



**CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS
BUSI4129A
FALL 2015
MANAGING THE ARTS**

Instructor: Julian Armour

Office: DT1009

Office Hours: Thursdays, 10:00 – 11:30 (by appointment only) Other times by appointment.

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TA:

Office Hours:

Email:

Course meets: Thursdays, 11:35 – 14:25

Pre-requisites & precluded Courses: third year standing.

Course Calendar description from the 2015/2016 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. Lecture three hours a week.

Course Description and Objectives:

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 culture 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.

It 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 with strong arts and business expertise will join the class at different points including Rosemary Thompson, Bernie Colterman, Thomas d'Aquino, Grant J. McDonald and Russell Mills.

COURSE OBJECTIVES

The major objective of this course is to understand the unique challenges of the arts world, providing participants with a tremendous array of both theoretical and practical knowledge, and building heightened critical and analytical thinking in order to respond to these challenges. 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 and understanding 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.

Reading(s)/Textbook(s): 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 online.

Course Requirements & Methods of Evaluation:

Participants will benefit most from this course by being part of the weekly discussions. Participants are expected to take interest in the complexities, challenges and great contributions of Ottawa's and Canada's broad and varied arts industries. Attendance is mandatory and participation in discussions is expected. 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 online.

There will be a short mid-term assignment and a much more detailed final assignment, which can either be an analysis of an existing arts organization or a business plan for the creation of a new organization. Full details will be provided in class. The take home exam will be handed out at the last class on December 3rd and will be due on Tuesday, December 15th.

Class participation and attendance:	30%
Short assignment (mid-term):	10%
Major Paper or Project	30%

Final Take-home Exam

30%

Course Schedule:

COURSE SCHEDULE

Date	Week	Lecture	Topic covered
September 3	1	Introduction and Overview	
September 10	2	Challenges in the Arts Environment	<ul style="list-style-type: none"> • The arts and culture industries today • The Arts business environment vs. the for-profit business environment • The future of the arts and cultural industries • The many facets of arts management and administration
September 17	3	Organizational Structure in the Arts	<p>Boards and Governance</p> <ul style="list-style-type: none"> • Board Committees • Other Committees • Board management <p>Human resources</p> <ul style="list-style-type: none"> • Staff • Volunteers • Recruiting: Attracting the right people <p>Organizational planning</p> <ul style="list-style-type: none"> • Mandate • Mission (mission statement) • Vision • Values • Goals: Development and evolution • SWOT • Incorporation • Charitable Status
September 24	4	Media and Marketing 1: Branding and Identity Guest speaker: Rosemary Thompson, <i>Director of Communications and Public Affairs, The National Arts Centre</i>	<ul style="list-style-type: none"> • Media vs. Marketing • Mandate, mission and vision: practical applications • Communicating vision
October 1	5	Media and Marketing 2: Getting the message out	<ul style="list-style-type: none"> • Traditional media • Social Media • Contact lists and mailing lists • E-flyers • Rack cards and posters • The future
October 8	6	Business of the Arts	<ul style="list-style-type: none"> • Financial management

		Guest speaker: Grant J. McDonald, Managing Partner KPMG	<ul style="list-style-type: none"> • Accountability • Compliance • Taxation • Risk management
October 15	7	Fundraising 1: The Private Sector Guest speaker: Bernie Colterman, Managing Partner Centre of Excellence for Public Sector Marketing	<ul style="list-style-type: none"> • Donors • Sponsorship • Special events • Other fundraising initiatives
October 22	8	Integrating into the Community Guest speaker: Russell Mills	<ul style="list-style-type: none"> • Outreach • Awareness: Promoting your cause • Building audiences • Tying in media and marketing • Other organizations • Networking • Leadership I
October 29		<i>No class</i>	
November 5	9	Volunteers and Staff	<ul style="list-style-type: none"> • Recruiting • Retaining volunteers • Staff and volunteer integration • Attracting and retaining the best people • Teambuilding: Management of staff and volunteers • Other members of the team • Committees • Quality controls • Accountability
November 12	10	Fundraising II: Grants and the Public Sector Guest Speaker: Marc Mayer, Director, National Gallery of Canada	<ul style="list-style-type: none"> • Government grants • Concepts of “arms length” • Foundations • Advocacy
November 19	11	Careers Paths in Arts Management	<ul style="list-style-type: none"> • The not-for-profit environment • The charitable sector • Arts organizations • For-profit arts organizations • Arts umbrella groups • Arts networks • Governmental organizations • Government agencies

			<ul style="list-style-type: none"> • The private sector: The arts and a healthy business environment
November 26	12	Conclusions	<ul style="list-style-type: none"> • Leadership II • Sustainability • Risk management • Teambuilding as an ongoing practice • Growth and renewal • Keeping it vital: Adapting for the future
December 3	13	Review	

FND:

To reduce instances of miscommunication Carleton introduced a grade FND (Failure with No Deferral) to be assigned to students who fail to meet the minimum in-term performance standards explicitly set out in the outline and applied consistently (i.e., there is no other hidden criteria).

Satisfactory In-term Performance

1. The requirement for Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work (i.e. assignments, participation marks, tests etc.).
2. Unsatisfactory In-term Performance in this course will lead to failure in this course (regardless of the performance at the Final exam or final project)

Yes No

ADDITIONAL INFORMATION

Course Sharing Websites

Student or professor 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 Sprott 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.

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			

WDN = Withdrawn from the course

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

Academic Regulations, Accommodations, Etc.

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 Accommodations

For Students with Disabilities:

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and 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 me to ensure accommodation arrangements are made. The deadlines for contacting the Paul Menton Centre regarding accommodation for

final exams for the December 2015 exam period is November 6, 2015 and for the April 2016 exam period is March 6, 2016.

For Religious Obligations:

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

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. Penalties may include; a grade of Failure in 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. 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:

<http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you're having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/support-services/>

Be in the know with what's happening at Sprott: Follow @SprottStudents and find us on Facebook Undergraduate Students at the Sprott School of Business.

Important Information:

- Students must always retain a hard 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, it would be easier to respond to your inquiries if you would

send all email from your Carleton account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>
