

## **SPEA-A163: Arts Worlds: Management, Markets, and Policy**

Time/Location: M/W, 3:15pm-4:30pm, Online  
Instructor: Dr. Ursula M. Kuhar  
Office: [Virtual \(click here\)](#)  
Email: [ukuhar@indiana.edu](mailto:ukuhar@indiana.edu)  
Student Hours: T, 11am-1pm; by appointment (please schedule via email)

### **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 21<sup>st</sup> century.

### **TEXT AND MATERIALS**

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

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

### **LONG TIME LISTENER, FIRST TIME CALLER. HOW IS THIS CLASS GOING TO WORK?**

I'm so glad you asked, and welcome! My goal is to give you as robust and streamlined of an experience as possible even though we won't be together in a classroom. Here's how things are going to look:

- **Every Sunday by 5pm ET** you'll get an announcement with the upcoming week's agenda. I will also post a brief video lecture for the week in the course's Kaltura gallery on Canvas. **Viewing each week's video lecture is required.**
- Our Zoom classroom can be accessed by [clicking here](#). We will meet **every Monday**, during our class time, for lecture and discussion.
- Wednesdays will be allocated for: optional, but highly encouraged additional discussion (an opportunity for you to ask additional questions about this week's topics/readings and

convene with your colleagues), one-on-ones with me (no need to panic; this is a time for us to check-in and have a dialogue as arts managers).

- You will have some traditional assignments, as well as low-stakes ones throughout the semester.
- Nervous about keeping everything organized? Don't be! You've got those Sunday 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 or your TA 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 be taught entirely online, both asynchronously and synchronously. This 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 meeting like a work meeting, or one with your boss) and your completion and performance on low-stakes exercises including: breakout sessions, discussion posts, and short lecture quizzes.

**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 or shoot me an email). 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.**
- You cannot review an event you are participating in, performing in, or working. Additionally, you cannot submit a review for an event you attended prior to the beginning of this course.
- Take notes at your event, or immediately thereafter. It is easier to recall information that way when the time comes to write.
- Use proper 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. “Juice” by Lizzo).

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

**Organizational Analysis Project (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 student hours 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.

**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 full grade 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 living through a pandemic and lots of social 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 administration, 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.*)

<b>Date</b>	<b>Topics Covered</b>	<b>Readings/Assignments</b>
Mon, Aug 24	<ul style="list-style-type: none"> <li>Introduction to course</li> <li>Review syllabus</li> </ul>	
Wed, Aug 26	<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>
Mon, Aug 31	<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> <li>Watch <i>Exit Through the Gift Shop</i> (C)</li> </ul>
Wed, Sept 2	<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> (C)</li> </ul>
Mon, Sept 7	<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>Conte/Langley: <i>Theatre Management</i> (C)</li> </ul>
Wed, Sept 9	<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>Conte/Langley: <i>Theatre Management</i> (C)</li> </ul>
Mon, Sept 14	<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> </ul>
Wed, Sept 16	<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><b>EVENT REVIEW #1 DUE FRIDAY, SEPTEMBER 18 AT 11:59PM ET</b></li> </ul>
Mon, Sept 21	<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> </ul>
Wed, Sept 23	<i>Guest speaker: Matthew Creek, BSAM’ 18, Indianapolis Symphonic Choir</i>	<ul style="list-style-type: none"> <li>ISC website (C)</li> </ul>
Mon, Sept 28	<ul style="list-style-type: none"> <li>Programming, planning, and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 6-7</li> </ul>

Wed, Sept 30	<ul style="list-style-type: none"> <li>• Programming, planning, and implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Rosewall: Ch. 6-7</li> </ul>
Mon, Oct 5	<ul style="list-style-type: none"> <li>• Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>• Rosewall: Ch. 8-9</li> </ul>
Wed, Oct 7	<ul style="list-style-type: none"> <li>• Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>• Rosewall: Ch. 8-9</li> </ul>
Mon, Oct 12	<ul style="list-style-type: none"> <li>• Fund development/philanthropy</li> </ul>	<ul style="list-style-type: none"> <li>• Rosewall: Ch. 10-11</li> </ul>
Wed, Oct 14	<ul style="list-style-type: none"> <li>• Fund development/philanthropy</li> </ul>	<ul style="list-style-type: none"> <li>• Rosewall: Ch. 10-11</li> </ul> <p><b>EVENT REVIEW #2 DUE FRIDAY, OCTOBER 16 AT 11:59 PM ET</b></p>
Mon, Oct 19	<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>The Road to Results: Effective Practices for Building Arts Audiences</i>, executive summary (C)</li> </ul>
Wed, Oct 21	<p><i>Guest speaker: Brad Schiesser, MAAA '17, Bloomington Playwrights Project (BPP)</i></p>	<ul style="list-style-type: none"> <li>• BPP website (C)</li> </ul>
Mon, Oct 26	<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>
Wed, Oct 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> <p><b>MIDTERM EXAM RELEASED AT 5PM ET. MUST BE COMPLETED IN ONE 75-MINUTE SITTING BY FRIDAY, OCTOBER 30 AT 11:59PM EST</b></p>
Mon, Nov 2	<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>
Wed, Nov 4	<p><i>Guest speaker: Elena Forbes, Director of External Affairs, Joy of Motion Dance Center</i></p>	<ul style="list-style-type: none"> <li>• Joy of Motion Dance Center website (C)</li> </ul>
Mon, Nov 9	<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>
Wed, Nov 11	<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>
Mon, Nov 16	<ul style="list-style-type: none"> <li>• Current issues in the arts</li> </ul>	<ul style="list-style-type: none"> <li>• TBA</li> </ul>
Wed, Nov 18	<ul style="list-style-type: none"> <li>• Current issues in the arts</li> </ul>	<ul style="list-style-type: none"> <li>• TBA</li> </ul> <p><b>EVENT REVIEW #3 DUE FRIDAY, OCTOBER NOVEMBER 20 AT 11:59PM ET</b></p>
Mon, Nov 23	<p><b>NO CLASS—THANKSGIVING BREAK</b></p>	

Wed, Nov 25	<b>NO CLASS—THANKSGIVING BREAK</b>	
Mon, Nov 30	<ul style="list-style-type: none"> <li>Making the case: policy and advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 16</li> <li>AFTA: Congressional Arts Handbook (C)</li> </ul>
Wed, Dec 2	<ul style="list-style-type: none"> <li>Making the case: policy and advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Rosewall: Ch. 16</li> <li>AFTA: Congressional Arts Handbook (C)</li> </ul> <p><b>ORGANIZATIONAL ANALYSIS PROJECT DUE FRIDAY, DECEMBER 4 AT 11:59PM ET.</b></p>
Mon, Dec 7	<ul style="list-style-type: none"> <li>Wrap-up/catch-up/Final exam review</li> </ul>	<ul style="list-style-type: none"> <li>TBA</li> </ul>
Wed, Dec 9	<ul style="list-style-type: none"> <li>Final exam review</li> </ul>	<p><b>FINAL EXAM RELEASED ON MONDAY, DECEMBER 14 AT 9AM ET. MUST BE COMPLETED IN ONE TWO-HOUR SITTING BY THURSDAY, DECEMBER 17 AT 11:59PM ET.</b></p>