

# SPEA-A/S163: Arts Worlds: Management, Markets, and Policy

Time/Location: T/Th 9:30am-10:45am, SPEA 272  
Instructor: Dr. Ursula M. Kuhar  
Office: SPEA 410C  
Email: [ukuhar@indiana.edu](mailto:ukuhar@indiana.edu)  
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## Course Description

This course provides students with a taste of the variety of topics they will encounter when pursuing the Bachelor of Science in Arts Management (BSAM), including public policy in the arts, the economic structure of markets in various branches of the arts, and the issues facing administrators in the arts.

## Learning Outcomes

- Compare and contrast the 3 sectors and be able to discuss the relative merits and limitations of each sector.
- Enumerate the various functions and roles of art in society and give examples of how and why art works and performances serve those roles.
- List and explain the characteristics that are specific to arts organizations and explain how and why arts organizations need these specific functions.
- Analyze and explain the challenges that arts organizations face in the 21st century. Explain how and why these challenges are specific to the 21st century and/or how some are challenges that still carry over from the past.

## Class Expectations

An arts manager is expected to be professional, prepared, and punctual (including but not limited to deadlines and attendance). Essential qualities of excellence in management include time, money, and project management, creativity, inquisitiveness and intellectual curiosity, attentiveness to detail, and diplomacy. As a student arts manager, success in the classroom depends on your ability to learn and apply these skills during the course.

In the classroom, student arts managers will engage with respect, empathy, and courtesy:

Respect: Demonstrate respect for peers, professor, and guests by listening attentively, allowing each to finish her thought. Debate is encouraged; interruption is not.

Empathy: Demonstrate the maturity to, “walk in another’s shoes” by being open to the diversity of experiences and backgrounds others bring to class.

Courtesy: Demonstrate manners and professionalism by arriving to class on time, completing your work, coming to class prepared and attentive, and listening when others are speaking.

## Required Texts

Rosewall, Ellen. *Arts Management: Uniting Arts and Audiences in the 21<sup>st</sup> Century*. New York: Oxford University Press, 2014.

Readings as assigned on Canvas.

## Evaluation and Assessment

There are a possible 100 points for this course.

**Attendance and Participation (20 points):** Attendance is mandatory and participation in class discussion is a crucial course component. Students are expected to read assigned materials prior to class meetings, ask questions, contribute to the discussion and participate. This portion of your grade also includes in-class projects/assignments, small take-home assignments, etc. 10 points will be deducted after more than three absences and/or more than three time of coming to class unprepared. Additionally, students **must turn off all cell phones and other electronic devices during class. Use of these devices during class is strictly forbidden.** Laptops are allowed only for note taking. Use of computers for anything other than word processing or research/activities in class will not be tolerated. Infractions will be notated and points deducted from the final participation grade.

**Event Reviews (3 at 10 points each):** Students will be required to partake in three contrasting, arts experiences through the semester. This includes, but is not limited to: seeing a play, opera, dance event, etc. on or off the Indiana University—Bloomington campus. Combinations could include opera, gallery exhibition, and jazz show; or a play, museum visit, and ballet.

On assigned days, an **electronic copy** (.doc or .pdf only) of your review, a 2-3 page, typed, double-spaced paper (12-point, Times New Roman font, 1" margins, last name and page number at the header of every page), along with scanned documentation from the event attended will be due **at the beginning of class and must be submitted on Canvas.** For each day an assignment is late, five points will be deducted.

When writing, focus on the following aspects:

- Event title, place, time, artists involved
- Description of contents (piece(s) performed, items displayed, venue, etc.)
- Scope of event: observations on program contents, presentation, marketing, audience demographics/target audience, organization of the event, issues that are related to class discussions and topics
- Links to class readings and discussions
- Personal reactions and critique concerning the event
- What would you do differently if you were the manager of the organization, event, etc.?

Helpful hints for writing reviews:

- Take notes at your event, or immediately thereafter. It's easier to recall information that way when the time comes to write.
- Proper formatting is crucial! Be mindful of the parameters stated above.
- Numbers ten and under are spelled out. Over ten, Arabic symbols can be used.
- Major works (works of art, operas, plays, etc.) are italicized (ex. Mahler's *Symphony No. 3 in d minor*). Songs, movements of a symphony, etc. are in quotation marks (ex. Sir Mix-A-Lot's "Baby Got Back").

**Two Quizzes (2 at 10 points each):** There will be two brief quizzes on course materials during the semester. Additional information will be provided prior to these quizzes.

**Organizational Analysis Project (10 points):** You will select an arts organization of your choice and to study and conduct an analysis on their structure, practices, programming, and additional offerings, to be submitted via PowerPoint or Prezi, with an accompanying narrative. This will not be presented in class. Additional information will be provided throughout the semester.

**Final Exam (20 points):** A comprehensive final examination will be administered at the end of the semester. It will be based on information for class discussions, guest speakers, and course readings. Additional information regarding the final exam will be given later in the semester.

## Grading Scale

A+: 97.5 and higher	A: 92.5-97.4	A-: 90.0-92.4
B+: 87.5-89.9	B: 82.5-87.4	B-: 80.0-82.4
C+: 77.5-79.9	C: 72.5-77.4	C-: 70.0-72.4
D+: 67.5-69.9	D: 62.5-67.4	D-: 60.0-62.4
F: 59.9 and below		

## Academic Dishonesty

SPEA faculty do not tolerate cheating, plagiarism, or any other form of academic dishonesty. If you have not done so, you should read the IUB *Code of Student Rights, Responsibilities, and Conduct*, which can be accessed at <http://www.iu.edu/~code/code/index.shtml> so you will be sure to understand what these terms mean and what penalties can be issued for academic dishonesty. Academic dishonesty can result in a grade of F for the class (an F for academic dishonesty cannot be removed from the transcript). Significant violations of the Code can result in expulsion from the University.

## Guest Speakers

Throughout the semester, various arts professionals will be coming to our class to discuss their backgrounds and experiences in arts management. Please come prepared to participate and ask questions.

## Outline of Topics (subject to change)

Date	Topics	Readings/Assignments (Subject to change)
Tues, Jan 10	<ul style="list-style-type: none"> <li>Introduction to course</li> <li>Review syllabus</li> </ul>	
Thurs, Jan 12	<ul style="list-style-type: none"> <li>Arts in the U.S.</li> </ul>	
Tues, Jan 17	<ul style="list-style-type: none"> <li>Defining Art: what and why?</li> </ul>	<ul style="list-style-type: none"> <li>Ivey: <i>Arts, Inc.</i> excerpt (C)</li> <li>Montefinise: "The Art of defining art" (C)</li> </ul>
Thurs, Jan 19	<ul style="list-style-type: none"> <li>Defining Art: what and why?</li> </ul>	<ul style="list-style-type: none"> <li><i>Exit Through the Gift Shop</i> (viewing in class)</li> </ul>
Tues, Jan 24	<ul style="list-style-type: none"> <li>What is an arts organization?</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 1-2</li> <li>Evrard: "Arts Management: A new discipline entering the millennium?" (C)</li> </ul>

		<ul style="list-style-type: none"> <li>Conte/Langley: <i>Theatre Management</i> (C)</li> </ul>
Thurs, Jan 26	<ul style="list-style-type: none"> <li>What is an arts organization?</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 1-2</li> <li>Evrard: "Arts Management: A new discipline entering the millennium?" (C)</li> <li>Conte/Langley: <i>Theatre Management</i> (C)</li> </ul>
Tues, Jan 31	<ul style="list-style-type: none"> <li>Mission, vision, and values</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 3-4</li> <li>Byrnes: "Arts Organization in a changing world" (C)</li> </ul>
Thurs, Feb 2	<ul style="list-style-type: none"> <li>Mission, vision, and values</li> </ul>	<b>REVIEW #1 DUE</b> <ul style="list-style-type: none"> <li>Rosewall: Ch. 3-4</li> </ul>
Tues, Feb 7	<ul style="list-style-type: none"> <li>The management process</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 6</li> </ul>
Thurs, Feb 9	<ul style="list-style-type: none"> <li>The management process</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 6</li> </ul>
Tues, Feb 14	<ul style="list-style-type: none"> <li>Programming, planning, and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 7</li> </ul>
Thurs, Feb 16	<ul style="list-style-type: none"> <li>Programming, planning, and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 7</li> </ul>
Tues, Feb 21	<ul style="list-style-type: none"> <li>Lessons in leadership and collaboration</li> </ul>	<b>QUIZ #1</b> <ul style="list-style-type: none"> <li>Fleishman: "Deborah Borda: The woman who runs the LA Philharmonic" (C)</li> <li>Daum: "4 Great leadership lessons from the arts" (C)</li> </ul>
Thurs, Feb 23	<ul style="list-style-type: none"> <li>Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 8-9</li> </ul>
Tues, Feb 28	<ul style="list-style-type: none"> <li>Income: Contributed and Earned</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 10-11</li> <li>TCA Tool-Kit: Fundraising &amp; Development (C)</li> </ul>
Thurs, Mar 2	<ul style="list-style-type: none"> <li>Income: Contributed and Earned</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 10-11</li> </ul>
Tues, Mar 7	<ul style="list-style-type: none"> <li>Butts in seats: audiences and how we reach them</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 12-13</li> <li>Wallace Foundation: <i>Thriving Arts Organizations, Thriving Arts</i> (C)</li> </ul>
Thurs, Mar 9	<ul style="list-style-type: none"> <li>Butts in seats: audiences and how we reach them</li> </ul>	<b>REVIEW #2 DUE</b> <ul style="list-style-type: none"> <li>Rosewall: Ch. 12-13</li> <li>Wallace Foundation: <i>The Road to Results: Effective Practices for Building Arts Audiences</i>, executive summary (C)</li> </ul>
Tues, Mar 14	<b>NO CLASS—SPRING BREAK</b>	
Thurs, Mar 16	<b>NO CLASS—SPRING BREAK</b>	
Tues, Mar 21	<b>Workshop Day</b>	<b>QUIZ #2</b>
Thurs, Mar 23	<ul style="list-style-type: none"> <li>Marketing the arts effectively</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 14</li> <li>NAMP: Marketing the Arts (C)</li> </ul>
Tues, Mar 28	<ul style="list-style-type: none"> <li>Marketing the arts effectively</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 14</li> <li>NAMP: Marketing the Arts (C)</li> </ul>

Thurs, Mar 30	<ul style="list-style-type: none"> <li>Education and outreach in the arts</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 15</li> <li>AEP: <i>Doing Well and Doing Good by Doing Art</i> (C)</li> </ul>
Tues, Apr 4	<ul style="list-style-type: none"> <li>Education and outreach in the arts</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 15</li> <li>PCAH: <i>Reinvesting in Arts Education</i>, executive summary, intro, the case, the need (C)</li> </ul>
Thurs, Apr 6	<ul style="list-style-type: none"> <li>Entrepreneurship and the creative class</li> </ul>	<p><b>REVIEW #3 DUE</b></p> <ul style="list-style-type: none"> <li>Florida: "A message to the city builders of tomorrow" (C)</li> <li>Florida: "Creativity is the new economy" (C)</li> </ul>
Tues, Apr 11	<ul style="list-style-type: none"> <li>Entrepreneurship and the creative class</li> </ul>	<ul style="list-style-type: none"> <li>Kaiser: "Entrepreneurship and the arts" (C)</li> <li>NEA: <i>Artists in the Workforce</i>. (C)</li> <li>AFTA: <i>Arts and Economic Prosperity IV</i> (C)</li> </ul>
Thurs, Apr 13	<ul style="list-style-type: none"> <li>Current movement in the arts</li> </ul>	<ul style="list-style-type: none"> <li>TBA</li> </ul>
Tues, Apr 18	<ul style="list-style-type: none"> <li>Making the case: public policy and advocacy in the arts</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 16</li> <li>AFTA: Congressional Arts Handbook (C)</li> </ul>
Thurs, Apr 20	<ul style="list-style-type: none"> <li>Putting it Together</li> </ul>	<ul style="list-style-type: none"> <li>Ivey: <i>Arts, Inc.</i> excerpt (C)</li> </ul>
Tues, Apr 25	<ul style="list-style-type: none"> <li>Catch-up/Review</li> </ul>	<p><b>ORGANIZATIONAL ANALYSIS PROJECT DUE</b></p>
Thurs, Apr 27	<ul style="list-style-type: none"> <li>Catch-up/Review</li> </ul>	

**FINAL EXAM: THURSDAY, MAY 4, 2017 10:15AM-12:15AM**