

**The Ohio State University**  
**Colleges of the Arts and Sciences New Course Request**

Department of Art Education

Academic Unit  
 Art Education

Book 3 Listing (e.g., Portuguese)  
 481 Managing Arts Organizations

Number	Title	U	5
18-Character Title Abbreviation		Level	Credit Hours
Managing Arts Organ			

Proposed effective date, choose one quarter and put an "X" after it; and fill in the year. See the OAA curriculum manual for deadlines.

**A. Course Offerings Bulletin Information**

Follow the instructions in the OAA curriculum manual. If this is a course with decimal subdivisions, then use one New Course Request form for the generic information that will apply to all subdivisions; and use separate forms for each new decimal subdivision, including on each form the information that is unique to that subdivision. If the course offered is less than a quarter or a term, please complete the Flexibly Scheduled/Off Campus/Workshop Request form.

Description (*not to exceed 25 words*): Introduces the purposes of nonprofit organizations and their functions such as governance, program planning, marketing, and fundraising; encourages critical thinking in managerial decision making through practical assignments.

Quarter offered: Winter Distribution of class time/contact hours: 2 2-hr cl + 1-hr on-line work  
 Quarter and contact/class time hours information should be omitted from Book 3 publication (yes or no):

Prerequisite(s): English 110

Exclusion or limiting clause: Junior status or above or with permission of instructor

Repeatable to a maximum of 0 credit hours.

Cross-listed with:

Grade Option (Please check): Letter  S/U  Progress  What is course is last in the series?

Honors Statement: Yes  No  GEC: Yes  No  Admission Condition  
 Off-Campus: Yes  No  EM: Yes  No  Course: Yes  No

Other General Course Information:

(e.g. "Taught in English." "Credit does not count toward BSBA degree.")

**B. General Information**

Subject Code \_\_\_\_\_ Subsidy Level (V, G, T, B, M, D, or B)  
 If you have questions, please email Jed Dickhaut at [dickhaut.1@osu.edu](mailto:dickhaut.1@osu.edu).

1. Provide the rationale for proposing this course:  
 An introduction to the basics of managing arts organizations is not available in any single focused course in the university offered to undergraduates

2. Please list Majors/Minors affected by the creation of this new course. Attach revisions of all affected programs.  
 This course is (check one):  Required on major(s)/minor(s)  A choice on major(s)/minor(s)  
 An elective within major(s)/minor(s)  A general elective:  
 To become an elective among majors in the College of the Arts, and available to all university students as an elective.

3. Indicate the nature of the program adjustments, new funding, and/or withdrawals that make possible the implementation of this new course.

Addition of graduate teaching assistants who will be supported by additional revenue generated by the course.

4. Is the approval of this request contingent upon the approval of other course requests or curricular requests?

Yes  No  List:

5. If this course is part of a sequence, list the number of the other course(s) in the sequence: \_\_\_\_\_

6. Expected section size: 25 Proposed number of sections per year: 1

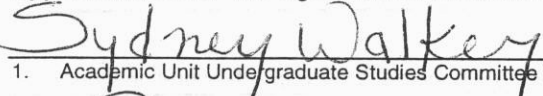
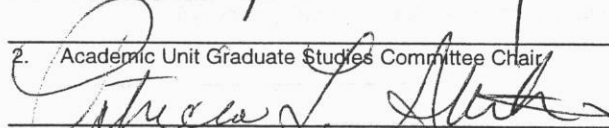
7. Do you want prerequisites enforced electronically (see OAA manual for what can be enforced)? Yes  No

8. This course has been discussed with and has the concurrence of the following academic units needing this course or with academic units having directly related interests (*List units and attach letters and/or forms*):

Fisher School of Business

9. Attach a course syllabus that includes a topical outline of the course, student learning outcomes and/or course objectives, off-campus field experience, methods of evaluation, and other items as stated in the OAA curriculum manual and e-mail to [asccurrofc@osu.edu](mailto:asccurrofc@osu.edu).

**Approval Process** The signatures on the lines in ALL CAPS ( e.g. ACADEMIC UNIT) are required.

1. Academic Unit Undergraduate Studies Committee Chair	 Sydney Walker	5/26/04
2. Academic Unit Graduate Studies Committee Chair	 Patricia Stuhr	5/26/04
3. ACADEMIC UNIT CHAIR/DIRECTOR		

4. After the Academic Unit Chair/Director signs the request, forward the form to the ASC Curriculum Office, 105 Brown Hall, 190 West 17<sup>th</sup> Ave. or fax it to 688-5678. Attach the syllabus and any supporting documentation in an e-mail to [asccurrofc@osu.edu](mailto:asccurrofc@osu.edu). The ASC Curriculum Office will forward the request to the appropriate committee.

5. COLLEGE CURRICULUM COMMITTEE	Printed Name	Date
6. ARTS AND SCIENCES EXECUTIVE DEAN	Printed Name	Date
7. Graduate School (if appropriate)	Printed Name	Date
8. University Honors Center (if appropriate)	Printed Name	Date
9. Office of International Education (if appropriate)	Printed Name	Date
10. ACADEMIC AFFAIRS	Printed Name	Date

# Course Syllabus: Managing an Arts Organization

## Art Education 481: 5 Credit Hours

Quarter | Time | Location

Instructor | Address & Email | Office Hours

### Course Description

The topic of this 5-credit hour course is Nonprofit Arts Management. Through an examination of diverse points of view on management and the arts, this course constructs a conceptual framework for students to understand the impact of contemporary issues on the nonprofit organization; its mission, its operations and its societal functions. Conversely, an understanding of the public values and public purposes behind nonprofit arts organizations reveals a unique institutional response to larger economic, political, cultural, and educational problems in society. Specifically, students will gain knowledge about such topics as organizational governance and structure, strategic planning and evaluation, program design, and financial planning, marketing, and fundraising. Also they will develop an understanding of issues of sustainability, capacity building, and ethical practice. Students will examine internal organizational problems through lectures/discussions, media presentations, guest speakers, field trips, and through reading, written and oral assignments. Practical research methods will be presented in conjunction with the major writing assignments.

### Course Objectives

#### Students will

- Understand the role of arts organizations in the United States and how they are affected by their social, political, and economic context;
- Describe the varied structures and processes characteristic of arts organizations (nonprofit, commercial, community);
- Identify and examine common problems and solutions facing arts organizations;
- Explore emerging entrepreneurial ideas relevant to managing arts organizations;
- Appreciate both similarities and differences among nonprofit arts organizations in different fields (e.g., theatre, dance, museums, orchestras, etc.);
- Improve critical thinking skills through description, analysis, interpretation and evaluation of readings, presentations, and arts organization visits;
- Refine skills in researching, writing, and oral communication about arts management.
- Gain familiarity with technology useful in arts organization management.

### Required Text and Supplies

Byrnes, William J. (2003). *Management and the Arts* (3<sup>rd</sup> Edition). Boston: Focal Press.

Other readings will be distributed through the course website on [www.carmen.osu.edu](http://www.carmen.osu.edu).

# Student Responsibilities & Course Policies

**1. Attendance:** Regular and timely attendance is required. For every absence over two (with or without a legitimate document or explanation), the student's overall course grade may be lowered by half a letter (i.e. A to A-, B+ to B) Any extended periods of absence due to medical problems will be dealt with individually at the discretion of the instructor. If you have difficulty meeting the attendance requirement, discuss the problem with the instructor immediately. *If you miss a class, it is your responsibility to find out what material was covered and what outside work was assigned. Absence from a prior class is no excuse for being unprepared for class or missing assignments.*

**2. Class Participation:** Active participation is mandatory in classroom activities, discussions, and fieldtrips. Quality participation includes: consistent attendance, obvious preparation for class, active engagement in activities and classroom discussions by asking relevant questions and offering pertinent remarks, working constructively in large and small groups, submitting assignments on time, and participating in online postings.

**3. Assignments and Grading:** Performance in this course will be measured using the point distribution and grade scale on page 3. Satisfactory completion of all assignments, readings, presentations, writings, and assessments is mandatory for getting an "A". In the interest of fairness, *late assignments are subject to a grade deduction at the discretion of the instructor.*

**4. Statement of Academic Misconduct:** In accordance with Faculty Rule 3335-5-487, all instances of alleged academic misconduct will be reported to the department chairperson and the Committee on Academic Misconduct (University rules on academic misconduct can be found at <http://oaa.osu.edu/coam/home>). Academic misconduct is grounds for failing the course and may be grounds for further sanctions. Academic misconduct includes, but is not limited to, giving or receiving information during an exam and submitting plagiarized work for academic requirements. The University provides guidelines for research on the web at <http://gateway.lib.ohio-state.edu/tutor>. ***If in doubt, credit your source.*** Be sure to consult the course instructor, if you have questions about plagiarism, paraphrasing, quoting, or collaboration.

**5. Students with Special Needs/Disabilities:** Students who need accommodations based on the impact of a disability are responsible for contacting the instructor and making their needs known in a timely manner. The instructor relies on the Office for Disability Services for assistance in verifying the need for accommodations and developing accommodation strategies. For more information, please contact the Office at 292-3307.



# Assignments and Grading

## Grade Distribution

In-Class Discussions/Postings:	10%
Topical Assignments:	20%
Midterm Exam:	25%
Arts Event Paper	15%
Individual Project:	15%
Group Presentation:	15%

## Grade Scale

A (93-100), A- (90-92)
B+ (87-89), B (83-86), B- (80-82)
C+ (77-79), C (73-76), C- (70-72)
D+ (65-69), D (60-64)
E (Below 60)

**10% Attendance and Participation:** As the course involves in-class writing, discussions, media presentations, and guest speakers, regular and timely attendance is mandatory. Active participation in classroom activities, discussions and online postings are a course requirement; these guided activities aid in understanding course concepts and in developing the final projects.

**25% Midterm Assessment:** This in-class writing covers all readings and class lectures, presentations and discussions presented to the mid-point of the course. The intent is to help students integrate information and conceptual understanding into project application. A short review will be held a week before the assessment.

**20% Topical Assignments:** Undergraduate students choose 4 short news article (from the website links on Carmen) relevant to your interests (art field, management topic, etc.) and submit a two-page, double-spaced response (325 words per page) *on each article* to the Carmen drop box on assigned dates. Your response should 1) identify the underlying issues presented in the article, 2) define the “problem” or the organizational relevance of the topic, and 3) suggest possible “solutions” or management applications provided by the article. Use course content from lectures, readings, etc. to support your opinion. Do your conclusions correspond with the article’s author? Why or Why not?

**15% Arts Event Paper:** Undergraduate students will be required to attend one arts event of their choosing and write a 4-page double-spaced paper (325 words per page). In addition to researching the organization’s website, students will observe and describe the on-site elements of the art event. Consider programming choice and artistic quality, audience demographics, created experience (physical spaces, event atmosphere, augmented services), evidence of marketing techniques (publicity posters, programs, etc) and organizational fundraising efforts. Specifically, the paper should discuss how these elements suggest the organization’s mission, its relationship to the community, and management decisions. (**Graduate Students will do an Arts Interview Paper instead; See instructions below.**)

## 15% Group Presentation &

## 15% The Individual Project

The Group Presentation requires that members of discussion groups present the design of their respective art organizations and their individual project choices.

- **As a group**, briefly describe your hypothetical organization (its mission, its board, structure & staff, its planning processes, fundraising, marketing, financial status, etc.) and present a profile of your community.
- **As individuals**, explain how your proposed individual project meets or supplements the needs of the organization.
- **Finally, as a group**, come to a consensus on management problems and solutions in your decision making. (A summary of ideas at the end can be accomplished in any number of ways, but should engage the audience in reflection on the issues raised.)
- Power Point presentations are **encouraged** to aid your presentation. Presentations are assessed primarily on organization and preparation. *Do not read your paper. You should have a reasonable familiarity with the subject in order to “field” questions.*

# Syllabus

DATE	TOPICS AND ISSUES	CLASS ACTIVITIES	READINGS / ASSIGNMENTS
WEEK 1	<p><b>Course Introduction</b>            What is the course subject? What are the objectives of the course? What topics will be covered? What are the course assignments and expectations? How is the course organized?</p>	<p><b>LECTURE/POWER POINT:</b>            Introducing the Course &amp; Syllabus</p> <p><b>INDIVIDUAL INTRODUCTIONS</b></p> <p><b>CARMEN GROUP PROJECT:</b>            Collaborating on a Great Idea</p>	<p><b>ON THE WEB: Article Sources</b>            Subscribe to: ABOUT.COM  <a href="http://nonprofit.about.com/od/nonprofitstartup/index.htm?nl=1">http://nonprofit.about.com/od/nonprofitstartup/index.htm?nl=1</a> (or other newsletters from Carmen)</p>
	<p><b>Nonprofit Sector &amp; the Arts Subsector</b>            Why do we have a nonprofit sector? What are the specific characteristics of the nonprofit sector? What are the purposes &amp; functions of a nonprofit? What role do the arts play in the nonprofit sector?</p>	<p><b>LECTURE/POWER POINT:</b>            Describing the Nonprofit Arts Organization</p> <p><b>CARMEN GROUP PROJECT:</b>            Mapping the Local Arts Market</p>	<p><b>READ:</b>            Byrnes, W. (2003). <i>Management and the Arts</i>, (Chapter 3)</p> <p>Devine, Michael. (2006) "Creativity in the World of Work," <i>Peer Review</i>.</p>
WEEK 2	<p><b>Situating the Nonprofit Arts Organization in the Creative Sector</b>            How are the arts spread across nonprofit, for-profit and public sectors? How are nonprofit arts similar or dissimilar from other part of the creative sector? How do these characteristics change from one arts industry to another? What recent trends have impacted the nonprofit arts?</p>	<p><b>LECTURE/POWER POINT:</b>            Situating the Nonprofit Arts Organization in the Creative Sector</p> <p><b>CARMEN GROUP PROJECT:</b>            Identifying Local Resources for an Arts Organization.</p>	<p><b>READ:</b>            Wyszomirski, M. (2002). "Arts and Culture." Lester M. Salamon, ed. <i>The State of Non Profit America</i>. Washington, D.C.: Brookings Institute Press. (pp.187-218)</p>
	<p><b>Creating Nonprofit Arts Organizations</b>            Will your organization benefit/not benefit from incorporation? What are nonprofit incorporation requirements? What does a 501©(3) application look like?</p>	<p><b>LECTURE/POWER POINT:</b>            Creating Nonprofit Arts Organizations</p> <p><b>CARMEN GROUP PROJECT:</b>            Identifying the Application Materials for Nonprofit Incorporation.</p>	<p><b>READ:</b>            Byrnes, W. (2003). (Chapter 2, pp. 24-44)</p> <p>Grobman, G. (2004). "Defining and Describing the Nonprofit Sector" <i>The Nonprofit Handbook</i>, (Chapter 32)</p> <p><b>ARTICLES OF INCORPORATION</b>  <a href="http://www.mapnp.org/library/strtrg/strtrn/strtrn_np.htm#anchor168029">http://www.mapnp.org/library/strtrg/strtrn/strtrn_np.htm#anchor168029</a></p> <p><b>STATE OF OHIO:</b> <a href="http://.sos.state.oh.us/">http://.sos.state.oh.us/</a></p>
WEEK3	<p><b>Creating Nonprofit Arts Organizations</b>            What are the benefits of a market analysis of your community? What are vision and mission statements? How do you create a mission statement? How are your organizational goals, objectives and activities related?</p>	<p><b>LECTURE/POWER POINT:</b>            Creating Nonprofit Arts Organizations II</p> <p><b>CARMEN GROUP PROJECT:</b>            Drafting an Organizational Mission Statement</p>	<p><b>READ:</b>            Byrnes, W. (2003). (Chapter 4)</p> <p><b>EMPLOYER I.D. NUMBER SS-4 Form</b>  <a href="http://www.Irs.Ustreas.Gov/prod/bus_info/eo/eo-okit.Html">www.Irs.Ustreas.Gov/prod/bus_info/eo/eo-okit.Html</a></p> <p><b>TAX EXEMPTION:</b>  <a href="http://www.irs.gov/charities/article/0,,id=96109,00.html">http://www.irs.gov/charities/article/0,,id=96109,00.html</a></p> <p><b>Application:</b> <a href="http://www.irs.gov/pub/irs-pdf/f1023.pdf">http://www.irs.gov/pub/irs-pdf/f1023.pdf</a></p>

	<p><b>Nonprofit Governance &amp; Leadership</b> What is governance? What is the nature of a nonprofit board? How do you develop a board? What is the relationship between the board, executive director, and staff? What is the primary responsibility of each? What are the major skills needed for these different roles?</p>	<p><b>LECTURE/POWER POINT:</b> Governing &amp; Leading the Nonprofit Arts Organization</p> <p><b>CARMEN GROUP PROJECT:</b> Building a Nonprofit Board of Trustees.</p> <p><b>SPEAKER:</b> Regional Arts Organization</p>	<p><b>READ:</b> Dreeszen, C. (2003). <i>Fundamentals of Arts Management</i>. (Chapter 3)</p>
WEEK 4	<p><b>Organizational Structure</b> What are the benefits of formal organization? What variables must a manager understand about structure? How does the organizational structure vary across disciplines? What are the different roles of the board of directors, the artistic personnel, the administrative staff, and volunteers in a nonprofit arts organization?</p> <p><b>Organizational Staffing</b> What is human resource management? What are the major tasks in hiring personnel (both artistic and administrative) for an organization? What is the role of volunteers in the nonprofit arts organization? What are the major professional associations and unions in the arts?</p>	<p><b>LECTURE/POWER POINT:</b> Organizing Structure, Processes, &amp; Staff</p> <p><b>CARMEN GROUP PROJECT:</b> Structuring &amp; Staffing the Nonprofit Organization</p>	<p><b>READ:</b> Byrnes, W. (2003). (Chapter 6) Byrnes, W. (2003). (Chapter 7)</p>
	<p><b>The Strategic Plan &amp; Program Design</b> What is the purpose of a strategic plan? What are the pros &amp; cons? Who is involved? How strategic planning influence program planning? What are important organizational considerations when planning programs? Artistic considerations? Audience considerations?</p>	<p><b>LECTURE/POWER POINT:</b> Planning Strategically &amp; Program Design</p> <p><b>CARMEN GROUP PROJECT:</b> Programming "The Season."</p> <p><b>IN-CLASS REVIEW FOR EXAM</b></p>	<p><b>READ:</b> Byrnes, W. (2003) (Chapter 5)</p> <p><b>DUE:</b> Topical Assignments (4)</p>
WEEK 5	<p><b>Developing an Individual (Auxiliary) Program</b> What guides your action plan? What are the major areas in a needs assessment? What are some helpful techniques &amp; tools for organizing the action plan? What is the purpose of program evaluation? How does planning vary across disciplines?</p>	<p><b>LECTURE/POWER POINT:</b> Planning &amp; Implementation of Special Projects</p> <p><b>CARMEN INDIVIDUAL PROJECT GUIDE:</b> Designing Individual Projects: Post Outline in Carmen Locker</p> <p><b>SPEAKER:</b> Regional Arts Organization</p>	<p><b>READ:</b> Korza, P. (2003). <i>Fundamentals of Arts Management</i>. (Chapter 5)</p>
	<p><b>The Midterm Exam</b> What is the midterm format? How should you prepare for the midterm? What materials are covered? Are there any questions or concepts that need clarification?</p>	<p><b>MIDTERM EXAM</b></p>	
WEEK 6		<p><b>CARMEN GROUP PROJECT WORKSHOP:</b> Designing the Final Group &amp; Individual Presentation (&amp; Power Point)</p>	

	<p><b>Marketing: Understanding the Audience</b>  What is marketing and what part does earned income play in the finances of nonprofit arts organizations? Who is the arts audience and how does it differ from one art form to another? What are some basic considerations in audience building? What is the difference between audience building and audience education?</p>	<p><b>LECTURE/POWER POINT:</b>  <b>Marketing: Understanding the Audience</b></p> <p><b>CARMEN GROUP PROJECT:</b>  <b>Defining the Target Audience</b></p>	<p><b>READ:</b>  <b>Kotler, P. and J. Scheff (1997). <i>Standing Room Only</i>, Chapter 5</b></p>
WEEK 7	<p><b>Marketing: Communicating the Message</b>  How do you reach a potential audience? What are the pros and cons of various advertising, marketing, and partnership approaches? How do marketing and public relations relate to one another? How does knowing your product help find your <i>organizational niche</i>.</p>	<p><b>LECTURE/POWER POINT:</b>  <b>Marketing: Communicating the Message</b></p> <p><b>SPEAKER:</b> Regional Arts Organization</p>	<p><b>READ:</b>  <b>Kotler, P. and J. Scheff (1997). <i>Standing Room Only</i>, Chapter 8</b></p>
	<p><b>Marketing: The Promotion Mix &amp; Application</b>  How is advertising different from marketing? When are sales promotions most useful? What are the pros &amp; cons of direct marketing? What should you consider when writing a press release? A public service announcement? A newsletter? A season brochure? A direct mail piece? A print advertisement?</p>	<p><b>LECTURE/POWER POINT</b>  <b>Marketing: Tools, Techniques &amp; Applications</b></p> <p><b>CARMEN GROUP PROJECT:</b>  <b>Presenting a Marketing Plan</b></p>	<p><b>READ:</b>  <b>Kotler, P. and J. Scheff (1997). <i>Standing Room Only</i>, Chapter 12</b></p> <p><b>DUE:</b> Arts Event Paper</p>
WEEK 8	<p><b>Fundraising: Sources &amp; Grant Processes</b>  What are the major institutional sources for private and public giving to the arts? How are their goals &amp; limitations different? What is the process for identifying &amp; approaching an appropriate funding source? What do you need to provide in a grant proposal?</p>	<p><b>LECTURE/POWER POINT:</b>  <b>Fundraising: Sources &amp; Strategies</b></p> <p><b>CARMEN GROUP PROJECT::</b>  <b>Approaching a Funding Agency</b></p>	<p><b>READ:</b>  <b>Halsey North &amp; Alice North (2003). <i>Fundamentals of Arts Management</i>. (Chapter 10)</b></p>
	<p><b>Fundraising: Sources &amp; Strategies</b>  How important is contributed income to nonprofit arts organizations? What motivates contributors to give to nonprofits? What are the different strategies you might employ to fundraise? What elements are in an annual campaign? What are the different ways of giving for individual contributors? Where do you find information about potential contributors?</p>	<p><b>LECTURE/POWER POINT:</b>  <b>Fundraising: The Annual Campaign</b></p> <p><b>SPEAKER:</b> Regional Arts Organization</p>	<p><b>READ:</b>  <b>Hopkins and Friedman. (1997). <i>Successful Fundraising for Arts and Cultural Organization</i> (Individuals, Foundations, Businesses, Government)</b></p>



WEEK 9	<b>Organizational Control Systems &amp; Budget</b> How is the budget an organization control system? What are the key concepts embedded in a budget? What are the different ways budgets might be changed? What are the different types of budgets? What are the basic budget processes? How do you read or use the elements of each budget?	<b>LECTURE/POWER POINT #9:</b> <b>Controlling Finances &amp; the Budget</b>  <b>CARMEN GROUP PROJECT:</b> <b>Outlining the Annual Budget &amp; Project Budgets</b>  <b>SPEAKER:</b> Regional Arts Organization	<b>READ:</b> <b>Burdett, C. (2003). <i>Fundamentals of Arts Management</i>. (Chapter 11)</b>  <b>ON THE WEB:</b> <b>Unified Chart of Accounts for Nonprofit Organizations: <a href="http://www.nccs.urban.org/ucoa/">www.nccs.urban.org/ucoa/</a></b>
		<b>COURSE EVALUATIONS</b>  <b>CARMEN GROUP PROJECT WORKSHOP:</b> <b>Designing the Final Group Presentation (&amp; Power Point)</b>	
WEEK10	<b>Exploring Management Styles</b> What are the common management styles? What characterizes thinking and decision making of each? How are they alike or different from artistic or creative thinking? Which is the most aligned with the world of nonprofit arts organizations, its issues and problems?	<b>LECTURE/POWER POINT:</b> <b>Exploring Management Styles: Entrepreneurial, Analytical, Systems, Organic</b>	<b>Lapierre, Laurent. (2005). "Managing as Creating," <i>International Journal of Arts Management</i>.</b>  <b>Byrnes, W. (2003) (Chapter 13)</b>
	<b>Researching the Art Organization Environment</b> What are the demographic, economic, cultural/social, political/legal, technological and educational environments for the arts? Who is the audience for the arts? What economic influences impact arts organizations? What values and beliefs guide participation in the arts? What is the federal, state and local governmental system for supporting the arts?	<b>LECTURE/POWER POINT:</b> <b>Researching the Art Organization Environment</b>	
FINALS		<b>GROUP &amp; INDIVIDUAL PROJECT PRESENTATIONS</b>	

