



## Arts Management 195 Introduction to Arts Management

Fall 2017  
Mondays & Wednesdays, 3:30-4:45pm, CAC 239  
Final Exam Friday, December 22, 2017, 12:30-2:30pm

**Instructor: Jim O'Connell**

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OFFICE HOURS – FALL SEMESTER 2017

1. Any time the door to CAC 205 is open (please come in and talk to me)
2. Any time by appointment ([joconnel@uwsp.edu](mailto:joconnel@uwsp.edu) or leave a note in the door bin)
3. Open Hours: Tuesdays and Wednesdays 11:30am-1:00pm
4. I am serving as Interim Director of Carlsten Art Gallery in NFAC this semester; open hours in the Gallery Office will take place on Thursdays 10:00am-2:00pm.

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

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](http://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 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 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, 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 #6 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: choose (1) via the appropriate Dropbox folder on D2L, or (2) by hard copy.

4. Late Assignments: Assignments are due as noted below. 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).

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:** Any student who anticipates needing an accommodation based on the impact of a disability (including mental health, chronic or temporary medical conditions) should contact me privately to discuss specific needs. **Students are strongly encouraged to contact the Disability and Assistive Technology Center (DATC) at 715-346-3365 or at [datctr@uwsp.edu](mailto:datctr@uwsp.edu) to seek further assistance.** Students currently registered with DATC may provide their Notice of Accommodation Letters (yellow forms) to me in my office, after class, or via e-mail.

## 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 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.
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. 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 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:** Friday, December 22, 2017, 12:30-2:30pm: 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)

1 Event Attendance Report (3 events attended) (due DEC 6)

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

# 1 Describe Your Arts Organization (due SEP 20)

# 2 Mission, Vision and Value Statements (due SEP 27)

# 3 Board of Directors (including interview) (due OCT 11)

# 4 Job Exploration (including interview) (due OCT 18)

# 5 Organization Chart (due OCT 16)

# 6 Project Description (due OCT 25)

# 7 Project Budget (due NOV 1)

# 8 Fundraising Letter (due NOV 8)

# 9 Advocacy Letters (due NOV 29)

#10 Press Release & Ad Copy (due NOV 15)

#11 Educational/Engagement Project & Guide (due NOV 22)

#12 SWOT & Plan (due DEC 6)

1 Semester Project (due AS SCHEDULED DEC 4-13)

Oral Presentation to the Class

1 Final Exam (DEC 22)

*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.*

### **WEEK 1: WELCOME TO 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? Possible projects.

WED, SEPTEMBER 6

*Assignment (due SEP 11): Arts News Report #1.*

*Assignment (due DEC 6): Event Attendance and Report. See Syllabus.*

**Readings FOR SEP 11 & 13: Rosewall, Chapters 1, 2 & 3**

### **WEEK 2: MANAGEMENT & ORGANIZATIONAL STRUCTURE**

MON & WED, SEPTEMBER 11 & 13

*GUEST SPEAKER (13th): Katy Lang, Education & Outreach Director, The Grand, Wausau*

*Assignment (due SEP 18): Arts News Report #2.*

*Assignment (due SEP 20): 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 18 & 20: Rosewall, Chapters 3 & 4**

### **WEEK 3: ORGANIZATIONAL STRUCTURE & PLANNING FOR SUCCESS**

MON & WED, SEPTEMBER 18 & 20

*Assignment (due SEP 25): Arts News Report #3.*

*Assignment (due SEP 27): 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 25 & 27: Rosewall, Chapter 5**

### **WEEK 4: BOARDS OF DIRECTORS**

Who Owns the Organization? Boards & Board Management

MON & WED, SEPTEMBER 25 & 27

*GUEST SPEAKER (25th): Laura Lamansky, UW-Madison Law Student, e-fundraising*

*Assignment (due OCT 2): Arts News Report #4.*

*Assignment (due OCT 11): 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 OCT 2 & 4: Rosewall, Chapter 6**

### **WEEK 5: HUMAN RESOURCES & PERSONNEL**

MON & WED, OCTOBER 2 & 4

*Assignment (due OCT 9): Arts News Report #5.*

*Assignment (due OCT 18): 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 16): 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 9 & 11: Rosewall, Chapter 7**

Reminder: ***BYO #3 Board of Directors is due OCT 11.***

WEEK 6: BOARD PROJECT REPORTS; PROGRAM PLANNING & EVALUATION

Group Reports on BYO #3

MON & WED, OCTOBER 9 & 11

*Assignment (due OCT 16): Arts News Report #6.*

*Assignment (due OCT 25): 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 OCT 18.***

WEEK 7: RESUMES, INTERNSHIPS

MON & WED, OCTOBER 16 & 18

Job Exploration Report Discussion, Resume Comparison, Internships

*Assignment (due OCT 23): Arts News Report #7.*

**Readings FOR OCT 23 & 25: Rosewall, Chapters 8 & 9**

Reminder: ***BYO #6 Project Description is due OCT 18.***

WEEK 8: FINANCIAL MANAGEMENT & PLANNING

MON & WED, OCTOBER 23 & 25

*Assignment (due OCT 30): Arts News Report #8.*

*Assignment (due NOV 1): 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 OCT 30 & NOV 1: Rosewall, Chapters 10 & 11**

WEEK 9: FUNDRAISING

MON & WED, OCTOBER 30 & NOVEMBER 1

*Assignment (due NOV 6): Arts News Report #9.*

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

**Readings FOR NOV 6 & 8: Rosewall, Chapters 13 & 14**



WEEK 10: MARKETING & AUDIENCE DEVELOPMENT  
MON & WED, NOVEMBER 6 & 8

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

*Assignment (due NOV 15): 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 13 & 15: Rosewall, Chapters 12 & 15**

WEEK 11: EDUCATION & COMMUNITY ENGAGEMENT  
MON & WED, NOVEMBER 13 & 15

*Assignment (due NOV 20): Arts News Report #11.*

*Assignment (due NOV 22): 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 20 & 22: Rosewall, Chapter 16**

*Assignment: Final Project (as scheduled DEC 6 & DEC 13).*

WEEK 12: ADVOCACY  
MON & WED, NOVEMBER 20 & 22

*Assignment (due NOV 27): Arts News Report #12.*

*Assignment (due NOV 29): 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.*

**Readings FOR NOV 27 & 29: Review Rosewall, Chapter 4**

**HAPPY THANKSGIVING!**

WEEK 13: PLANNING REVISITED  
SWOT & Frame Your Arts Organization  
MON & WED, NOVEMBER 27 & 29

*Assignment (due DEC 4): Arts News Report #13.*

*Assignment (due DEC 6): Arts News Report #13. Assignment (due APR 27): BYO #12a Prepare a SWOT analysis of Your Arts Organization as developed across BYO assignments #1-11.*

*Assignment (due DEC 6): BYO #12b Prepare an outline Strategic Plan for your arts organization developed in BYO assignments # 1-11.*

Reminder: **Event Attendance Report due DEC 6. See page 4, #3.**

WEEK 14: SEMESTER PROJECT PRESENTATIONS  
Student Presentations 1-10  
MON & WED, DECEMBER 4 & 6

*Assignment (due DEC 11): Arts News Report #14.*

WEEK 15: SEMESTER PROJECT PRESENTATIONS & DISCUSSION  
Student Presentations 11-20  
MON & WED, DECEMBER 11 & 13

WEEK 16: EXAMINATION WEEK  
Final Exam **Friday, December 22, 12:30-2:30pm.**

*This syllabus is subject to change.*