****University of Guelph****

School of Fine Art and Music

Fundamentals of Arts Management 1 (HUMN\*1300-01)(3-0)[0.50]

****Winter 2022****

Instructor: Inga Untiks (iuntiks@uoguelph.ca)

Office Hours: by appointment on Zoom

****Course schedule****

Tuesdays and Thursdays, 2:30p.m.-3:50p.m.

Take Home Final Exam during exam period

**Course Description**

This course provides an introduction to arts, culture and heritage management as a career possibility. Students will develop an understanding of management and communication as they relate to the cultural sector (visual art, film and theatre, sound/music, and heritage). Course assignments and projects will deal with the broad range of issues facing those who work in the management/administration of the arts, whether in the public or private sectors.

****Learning goals and rationale****

Through readings, class discussion, guest speakers, research on issues, and study of existing organizations, students will gain an understanding of the evolution of the field of Arts Management, the economic impact of the art and culture industry, and the structure and functions of various arts organizational models. Additionally, students will have the opportunity to identify areas of specialization for future study, research and/or employment.

Guest speakers who currently hold positions as leaders in their respective fields will add diverse perspectives and expertise to specific class discussion topics.

Upon successful completion of the course, students will be able to:

1) Comprehend and articulate the role of the arts in society

2) Demonstrate broad and applicable knowledge of the various systems that inform and influence the creative lives of artists, audiences and communities

3) Understand the different types of arts organizations and their roles

4) Reference the role of arts managers in the production and promotion of artistic initiatives, services and programs

5) Apply the principles and theories discussed in-class across a range of arts organizations

6) Present real world examples of success and failures, and examine best practices in the field of arts management

7) Examine and test student’s own skill sets, interests and knowledge for possible career-track options

****Course Resources****

**Required Text:** *Management in the Arts. William J. Byrnes*. (2015) Fifth Edition. Oxford: Focal Press.

{Available online via University of Guelph Library}

Further readings and articles of interest will be supplied by the instructor throughout the term and will be made available to students electronically.

Students will be expected to access further information and materials and conduct additional research for their individual and group projects and presentations.

**Local Resources**

Art Gallery of Guelph

<http://artgalleryofguelph.ca/>

Guelph Arts Council

https://guelpharts.ca/

****Course Content****

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| Week 1a  Tues. January 11th, 2022 | Introduction & Overview of Arts Management |  |  |
| Week 1b  Thurs. January 13th | Stakeholders | Byrnes, W. (p.58-59)  Creative Placemaking |  |
| Week 2a  Tues. January 18th | Governance Models | <http://artsconsulting.com/wp-content/uploads/2016/04/insights_july_2014.pdf>  URLs for ASOs e.g[. www.pact.ca; www.oaag.org; www.carfac.ca; www.theatreontario.ca ; www.opera.ca; www.orchestrascanad a.org www.tapa.org; www.arcco.ca; www.museumsontario. ca](file:///C:\Users\inga\AppData\Roaming\Microsoft\Word\.%20www.pact.ca;%20www.oaag.org;%20www.carfac.ca;%20www.theatreontario.ca%20;%20www.opera.ca;%20www.orchestrascanad%20a.org%20%20www.tapa.org;%20www.arcco.ca;%20www.museumsontario.%20ca) |  |
| Week 2b  Thurs. January 20th | Organizational Models & Management | Byrnes, W. (p.198-204)  Organizational Charts  Byrnes, W. (p. 228-231)  Sample Job Descriptions |  |
| Week 3a  Tues. January 25th | Visions, Missions and Mandates |  |  |
| Week 3b  Thurs. January 27th | Site Visit | Byrnes, W. (p. 154-159)  Mission, Vision and Value Statements |  |
| Week 4a  Tues. February 1st | Organizational Strategy | Byrnes, W. (p. 161)  SWOT analysis | Assignment #1 due |
| Week 4b  Thurs. February 3rd | Strategic Planning | Sample strategic plans provided by Instructor |  |
| Week 5a  Tues. February 8th | Municipal Cultural Planning | Shared Platforms and Charitable Venture Organizations: A powerful possibility for a more resilient arts sector”  Municipal cultural plans from several different cities for next week |  |
| Week 5b  Thurs. February 10th | Program  Development | TBA |  |
| Week 6a  Tues. February 15th | Project Planning |  |  |
| Week 6b  Thurs. February 17th | Marketing & Outreach |  |  |
| READING WEEK |  |  |  |
| Week 7a  Tues. March 1st | Arts Education & Advocacy | Teachers’ guides | Assignment #2 due |
| Week 7b  Thurs. March 3rd | Community Arts |  |  |
| Week 8a  Tues. March 8th | Fundraising, Volunteers & Partnerships |  |  |
| Week 8b  Thurs. March 10th | Revenue Development |  |  |
| Week 9a  Tues. March 15th | Grant Writing Workshop |  |  |
| Week 9b  Thurs. March 17th | Digital Strategies I | Byrnes, W. (p. 423-454)  Marketing  <https://namp.americansforthearts.org/sites/default/files/documents/practical-lessons/lesson_3.pdf> |  |
| Week 10a  Tues. March 22nd | Digital Strategies II |  |  |
| Week 10b  Thurs. March 24th | Entrepreneurship & Alternative Models of Arts & Culture | Byrnes, W. (p. 104-137)  Entrepreneurship & Adaptive Arts Organizations |  |
| Week 11a  Tues. March 29th | Assessment Models & Strategies |  |  |
| Week 11b  Thurs. March 31st | Succession Planning & Change Management | TBA | Assignment #3 due |
| Week 12a  Tues. April 5th | Adaptive Arts and Cultural Organizations; Careers in the Arts | Byrnes, W. (p.545-566)  Careers in Arts Management |  |
| Week 12b  Thurs. April 7th | Exam Review & Course Wrap Up |  |  |
| FINAL EXAM PERIOD | TAKE HOME  FINAL EXAM |  | Take Home Exam due |

****Methods of Assessment****

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| **Form of Assessment** | **Weight of Assessment** | **Due Date of Assessment** | **Course Content /Activity** | **Learning Outcome Addressed** |
| Assignment #1  End-to-End Analysis | 15% | Tues. Feb. 1st, 2022 | Class discussion & site visit | 2, 4-7 |
| Assignment #2  Research Proposal | 10% | Tues. March 1st, 2022 | Lecture, readings, and class discussion | 1-3, 5-6 |
| Assignment #3  Final Research Paper | 20% | Thurs. March 31st, 2022 | Lecture, readings, class discussion and independent research | 1-7 |
| Group Presentation | 15% | Throughout Semester | Lecture, readings, and class discussion | 1-6 |
| Weekly Tasks | 10% | Throughout Semester | Readings, class activities and discussion | 1-7 |
| TAKE-HOME FINAL EXAM | 30% | Final Exam Period |  | 1-7 |

****Course and University Policies****

When You Cannot Meet a Course Requirement  
When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor (or designated person, such as a teaching assistant) in writing, with your name, id#, and e-mail contact. See the undergraduate calendar for information on regulations and procedures for [Academic Consideration](http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml).

Accessibility  
The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact Student Accessibility Services (formerly the Centre for Students with Disabilities) as soon as possible.

For more information, contact [Student Accessibility Services](http://www.uoguelph.ca/csd/) at 519-824-4120 ext. 56208 or email csd@uoguelph.ca.

**Academic Misconduct**  
The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community – faculty, staff, and students – to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring.  University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct.  Students need to remain aware that instructors have access to and the right to use electronic and other means of detection.

Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The [Academic Misconduct Policy](http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml) is detailed in the Undergraduate Calendar.

**E-mail Communication**  
As per university regulations, all students are required to check their <uoguelph.ca> e-mail account regularly: e-mail is the official route of communication between the University and its students.

Drop Date  
The last date to drop one-semester courses, without academic penalty, is the 40th class day.  To confirm the actual date please see the schedule of dates in the Undergraduate Calendar. For regulations and procedures for Dropping Courses, see the [Undergraduate Calendar](http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-drop.shtml).

Copies of out-of-class assignments  
Keep paper and/or other reliable back-up copies of all out-of-class assignments: you may be asked to resubmit work at any time.

Recording of Materials  
Presentations which are made in relation to course work—including lectures—cannot be recorded or copied without the permission of the presenter, whether the instructor, a classmate or guest lecturer. Material recorded with permission is restricted to use for that course unless further permission is granted.

**Campus Resources**

If you are concerned about any aspect of your academic program:

Make an appointment with a [Program Counsellor](https://www.uoguelph.ca/uaic/programcounsellors) in your degree program.

If you are struggling to succeed academically:

There are numerous academic resources offered by the [Learning Commons](http://www.lib.uoguelph.ca/get-assistance) including, Supported Learning Groups for a variety of courses, workshops related to time management, taking multiple choice exams, and general study skills. You can also set up individualized appointments with a learning specialist.

If you are struggling with personal or health issues:

[Counselling services](https://www.uoguelph.ca/counselling/) offers individualized appointments to help students work through personal struggles that may be impacting their academic performance.

[Student Health Services](https://www.uoguelph.ca/studenthealthservices/clinic) is located on campus and is available to provide medical attention.

For support related to stress and anxiety, besides Health Services and Counselling Services, [Kathy Somers](http://www.uoguelph.ca/~ksomers/) runs training workshops and one-on-one sessions related to stress management and high performance situations.

If you have a documented disability or think you may have a disability:

[Student Accessibility Services](https://www.uoguelph.ca/csd/) (SAS) formerly Centre for Students with Disabilities can provide services and support for students with a documented learning or physical disability. They can also provide information about how to be tested for a learning disability.