

**University of Wisconsin-Stevens Point**  
**Arts Management 395**  
**Arts Management Seminar**

Fall 2015  
Thursdays, 9:35am-12:15pm  
CAC 315  
Final Exam Friday, December 18, 12:30-2:30pm

**Instructor: Jim O'Connell**

e-mail: James.O'Connell@[uwsp.edu](mailto:uwsp.edu) or [joconnel@uwsp.edu](mailto:joconnel@uwsp.edu)

Office: CAC 205

Phone: 715-346-3379 cell: 715-212-2759

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](http://Amazon.com).

(The same text is also required for ARTM 195. It will serve as an excellent reference as you progress through the Arts Management major and, indeed, your arts management career.)

**Course Overview**

This course is the final step before your great adventure really begins! It will provide you the opportunity to share skills and insights you have gained from internship experiences with arts organizations and coursework in Business, Communication, and the Creative Arts, applying them both to current and to lasting issues in the Arts Management field. We will review the structure and development of non-profit arts organizations, comparing and contrasting them with for-profit businesses in the creative industries. Drawing upon diverse sources including student internship experiences and presentations by industry professionals, we will examine the ways in which mission and planning manifest themselves in a variety of settings and undertake individual and group projects in program development, funding, marketing, implementation, and evaluation.

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 are the responsibilities of arts organizations to artists?
- How do economic considerations impact an organization's artistic mission?
- How does government activity both support and challenge the arts?
- How do the arts and education support and enhance one another and society?
- What is the difference between curatorship and censorship?
- How do various arts organizations define their communities?
- What are the responsibilities of artists and arts organizations to their audiences? ...to their communities? ...to society?

### Learning Outcomes for Arts Management 395

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

- Analyze current issues in arts management and assess their impact on community and society;
- Compare and contrast the function and internal structure of various types of arts organizations;
- Apply business skills and arts expertise to practical challenges in arts management;
- Design, evaluate and defend plans for the implementation of cultural programs; and
- Plan the next steps in developing their own arts management careers.

### Learning Outcomes for the Arts Management Major

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 the final grade by one-third of a letter-grade for each missed class beyond the allowance. (For example, if you earn a B- and have missed three classes – two allowed, plus one other – your final grade would 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 TWO reports without penalty. Report format: (a) headline, source, link to article/post; (b) 50-word summary of article; (c) three questions posed by the article and a 50-100-word response to each. Questions may relate to fact (the accuracy of the article, additional information which would be helpful, etc.), interpretation (the impact of the news reported, potential causes or effects, etc.), or larger issues (trends in arts management, the larger economy, or society). (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 at least one news item orally in class and lead the resulting discussion. From time to time, I may post submitted articles on D2L for e-discussion. When notified of such postings, you are expected to participate in the on-line discussions.

3. Event Attendance and Report: You will choose three events, each in a different art form, from among those offered by the Performing Arts Series, the Department of Theatre and Dance, the Department of Music, Centertainment, Carlsten and Scarabocchio Galleries, and other organizations. You must attend the events in full and show evidence of attendance (ticket, program, etc.; scans are 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. Your report will be graded on content, quality of writing, spelling, punctuation, and grammar.

4. Written Assignments: There will be 10 written assignments, roughly one each week for the first two-thirds of the semester. Assignments will relate to the assigned readings and topics discussed in previous classes. The two lowest grades may be dropped. Written assignments will be graded on content, quality of writing, spelling, punctuation, and grammar.

5. Grant Proposal and Peer Review: You will choose one Wisconsin arts organization to study this semester. After researching the organization, you will prepare an original grant proposal for this organization according to the current guidelines and application forms of the Wisconsin Arts Board's Creation and Presentation program (on-line link to be supplied). The proposal will be graded

on adherence to the guidelines, content, quality of writing, spelling, punctuation, and grammar. You will then be assigned to one of three groups to review proposals submitted by fellow students according to the procedures developed for Wisconsin Arts Board (WAB) Peer Review Panels. You will each read and evaluate the proposals, conduct an “open meeting” in class to discuss and consider them as a group, then to rank and recommend them for funding. You will be graded on preparation for the “open meeting,” understanding of and adherence to the guidelines and procedures, the quality of your presentation and participation during the discussion and recommendation process.

6. Semester Project: ***By Week 5, we will determine as a class whether to undertake a customized project defined by all of you as a group, or whether to engage in the following process.***

Student Team Presentations: You will be placed into one of three groups. Each team will choose and research a different arts organization. The final presentation will explore the organization in detail including the following:

- Organization structure (staff, board of directors)
- Organization mission and programming
- Organization production and operations
- Organization budgets and financial reporting
- Organization arts education and outreach
- Marketing
- Development and fundraising
- Challenges to the organization
- Organizational planning
- Handbooks, policy manuals, facility rental/overhead, etc.

7. Final Exam, December 18, 2015, 12:30-2:30pm: Short essays and reflective questions.

Assignment Recap (due dates)

14 Weekly Arts News Reports (12 count toward final grade) every week

1 Event Attendance Report (3 events attended) December 10

10 Written Assignments (8 count toward final grade) Thursdays as assigned

1 Wisconsin Arts Board C&P Grant Proposal November 12

1 In-Class Peer Review Panel (Ranking Grant Proposals) November 19

1 Semester Team Project Presentation December 10

1 Final Exam: December 18, 2015, 12:30-2:30pm

Please note that assignments may be reordered to take advantage of guest speaker availability.

## Grading

### Grade Distribution

- 15% Class Participation (including quizzes)
- 15% Arts News Reports
- 10% Event Attendance Report
- 15% Written Assignments
- 15% Grant Proposal
- 10% Peer Review Panel
- 10% Semester Project
- 10% Final Exam

Extra Credit: From time to time, optional and supplementary work 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.*

**CLASS 1: WHERE ARE YOU ON THE ROAD TO A CAREER?**

THU, SEPTEMBER 3

Topic: Our Mutual Expectations

Introductions. Art and Arts Management.

Course structure. Assignments and expectations. Overview of news sources.

Complete In-class Questionnaire

Assignment (due SEP 10): Arts News Report #1.

Assignment (due SEP 10): Describe Your Internships (1 page each, total 2 pages). What do the organizations do (art form/function)? What was your role in each? What was the most important thing you learned from each? What do you wish you had had a chance to do? Prepare a 5-7 minute presentation to impart this information to the class; you may use technology, handouts, visual aids, etc.

Assignment (due DEC 10): Event Attendance and Report.

**CLASS 2: MANAGEMENT, STRUCTURE, & MISSION**

THU, SEPTEMBER 10

Topic: Your Experiences in the Context of Organizational Purpose (A Basis for Learning)

Student Presentations: Describe Your Internships (assigned SEP 3)

Readings: Rosewall, Chapters 1, 2, 3, 4 (especially pages 50-53)

Assignment (due SEP 17): Arts News Report #2.

Assignment (due SEP 17): YOUR IDEAL ARTS ORGANIZATION:

Mission, Vision and Value Statements (max 3 pages). Why does your organization exist? What difference does it make in the community/the world? Are there taglines/slogans that summarize its impact? What are the key values that shape its work?

**CLASS 3: HUMAN RESOURCES IN THE ARTS ORGANIZATION**

THU, SEPTEMBER 17

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

Personnel Management/Personnel Relations

Readings: Rosewall, Chapter 6

Assignment (due SEP 24): Arts News Report #3.

Assignment (due SEP 24): Your Job(s). (a) Based on the reading and your experience, prepare job descriptions (1) your dream position in arts management, and (2) your ideal first job (1 page each). (b) Prepare a resume and a letter of application applying for position #2 (1 page each; total 2 pages).

**CLASS 4: PROGRAM PLANNING & EVALUATION**

THU, SEPTEMBER 24



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

Readings: Rosewall, Chapter 7

Readings: TBA

Assignment (due OCT 1): Arts News Report #4.

Written Assignment: TBA

#### CLASS 5: FINANCIAL MANAGEMENT & PLANNING

THU, OCTOBER 1

Topic: Financial Management in the Arts Organization & Planning for Financial Management

Readings: Rosewall, Chapters 8, 9

Assignment (due OCT 8): Arts News Report #5.

Written Assignment: TBA

**\*\*\*EXTRA CREDIT OPPORTUNITY\*\*\***

**WED, OCTOBER 7**

**\*\*\*The 20<sup>th</sup> Conference on the Small City and Regional Community**

**“Re-imagining Public Engagement: Civic Participation in Local Governance”**

**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 12): Three Key Points from each session you attended.**

#### CLASS 6: ADVOCACY

THU, OCTOBER 8

Topic: Advocating for the Arts

Readings: Rosewall, Chapter 16

Assignment (due OCT 15): Arts News Report #6.

Assignment (due OCT 15): 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.

#### CLASS 7: FUNDRAISING

THU, OCTOBER 15

Topic: Fundraising Basics & Fundraising Nuts & Bolts

Readings: Rosewall, Chapters 10, 11

Assignment (due OCT 22): Arts News Report #7.

Assignment (due NOV 12): Wisconsin Arts Board Creation & Presentation Grant Proposal (see description in Assignments, above).

#### CLASS 8: GOVERNANCE & THE BOARD OF DIRECTORS

THU, OCTOBER 22

Topic: Planning for Success: How Do You Look Ahead?  
 Boards & Board Management: Who Owns the Organization?  
 Readings: Rosewall, Chapters 4 (pages 53-59) & 5  
 Assignment (due OCT 29): Arts News Report #8.  
 Written Assignment: TBA

**CLASS 9: MARKETING**

THU, OCTOBER 29

Topic: Marketing and Audience Development & Marketing Techniques  
 Readings: Rosewall, Chapters 13, 14  
 Assignment (due NOV 5): Arts News Report #9.  
 Written Assignment: TBA

**CLASS 10: EDUCATION**

THU, NOVEMBER 5

Topic: Education and the Arts  
 Readings: Rosewall, Chapter 12  
 Assignment (due NOV 12): Arts News Report #10.

**Reminder: Wisconsin Arts Board Grant Proposal due NOVEMBER 12.**

**CLASS 11: PEER REVIEW EVALUATION PROCESS**

THU, NOVEMBER 12

Topic: Assignment of Peer Review Panels, explanation of process.  
 Questions and Answers regarding Team Projects.  
 Assignment (due NOV 19): Arts News Report #11.  
 Assignment (due DEC 12): Prepare for Peer Review Panel

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

*FRI, NOVEMBER 13*

*WISCONSIN ARTS BOARD GRANT REVIEW PANEL  
 CREATION & PRESENTATION GRANTS: PRESENTERS  
 Early Departure from Campus; Details TBD*

**CLASS 12: PEER REVIEW PANELS**

THU, NOVEMBER 19

Topic: In-Class "Open Meetings" to Review Grant Proposals Submitted NOV 12  
 Assignment (due DEC 3): Arts News Report #12.  
 Written Assignment: TBA

***\*\*\*EXTRA CREDIT OPPORTUNITY\*\*\****

*TUE, NOVEMBER 24, 9:35-12:15, CAC 315*

*KAREN GOESCHKO, Assistant Director of the Wisconsin Arts Board  
 will be visiting the ARTM 300: Fundraising class to discuss the NOV 13  
 Grant Review Panel and the revision of Creation & Presentation Grant  
 guidelines between 2008 and 2015.*

HAPPY THANKSGIVING!

CLASS 13: COMMUNITY ENGAGEMENT

THU, DECEMBER 3

Topic: Community Engagement

Readings: Rosewall, Chapter 15

Assignment (due DEC 10): Arts News Report #13.

Written Assignment: TBA

Reminder: **Event Attendance Report due DECEMBER 10.** 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.

CLASS 14: GROUP PROJECT REPORTS, REVIEW

THU, DECEMBER 10

Topic: Group Project presentations, Event Report discussion, Final preparation

**Final Exam: FRIDAY, DECEMBER 18, 12:30-2:30pm**