**Syllabus DRAFT**

**Seminar in Arts Administration**

THEA ###

Tuesday/ Thursday ##:## - ##:##

Instructor: Stephen Cummins, MFA, EdD.

Sierra Hall 102

Office Hours - Days/ Time

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**Course Description:**

This course will provide an introduction to the “business” of the arts focusing on not-for-profit performing and visual arts organizations. Topics covered will include organizational structures and philosophies, governance, leadership, planning and programming, contracts, budget and financial management, facility management, marketing, patron service, fundraising, and human resources. Students will be introduced to the field through case studies, industry data, readings, and critical thinking assignments. The course is designed to provide students who might be interested in the non-profit arts world, an arts management career, or starting an arts business an overview of the industry. The course is created from a leadership point of view whether that leader is an Executive Director, Artistic Director, CEO, President of the Board, or a top level administrator.

**Learning Objectives:**

* Gain knowledge and a demonstrable understanding of the not-for-profit arts management field
* Contribute to a community of learners
* Improve capacity for research, critical thinking, and strategic analysis
* Strengthen communication skills

**Required Text:**

Fundamentals of Arts Management, fifth edition, 2007 - published by Arts Extension Services <http://www.umass.edu/aes/publications>

**Additional Readings and Sources:**

Americans for the Arts <http://www.americansforthearts.org/>

American League of Orchestras: Audience Growth Initiative <http://www.americanorchestras.org/knowledge-research-innovation/audience-engagement/churn-presentation.html>

Anderson, Chris *The Long Tail* (2006) <http://www.wired.com/2004/10/tail/>

Arts and Economic Prosperity in the City of Chico <http://www.chicoacf.org/uploads/4/0/5/8/40589471/__cityofchicoac_study_finalreport-2.pdf>

Arts Journal <http://www.artsjournal.com/>

Bernstein, Joanne Scheff. *Standing Room Only: Marketing insights for engaging performing arts audiences* (2014)

California Arts Council <http://www.cac.ca.gov/>

Carr, Eugene, and Paul, Michelle. *Breaking the Fifth Wall: Rethinking Arts Marketing for the 21st Century* (2011)

Carter, Paul. *The Backstage Handbook.* (1994)

Cherbo, Joni Maya, et. al. *Understanding the Arts and the Creative Sector in the United States.* (2008)

Clapp, Edward P. ed. *20 Under 40: Reinventing the arts and arts education for the 21st Century.* (2010)

Collins, Jim. *Good to Great* (2001)

Collins, Jim. *Good to Great and the Social Sector* (2008)

Csikszentmihalyi, Mihaly. *Flow: The psychology of optimal experience.* 1990

Florida, Richard. *Rise of the Creative Class* (2004) <http://www.creativeclass.com/richard_florida>

GuideStar <http://www.guidestar.org/Home.aspx>

IATSE <http://iatse.net/>

Kaiser, Michael. *The Cycle* (2013)

Kaiser, Michael. *The Turn Around* (2008)

McCarthy, Kevin et al. *Gifts of the Muse* (2004)

<http://www.rand.org/content/dam/rand/pubs/monographs/2005/RAND_MG218.pdf>

National Endowment for the Arts NEA <https://www.arts.gov/>

National Endowment for the Arts. 2008 survey of public participation in the arts

(Research Report #49). <http://www.arts.gov/research/2008-SPPA.pdf>

Kelly, Kevin. *The Technium: 1,000 True Fans* <http://kk.org/thetechnium/1000-true-fans/>

Sidford, H. (2011). Fusing arts, culture and social change: High impact strategies for

philanthropy. <http://www.ncrp.org/files/publications/Fusing_Arts_Culture_Social_Change_MediaKit.pdf>.

Smyth, Morton. Arts Council of England. *Not For the Likes of You: How to reach a broader audience.* (2004) <http://www.takingpartinthearts.com/content.php?content=943>

Tepper, Steven. & Ivey, Bill. (Ed.) *Engaging Art: The next great transformation of America’s cultural life*

Otis Report on the Creative Economy: California and Los Angeles

 <http://www.otis.edu/sites/default/files/2013-Otis_Report_on_the_Creative_Economy-2.pdf>

WolfBrown: Insights <http://wolfbrown.com/insights>

You’ve Cott Mail <http://www.youvecottmail.com/>

**Description of Assignments:**

Scenarios:

During the course students will be presented with ten real world scenarios in which an arts administrator had to make a decision that affected their organization in some small or large way. Student will write a short response outlining his or her

* Challenge as they see it
* Decision making thought process
* Actions taken
* Anticipated outcomes

Student will come to class ready to participate in a robust discussion surrounding the scenario and the different approaches taken to solve the problem. Responses will be no more than 2 to 4 paragraphs in length. Scenarios will be assigned to the class on Thursdays for discussion at the beginning of class the following Tuesday. Grades will be assessed on quality of response and class participation in discussion.

(50% of grade)

Case Studies:

Working in small groups, students will focus on a topic and using industry data and research, recognized expert opinion, and examination of existing arts organizations the group will present a short case study report. Reports will be no longer than 5 minutes and are encouraged to have a visual component and cite references used. Class time will be given for small group work; however, groups should prepare and communicate outside of class. Four case studies will be assigned during class.

(15% of grade)

The Lexicon of the Arts Administrator:

Student will compile throughout the course a list of terms and definitions used in arts administration.

(5% of grade)

Final Project - My Organization:

Using information and data acquired in this course and from outside sources, student will create their own arts organization. The final project should include the following…

* Description of organization
* Mission, Vision and Value statements
* Organizational staffing chart and position descriptions
* Facility description and ground plan
* Budget (annual and/or project)
* Fundraising plan
* Marketing plan and budget
* Education and community engagement plan

Final presentation will include an oral presentation, approximately 10 minutes in length and an accompanying report.

(20% of grade)

**Grading:**

Scenarios – 50%

Case Studies – 15%

Final Project – 20%

Lexicon – 5%

Class Participation – 10%

**Course Outline:**

Week 1 and 2:

* Introduction to course
* Organizational and Management Structures of Arts Organizations
* Mission, Vision, Values

Week 3 and 4:

* State of the Arts in the United States of America
* Why are “the Arts” important
* The arts and community
* Economic impact of the arts industry
* Not-for-Profit vs. For Profit/ Commercial arts organizations/ LLCs

Week 5:

* Leadership and Governance
* Artistic Leadership, Programming, Curating
* Intellectual Property and Copyright

Week 6, 7 and 8:

* Staffing and Human Resources
* Facility Management
* Financial Management and Budget
* Contracts and Agreements

Week 9, 10, 11 and 12:

* The Audience
* Marketing, Public Relations, and Audience Development
* Arts Education and Engagement
* Patron Service
* Revenue and Ticketing
* Fundraising and Development

Week 13:

* Leadership
* Careers in the Arts

Week 14 and 15:

* Final Presentations