

SPEA-A163: Introduction to Arts Management

Time/Location: M/W, 3:15pm-4:30pm, PV163
Instructor: Dr. Ursula M. Kuhar
Email: ukuhar@indiana.edu
Student Hours: Virtual: T, 9am-12pm and by appointment (via Zoom: <https://iu.zoom.us/j/89935250145>)
TA: Suri Xia, surixia@iu.edu
TA Student Hours: Virtual: T, 10am-12pm (via Zoom: <https://iu.zoom.us/j/85827371637>)

COURSE DESCRIPTION, OBJECTIVES, AND OUTCOMES

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

Students will:

- Compare/contrast the three sectors and 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.

TEXT AND MATERIALS

Rosewall, Ellen. *Arts Management: Uniting Arts and Audiences in the 21st Century*, 2nd edition. New York: Oxford University Press, 2021.

A pack of 3"x5" notecards.

All non-textbook readings and resources are posted on Canvas and noted with a (C) on the course outline of topics and schedule.

WELCOME! WE'RE HAPPY YOU'RE HERE.

Welcome arts managers! My goal is to give you as robust and streamlined of an experience as possible. Here's how things are going to look:

- **Every Sunday by 5pm ET** you'll get an announcement via Canvas with the upcoming week's agenda.
- You will have some traditional assignments, as well as low-stakes ones throughout the semester.
- Classes are mandatory. You have three allotted, unexcused absences for this class. Unexcused absences thereafter could affect your progress and grade in this course.

- For every class, please come prepared with the day’s readings and materials needed (textbook, notebook, etc.). Laptops/tablets are allowed for class use **ONLY**. Cell phones are to be stored and silenced during class.
- Additionally, given the state of the world, things can change in a nanosecond. I ask that you be flexible and keep lines of communication open.
- Nervous about keeping everything organized? Don’t be! You’ve got those announcements. I *highly* recommend you take 10 minutes after going through this syllabus and put all due dates, etc. in your calendar/planner. You can always reach out to me anytime, and don’t forget to lean on your colleagues. To quote the 2000s classic *High School Musical*, “we’re all in this together.” Start building that professionalism and collaborative spirit you’ll need for the rest of your career **now**.

EVALUATION AND ASSESSMENT

Professionalism (10% of grade): This class will require you to work independently and collaboratively. This portion of your final grade will reflect your contributions and engagement during our formal meetings times (tip: treat every class like a work meeting, or one with your boss) and your completion and performance on low-states exercises.

Event Reviews (30% of grade; three at 10% each): Students will be required to partake in three contrasting, arts experiences through the semester. These can be virtual experiences or in person (if that is an option for you/you feel comfortable doing so; by **no means** is this a requirement) and require documentation of attendance (screenshot, ticket stub, program, etc.). Qualifying arts events include: concerts (all varieties), operas, plays, musicals, art museum/gallery visits/tours, arts festivals, cabaret/comedy shows, recitals, lectures/poetry readings, a film screening with lecture/talkback, historic society/institution visits, ballets, dance showcases, and more (there is also a resource list on where to find events on Canvas, and when in doubt, *use your best judgement*). **Note: for online performing arts events, please do not use anything older than six months.** Additionally, I know many of you are artists in your own right—please send a message to the class via Canvas about your shows, exhibitions, etc. Being an artist, active patron, and good colleague all contribute to your success as a professional.

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 some form of documentation from the event attended will be due **at 11:59pm ET and must be submitted on Canvas. No other form of submission will be accepted.**

When writing, focus on the following aspects:

- Event title, place, time, artists involved.
- Description/synopsis of contents (piece(s) performed, items displayed, venue, etc.).
- Did you enjoy the art? Did it not interest you? Why or why not? *Channel your inner critic.*
- 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.

- What would you do differently if you were the manager of the organization, event, etc.?

Helpful hints for writing reviews:

- **PLEASE FOLLOW ALL DIRECTIONS.**
- The event needs to be a full event; not just an excerpt.
- You cannot review an event you are participating in, performing in, or working. You cannot recycle an event review from another class.
- Additionally, you cannot submit a review for an event you attended prior to the beginning of this course. You cannot review a movie/tv series/comedy special or a sporting event. You *can* review a performance streamed from an organization or an arts-based streaming service (i.e. MetOpera on Demand, Medici, etc.)
- Take notes at your event, or immediately thereafter. It is easier to recall information that way when the time comes to write.
- Use good grammar, formatting, and style: no contractions, complete sentences, be cohesive, avoid “get/got” and prepositions at the end of sentences, etc. *How* you say something is just as important as *what* you are saying.
- A template for assignments is available on Canvas for you to follow.
- 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. “Rumors” by Lizzo feat. Cardi B).

Midterm (20% of grade): There will be a midterm covering the first half of the course. Additional information regarding the midterm will be given later in the semester.

Organizational Analysis Assignment (15% of grade): 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 accompanying narrative. This will **not** be presented in class. Additional information will be provided throughout the semester.

Final Exam (25% of grade): 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.

COMMUNICATING IN THIS COURSE AND OTHER PROTOCOLS

Student Hours: I enjoy meeting with students and helping you with your journey into the world of arts management. Feel free to drop in via Zoom during the hours stated at the beginning of the syllabus or set up an appointment with me if they don’t work with your schedule and we’ll coordinate.

Communication: Email is my preferred method of communication (you can do so from Canvas or your email account). I will respond within 24 hours, usually less. Please let me know what it concerns by using the “Subject” line in your message. I do not check my work email on weekends.

Canvas: Please take some time to familiarize yourself with the course’s Canvas page. I will use the “Announcements” to communicate with you en masse. You are responsible for any information distributed in this manner. Read the announcement emails thoroughly and make sure you are receiving notifications from Canvas. If not, please reach out to IU UITs (University Information Technology Services) **ASAP**. Canvas will also be frequently updated with any added readings, resources, slides from class, etc. as well.

Deadlines, late work, incompletes, etc.: All assignments submitted after due dates receive a 5% deduction for each day/part of a day late. O’Neill policy is that incomplete grades can only be considered if most of the course work has been completed (75% at least) and a student is physically unable to complete the remainder. I understand that life happens, and to be quite honest, we’re *still* living through a pandemic and lots of unrest. Deadlines and parameters for this course exist to keep you on track and to pace your workload, but none of us need additional undue stress. I am happy to work with you, in a timely fashion, to ensure your success in this course and beyond. Please reach out to me if you need assistance or help in anyway at any time.

Regrade requests: Re-grade requests must be made via email within *three days* of when the assignment is returned. These will be honored if points were tallied incorrectly or if your answer is correct but was marked wrong. Papers and exams will not be re-graded to alter the number of points deducted for a wrong or incomplete answer.

Accommodations: Indiana University has official policies regarding students with disabilities and the observance of religious holidays. This course will operate within these IU policies. To ensure accurate application of these policies and the provision of appropriate accommodations, students should bring these issues to the attention of the instructor *as soon as possible* and at least seven days before any accommodation might be necessary.

Academic dishonesty: O’Neill 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.

Writing Tutorial Services (WTS): For free help at any phase of the writing process—from brainstorming to polishing the final draft—call Writing Tutorial Services (WTS) at 812-855-6738 for an appointment, or visit their website: <https://wts.indiana.edu/>. They’re a wonderful resource for IU students.

Resources: Doing well is not necessarily about working harder, it is about working smarter. Under the “Resources” tab on Canvas you will find tools to assist you on your academic and personal journey at IU. I highly recommend you familiarize yourself with these tools for this class and beyond.

Go consume some art: While on your vocational journey into arts management, many of you will still practice artistic mediums. Anytime you have a show, exhibition, etc., please send a message on Canvas to everyone in class so we can attend.

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		

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 *(Note: The instructor reserves the right to modify the schedule as deemed necessary. Some subjects may prove to be more challenging than others; thus, flexibility throughout the course will allow us to respond to areas that need additional clarification.)*

Date	Topics Covered	Readings/Assignments
Mon, Aug 23	<ul style="list-style-type: none"> Introduction to course Review syllabus 	<ul style="list-style-type: none"> Syllabus (C)
Wed, Aug 25	<ul style="list-style-type: none"> Defining Art: what and why? 	<ul style="list-style-type: none"> Ivey: <i>Arts, Inc.</i> excerpt (C) Montefinise: “The Art of defining art” (C)
Mon, Aug 30	<ul style="list-style-type: none"> Defining Art: what and why? 	<ul style="list-style-type: none"> Ivey: <i>Arts, Inc.</i> excerpt (C) Montefinise: “The Art of defining art” (C)
Wed, Sept 1	<ul style="list-style-type: none"> Defining Art: what and why? <i>Exit Through the Gift Shop</i> 	
Mon, Sept 6	NO CLASS—LABOR DAY	
Wed, Sept 8	<ul style="list-style-type: none"> What is an arts organization? 	<ul style="list-style-type: none"> Rosewall: Introduction, Ch. 1-2, 5 Conte/Langley: <i>Theatre Management</i> (C)
Mon, Sept 13	<ul style="list-style-type: none"> What is an arts organization? 	<ul style="list-style-type: none"> Rosewall: Introduction, Ch. 1-2, 5 Conte/Langley: <i>Theatre Management</i> (C)
Wed, Sept 15	<ul style="list-style-type: none"> Mission, vision, and values 	<ul style="list-style-type: none"> Rosewall: Ch. 3-4 <p style="background-color: yellow;">EVENT REVIEW #1 DUE FRIDAY, SEPTEMBER 17 AT 11:59PM ET</p>
Mon, Sept 20	<ul style="list-style-type: none"> Mission, vision, and values 	<ul style="list-style-type: none"> Rosewall: Ch. 3-4

Wed, Sept 22	<i>Guest speaker: Brad Schiesser (MAAA '17), Managing Director, Bloomington Playwrights Project</i>	
Mon, Sept 27	<ul style="list-style-type: none"> • Programming, planning, and implementation 	<ul style="list-style-type: none"> • Rosewall: Ch. 6-7
Wed, Sept 29	<ul style="list-style-type: none"> • Programming, planning, and implementation 	<ul style="list-style-type: none"> • Rosewall: Ch. 6-7
Mon, Oct 4	<ul style="list-style-type: none"> • Financial Management 	<ul style="list-style-type: none"> • Rosewall: Ch. 8-9
Wed, Oct 6	<i>Guest speaker: Kerriann Otaño (BM'10), Marketing and Public Relations Manager, Opera Memphis</i>	<ul style="list-style-type: none"> • TBA
Mon, Oct 11	<ul style="list-style-type: none"> • Fund development/philanthropy 	<ul style="list-style-type: none"> • Rosewall: Ch. 10-11
Wed, Oct 13	<ul style="list-style-type: none"> • Fund development/philanthropy 	<ul style="list-style-type: none"> • Rosewall: Ch. 10-11 <p>EVENT REVIEW #2 DUE FRIDAY, OCTOBER 15 AT 11:59 PM ET</p>
Mon, Oct 18	<ul style="list-style-type: none"> • Butts in seats: audiences and how we reach them 	<ul style="list-style-type: none"> • Rosewall: Ch. 13, 15 • Wallace Foundation: <i>The Road to Results: Effective Practices for Building Arts Audiences</i>, executive summary (C)
Wed, Oct 20	MIDTERM EXAM	
Mon, Oct 25	<i>Guest speaker: Matthew Creek (BSAM '19), Pops & Presentations Coordinator, Indianapolis Symphony Orchestra</i>	
Wed, Oct 27	<ul style="list-style-type: none"> • Marketing the arts effectively 	<ul style="list-style-type: none"> • Rosewall: Ch. 13-15 • NAMP: 6 Ways to Keep It Personal (C)
Mon, Nov 1	<ul style="list-style-type: none"> • Marketing the arts effectively 	<ul style="list-style-type: none"> • Rosewall: Ch. 13-15 • NAMP: Marketing the Arts (C)
Wed, Nov 3		<ul style="list-style-type: none"> •
Mon, Nov 8	<ul style="list-style-type: none"> • Education and outreach in the arts 	<ul style="list-style-type: none"> • Rosewall: Ch. 12, 15 • AEP: <i>Doing Well and Doing Good by Doing Art</i> (C)
Wed, Nov 10	<ul style="list-style-type: none"> • Education and outreach in the arts 	<ul style="list-style-type: none"> • Rosewall: Ch. 12, 15 • AEP: <i>Doing Well and Doing Good by Doing Art</i> (C)
Mon, Nov 15	<ul style="list-style-type: none"> • Current issues in the arts 	<ul style="list-style-type: none"> • TBA
Wed, Nov 17	<ul style="list-style-type: none"> • Making the case: policy and advocacy 	<ul style="list-style-type: none"> • Rosewall: Ch. 16 • AFTA: Congressional Arts Handbook (C) <p>EVENT REVIEW #3 DUE FRIDAY, NOVEMBER 19 AT 11:59PM ET</p>
Mon, Nov 22	NO CLASS—THANKSGIVING BREAK	

Wed, Nov 24	NO CLASS—THANKSGIVING BREAK	
Mon, Nov 29	<ul style="list-style-type: none"> Making the case: policy and advocacy 	<ul style="list-style-type: none"> Rosewall: Ch. 16 AFTA: Congressional Arts Handbook (C)
Wed, Dec 1	<ul style="list-style-type: none"> Making the case: policy and advocacy 	<ul style="list-style-type: none"> Rosewall: Ch. 16 AFTA: Congressional Arts Handbook (C) <p>ORGANIZATIONAL ANALYSIS PROJECT DUE FRIDAY, DECEMBER 3 AT 11:59PM ET.</p>
Mon, Dec 6	<ul style="list-style-type: none"> Wrap-up/catch-up/Final exam review 	<ul style="list-style-type: none"> TBA
Wed, Dec 8	<ul style="list-style-type: none"> Final exam review 	<p>FINAL EXAM RELEASED ON MONDAY, DECEMBER 13 AT 8AM ET. MUST BE COMPLETED IN ONE TWO-HOUR SITTING BY MONDAY, DECEMBER 13 AT 11:59PM ET.</p>

(Note: The instructor reserves the right to modify the schedule as deemed necessary. Some subjects may prove to be more challenging than others; thus, flexibility throughout the course will allow us to respond to areas that need additional clarification.)