



University of Wisconsin-Stevens Point

College of Fine Arts and Communication
Division of Communication

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Arts Management 195 Introduction to Arts Management

FALL 2019

Mondays & Wednesdays, 9:30-10:45am, CAC 237

Final Exam Tuesday, December 17, 2019, 2:45-4:45pm

Instructor: Jim O'Connell

e-mail: joconnel@uwsp.edu

Office: **CAC 205** / NFAC 158

Phone: 715-212-2759 cell

OFFICE HOURS – FALL SEMESTER 2019

1. Any time the door to CAC 205 or NFAC 158 is open (please come in and talk to me)
2. Any time by appointment (joconnel@uwsp.edu or leave a note in the door bin)
3. Open Hours in CAC 205: **Tuesdays 1:00-2:30pm** and **Wednesdays 11:00am-12:30pm**
4. Open Hours in NFAC 158: **Thursdays 11:00am-1:00pm.**

I communicate via e-mail. Please check your UWSP account regularly.

Our course website is on CANVAS. Please submit assignments there.

Text: Arts Management: Uniting Arts and Audiences in the 21st Century

Ellen Rosewall, Oxford University Press, 2014

Required; available for rental at the University Store or for purchase on Amazon.com.

(The same text is required for ARTM 395. It will be an excellent reference as you go through the Arts Management major and, indeed, your arts management career.)

Course Description

Welcome to Arts Management! ARTM 195 is the beginning of a great adventure, and I look forward to experiencing it with you – to answering your questions, hearing your concerns, sharing your triumphs. We will set up at least one formal appointment during this semester, and my office hours are noted above, but **you are always welcome** when the door to CAC 205 or NFAC 158 is open. **Please come in and talk to me.**

Please note that Arts Management is an interdisciplinary field. If you choose to pursue an Arts Management major, you'll take courses in Business and Communication, as well as in the arts disciplines. This course is therefore a "Tasting Menu." It is designed to familiarize you with various elements of an arts organization (management, budgeting, accounting, marketing, production, fundraising, etc.), the details of which you will learn in other courses as you progress through the major. Our goal is for you to understand the pieces of an arts organization and how they fit together so that you will understand the relevance of each piece as you study it later, in much more depth.

Specifically, this course will introduce you to the field of Arts Management and the issues

involved in bringing arts and audiences together. We will examine the basic structures and operating systems of organizations like orchestras and ensembles, opera companies, museums and art centers, galleries, theatre and dance companies, arts facilities, presenters and promoters.

We'll focus largely on the structure and challenges of not-for-profit organizations. *What about for-profit companies, you ask?* Certainly, they're crucial to the arts. But, if you continue studying Arts Management, you'll find that your Business courses focus on for-profits. **Because non-profits remain a typical means of arts-delivery in the United States, and because they are not much studied elsewhere on campus, we concentrate on them here.**

We'll look at how organizations engage artists and audiences, how they interact with arts groups, businesses, and community institutions. We'll examine how they are governed internally (formal leadership) and externally (public policy, market forces). You will learn about management functions and how they support an organization's mission, artists and other stakeholders.

We'll also discuss current issues, historical context, economic conditions, organizational cultures, financial systems, cultural policy and government's role in the arts.

There are two posters outside my office. The one on the door says ***I BELIEVE IN ALL THE ARTS FOR ALL THE PEOPLE***. The framed one says ***THE ARTS MUST SURVIVE AS A BUSINESS TO THRIVE AS ART***.

Our work this semester will be part of a continuing conversation* about a world in which the aspiration of the first statement is tempered by the reality of the second. I look forward to hearing your thoughts.

** If you choose to continue in Arts Management, this conversation will last your entire career.*

Essential Questions

- What is art?
- What is arts management?
- What are the responsibilities of arts organizations to artists?
- Does government have a role in the arts?
- What is the difference between curatorship and censorship?
- What roles do arts organizations play in their communities?
- What are the responsibilities of artists and arts organizations to their audiences? ...to their communities? ...to society?

Learning Outcomes for Arts Management 195

By the end of this course, students will be able to:

- Discuss current issues in arts management and their relevance to community and society;
- Recognize the function and internal structure of various types of arts organizations;
- Describe how business skills and arts expertise are applied in arts management;
- Demonstrate the development and operation of an arts organization from mission determination through program implementation and evaluation; and
- Recognize whether arts management is an appropriate career choice for them.

Learning Outcomes for the Arts Management Major and Division of Communication

By the time they complete all major requirements, students will have gained the following competencies (*outcomes supported by this course):

- Communicate effectively using appropriate technologies for diverse audiences;*
- *Articulate the role of the arts in community development and civic engagement;**
- *Differentiate for-profit and not-for-profit activities in the arts ecology;**
- Plan, evaluate and conduct basic research;*
- Use appropriate theories to understand and solve problems;
- Apply historical perspectives to contemporary issues and practices;*
- Apply principles of ethical decision making in communication contexts;*
- *Apply business and communication skills in support of creative endeavor;**
- *Network effectively with artists and arts management professionals.**

italics = Arts Management-specific outcomes (other = Communication Division outcomes)

Course Requirements

The final grade will be based upon graded assignments (including a semester project), class participation, final examination, and attendance.

ATTENDANCE IS MANDATORY.

You are entitled to two absences. Illness and excused absences will count against this allowance. All other absences will reduce your final grade.

Please note: ***CERTIFICATION OF HEALTH-RELATED ABSENCES MUST BE COORDINATED THROUGH THE DISABILITY AND ASSISTIVE TECHNOLOGY CENTER.*** See below for contact information.

- If you miss class, you should arrange to get the day's information from a classmate.

1. Class Participation: Active participation in classroom activities is a course requirement and counts for 15% of the final course grade. I may include occasional quizzes as part of class.

- Quality participation requires professional behavior: obvious preparation for class, asking pertinent questions, offering relevant comments, taking notes, engaging with guest speakers, participating in classroom discussions, and other activities.

- ***THIS CLASSROOM IS AN ELECTRONICS-FREE ZONE.*** *Much of our work this semester will be done through discussion, so you need to participate fully and listen, not only to me but to your classmates, with respect and full attention.* ALL PERSONAL ELECTRONICS MUST BE TURNED OFF BY THE TIME CLASS STARTS.

2. Guidelines for Class Discussions: As individuals with diverse experiences and backgrounds, we will not always agree on issues, and our interpretation of the subject matter being discussed will sometimes differ. I expect you to respect the opinions of others while asserting your own.

3. Submission of Assignments: Assignments will be submitted by the beginning of each class period **via the appropriate folder on CANVAS.**

4. Late Assignments: Assignments are due as noted below. The assignment is considered LATE any time after the deadline. Late assignments will automatically lose **at least** ten points (from a maximum of 100).

University Policies & Legal Notices

Care Team: The University of Wisconsin-Stevens Point is committed to the safety and success of all students. The Office of the Dean of Students supports the campus community by reaching out and providing resources in areas where a student may be struggling or experiencing barriers to their success. Faculty and staff are asked to be proactive, supportive, and involved in facilitating the success of our students through early detection, reporting, and intervention. As your instructor, I may contact the Office of the Dean of Students if I sense you are in need of additional support which individually I may not be able to provide. You may also share a concern if you or another member of our campus community needs support, is distressed, or exhibits concerning behavior that is interfering with the academic or personal success or the safety of others, by reporting here: <https://www.uwsp.edu/dos/Pages/Anonymous-Report.aspx>.

Title IX: UW-Stevens Point is committed to fostering a safe, productive learning environment. Title IX and institutional policy prohibit discrimination on the basis of sex, which includes harassment, domestic and dating violence, sexual assault, and stalking. In the event that you choose to disclose information about having survived sexual violence, including harassment, rape, sexual assault, dating violence, domestic violence, or stalking, and specify that this violence occurred while a student at UWSP, federal and state laws mandate that I, as your instructor, notify the Title IX Coordinator/Office of the Dean of Students.

Please see the information on the Dean of Students webpage for information on making confidential reports of misconduct or interpersonal violence, as well as campus and community resources available to students. Dean of Students: <https://www.uwsp.edu/DOS/sexualassault>
Title IX page: <https://www.uwsp.edu/hr/Pages/Affirmative%20Action/Title-IX.aspx>

Disability and Accommodations: In accordance with [federal law and UW System policies](#), UWSP strives to make all learning experiences as accessible as possible. If you need accommodations for a disability (including mental health, chronic or temporary medical conditions), please visit with the [Disability and Assistive Technology Center](#) to determine reasonable accommodations and notify faculty. After notification, please discuss your accommodations with me so that they may be implemented in a timely fashion. **DATC contact info:** datctr@uwsp.edu; 715/346-3365; 609 Albertson Hall, 900 Reserve Street

FERPA: The [Family Educational Rights and Privacy Act](#) (FERPA) provides students with a right to protect, review, and correct their student records. Staff of the university with a clear *educational need to know* may also have to access to certain student records. Exceptions to the law include parental notification in cases of alcohol or drug use, and in case of a health or safety concern. FERPA also permits a school to disclose personally identifiable information from a student's education records, without consent, to another school in which the student seeks or intends to enroll.

Academic Integrity: Academic Integrity is an expectation of each UW-Stevens Point student. Campus community members are responsible for fostering and upholding an environment in which student learning is fair, just, and honest. Through your studies as a student, it is essential to exhibit the highest level of personal honesty and respect for the intellectual property of others. Academic misconduct is unacceptable. It compromises and disrespects the integrity of our university and those who study here. To maintain academic integrity, a student must only claim work which is the authentic work solely of their own, providing correct citations and credit to others as needed. Cheating, fabrication, plagiarism, unauthorized collaboration, and/or helping others commit these acts are examples of academic misconduct, which can result in disciplinary

action. Failure to understand what constitutes academic misconduct does not exempt responsibility from engaging in it. For more information on UWS chapter 14 visit:

<https://www.uwsp.edu/dos/Pages/Student-Conduct.aspx>

Reporting Incidents of Bias/Hate: It is my intent that students from all diverse backgrounds and perspectives be well-served by this course, that students' learning needs be addressed both in and out of class, and that the diversity that the students bring to this class be viewed as a resource, strength and benefit. It is my intent to present materials and activities that are respectful of diversity: gender identity, sexuality, disability, age, socioeconomic status, ethnicity, race, nationality, religion, and culture. Your suggestions are encouraged and appreciated. Please let me know ways to improve the effectiveness of the course for you personally, or for other students or student groups.

If you have experienced a bias incident (an act of conduct, speech, or expression to which a bias motive is evident as a contributing factor regardless of whether the act is criminal) at UWSP, you have the right to report it: <https://www.uwsp.edu/dos/Pages/Anonymous-Report.aspx>.

You may also contact the Office of the Dean of Students directly at dos@uwsp.edu. Diversity and College Access is available for resources and support of all students:

<https://www.uwsp.edu/dca/Pages/default.aspx>.

Clery Act: The US Department of Education requires universities to disclose and publish campus crime statistics, security information, and fire safety information annually. Statistics for the three previous calendar years and policy statements are released on or before October 1st in our [Annual Security Report](#). Another requirement of the Clery Act is that the campus community must be given timely warnings of ongoing safety threats and immediate/emergency notifications. For more information about when and how these notices will be sent out, please see our [Jeanne Clery Act](#) page.

The **Drug Free Schools and Communities Act (DFSCA)** requires institutions of higher education to establish policies that address unlawful possession, use, or distribution of alcohol and illicit drugs. The DFSCA also requires the establishment of a drug and alcohol prevention program. The Center for Prevention lists information about alcohol and drugs, their effects, and the legal consequences if found in possession of these substances. [Center for Prevention – DFSCA](#)

Copyright infringement is the act of exercising, without permission or legal authority, one or more of the exclusive rights granted to the copyright owner under section 106 of the Copyright Act. Each year students violate these laws and campus policies, putting themselves at risk of federal prosecution. For more information about what to expect if you are caught, or to take preventive measures to keep your computing device clean, visit our [copyright page](#).

Course Assignments

1. **Readings:** *Please complete assigned readings prior to each class meeting* and come prepared to participate in active discussions. Regular readings are posted on CANVAS and listed on the syllabus. Additional readings for upcoming class meetings may be added from time to time; you will be notified via e-mail.
2. **Current Arts News:** You will read daily and/or weekly articles, journals, and blogs related to arts/arts management. You should submit one article/post report each week; you may skip up to three reports without penalty. Report format: (a) headline, source, link to article/post; (b) 50-word summary of article; (c) 150-word discussion identifying the issue and its importance to Arts Management. See examples posted on CANVAS. Reports will be graded on content, quality of writing, spelling, punctuation, and grammar. Most classes will begin with a discussion of the week's news. You should expect to present two news items orally in class and lead the resulting discussion
3. **Event Attendance and Report:** You will choose three events, *each in a different art form*, from among those offered by the Department of Theatre and Dance, the Department of Music, Centertainment, the Performing Arts Series, Carlsten and Scarabocchio Galleries, and other organizations. You must attend the events and show evidence of attendance (ticket, program, a scanned image or selfie, etc.). By the end of the course, you must prepare a report comparing and contrasting the three events, noting personal evaluation, the nature of the venues, audience response, and connecting them to issues of arts management and career goals. The report will be graded on content, quality of writing, spelling, punctuation, and grammar.
4. **Written Assignments:** There will be 11 written assignments, roughly one each week for the first three-quarters of the semester. Assignments will relate to the assigned readings and topics discussed in previous classes. You may drop the two lowest grades, but all 11 will combine into a semester-long "Build Your Own Arts Organization" project (see below). Written assignments will be graded on content, quality of writing, spelling, punctuation, and grammar.
5. **SWOT & Plan** (Assignment #12): The Written Assignments noted above will combine into a semester-long "Build Your Own Arts Organization" project. In the final weeks of the semester, you will review your previous assignments, taking a comprehensive look at your ideal arts organization, putting together elements of a strategic plan for its development.
6. **Final Project:** You will present an oral summary of your plan to the class and submit the project in written form (including PowerPoint, Prezi, etc.). The project will be graded on content, oral presentation, **insightful revision of earlier assignments consistent with the purpose of a grant proposal**, quality of writing, spelling, punctuation, and grammar.
7. **Final Exam:** Tuesday, December 17, 2019, 2:45-4:45pm: The exam will consist of a small number of short answer questions and brief essays.

Assignment Recap (due dates)

- 14 Weekly Arts News Reports (11 count toward final grade) (due every week on Monday)
- 1 Event Attendance Report (3 events attended) (due DECEMBER 9)
- 12 Written “Build Your Own Arts Organization” Assignments (10 count toward final grade)
 - # 1 Describe Your Arts Organization (due SEP 18)
 - # 2 Mission, Vision and Value Statements (due SEP 25)
 - # 3 Board of Directors (including interview) (due OCT 9)
 - # 4 Job Exploration (including interview) (due OCT 14)
 - # 5 Organization Chart (due OCT 14)
 - # 6 Project Description (due OCT 23)
 - # 7 Project Budget (due NOV 6)
 - # 8 Fundraising Letter (due NOV 13)
 - # 9 Advocacy Letters (due OCT 30)
 - #10 Press Release & Ad Copy (due NOV 20)
 - #11 Educational/Engagement Project & Guide (due NOV 27)
 - #12 SWOT & Plan (due AS PART OF SEMESTER PROJECT)
- 1 Semester Project (due AS SCHEDULED DEC 2, DEC 4, DEC 9, DEC 11)
 - Oral Presentation to the Class
- 1 Final Exam (DEC 17)

Please note: Assignments may be reordered to take advantage of guest speaker availability.

Grading

Grade Distribution

- 15% Class Participation and Quizzes
- 15% Arts News Reports
- 10% Event Attendance Report
- 25% Written Assignments (including SWOT & Plan)
- 25% Semester Project and Oral Presentation
- 10% Final Exam

Extra Credit: From time to time, optional supplementary and voluntary opportunities for earning extra credit will be announced in class.

Grading Scale

| | |
|-----|----------|
| A | 93-100 |
| A - | 90-92 |
| B+ | 87-89 |
| B | 84-86 |
| B - | 80-83 |
| C+ | 77-79 |
| C | 74-76 |
| C - | 70-73 |
| D+ | 67-69 |
| D | 60-66 |
| F | Below 60 |

Class Timeline (subject to change)

Please note that classes and assignments may be reordered to take advantage of guest speaker availability and other opportunities for course enhancement.

GUEST SPEAKERS WILL BE ADDED AS THE SEMESTER CONTINUES.

WEEK 1: WELCOME TO ARTS MANAGEMENT

WED, SEPTEMBER 4

Introductions. Course introduction and expectations. Overview of news sources.

In-class Essay: Why are you interested in arts management?

What are your aspirations in the field? Possible projects.

Assignment (due SEP 9): Arts News Report #1.

Assignment (due DEC 9): Event Attendance and Report. See Syllabus.

Readings FOR SEP 9 & 11: Rosewall, Chapters 1, 2 & 3

WEEK 2: MANAGEMENT & ORGANIZATIONAL STRUCTURE

MON & WED, SEPTEMBER 9 & 11

Assignment (due SEP 16): Arts News Report #2.

Assignment (due SEP 18): BYO #1 Describe Your Arts Organization (1 page). What does it do (art form/function)? Where does it do it? What kinds of organizations, resources, people does it depend on?

Readings FOR SEP 16 & 18: Rosewall, Chapters 3 & 4

WEEK 3: ORGANIZATIONAL STRUCTURE & PLANNING FOR SUCCESS

MON & WED, SEPTEMBER 16 & 18

Assignment (due SEP 23): Arts News Report #3.

Assignment (due SEP 25): BYO #2 Mission, Vision and Value Statements (1 page).

Why does Your Arts Organization exist? What difference will it make in the community/the world? Is there a tagline/slogan that summarizes its impact? What are the key values that will shape its work?

Readings FOR SEP 23 & 25: Rosewall, Chapter 5

WEEK 4: BOARDS OF DIRECTORS

Who Owns the Organization? Boards & Board Management

MON & WED, SEPTEMBER 23 & 25

Assignment (due SEP 30): Arts News Report #4.

Assignment (due OCT 9): BYO #3 Board of Directors. (a) Interview a member of an arts organization Board regarding the duties outlined in the reading. Summarize your conversation in a minimum of 2 pages. (b) Based on the reading and interview, outline a structure for the Board of Your Arts Organization - number of directors, areas of expertise, committee structure, term limits, meeting schedules (1 page).

Readings FOR SEP 30 & OCT 2: Rosewall, Chapter 6

WEEK 5: HUMAN RESOURCES & PERSONNEL

MON & WED, SEPTEMBER 30 & OCTOBER 2

Assignment (due OCT 7): Arts News Report #5.

Assignment (due OCT 14): BYO #4 Job Exploration. (a) Interview an arts professional who has a job you would like to have. Summarize your conversation (min 2 pgs). (b) Based on the reading and interview, prepare a job description for a similar position in Your Arts Organization (1 pg). (c) Prepare a resume and a letter of application applying for that position (1 page each; total 2 pgs).

Assignment (due OCT 14): BYO #5 Organization Chart (1 page). Based on Rosewall, Chapter 6 and the Performing Arts Foundation example, prepare an annotated organization chart for Your Arts Organization. How many people do you need? Full-Time Employees/Part-Time Employees/Occasional Staff/Union Workers/Contractors/Volunteers? Who does what? Who reports to whom?

Readings FOR OCT 7 & 9 Rosewall, Chapter 7

Reminder: **BYO #3 Board of Directors is due OCT 9.**

WEEK 6: BOARD PROJECT REPORTS; PROGRAM PLANNING & EVALUATION
Group Reports on BYO #3
MON & WED, OCTOBER 7 & 9

Assignment (due OCT 14): Arts News Report #6.

Assignment (due OCT 23): BYO #6 Project Description (1 page). Describe one instance of Your Arts Organization's work (e.g. an exhibition, a concert, a production, a presentation, etc.). What will you do? Where will you do it? What personnel and other resources will be needed?

Reminder: **BYO #4 Job Exploration & BYO #5 Organization Chart are due OCT 16.**

WEEK 7: RESUMES, INTERNSHIPS (COMM WEEK)
MON & WED, OCTOBER 14 & 16 **Guests 10/16: Emily Volland, Katelyn Werner**
Job Exploration Report Discussion, Resume Comparison, Internships

Assignment (due OCT 21): Arts News Report #7.

Readings for OCT 21 & 23: Rosewall, Chapter 16

Reminder: **BYO #6 Project Description is due OCT 23.**

WEEK 8: ADVOCACY
MON & WED, OCTOBER 21 & 23

Assignment (due OCT 28): Arts News Report #8.

Assignment (due OCT 30): BYO #9 Advocacy Letters (1 page each; total 2 pages). Research two public officials and their positions on the arts. Write Advocacy Letters to two officials at the federal, state, or local level citing their positions (or lack thereof) and the work of Your Arts Organization as an example of the public good that can be achieved through funding.

Readings for OCT 28 & 30: Rosewall, Chapters 8 & 9

WEEK 9: FINANCIAL MANAGEMENT & PLANNING
MON & WED, OCTOBER 28 & 30

Assignment (due NOV 4): Arts News Report #9.

Assignment (due NOV 6): BYO #7 Project Budget (1 page). Based on this week's readings, prepare a budget for the project you described in BYO #6.

Readings FOR NOV 4 & 6: Rosewall, Chapters 10 & 11

WEEK 10: FUNDRAISING
MON & WED, NOVEMBER 4 & 6

Assignment (due NOV 11): Arts News Report #10.

Assignment (due NOV 13): BYO #8 Fundraising Letter (1 page). Write a letter to a potential donor for the annual campaign for Your Arts Organization.

Readings FOR NOV 11 & 13: Rosewall, Chapters 13 & 14

WEEK 11: MARKETING & AUDIENCE DEVELOPMENT
MON & WED, NOVEMBER 11 & 13

Assignment (due NOV 18): Arts News Report #11.

Assignment (due NOV 20): BYO #10 Press Release & Ad Copy (2 pages). Write a press release for Your Arts Organization's project as detailed in BYO assignments #6 and #7. Highlight the information that should be used in a display ad in print or on the web.

Readings FOR NOV 18 & 20: Rosewall, Chapter 12 & 15

Assignment: Final Project (as scheduled DECEMBER 2-11).

WEEK 12: EDUCATION & COMMUNITY ENGAGEMENT
MON & WED, NOVEMBER 18 & 20 ***Guest 11/18: Kevin Spencer (via Zoom)***

Assignment (due NOV 25): Arts News Report #12.

Assignment (due NOV 27): BYO #11 Educational/Engagement Project & Guide (1 page each; 2 pages total). (a) Develop an educational/engagement component for Your Arts Organization's project as detailed in BYO assignments #6 and #7. (b) Outline a guide for use by teachers or volunteers to orient students or community members to your project.

Readings FOR NOV 25 & 27: Review Rosewall, Chapter 4

WEEK 13: PLANNING REVISITED
SWOT & Frame Your Arts Organization
MON & WED, NOVEMBER 25 & 27

Assignment (due DEC 2): Arts News Report #13.

Assignment (due WITH FINAL PROJECT): BYO #12 Prepare a SWOT analysis of Your Arts Organization as developed across BYO assignments #1-11. Prepare a Strategic Plan fragment for your arts organization developed in BYO assignments # 1-11.

HAPPY THANKSGIVING! Please travel safely, if you're travelling.
Reminder: Event Attendance Report due DEC 9. See page 4, #3

WEEK 14: SEMESTER PROJECT PRESENTATIONS
Student Presentations 1-12
MON & WED, DECEMBER 2 & 4

Assignment (due DEC 9): Arts News Report #14.

WEEK 15: SEMESTER PROJECT PRESENTATIONS & DISCUSSION
Student Presentations 13-24
MON & WED, DECEMBER 9 & 11

WEEK 16: EXAMINATION WEEK
Final Exam **TUESDAY, DECEMBER 17, 2019, 2:45-4:45pm.**

This syllabus is subject to change.