



**Carleton**  
University

**Sprett**  
School of Business

**CARLETON UNIVERSITY  
BUSI4129, MGMT 5129  
FALL 2023  
MANAGING THE ARTS**

**Instructor:** Julian Armour

**Office:**

**Office Hours:** Flexible by appointment only – 48-hour notice required

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**TA:** To be determined

**Office Hours:**

**Email:**

**Modality:** In-Person

**Pre-requisites & precluded Courses:** Third Year Standing

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**Course Calendar description from the 2023/2024 University calendar:**

The challenges of managing arts organizations with emphasis on the changing environment of arts consumption and funding. The tensions arising from blending artistic and aesthetic dimensions with functional considerations when judging organizational and personal issues form a continuing theme. Also offered at the graduate level, with different requirements, as MGMT5129, for which additional credit is precluded.

**Course Description:**

Management of the arts is one of the fastest-growing fields today. It also belongs among the most fascinating, rewarding, complex, exciting and challenging fields. The need for skilled and knowledgeable arts managers has never been greater. This course will deal with the special skills required to manage an arts organization today and in the future. It will reinforce the need for exceptional business skills and then explore the vast array of additional areas required to successfully manage arts organizations.



Skilled and dynamic cultural leaders and arts administrators, already something of a rarity, will be in enormous demand in the coming years. With a rapid expansion of the arts, we will need those people who are guiding our artistic institutions to be trained at the highest possible level to be adaptable, versatile and creative in order to deal with the quickly-changing and volatile arts and cultural landscape.

This course deals with both practical and theoretical approaches to the vitally important challenges of developing and managing a successful, healthy and sustainable cultural organization.

The onset of the COVID-19 pandemic has had a major and devastating impact on the arts world. This will be discussed in detail but, despite the likelihood of long-term impacts, the major principles of arts management remain the same as they were pre-pandemic.

Managing the Arts will focus on creating and enhancing the strategic and analytical thinking required for success in fundraising, sponsorship, outreach, promotion, awareness and attendance. As well, attention will be given to advocacy, and augmenting the involvement of the private and public sectors.

Six distinguished guest speakers, all leaders in the arts in Canada with strong arts and business expertise, will join the class for short virtual presentations and discussions at different points.

#### **Learning Outcomes:**

1. Understanding and appreciating the unique challenges of the arts world.
2. Acquiring significant theoretical and practical knowledge unique to the arts business environment.
3. Building critical and analytical thinking in order to respond to the challenges of managing the arts.
4. Participants will gain an understanding of all of the internal and external challenges of the arts environment; organizational structures (including those legally required); best practices in governance including recruitment; strategic analysis and risk management; financial management from an arts perspective; human resource management (from both a staffing and a volunteer perspective); the many approaches to media and marketing; development and fundraising (including donations, private foundations, special events, sponsorship, advertising and government grants); arts leadership; understanding the Canadian arts environment and its differences with the United States and Europe; and building links with the community. As well as preparing participants for the management of non-governmental organizations, government agencies, government arts presenters, arts venues and cultural museums, arts umbrella agencies and arts networks, this course will provide insight to those who wish to bring a greater understanding of the arts and the inherent benefits of the arts to a career in the private sector.

This course will prepare students to lead the way in an arts world that has seen major upheavals and a dramatic shift in direction.

**Reading(s)/Textbook(s)/Required Materials**

Readings will be drawn from periodicals, arts journals, arts blogs and the regular media. Readings will be assigned weekly. All articles and links will be posted on the course site. In addition, further videos, course writings and class notes will be posted.

**Course Requirements & Methods of Evaluation (including due dates):**

Three in-class assignments: (September 25, November 6, November 20)	15%
Four short assignments (Due September 16, October 4, October 18, November 23,)	20%
Mid-term assignment: (Due November 5)	10%
Major Paper or Project (Due December 7)	25%
Final Exam (Date and time to be announced)	30%

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**TOTAL** **100%**

**Course Schedule:**

Date	Week	Lecture	Topic covered
September 11	1	Introduction and Overview	<ul style="list-style-type: none"> <li>• What are “The Arts”</li> <li>• Arts and Culture Industries Today</li> <li>• Not-for-Profit Organizations and Charities</li> <li>• The Arts Business Environment vs. the for-profit Business Environment</li> <li>• Types of Arts Organizations               <ul style="list-style-type: none"> <li>◦ The Arts and Commercial Entertainment</li> </ul> </li> <li>• The Future of the Arts and Cultural Industries</li> <li>• COVID-19 and the Arts</li> </ul> <p>Course overview</p> <ul style="list-style-type: none"> <li>• Governance</li> <li>• Human Resources</li> <li>• Organizational Planning</li> <li>• The Business of the Arts</li> <li>• Media and Marketing</li> <li>• Fundraising</li> </ul>
September 18	2	Organizational Structure in the Arts	<p><b>Boards and Governance</b></p> <ul style="list-style-type: none"> <li>• Charities, Not-for-Profit Corporations (vs. the Private Sector)</li> <li>• The Role of the Board of Directors</li> <li>• Board Committees</li> </ul>

			<ul style="list-style-type: none"> <li>• Other Committees</li> <li>• Board Meetings</li> <li>• Board management</li> </ul> <p><b>Human resources</b></p> <ul style="list-style-type: none"> <li>• Staff</li> <li>• Volunteers</li> <li>• Recruiting: Attracting the right people</li> </ul> <p><b>Organizational planning</b></p> <ul style="list-style-type: none"> <li>• Mandate</li> <li>• Mission (mission statement)</li> <li>• Vision</li> <li>• Values</li> <li>• Goals: Development and evolution</li> <li>• SWOT</li> <li>• Incorporation</li> <li>• Charitable Status</li> </ul>
September 25	3	Programming and Content	<ul style="list-style-type: none"> <li>• A Review of Different Arts Organizations</li> <li>• Mission and Mandate</li> <li>• Goals</li> <li>• Strategic Planning</li> </ul>
October 2	4	The Business of the Arts	<ul style="list-style-type: none"> <li>• Incorporation</li> <li>• Charitable Status</li> <li>• Financial management</li> <li>• Budgeting</li> <li>• Bookkeeping and accounting</li> <li>• Reporting</li> <li>• Accountability</li> <li>• Compliance</li> <li>• Taxation</li> <li>• Risk management</li> </ul>
October 9	Thanksgiving Holiday – No class		
October 16	5	Media and Marketing I	<ul style="list-style-type: none"> <li>• Media vs. Marketing</li> <li>• Mandate, mission and vision: practical applications</li> <li>• Communicating vision</li> <li>• Branding and Identity</li> <li>• Traditional media</li> </ul>
October 23	Fall Break – no class		
October 30	6	Fundraising I: Special Events and Donations	<ul style="list-style-type: none"> <li>• Special events</li> <li>• Other fundraising initiatives</li> <li>• Donors</li> </ul>

			<ul style="list-style-type: none"> <li>• Sponsorships vs. Donations</li> <li>• Endowment funds</li> <li>• The changing landscape</li> <li>• Sponsorship of Special Events</li> <li>• The Role of Staff, Board, Volunteers and Other Stakeholders</li> </ul>
November 6	7	Media and Marketing II	<ul style="list-style-type: none"> <li>• Social Media</li> <li>• Contact lists and mailing lists</li> <li>• E-flyers</li> <li>• Rack cards and posters</li> <li>• Promotional Events</li> <li>• Contests</li> <li>• Partnerships</li> </ul>
November 13	8	Revenue Generation: Grants, the Public Sector and Financial Management	<ul style="list-style-type: none"> <li>• Government grants</li> <li>• Concepts of “arms length”</li> <li>• Foundations</li> <li>• Advocacy</li> <li>• Financial Management II: Planning and Budget Cycles</li> </ul>
November 20	9	Human Resources: Staff and Volunteers	<ul style="list-style-type: none"> <li>• Recruiting</li> <li>• Retaining volunteers</li> <li>• Staff and volunteer integration</li> <li>• Attracting and retaining the best people</li> <li>• Teambuilding: Management of Staff, Board and Volunteers</li> <li>• Other members of the team</li> <li>• Committees</li> <li>• Quality controls</li> <li>• Accountability</li> </ul>
November 27	10	Healthy Arts Organizations	<ul style="list-style-type: none"> <li>• Best Practices</li> <li>• Case Studies</li> <li>• Pitfalls and Disasters</li> <li>• Reputational Risk</li> </ul>

December 4	11	Careers Paths in Arts Management	<ul style="list-style-type: none"> <li>• The not-for-profit environment</li> <li>• The charitable sector</li> <li>• Arts organizations</li> <li>• For-profit arts organizations</li> <li>• Arts umbrella groups</li> <li>• Arts networks</li> <li>• Governmental organizations</li> <li>• Government agencies</li> <li>• The private sector: The arts and a healthy business environment<sup>4</sup></li> </ul>
December 8 (Friday)	12	Conclusions and Review	<ul style="list-style-type: none"> <li>• Leadership II</li> <li>• Sustainability</li> <li>• Risk management (Financial and Reputational)</li> <li>• Teambuilding as an ongoing practice</li> <li>• Growth and renewal</li> <li>• Keeping it vital: Adapting for the future</li> </ul> <p>Review of all 12 classes</p>

**Contribution to Learning Goals of the Program (BCom, BIB):**

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
<b>CHECK (X) ONE PER ROW</b>				
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				<b>X</b>
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>			<b>X</b>	
<b>BC3 Critical Thinking</b>				<b>X</b>

<i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>				X
<b>BI5 Global Awareness (BIB ONLY)</b> <i>Graduates will be globally-minded.</i>				X

#### ADDITIONAL INFORMATION

##### Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

##### Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

##### Group work

The Spratt School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

## Grading

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

## Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

## Requests for Academic Accommodation

You may need special arrangements to meet your academic obligations during the term.

For an accommodation request, the processes are as follows:

### Pregnancy Accommodation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](http://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](http://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. [carleton.ca/pmc](http://carleton.ca/pmc)

### Survivors of Sexual Violence



As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [carleton.ca/sexual-violence-support](https://carleton.ca/sexual-violence-support)

### **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

<https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: [students.carleton.ca/course-outline](https://students.carleton.ca/course-outline)

### **Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others.

**For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

### **Sprott Student Services**

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you

would like to access support, please contact our team at [bcom@sprott.carleton.ca](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto:bib@sprott.carleton.ca).

**Centre for Student Academic Support**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: [carleton.ca/csas](http://carleton.ca/csas).

**Important Information:**

- Students must always retain a copy of all work that is submitted.
  - All final grades are subject to the Dean's approval.
  - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
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