

**University of Wisconsin-Stevens Point
Arts Management 195
Introduction to Arts Management**

Fall 2015

Mondays & Wednesdays, 11:00am-12:15pm

CAC 239

Final Exam Monday, December 21, 2015, 2:45-4:45pm

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Office Hours: Mondays & Wednesdays, 1:00-2:30pm

or by appointment

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

Ellen Rosewall, Oxford University Press, 2014

This text is required and available for rental at the University Store or for purchase on Amazon.com.

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

Course Overview

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 is open.

Please come 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 fundamental structures and operating systems of organizations like orchestras and musical ensembles, opera companies, museums and art centers, galleries, theatre and dance companies, arts facilities, presenters and promoters.

We'll spend a lot of time talking about the structure and challenges of not-for-profit organizations. *What about for-profit companies, you ask?* Certainly, they're crucial to the arts, as well. 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 other arts groups, with businesses, and with community institutions. We'll examine how they are governed, internally (formal leadership) and externally (public policy and 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, and financial systems, as well as 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 continue for 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:

- 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

*outcomes supported by this course

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 by one-third of a letter-grade for each missed class beyond the allowance. (For example, if you earn a B- but missed three classes – two allowed, plus one other – your final grade will be a C+.)

- 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 which will include 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. THE FIRST TIME YOUR PHONE RINGS OR VIBRATES, OR YOU ARE CAUGHT SENDING OR READING A TEXT OR OTHER MESSAGE, YOU WILL BE WARNED. THEREAFTER, YOU WILL BE ASKED TO LEAVE AND MARKED ABSENT FOR THE DAY. LAPTOPS AND TABLETS ARE NOT ALLOWED UNLESS YOU PRODUCE DOCUMENTATION CERTIFYING THAT SUCH A DEVICE IS NECESSARY FOR NOTE-TAKING.

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: (1) via the appropriate Dropbox folder on D2L, and (2) by hard copy.

4. Late Assignments: Assignments are due as noted above. The assignment is considered LATE any time after the deadline. NO EXCEPTIONS! Late assignments will automatically lose at least one point (from a maximum of 10) for each weekday until it is turned in. Late assignments must be submitted to me via email, and hard copy may be handed in at my office, CAC 205.

5. Plagiarism and Academic Integrity: From the UWSP 14.01 STATEMENT OF PRINCIPLES – Students are responsible for the honest completion and representation of their work, for the appropriate citation of sources, and for respect of others' academic endeavors. Students who violate these standards must be confronted and must accept the consequences of their actions. For more info: <http://www.uwsp.edu/dos/Pages/Academic-Misconduct.aspx>
Note: Submissions via D2L will be automatically screened for plagiarism.

6. Students with Special Needs/Disabilities: If you have a disability and require accommodation, please register with the Disability and Assistive Technology Center (6th floor of the Learning Resource Center – that is, the Library) and contact me at the beginning of the course. More information is available here: <http://www4.uwsp.edu/special/disability/>.

Course Assignments

1. Readings: You will complete assigned readings prior to each class meeting and come prepared to participate in active discussions. Regular readings are posted on D2L 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 and links will be posted in the appropriate D2L module.
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 D2L.) Reports will be graded on content, quality of writing, spelling, punctuation, and grammar. Each class 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. I may post articles on D2L for 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, etc.; a scanned image is acceptable). 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 a strategic plan for its development. **You will present an oral summary to the class** and submit the project in both written and electronic (D2L) form. This assignment will be graded on content, **insightful revision of earlier assignments**, quality of oral presentation, quality of writing, spelling, punctuation, and grammar.
6. Final Project: You will prepare a pro forma grant proposal for your BYO arts

organization using the format required by the Community Foundation of North Central Wisconsin. This will require you to recast the information you have prepared in the assignments above in a new form for a different audience. The project will be graded on content, **insightful revision of earlier assignments consistent with the purpose of a grant proposal**, quality of writing, spelling, punctuation, and grammar.

7. Final Exam, Monday, December 21, 2015, 2:45-4:45pm: The exam will consist of a small number of short answer questions and brief essays.

Assignment Recap (due dates)

15 Weekly Arts News Reports (12 count toward final grade) (due every Monday)

1 Event Attendance Report (3 events attended) (due Dec 7)

12 Written "Build Your Own Arts Organization" Assignments (10 count toward final grade)

- # 1 Describe Your Arts Organization (due Sep 16)
- # 2 Mission, Vision and Value Statements (due Sep 23)
- # 3 Board of Directors (including interview) (due Oct 12)
- # 4 Job Exploration (including interview) (due Oct 19)
- # 5 Organization Chart (due Oct 14)
- # 6 Project Description (due Oct 21)
- # 7 Project Budget (due Oct 28)
- # 8 Fundraising Letter (due Nov 4)
- # 9 Advocacy Letters (due Nov 11)
- #10 Press Release & Ad Copy (due Nov 18)
- #11 Educational Project & Study Guide (due Nov 25)
- #12 SWOT & Plan (due 12/2)

Oral Presentation to Class, as scheduled

1 Semester Project

Community Arts Grant Proposal (due 12/14)

1 Final Exam (December 21)

Please note that 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 and Oral Presentation

25% Semester Project

10% Final Exam

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

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.

WEEK 1: WELCOME TO ARTS MANAGEMENT

WED, SEPTEMBER 2

Topic: What is Arts Management?

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?

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

Assignment (due Dec 7): Event Attendance and Report.

WEEK 2: MANAGEMENT IN THE ARTS

WED, SEPTEMBER 9

Topic: Management in the Arts Organization

Readings: Rosewall, Chapters 1 & 2

Assignment (due Sep 14): Arts News Report #2.

Assignment (due Sep 16): 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?

WEEK 3: ORGANIZATIONAL STRUCTURE & PLANNING FOR SUCCESS

MON, SEPTEMBER 14

Topic: Organizational Structure

Readings: Rosewall, Chapter 3

WED, SEPTEMBER 16

Topic: Planning for Organizational Success

Readings: Rosewall, Chapter 4

Assignment (due Sep 21): Arts News Report #3.

Assignment (due Sep 23): BYO #2 Mission, Vision and Value Statements (max 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?

WEEK 4: ORGANIZATIONAL STRUCTURE & BOARDS OF DIRECTORS

MON, SEPTEMBER 21

GUEST SPEAKER: ANN HUNTOON, Executive Director, CWSO

Topic: Who Owns the Organization?

Readings: Rosewall, Chapter 5

Assignment (due Sep 28): Arts News Report #4.

Assignment (due Oct 12): 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).

WED, SEPTEMBER 23

Topic: Boards & Board Management

WEEK 5: HUMAN RESOURCES & PERSONNEL ISSUES

MON, SEPTEMBER 28

GUEST SPEAKER: BEN SELLE, Sellebrity Casting & The Food Network

Topic: Who Does What? And How Do You Know?

Readings: Rosewall, Chapter 6

Assignment (due Oct 5): Arts News Report #5.

Assignment (due Oct 19): 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).

WED, SEPTEMBER 30

Topic: Personnel Management/Personnel Relations

Readings: TBA

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?

WEEK 6: PROGRAM PLANNING & SPECIAL EVENT

MON, OCTOBER 5

Topic: How Do You "Do" the Arts Well?

Readings: Rosewall, Chapter 7

Assignment (due Oct 12): Arts News Report #6.

Reminder: **BYO #3 Board of Directors is due Monday, Oct 12. See Sep 21.**

WED, OCTOBER 7 ***EXTRA CREDIT OPPORTUNITY***

***The 20th Conference on the Small City and Regional Community

UWMC Center for Civic Engagement, 625 Stewart Avenue, Wausau WI 54401

8:30-10:00am Session 2: Place and Civic Engagement

Gavin Luter, Jim O'Connell, Chuck Law

10:15-11:45am Session 9: Cultural Engagement for Community Development

Sean Wright, Patty Dreier, Ken Juon, Anne Katz

Assignment (due Oct 14): Three Key Points from each session you attended.

WEEK 7: PROGRAM EVALUATION & FINANCIAL MANAGEMENT

MON, OCTOBER 12

Topic: How Well Do You “Do” the Arts? In Whose Opinion?

Readings: TBA

Assignment (due Oct 19): Arts News Report #7.

Assignment (due Oct 21): 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 is due Monday, Oct 19. See Sep 28.**

WED, OCTOBER 14

Topic: Financial Management in the Arts Organization

Readings: Rosewall, Chapter 8

WEEK 8: FINANCIAL PLANNING & FUNDRAISING

MON, OCTOBER 19

Topic: Planning for Financial Management

Readings: Rosewall, Chapter 9

Assignment (due Oct 26): Arts News Report #8.

Assignment (due Oct 28): BYO #7 Project Budget (1 page). Based on this week’s readings, prepare a budget for the project you described in BYO #6.

WED, OCTOBER 21

Topic: Fundraising Basics

Readings: Rosewall, Chapter 10

WEEK 9: FUNDRAISING & ADVOCACY

MON, OCTOBER 26

Topic: Fundraising Nuts & Bolts

Readings: Rosewall, Chapter 11

Assignment (due Nov 2): Arts News Report #9.

Assignment (due Nov 4): BYO #8 Fundraising Letter (1 page). Write a letter to a potential donor for the annual campaign for Your Arts Organization.

WED, OCTOBER 28

Topic: Advocating for the Arts

Readings: Rosewall, Chapter 16

Assignment (due Nov 11): BYO #9 Advocacy Letters (1 page each; total 2 pages). Research your legislative candidates and their positions on the arts. Write Advocacy Letters to two candidates 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.

WEEK 10: MARKETING

MON, NOVEMBER 2

Topic: Marketing and Audience Development

Readings: Rosewall, Chapter 13
 Assignment (due Nov 9): Arts News Report #10.

WED, NOVEMBER 4

Topic: Marketing Techniques

Readings: Rosewall, Chapter 14; [review organization websites in class]

Assignment (due Nov 18): 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.

WEEK 11: EDUCATION & COMMUNITY ENGAGEMENT

MON, NOVEMBER 9

Topic: Education and the Arts

Readings: Rosewall, Chapter 12

Assignment (due Nov 16): Arts News Report #11.

Assignment (due Nov 25): BYO #11 Educational Project & Study Guide (1 page each; 2 pages total). (a) Develop an educational component for Your Arts Organization's project as detailed in BYO assignments #6 and #7. (b) Write a brief study guide for use by teachers at the target grade level.

WED, NOVEMBER 11

Topic: Community Engagement

Readings: Rosewall, Chapter 15

Assignment (due Dec 14): Final Project: Community Arts Grant Proposal (per CFoNCW guidelines [add weblink]). Develop a grant proposal for Your Arts Organization's project as detailed in BYO assignments #6, #7, and #11.

*****FIELD TRIP TO MADISON*****

FRI, NOVEMBER 13

WISCONSIN ARTS BOARD GRANT REVIEW PANEL

CREATION & PRESENTATION GRANTS: PRESENTERS

Early Departure from Campus; Details TBD

WEEK 12: PLANNING REVISITED

MON, NOVEMBER 16

Topic: SWOT Your Arts Organization

Readings: Rosewall, Chapter 4

Assignment (due Nov 23): Arts News Report #12.

Assignment (due Dec 2): BYO #12a Prepare a SWOT analysis of Your Arts Organization as developed across BYO assignments #1-12.

WED, NOVEMBER 18

Topic: Frame Your Arts Organization

Readings: Rosewall, Chapter 4

Assignment (due Dec 2): BYO #12b Prepare an outline Strategic Plan for your

arts organization developed in BYO assignments # 1-11.

WEEK 13: SEMESTER PROJECT PRESENTATIONS

MON, NOVEMBER 23

Student Presentations 1-4 BYO #12c

Assignment (due Nov 30): Arts News Report #13.

WED, NOVEMBER 25

Student Presentations 5-8 BYO #12c

WEEK 14: SEMESTER PROJECT PRESENTATIONS

MON, NOVEMBER 30

Topic: Student Presentations 9-12 BYO #12c

Assignment (due Dec 7): Arts News Report #14.

Reminder: **Event Attendance Report due Dec 7.** Attend three different events representing different art forms during the semester. Prepare a report comparing and contrasting the three events and connecting them to issues of arts management and your career goals.

WED, DECEMBER 2

Topic: Student Presentations 13-16 BYO #12c

WEEK 15: SEMESTER PROJECT PRESENTATIONS & DISCUSSION

MON, DECEMBER 7

Topic: Student Presentations 17-20 BYO #12c

Assignment (due Dec 14): Arts News Report #15.

Reminder: **Final Project (Community Arts Grant Proposal) due Dec 14.**

WED, DECEMBER 9

Topic: Student Presentations 21-22 BYO #12c

Discussion/Guest Speaker TBD

WEEK 16: GRANT PROPOSAL EXERCISE & FINAL DISCUSSION

MON, DECEMBER 14

Topic: Summary and Discussion

In-class discussion of Final Exam

WEEK 17: EXAMINATION WEEK

Final Exam Monday, December 21, 2015, 2:45-4:45pm