

## THP351 Management in the Arts Fall 2020(online) Syllabus

Fall Session A: Thursday, August 19, 2021 – Friday, October 8, 2020 (Online)

*NOTE: This course is protected by copyright.*

*You may not record lectures or sell notes taken during this course.*

### Course Info

Instructor: Julie Akerly

Course Title: Arts Management

Credit Hours: 3

Email: [jakerly@asu.edu](mailto:jakerly@asu.edu)

Office location: Online (Zoom Link: <https://asu.zoom.us/my/julieakerly>)

Office hours: By appointment only, email me to schedule a meeting

Link to course: <https://courses.hol.asu.edu/courses/artsmanagement/>

### Description

Principles of management, organizational behavior, and human behavior in the arts; marketing, financing, and budgeting for the arts.

### Objectives

- Develop an understanding of human behavior in and with arts organizations
- Develop an understanding of the relationship between arts organizations and individual artists
- Develop skills in analysis and problem solving related to arts management
- Develop an understanding of the economic and political climate for the arts in the U.S.

### Required Reading Materials

Text Book: Byrnes, *Management in the Arts, Fourth or Fifth Edition*.

Additional **required** reading materials are available on the course site.

**\*\*PLEASE NOTE:** The fourth edition of the book is now out of print, but can still be used. While the readings are essentially the same in both editions, page numbers may differ. Where they do, the difference is noted on the schedule of modules. **\*\***

### Communication

Email is the best way to reach me. Expect a response within 24 hours during weekdays. **Emails received after 6:00pm Friday will be returned the following Monday.** If you would like to meet with me by phone or videoconference (Zoom), please arrange an appointment via email. If you need assistance with an assignment, please be sure to email at least 48 hours in advance of the due date (24 hours for response; 24 hours for the assignment). You are required to use your **ASU email account** for all course correspondence, and it is your responsibility to ensure that your email account is working. Please include the course name in the subject field of all email correspondence.

## Technical Information

For information regarding your username and password, please visit Herberger Online at <https://courses.hol.asu.edu/services/landing>. Because this course is delivered entirely via the Internet and textbook, you are responsible for making sure that the computer you use to access all course materials meets or exceeds the specified computer minimum qualifications as listed on the course website. Also, due to the high media content of this course, you will be required to set up and configure a media player that will consistently play the digital clips delivered via the course web site. If your computer breaks at any time during the semester, it is your responsibility to locate Internet access for all lectures, assignments and quizzes.

A high-speed Internet connection (cable, ISDN, fiber optic, etc.) is strongly advised. It may be possible to complete this course on slower connections, however Herberger Online will not be able to offer support should your connection be too slow to receive the course materials. Due to the nature of the course, the site is very media intensive. All exams and virtually all lessons include several media elements that may be slow or virtually impossible to download on a slower connection. In addition to exams, each lesson contains one or more media components. These require the ability to download or stream and listen to modern audio file types on your computer (mp3, mp4, m4a). You are required to have the Flash plug-in installed on your browser. Most browsers come with a Flash plug-in pre-installed, however if your browser does not have it, you will need to download and install it on your system. You can download the Flash plug-in for your browser at: <https://get.adobe.com/flashplayer>. The computer help FAQ document linked on the course website is required reading for this course. Read this document for additional technical information.

No make-up assignments or make-up exams will be given because of technical challenges. Due to the compressed schedule of an online course, no late work is accepted.

## Format and Assessments

This course consists of fifteen modules, as listed on the chart that follows. Each module includes a reading assignment, a recorded lecture, and an exercise or assessment. You will probably find it helpful to skim the reading material, then listen to the lecture, then read the materials for the module more thoroughly, taking notes on the key points as you go. Some of the modules include quizzes designed to test your knowledge while others are exercises designed to extend your learning through synthesis and application of principles learned in that module or prior modules.

Please note that the Byrnes text is required and some quiz questions ask you to reference the tables found therein. Keep in mind that this is a three-credit upper division course equal in breadth and depth to a 3-credit course taught in a classroom over a fifteen-week period. Plan on spending the significant time needed to complete the course successfully. The Arizona Board of Regents requires 120-135 hours of time for a 3- credit course (that's the equivalent of 3 hours of contact time and 6 hours of homework per week in a traditional face-to-face classroom). This means you need to plan on spending 15-18 hours per week on this course. For writing assignments that require a file submission, you must submit your file in a PDF format. No other file formats will be accepted.

## Deadlines

You will be required to complete AT LEAST two course modules per week; three in the first week. See the due dates for each module in the chart at the end of the syllabus. You must complete the syllabus quiz by Monday, August 23 at 11:59pm. The first set of three modules is due no later than Thursday, August 26 at 11:59pm. All subsequent modules are due on **Thursdays at 11:59pm.** Please carefully review the schedule for details. **No late work is accepted.** You are encouraged to work early in the week to give yourself enough time to complete the lectures, reading and exercises. It is your responsibility to meet these due dates. You must complete each module, including its assessment exercise, before proceeding to the next module. This means that if you want to, you can complete the entire course in one very concentrated week, or you can spread the course materials out over the entire session; I recommend the latter so that material can be learned and not merely completed. Work at your own pace, but complete at least two modules per week (three in the first week). Exercises vary from multiple-choice quizzes to short essays, to analyzing information found on the Internet. Once a grade is entered for an assessment, it is considered final. Students who need to reset an assessment or extend a deadline for a legitimate reason such as hospitalization must contact me in advance of the assignment due date and provide documentation justifying the assessment reset or extension. Exceptions, which are exceedingly rare, will not be made after the due date. To reiterate, once a grade is entered it is the final grade for that assessment. Be sure to pay close attention to deadlines - NO LATE WORK IS ACCEPTED.

## Grading Scale

Each module's exercise is worth 20 points for a total of 300 points for the course. Final grades are based on points, not percentages, such that:

A+	291-300
A	271-290
A-	251-270
B+	231-250
B	211-230
B-	191-210
C+	181-190
C	161-180
D	151-160
E	150 or lower

## Extra Credit

You can earn up to twenty extra credit points in the course by posting on the " Blogging for Extra Credit " blog series each week. Instructions can be found at the blog tab; click on the " Blogging for Extra Credit " blog from the blog page. To be eligible to post to the extra credit blog, you must first introduce yourself to your classmates and me on the " Introduce Yourself " blog. The " Introduce Yourself " blog entry must be completed no later than Monday, August 23 by 11:59pm. It will not be available for posting after that date/time.

## Blog Postings

The discussion area of the course is the online equivalent of discussions that would typically occur in a face-to-face classroom. There are several discussion topics throughout the duration of this course that are related to the unit and lesson material currently being covered. The discussions are designed to promote original thought, sharing of ideas and viewpoints, and critical dialogue. These blog postings are not a course requirement, but rather a way to earn extra credit throughout the semester. In order to receive a full five points of extra credit for each discussion assignment you must post an original response to the instructor's prompt of approximately 250-500 words.

## Quizzes

You need to have reliable access to the Internet on the assigned day of the quiz. Quizzes can only be done online. Submission of quizzes via email or in printed form will not be accepted. No exceptions. The use of smart phones for taking a quiz is forbidden. **No other Web pages or tabs can be open while taking a quiz. The system logs all browser activity.** Opening a new browser or new browser tabs can invalidate your testing session. Do not give your unique course password to another person or allow another person to access the course to take the test in your name.

Online quizzes that have been submitted CANNOT be reset (see below). **If you experience computer or technical problems during an online quiz/exam DO NOT SUBMIT the quiz.** For instance, if images fail to load, or the quiz itself seems incomplete. If you suspect technical error, exit the browser immediately and address the problem by trying to take the quiz again on a different computer, or by contacting technical support at [HOLSupport@asu.edu](mailto:HOLSupport@asu.edu). Do not contact the instructor. Submitted quizzes cannot be retaken. No exceptions.

A reset for an online quiz is an action usually taken by a student prior to contacting technical support. If you experience a glitch during an online quiz, close your browser. When you attempt to restart the online quiz, the system will ask you to confirm the reset. Some important facts about resets:

- Only one online reset is allowed per each online quiz.
- In total, only two online resets on online quizzes are allowed in any given semester.

### **Technical Difficulties**

The Herberger Online Technical Support Team provides the computer support for the course. These computer experts handle all computer--related issues and technical questions, such as trouble logging in, and/or technical difficulties with quizzes and other exercises. If you experience technical difficulties, you should file an online help report IMMEDIATELY.

**Please contact the support team immediately if you encounter technical issues while completing an assignment and you are unable to resolve the problem and reset your work. Please do not communicate with the instructor for questions related to computer problems as I cannot help with any technical issue, and this will slow down the process of getting you technical help.**

The Herberger Online support team is available to assist you 24 hours a day, 365 days a year. You may reach them anytime at:

- [holsupport@asu.edu](mailto:holsupport@asu.edu)
- <https://courses.hol.asu.edu/help/>
- 1-888-298-4117
- 480-965-3057 (International)

When contacting support, please provide:

- The full name of this course (THP351 Management and the Arts)
- The title(s) of any assignment(s) you're having trouble with
- A brief description of the problem
- Detailed, step-by-step instructions to reproduce the problem

### **Special Accommodations**

If you require a special accommodation in order to complete your work for this class, please contact the Disability Resource Center (<http://www.asu.edu/studentaffairs/ed/drc/>) and Phone: (480) 965-1234; TDD: (480) 965-9000. Only students registered with the DRC can receive accommodation.

### **Academic Integrity**

Violation of ASU's academic integrity policy can result in the grade of XE (failure due to academic dishonesty) for this course. See <http://provost.asu.edu/academicintegrity/policy/StudentObligations> for more information on academic integrity. Students who copy the work of others can expect, at minimum, to receive no credit for that assignment and may receive a failing grade in the course. You are encouraged to discuss the course with your classmates, but the work you submit must be developed, completed, and submitted independently and individually.

### **Policy Regarding Student Behavior**

Self-discipline and a respect for the rights of others in the classroom, including the online classroom, and the university community are necessary for an environment conducive to learning and teaching. Threatening or violent behavior will result in the administrative withdrawal of the student from the class. Disruptive behavior may also result in the removal of the student from the class. Students are required to read and act in accordance with university and Arizona Board of Regents policies, including:

- The Academic Integrity Policy: <http://provost.asu.edu/academicintegrity>
- The Student Code of Conduct: Arizona Board of Regents Policies 5---301 through 5--- 308:
- [http://www.abor.asu.edu/1\\_the\\_regents/policymanual/chap5/](http://www.abor.asu.edu/1_the_regents/policymanual/chap5/)
- The Computer, Internet and Electronic Communications Policy
- <http://www.asu.edu/aad/manuals/acd/acd125.html>

Do not share your course ID and password with anyone. Log out of the course website when you are finished with it. Do not allow another student to use the course website under your password, even if they are also in the course. Each student is fully responsible for all activity that takes place on the course website under their user ID.

### **Changes to the Syllabus**

The syllabus is an implied contract between the instructor and the student. Consequently, it will not change in any significant way over the duration of the course. However, there are times when minor modifications need to be made. This being the case, the instructor will do everything in their power to keep changes to a minimum. If and when there are changes, students will be advised by email.

### **Copyright**

Students must refrain from uploading to any course shell, discussion board, or website used by the course instructor or other course forum, material that is not the student's original work, unless the students first comply with all applicable copyright laws; faculty members reserve the right to delete materials on the grounds of suspected copyright infringement. A statement that the course content, including lectures and other handouts, is copyrighted material. Students may not share outside the class, upload, sell, or distribute course content or notes taken during the conduct of the course (see ACD 304-06, "Commercial Note Taking Services" for more information). THIS CONTENT IS PROTECTED AND MAY NOT BE SHARED, UPLOADED, SOLD, OR DISTRIBUTED.

### **Withdrawal**

If you are unable to complete the course, it is your responsibility to arrange for withdrawal from the class. You will not be automatically withdrawn and unless you are officially withdrawn from the course you will receive a final grade based upon the total points you have earned for the semester. Students are required to pay all tuition and fees for any registered course unless enrollment is officially cancelled during the 100% refund period. Please visit the Academic Calendar to review the withdrawal deadlines for this semester. For more information on Drop/Add and Withdrawal visit: <https://students.asu.edu/drop-add>

### **Title IX and Mandated Reporter Policy**

Title IX is a federal law that provides that no person be excluded on the basis of sex from participation in, be denied benefits of, or be subjected to discrimination under any education program or activity. Both Title IX and university policy make clear that sexual violence and harassment based on sex is prohibited. An individual who believes they have been subjected to sexual violence or harassed on the basis of sex can seek support, including counseling and academic support, from the university. If you or someone you know has been harassed on the basis of sex or sexually assaulted, you can find information and resources at <https://sexualviolenceprevention.asu.edu/faqs>.

As a mandated reporter, I am obligated to report any information I become aware of regarding alleged acts of sexual discrimination, including sexual violence and dating violence. ASU Counseling Services, <https://eoss.asu.edu/counseling>, is available if you wish to discuss any concerns confidentially and privately

### Policy on Sexual Discrimination

Policy on sexual discrimination as described in ACD 401, "Prohibition Against Discrimination, Harassment, and Retaliation", including the fact that the instructor is a mandated reporter and therefore obligated to report any information regarding alleged acts of sexual discrimination. Arizona State University is committed to providing an environment free of discrimination, harassment, or retaliation for the entire university community, including all students, faculty members, staff employees, and guests. ASU expressly prohibits discrimination, harassment, and retaliation by employees, students, contractors, or agents of the university based on any protected status: race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, gender identity, and genetic information.

### Assignments & Schedule

Module	Topic	Reading-Byrnes 4th	Byrnes 5th	Assessment	Due by
0	Syllabus			Syllabus Quiz	August 23 11:59pm
0	First Extra Credit			Blog Post	August 23 11:59pm
1	Introduction: Why Arts Management	Byrnes Ch. 1, pp. 39-45, and pp 60-80; Chong pp. 5-9	Byrnes Ch. 1, pp. 48-56, and pp 78-98; Chong pp. 5-9	Short answers based on video case study	August 26 11:59pm
2	The Arts and Culture Landscape in the US: Nonprofit and For Profit Structures for the Arts	Byrnes remainder of Ch. 2 (pp 25-31 are optional); all of Chapter 4; Hopkins pp. 3-8	Byrnes remainder of Ch. 2; all of Chapter 4; Hopkins pp. 3-8	Quiz	August 26 11:59pm
3	Planning: Mission, Vision, and Values	Byrnes Ch. 5; Carl, "Truthiness in the Politics of Theater"	Same	Analytical Exercise	August 26 11:59pm
4	Organizational Structure	Byrnes Ch. 6; Lamb, "Attracting 21st Century Arts Audiences"	Same	Organizational Structure Exercise	September 2 11:59pm

5	Finance	Byrnes Ch. 10	Same	Quiz	September 2 11:59pm
6	Budgeting	Byrnes Ch. 9	Same	Budget Analysis Exercise	September 9 11:59pm
7	Marketing and Publicity	Byrnes Ch. 11; NAMP, Ch. 1	Same	Short Essay	September 9 11:59pm
8	Audience Development and Community Engagement	NAMP Ch. 6 & 7; Borwick, Ch. 5 & 6	Same	Quiz	September 16 11:59pm
9	Personnel and Volunteer Management	Byrnes Ch. 7; Wolfe "Personnel Policy"	Same	Quiz	September 16 11:59pm
10	Governance (The Nonprofit Board)	"The Spirit of Governance" from <i>The Art of Governance</i> ; Dreeszen, "Board Development	Same	Short Essay	September 23 11:59pm
11	Fundraising and Grant writing	Byrnes, Ch. 12	Same	Grant Research Exercise	Sep 23 11:59pm
12	Facilities, Management, and Box Office	Conte & Langley, "Box Office..."; Brown, "Set in Stone"	Same	Case study analyses	September 30 11:59pm
13	Arts Management, Advocacy, and Policy	Bradford, "National Arts Policy," Byrnes p. 437; AFTA "Advocacy and Policy"	Same	Arts policy in the news	September 30 11:59pm
14	Evaluation and Assessment in the Arts	"Public Art: A Guide to Evaluation"	Same	Quiz	October 7 11:59pm
15	Management Theory and Leadership Styles; Why Arts Management	Byrnes, Ch. 8	Same	Short Essay	October 7 11:59pm



