A163 Arts Worlds: Management, Markets, & Policy
Monday/Wednesday 9:30-10:45am
SPEA 277
Spring 2012

SYLLABUS

Instructor: Ann K. Fields
Email: ankafields@indiana.edu
Office hours: M/W 11:00a-12:30p or by appointment
Angles Café on the 2nd Floor of the IU Art Museum

COURSE DESCRIPTION
This course provides students with exposure to the variety of topics encountered when pursuing an Arts Management degree. Course topics include: public policy in the arts, the economic structure of markets in various branches of the arts, and the issues facing administrators in the arts.

TEXTBOOK
A Course Packet is for sale at T.I.S. and the IU Bookstore. Please make sure you purchase the one for A163 Section 23414—it is purple.

ASSIGNMENTS

GRANT PROPOSAL (20%) – In this paper you will need to:
1) describe an arts organization that you would like to start or be a part of
2) create a mission statement for the organization
3) create performance measurements for the organization
4) create a marketing idea for the organization
5) discuss the difficulties and rewards of working with your many constituencies as you run the organization.

This paper is due on February 15 and must be at least four full pages, double-spaced in Times New Roman 12pt, and cite at least four sources (two of which must be from class readings).

ISSUE PAPERS (20%) – There are four issue paper topics listed below. You will need to complete two (2) of these four papers. Rubrics will be available on OnCourse. These papers must be at least three FULL pages, double-spaced in Times New Roman 12pt, and cite at least three sources (at least two of these must be from class readings). Make sure to analyze the topics rather than just explaining them.

Issue Paper # 1 Due on 1/25 – Topic: Interacting with Audiences
Choose an arts organization that interests you. How do they treat their audiences? Do they engage in social media with Facebook and Twitter pages and are those interactions effective? Do they have memberships? Do they give things away? How could they interact with audiences more effectively? Get creative: think about what they do vs. how they interact (i.e. does the theater company offer acting classes or the gallery offer a day of finger painting?) Be sure to analyze how they deal with audiences rather than simply explaining it.

Issue Paper # 2 Due on 3/7 – Topic: What Can Different Arts Markets Learn From Each Other?
Choose an arts market (music, film, visual art) and analyze what it can learn from other arts markets and the ways in which they function. Example: What can the film industry learn from the changes that the
music industry has had to make because of the Internet and file sharing? Be creative in choosing what to discuss and pick something that is interesting to you. You may also write about what the nonprofit sector can learn from the for-profit sector or vice versa.

**Issue Paper #3 Due on 3/26 – Topic: Apply for an Internship**
You will learn in class that internships are very important in the arts industry because it is such a difficult industry to break into. For this paper, write two double-spaced pages about the internship you are choosing and why it would be a good fit for you. Your third page will be a cover letter written for the organization, describing why you would be a good fit for this internship. Your fourth page will be your current resume. This should be a real internship at a real organization that you would be interested in working for. Your sources will be different for this paper than for the others and will mainly include online information about the internship (you can attach a printed version of this information to your paper if you wish to). It might also include research into how to write an effective cover letter.

**Issue Paper #4 Due on 4/11 – Topic: How Would You Change Government Arts Funding?**
You now understand the many ways in which the national and local governments fund the arts. What would you change about this system if you were in charge? Would you change the structure (i.e. is local or national funding more effective)? Would you change the areas that receive funding (i.e. should funding go to innovation, education, arts councils, organizations)? There is no right or wrong answer but make sure to clearly define what you would do and back up your choice with facts and expert opinions from your readings.

**TURNING IN THE PAPERS**
- Papers must be submitted in class and stapled *by the beginning of the class period on which they are due*. Papers that are not stapled and not turned in at the beginning of class will be penalized 5%. You will be penalized 10% (a full letter grade) for every 24-hour period in which a paper is late (calendar day, not class meeting).
- You will also need to submit your papers in the Assignments section on OnCourse by 5:00pm on the date the paper is due.
- Computer glitches or long lines in the computer labs will not be accepted as excuses for late or missing work.

**EXAMS AND QUIZZES**
POP QUIZZES (10%) – There will be 5 pop quizzes throughout the course of the semester. Your final pop quiz grade will be based on your best 4 quiz scores. You must be present to take the pop quizzes and there will be no make-ups. The quizzes will cover both the readings and in-class lectures.

MIDTERM EXAM (15%) – Your midterm exam will be on **Wednesday, February 29th in class**. We will discuss the content as the time draws near.

FINAL EXAM (25%) – More details will be shared at a later date.

**PARTICIPATION POINTS**
ATTENDANCE AND PARTICIPATION (10%) – You will receive a participation grade for this course, so do your best to read and contribute to class discussions. I will keep track of participation along with attendance. **If you miss more than three class periods your grade will start to go down by 5 points for each additional absence.** You will also not receive full points if you do not participate in class discussions.

MOMENT OF ART – At the beginning of the semester I will pass around a sign-up sheet for you to choose a date to present your favorite song, artwork, etc. I will give you 5 participation points if you choose to present. It is your responsibility to remember which date you sign up for!
GRADING

Assignment Points
5 Pop Quizzes 50
Participation and Attendance 50
Issue Papers (2 x 50 points each) 100
Grant Proposal 100
Midterm Exam 75
Final Exam 125

All points (100%) = 500

***Please note that I will NOT offer extra credit opportunities.

Your course grade will be based on your percentage of all possible points using the scale below:

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<thead>
<tr>
<th>Letter Grade</th>
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<tr>
<td>A+</td>
<td>97% - 100%</td>
<td>C+</td>
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PLAGIARISM

According to the Merriam-Webster Dictionary, to "plagiarize" means
- to steal and pass off the ideas or words of another as one's own
- to use another's production without crediting the source
- to commit literary theft
- to present as new and original an idea or product derived from an existing source.
- In other words, plagiarism is an act of fraud. It involves both stealing someone else's work and lying about it afterward.

Any paper with your name on it signifies that you are the author—that the wording and ideas are yours, with exceptions indicated by quotation marks and citations. Plagiarism is the unacknowledged use of others' materials (words or ideas). EVIDENCE OF PLAGIARISM WILL RESULT IN AN “F” IN THE COURSE AND A REPORT FILED WITH THE DEAN. Please see “Academic Honesty at Indiana University Guidelines and Resources” at http://www.slis.indiana.edu/courses/acad-honesty.html.

ATTENDANCE AND PARTICIPATION

- Be on time. You don’t want to miss any part of this awesome class!
- Do the readings and prepare for class so you can participate and pass the quizzes. Your grade depends on it!
- Computers are not allowed in class. If you have a disability that results in the need to use a computer, come see me.
- You will be allowed two absences for illnesses and emergencies before your attendance and participation grade is affected. After two absences, you will lose 5 points from your attendance and participation grade for each additional absence. Please inform me in advance of special circumstances, such as religious holidays, sports requirements, or major illnesses/emergencies.
(you must provide all relevant documentation).

- When you are absent it is your responsibility to contact another student to ask about class notes and announcements. You may also come see me at office hours to ask any questions about what you missed.

**DISABILITY SERVICES**
If you require assistance or appropriate academic accommodations for a disability, please contact me after class, during office hours, or by individual appointment. You must have established your eligibility for disability support services through the Office of Disability Services for Students in 006 Franklin Hall (812-855-7578).
**COURSE SCHEDULE**

Please check Oncourse for due dates pertaining to in-class material, quizzes, analysis writings, and exams.

**IMPORTANT:** The course calendar schedule is subject to change.

**UNIT 1 - MANAGEMENT**

<table>
<thead>
<tr>
<th>M 1/9</th>
<th>Introduction</th>
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<td>I will bring copies of this syllabus for you to our first class.</td>
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<tr>
<th>W 1/11</th>
<th>The difference between For-profits and Nonprofits</th>
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<td>“Just What is a Non-profit Anyway?” The Center for Nonprofits</td>
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<th>M 1/16</th>
<th>MLK DAY - NO CLASS</th>
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<tr>
<th>W 1/18</th>
<th>Missions and Visions—The Core of the Business Plan</th>
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<tr>
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<td>“Why Mission Statements are Important.” The Grant Plant</td>
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<td></td>
<td>(CP) Sharon Oster, “The Mission of the Nonprofit Organization”</td>
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<tr>
<th>M 1/23</th>
<th>Measuring Performance</th>
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<tr>
<td></td>
<td>(OnCourse) Pignataro, “Performance Indicators”</td>
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<td></td>
<td>(OnCourse) Peacock, “Performance Indicators and Cultural Policy”</td>
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<td>(OnCourse) Urban Institute, “Candidate Outcome Indicators: Performing Arts”</td>
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<th>W 1/25</th>
<th>Fundraising in the Arts</th>
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<td>“Fundraising and Development”, Texas Commission on the Arts</td>
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**ISSUE PAPER #1 DUE**

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<tr>
<th>M 1/30</th>
<th>Marketing – Introduction, Audience Characteristics and Trends</th>
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<td>(OnCourse) Americans for the Arts, Chapter 1 “The Big Picture”</td>
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<td>(CP) Peterson &amp; Rossman, “Changing Arts Audiences” Engaging Art</td>
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<td>“Who’s Coming to your Arts Events?” Arts Marketing Project</td>
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<th>W 2/1</th>
<th>Marketing</th>
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<td>(On Course) Americans for the Arts, Chapter 5 “The For P’s”</td>
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<td>“13 Infographics Every Marketer Needs to See”</td>
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| M 2/6   | Management Section Wrap-Up |
- Catch up on readings!

**UNIT 2 - MARKETS**

**W 2/8**
Introduction to Arts Markets
Arts Consumers
- Michael Kaiser - The Millennials Project
- Millennials – The Throwdown
- (OnCourse) James Surowiecki – “What Ails Us”

**M 2/13**
Pricing Strategies
Guest Speaker: Dr. Rushton
- (OnCourse) Dr. Rushton’s Notes on Pricing

**W 2/15**
Guest Speaker: Mike Bridavsky – Russian Recording
GRANT PROPOSAL DUE

**M 2/20**
Artist’s Earnings
- (CP) Duncan Watts, “Is Justin Timberlake the Product of Cumulative Advantage?”
- (OnCourse) Chris Anderson – “The Long Tail”

**W 2/22**
Guest Speaker: Betsy Stirrat – Grunwald Gallery
- (OnCourse) “Art, money, Shepard Fairey, Bansky, and the quest for clarity”

**M 2/27**
Live Performance
- (OnCourse) Seabrook – “The Price of the Ticket”
Agents and Contracts
- (OnCourse) Richard Caves, “Creative Industries,” Chapter 3
Midterm Review

**W 2/29**
MIDTERM EXAM

**M 3/5**
Film Industry
- (CP) The Big Picture, Chapter 1: “The Two Hollywoods”
- “Planet Money” Podcast – *We See Angelina’s Bottom Line*

**W 3/7**
Digital Markets Discussion
- (OnCourse) Hogan – “In an iTunes age, do we need the record store?”
- (OnCourse) Sisario – “Site to Resell Music Files Has Critics”

**ISSUE PAPER #2 DUE**

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<thead>
<tr>
<th>3/12 &amp; 3/14</th>
<th>SPRING BREAK</th>
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| M 3/19      | Artists and Internships: How to Advance Your Career  
Guest Speaker: Susan Sandberg |

**UNIT 3 - POLICY**

| W 3/21 | Introduction to Arts Policy  
- (CP) Tibor Scitovsky, “What’s Wrong with the Arts is What’s Wrong with Society”  
- (CP) Throsby & Withers “Arguments for Public Assistance”, The Economics of the Performing Arts |
|--------|--------------------------------------------------|
| M 3/26 | Federal Government Funding: The NEA  
- Finish reading Throsby & Withers  
- (CP) Tyler Cowen, “Good and Plenty,” Chapter 3, p. 65 – p. 81 |

**ISSUE PAPER #3 DUE TODAY**

| W 3/28 | Direct Subsidies  
- (CP) Tyler Cowen, “Good and Plenty,” Chapter 3, p. 81 – p. 100 |
|--------|--------------------------------------------------|
| M 4/2  | Indirect Subsidies  
- (CP) Tyler Cowen, “Good and Plenty,” Chapter 2, p. 31 – p. 64 |
| W 4/4  | Local Government Funding  
- (OnCourse) Americans for the Arts “Arts Facts…Local Arts Agencies”  
- (OnCourse) DellaFlora “City’s Multitalented People Could Drive Economic Growth” |
| M 4/9  | Freedom of Speech  
- (OnCourse) “Free of Speech and Music”  
- Art on Trial website |
| W 4/11 | Freedom of Speech Class Discussion |
- (CP) NEA v. Karen Finley: Supreme Court opinion from Justice O'Connor
- Online Art Rights website
- FreeMuse website

**ISSUE PAPER #4 DUE TODAY**

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Notes</th>
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<tr>
<td>M 4/16</td>
<td>Copyright Law Overview</td>
<td>- U.S. Copyright Office: Brief Introduction and History</td>
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<td>- Harvard Law School “Image Rights”</td>
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<td>- Matthew Guerrieri “New Music Economics”, NewMusicBox.</td>
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<td>M 4/23</td>
<td>Problems in the Arts</td>
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<td>- Peter Marks “How Much Art is Too Much?” Washington Post</td>
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<td>- “Audience Engagement or Distraction?” Museum 2.0 Blog Post</td>
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<tr>
<td>W 4/25</td>
<td>Review for Final Exam</td>
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<td>Course Wrap-Up</td>
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**Week 16**

- Final Exam - Time and Date TBA