



**CARLETON UNIVERSITY**  
**DEPARTMENT: SPROTT SCHOOL OF BUSINESS**  
**COURSE NUMBER/SECTION: BUSI4129A, MGMT 5129**  
**ACADEMIC YEAR/TERM: FALL 2017**  
**TITLE MANAGING THE ARTS**  
**DUNTON TOWER 701**

**Instructor: Julian Armour**

**Office:**

**Office Hours: Tuesdays, 1:00 – 2:15 (by appointment only) Other times by appointment.**

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**TA:**

**Office Hours:**

**Email:**

**Course meets: Tuesdays, 2:35 pm - 5:25 pm, DUNTON TOWER 701**

**Pre-requisites & precluded Courses: third year standing.**

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**Course Description and Objectives:**

CALENDAR COURSE DESCRIPTION

**BUSI 4129 [0.5 credit], MGMT 5129 [0.5 credit]**

**Managing the Arts**

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.

Prerequisite(s): third year standing.

Lecture three hours a week.

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, all leaders in the arts in Canada with strong arts and business expertise, will join the class at different points.

## 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 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 5<sup>th</sup> and will be due on Friday, December 22<sup>nd</sup>.

Two in-class assignments:	10%
Four short assignments	20%
Mid-term assignment:	10%
Major Paper or Project	30%
Final Take-home Exam	30%

### Course Schedule:

#### COURSE SCHEDULE

Date	Week	Lecture	Topic covered
September 12	1	Introduction and Overview	
September 19	2	Challenges in the Arts Environment	<ul style="list-style-type: none"> <li>• Defining “The Arts”</li> <li>• The arts and culture industries today</li> <li>• The Arts business environment vs. the for-profit business environment</li> <li>• Types of not-for-profit organizations</li> <li>• Types of arts organizations</li> <li>• The future of the arts and cultural industries</li> <li>• The many facets of arts management and administration</li> </ul>
September 26	3	Organizational Structure in the Arts	<p><b>Boards and Governance</b></p> <ul style="list-style-type: none"> <li>• Board Committees</li> <li>• Other Committees</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>
October 3	4	Media and Marketing 1: Branding and Identity	<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> </ul>
October 10	5	Media and Marketing 2: Getting the	<ul style="list-style-type: none"> <li>• Traditional media</li> </ul>

		message out	<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>• The future</li> </ul>
October 17	6	Business of the Arts	<ul style="list-style-type: none"> <li>• Financial management</li> <li>• Accountability</li> <li>• Compliance</li> <li>• Taxation</li> <li>• Risk management</li> </ul>
October 24		Fall break – no class	•
October 31	7	Fundraising I: The Private Sector	<ul style="list-style-type: none"> <li>• Donors</li> <li>• Sponsorship</li> <li>• Special events</li> <li>• Other fundraising initiatives</li> <li>• Endowment funds</li> </ul>
November 7	8	Integrating into the Community	<ul style="list-style-type: none"> <li>• Outreach</li> <li>• Awareness: Promoting your cause</li> <li>• Building audiences</li> <li>• Tying in media and marketing</li> <li>• Other organizations</li> <li>• Networking</li> <li>• Leadership</li> <li>• Arts charities compared to the broader charitable sector</li> </ul>
November 14	9	Volunteers and Staff	<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 and volunteers</li> <li>• Other members of the team</li> <li>• Committees</li> <li>• Quality controls</li> <li>• Accountability</li> </ul>
November 21	10	Fundraising II: Grants and the Public Sector	<ul style="list-style-type: none"> <li>• Government grants</li> <li>• Concepts of “arms length”</li> <li>• Foundations</li> <li>• Advocacy</li> </ul>
November 28	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> </ul>

			<ul style="list-style-type: none"> <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</li> </ul>
December 5	12	<p>A. Conclusions</p> <p><b>B. Review</b></p>	<ul style="list-style-type: none"> <li>• Leadership II</li> <li>• Sustainability</li> <li>• Risk management</li> <li>• Teambuilding as an ongoing practice</li> <li>• Growth and renewal</li> <li>• Keeping it vital: Adapting for the future</li> <li>• Review of all 12 classes</li> </ul>
<p>Key Dates</p> <p>November 2 – Mid-term assignment due (due by 11:00 pm)</p> <p>December 10 – Major paper or project due (due by 11:00 pm)</p> <p>December 22 – Take-home Final Exam (due by 11:00 pm)</p>			

## 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.

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, 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](mailto: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*). **Requests made within two weeks will be reviewed on a case-by-case basis.** After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website ([www.carleton.ca/pmc](http://www.carleton.ca/pmc)) for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

#### *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 and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (<http://carleton.ca/equity/accommodation/religious-observances/>) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to 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 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. 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://carleton.ca/studentaffairs/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 are 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/learning-support/>

#### **Centre for Student Academic Support**

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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 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, 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 <http://carleton.ca/ccs/students/>
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