets me know they are in the course. They are of course always welcome to reach out to the instructor.

Kate

From: Greenbaum, Rob <greenbaum.3@osu.edu>
Sent: Tuesday, March 3, 2026 11:13 AM
To: Pace, Lauren <pace.162@osu.edu>; Hallihan, Kate <hallihan.3@osu.edu>
Subject: RE: Minor APA changes

Hi Lauren,

The students could reach out to the instructor, or, preemptively, if your office knows in advance that

they will be scheduling 6040 without having taken 6030, you could let us know.

Kate, does that make sense?

Rob



Robert T. Greenbaum

Professor, Associate Dean for Curriculum
John Glenn College of Public Affairs
350E Page Hall, 1810 College Road, Columbus, OH 43210
614-292-9578 Office / 614-292-2548 Fax
<https://glenn.osu.edu/rob-greenbaum>
Pronouns: he/him/his

From: Pace, Lauren <pace.162@osu.edu>
Sent: Tuesday, March 3, 2026 11:10 AM
To: Greenbaum, Rob <greenbaum.3@osu.edu>; Hallihan, Kate <hallihan.3@osu.edu>
Subject: Re: Minor APA changes

Thank you. Would the students then need to just reach out to get permission to enroll?

Lauren



Lauren Pace, MA

Academic Program Specialist & Lecturer
Arts Administration, Education and Policy
231 Sullivant Hall
1813 North High Street
Columbus, OH 43210
(614) 292-4123 Office
pace.162@osu.edu

From: Greenbaum, Rob <greenbaum.3@osu.edu>
Date: Tuesday, March 3, 2026 at 11:07 AM
To: Pace, Lauren <pace.162@osu.edu>, Hallihan, Kate <hallihan.3@osu.edu>
Subject: RE: Minor APA changes

Hi Lauren,

We plan to keep the prerequisite in the SIS for now, as it helps keep our MPA and MA students on track.

As an FYI, we are doing a refresh of 6030 this summer that will be in place by this Autumn that will make 6030 a bit more policy focused and perhaps a little more attractive to APA students (without changing the ELOs).

Rob



Robert T. Greenbaum

Professor, Associate Dean for Curriculum

John Glenn College of Public Affairs

350E Page Hall, 1810 College Road, Columbus, OH 43210

614-292-9578 Office / 614-292-2548 Fax

<https://glenn.osu.edu/rob-greenbaum>

Pronouns: he/him/his

From: Pace, Lauren <pace.162@osu.edu>

Sent: Friday, February 27, 2026 9:59 AM

To: Hallihan, Kate <hallihan.3@osu.edu>; Greenbaum, Rob <greenbaum.3@osu.edu>

Subject: FW: Minor APA changes

Good morning, Kate and Rob,

I put the program plan change through to ASC curriculum.

Bernadette Vankeerbergen sent me an email asking:

The prereqs to 6040 have not changed. In SIS they are: “Prereq: 6030 or PubHHMP 7602 (CoPH students only); or permission of instructor.” Does JGC plan to make changes to the prereqs in the system, or will APA MA students need to approach their instructor to ask for permission to take 6040 without having taken 6030 (if that scenario applies to them)?

Could you help to clarify this? I’ll let her know once I hear from you.

Thanks,
Lauren



Lauren Pace, MA

Academic Program Specialist & Lecturer
Arts Administration, Education and Policy
231 Sullivant Hall
1813 North High Street
Columbus, OH 43210
(614) 292-4123 Office
pace.162@osu.edu

From: Vankeerbergen, Bernadette <vankeerbergen.1@osu.edu>

Date: Thursday, February 26, 2026 at 5:28 PM

To: Pace, Lauren <pace.162@osu.edu>

Subject: FW: Minor APA changes

Hi Lauren,

I have a couple of questions about the proposed changes.

1. Do you have a letter of support or an email from JGC indicating that they are OK with those changes?
2. The prereqs to 6040 have not changed. In SIS they are: "Prereq: 6030 or PubHHMP 7602 (CoPH students only); or permission of instructor." Does JGC plan to make changes to the prereqs in the system, or will APA MA students need to approach their instructor to ask for permission to take 6040 without having taken 6030 (if that scenario applies to them)?

Thank you for letting me know.

Best,

Bernadette



Bernadette Vankeerbergen, Ph.D.

Assistant Dean, Curriculum
College of Arts and Sciences
114F University Hall, 230 North Oval Mall.
Columbus, OH 43210
Phone: 614-688-5679
<http://ascas.osu.edu>

APPENDIX B

From: [Pace, Lauren](#)
To: [Vankeerbergen, Bernadette](#)
Subject: FW: Arts Policy Degree Check-in
Date: Friday, February 27, 2026 9:57:47 AM
Attachments: [image001.png](#)
[image002.png](#)
[image001\[61\].png](#)

Good morning, Bernadette,

Please see below for the initial email from John Glenn. Let me know if you need any other emails from them.

I'm reaching out to their faculty now regarding the 6040 pre-reqs.

Lauren



Lauren Pace, MA

Academic Program Specialist & Lecturer
Arts Administration, Education and Policy
231 Sullivant Hall
1813 North High Street
Columbus, OH 43210
(614) 292-4123 Office
pace.162@osu.edu

From: Greenbaum, Rob <greenbaum.3@osu.edu>
Date: Wednesday, October 22, 2025 at 5:28 PM
To: Hallihan, Kate <hallihan.3@osu.edu>, Pace, Lauren <pace.162@osu.edu>
Cc: Kletchka, Dana <kletchka.1@osu.edu>, Skaggs, Rachel <skaggs.131@osu.edu>
Subject: RE: Arts Policy Degree Check-in

Hi Lauren,

While the intent has been that 6040 builds on some of the foundations of 6030. However, the way the 6040 class is currently taught, students should be okay without having first taken 6030.

Rob

Robert T. Greenbaum

Professor, Associate Dean for Curriculum

John Glenn College of Public Affairs

350E Page Hall, 1810 College Road, Columbus, OH 43210

614-292-9578 Office / 614-292-2548 Fax

<https://glenn.osu.edu/rob-greenbaum>

Pronouns: he/him/his

From: Hallihan, Kate <hallihan.3@osu.edu>**Sent:** Wednesday, October 22, 2025 4:34 PM**To:** Pace, Lauren <pace.162@osu.edu>; Greenbaum, Rob <greenbaum.3@osu.edu>**Cc:** Kletchka, Dana <kletchka.1@osu.edu>; Skaggs, Rachel <skaggs.131@osu.edu>**Subject:** RE: Arts Policy Degree Check-in

Hi Lauren,

All this sounds good. I'll let Rob weigh in on the 6040 without 6030 first.

Thanks,

Kate

From: Pace, Lauren <pace.162@osu.edu>**Sent:** Wednesday, October 22, 2025 2:51 PM**To:** Hallihan, Kate <hallihan.3@osu.edu>; Greenbaum, Rob <greenbaum.3@osu.edu>**Cc:** Kletchka, Dana <kletchka.1@osu.edu>; Skaggs, Rachel <skaggs.131@osu.edu>**Subject:** Re: Arts Policy Degree Check-in

Hi Kate,

From my perspective, the removal of the 6030 prerequisite as a requirement would be helpful for some students. Do you notice students struggle in 6040 if they do not take 6030? I think the additional elective of 7557 would be fine as well.

I'm copying the Graduate Studies Chair, Dana Carlisle Kletchka, and Rachel Skaggs, one of our APA faculty and who will be Graduate Studies Chair next year, to get their thoughts. I don't believe we currently have changes, but we will be undergoing our external review during spring semester, and our Arts Policy faculty would like to consider possible updates to the curriculum after this review. The curriculum change talks would not begin until next academic year. Rachel could best provide some background into initial reasoning for some possible changes. This would be something we would work in conjunction with John Glenn faculty on.

Lauren



Lauren Pace, MA

Academic Program Specialist & Lecturer
Arts Administration, Education and Policy
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From: Hallihan, Kate <hallihan.3@osu.edu>

Date: Wednesday, October 22, 2025 at 2:34 PM

To: Pace, Lauren <pace.162@osu.edu>, Greenbaum, Rob <greenbaum.3@osu.edu>

Subject: RE: Arts Policy Degree Check-in

Hi Lauren,

Rob and I just had a good meeting to go through the 2024 APA advising sheet. We were considering the below tweaks to bring to our GSC but were wondering if your department had anything they would like to change as well so we could bring everything at once and be more efficient.

The tweaks would be to

1. For PUBAFRS 6040 Section C: Change the “(must take PUBAFRS 6030** as a prerequisite” to something like, “PUBAFRS 6030 is strongly recommended prior to taking 6040. 6030 may count as an elective (see Section E)”
2. Add PUBAFRS 7557 Strategic Management to Section E, Group 3. This is not a new course, but one that we fairly recently began offering regularly in AU and SP every year.

Let us know what you think!

Thanks,
Kate