



Course Call Number: ACM 801

Course Title: Introduction to Arts and Cultural Management for Graduate Study

Term & Year: FS18

Instructor: Dionne O'Dell

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Office Hours: TU 11:00 AM-12:00 PM WED 11:00 AM-12:00 PM, or by appointment

COURSE INFORMATION

Course Location and Time

211 A Berkey, Fridays 8:30 AM-11:20 AM

Description and Prerequisites

ACM 801 IS A BROAD SURVEY OF ARTS AND CULTURAL ORGANIZATIONS ARTISTIC ADMINISTRATION, AND EXECUTIVE MANAGEMENT. THE FOCUS WILL BE ON THE OPERATIONS AND PROCEDURES IN MANAGING ART AND HUMANITIES-BASED AGENCIES, INCLUDING LEADERSHIP, INTERNAL STRUCTURE, MISSION & VISION, FINANCIAL STRUCTURES, FUNDRAISING AND DEVELOPMENT, FACILITIES, ARTISTIC MANAGEMENT, EDUCATION & OUTREACH, COMMUNITY ENGAGEMENT, MARKETING & PUBLIC RELATIONS. STUDENTS WILL BE INTRODUCED TO A WIDE RANGE OF ARTS ORGANIZATIONS, WORKING ARTS ADMINISTRATORS, AND INSTITUTIONAL MODELS THROUGH READINGS, LECTURES, INTERVIEWS, AND REVIEW OF THE CURRENT RESOURCES.

Textbooks and Required Materials

1. Byrnes, William. *Management and the Arts*, Fifth Edition, Burlington, MA: Focal Press, 2015. ISBN 978-0-415-66329-8
2. Rosewall, Ellen. *Arts Management: Uniting Arts and Audiences in the 21st Century*, New York: Oxford University Press, 2014. ISBN 978-0-19-997370-5
3. Simon, Nina. *The Art of Relevance*, Museum 2.0 June, 14, 2016. ISBN 978-0692701492
4. Stein, Tobie S., Bathurst, Jessica: *Performing Arts Management, A Handbook of Professional Practices*, New York: Allworth Press, 2008. ISBN 978-1-58115-650-8
5. *The National Endowment for the Arts 1965-2000, A Brief Chronology of Federal Support for the Arts*. National Endowment for the Arts, 2000. Office of Communications, NEA 1100 Pennsylvania Ave., NW, Washington, D.C. 20506-000
<http://arts.gov/sites/default/files/NEAChronWeb.pdf>

**Technology Requirements**

Access to Internet

COURSE OUTCOME & OBJECTIVES

Students will explore and offer a broad understanding of:

- The nature and history of arts and cultural organizations;
- The branches of leadership and responsibility within arts & cultural organizations
- Operational procedures and methods in managing arts and cultural organizations including strategic planning, financial accountability, fundraising, marketing, and public relations
- Topics facing the arts today in community engagement, including creative placemaking, arts education, and arts advocacy

By the end of this course students will be able to:

- Critique and analyze different arts and cultural management forms and venues
- Write an effective mission & vision statement
- Analyze models and structures of existing arts & cultural organizations
- Identify Development strategies
- Analyze the intricacies of Facilities Management
- Evaluate effective Marketing & Public Relations strategies
- Demonstrate how arts education and outreach impact organizations and communities
- Create and arts and cultural organization through application of above
- Improve analytical writing, presentation & discussion skills

CLASS SCHEDULE

Note: this schedule is subject to change at the discretion of the instructor.

Week	Date	Topics	Assignments
1	8/31	Introductions Syllabus Article Report Distribution & In The Know Assignment History of NEA Assignment Guidelines	Read PAM Chapters 1 & 2 Read Byrnes Chapters 5 & 6 Complete Response Paper 1 Choose an Organization for your Project Organization Binder
2	9/7	*Response Paper 1 Due Sharing of chosen organization for Project Organization Binders Governance & Organizational Structure	Read PAM Chapter 5 Read Byrnes Chapters 9 & 10 Complete Response Paper 2
3	9/14	Quiz 1 In the Know # 1 AR #1 *Response Paper 2 Due Financial Management	Read PAM Chapter 6 Read Byrnes Chapter 12 Complete Response Paper 3



Michigan State University College of Arts and Letters
Arts and Cultural Management Program

4	9/21	Quiz 2 In the Know #2 AR #2 Response Paper 3 Due Development & Grant writing	Read Byrnes Chapter 2 Read Creative Placemaking article from Community Development Investment Review <i>to be distributed</i>
5	9/28	Quiz 3 In the Know #3 AR #3 *Response Paper 4 Due Creative Placemaking	Read PAM Chapter 7 Read Byrnes Chapter 11 Complete Response Paper 5 <i>Creative Placemaking Summit October 4</i>
6	10/5	Quiz 4 In the Know #4 AR #4 *Response Paper 5 Due Paul Deckard Visit (10:20 Studio 60)	Complete Project Organization Binder
7	10/12	Quiz 5 In the Know #5 AR #5 *Project Organization Binder Due Marketing Midterm Review	Study for Midterm
8	10/19	Midterm Group Project: Creating An Arts Organization Guidelines	Complete Response Paper 6: <i>Reflection on Paul Deckard's visit</i>
9	10/26	*Response Paper 6 Due In the Know #6 AR #6 Special Event Planning Group Project Brainstorm	Read PAM Chapter 11 Complete Response Paper 7
10	11/2	*Response Paper 7 Due In the Know #7 Facility Management	Complete Response Paper 8: <i>Advocacy readings to be distributed</i>
11	11/9	Quiz 6 In the Know #8 *Response Paper 8 Due Advocacy	Read PAM Chapter 8
12	11/16	Quiz 7 *Response Paper 9 Due Education, Outreach, & Community Engagement	Work on Group Project Read <i>Art of Relevance</i> , Preface, Intro, and Parts 1 &2
13	11/23	No Class: Thanksgiving Holiday	Read <i>Art of Relevance</i> , Parts 3-5



Michigan State University College of Arts and Letters
Arts and Cultural Management Program

14	11/30	Quiz 8 <i>Art of Relevance</i> Discussion Group Work Session	Group Project
15	12/7	Group Project: <i>Creating An Arts Organization</i> Presentations Final Exam Review	Study for Final Exam

Final Exam: Monday, December 10, 7:45 AM- 9:45 AM

Expected hours of preparation or work per week: You should expect to spend a minimum of 10 hours in reading, writing, research and other academic tasks per week.

ASSIGNMENT & ASSESSMENTS

Assessment	Weight
Attendance & Participation	150
Article Report Discussions (2)	50
Reflection Papers (9)	90
Midterm	200
Project Organization Binder	100
Project: Creating An Arts Organization	200
Final Exam	100
Quizzes (8)	80
In The Know Presentations (3)	30
Total	1000 points

Assignments are due when noted on the syllabus and projects or materials must be turned in at the **start of class** on that due date. Assignments **will NOT** be accepted after the due date without advance instructor approval.

INSTRUCTOR POLICIES

Class Participation

I expect you to attend every class. You are responsible for completing all of the required assignments. I expect all students to participate in class discussions, contributing ideas and perspectives on topics. All your work should incorporate aspects or issues addressed in class in relation to your personal or professional interests.

You are expected to assist in maintaining a classroom environment that is conducive to learning. In order to assure that everyone has an opportunity to gain from time spent in class, unless otherwise approved by the instructor, you are prohibited from using cellular phones to check your email or surf the internet, update your social networking sites, or play games. You may not eat or drink during



class, make offensive remarks, read newspapers or magazines, sleep or engage in any other form of distraction. Inappropriate behavior in the classroom shall result in, minimally, a request to leave class, which will be counted as an unexcused absence. Your demeanor in class should be no less than the professional standards of conduct expected in the setting of a cultural arts organization.

Attendance Policy

- **General University Attendance Policy-** This policy states in part: "No person is allowed to attend a class unless officially enrolled on a credit or non-credit basis with the appropriate fees paid...It is the responsibility of the instructor to define the policy for attendance at the beginning of the course."
- Attendance is mandatory. Students are allowed one absence before their grades will be affected. After the first absence the grade will be reduced with each occurrence.
- A medical emergency *may* change this policy based on the individual's situation.
- Absences from class require 24 hours' notice to instructor when possible, except in the case of emergency.

Late Work/Make-Up Work Policy

Late work is not accepted apart from proof of an acceptable mitigating circumstance: serious illness requiring hospitalization or other medical attention, death of a family member (parent, spouse, child, sibling, grandparent), or other circumstance if approved by the instructor.

Extra Credit Policy

Extra credit is not available except in extraordinary circumstances and only by advance permission of the instructor.

Grading

Grades will represent the following levels of achievement:

- 925 – 1000 points = 4.0
- 875 – 924 points = 3.5
- 825 – 874 points = 3.0
- 775 – 824 points = 2.5
- 725 – 774 points = 2.0
- 675 – 724 points = 1.5
- 600 – 674 points = 1.0
- 000 – 599 points = 0.0

UNIVERSITY & DEPARTMENT POLICIES

Teaching and Learning: Student Responsibilities



1. **Academic Honesty:** Article 2.3.3 of the [Academic Freedom Report](#) states: "The student shares with the faculty the responsibility for maintaining the integrity of scholarship, grades, and professional standards." In addition, **The College of Arts and Letters** adheres to the policies on academic honesty as specified in General Student Regulations 1.0, *Protection of Scholarship and Grades*; the all-University Policy on *Integrity of Scholarship and Grades*; and Ordinance 17.00, Examinations. (See [Spartan Life: Student Handbook and Resource Guide](#) and/or the MSU Web site: www.msu.edu.)

Therefore, unless authorized by your instructor, you are expected to complete all course assignments, including homework, lab work, quizzes, tests and exams, without assistance from any source. You are expected to develop original work for this course; therefore, you may not submit course work you completed for another course to satisfy the requirements for this course. Also, you are not authorized to use the www.allmsu.com Web site to complete any course work in **ACM 801**. Students who violate MSU academic integrity rules may receive a penalty grade, including a failing grade on the assignment or in the course. Contact your instructor if you are unsure about the appropriateness of your course work. (See also <http://www.msu.edu/unit/ombud/dishonestyFAQ.html>)

2. **Accommodations for Students with Disabilities** (*from the Resource Center for Persons with Disabilities (RCPD)*): Michigan State University is committed to providing equal opportunity for participation in all programs, services and activities. Requests for accommodations by persons with disabilities may be made by contacting the Resource Center for Persons with Disabilities at 517-884-RCPD or on the web at rcpd.msu.edu. Once your eligibility for an accommodation has been determined, you will be issued a verified individual services accommodation ("RISA") form. Please present this form to the instructor at the start of the term and/or two weeks prior to the accommodation date (test, project, etc.). Requests received after this date will be honored whenever possible.

I am available to discuss appropriate academic accommodations that you may require as a student with a disability. Requests for academic accommodations need to be made during the first week of the semester, so arrangements can be made. Students with a disability should contact the Resource Center for Persons with Disabilities (RCPD), 120 Bessey Hall, 517/353-9642 or TTY 517/355-1293. The *University's Disability/Reasonable Accommodations Policy* is available on the web at www.rcpd.msu.edu.

3. **Drops and Adds:** The last day to add this course is the end of the first week of classes. The last day to withdrawal from the University for Fall 2017 with full refund is **9/24/18**. You should immediately make a copy of your amended schedule to verify you have added or dropped this course. The last day to withdrawal from the University for Spring 2016 with no grade reported is **10/17/18**.
4. **Commercialized Lecture Notes:** Commercialization of lecture notes and university-provided course materials is not permitted in this course.**
5. **Attendance:** Students whose names do not appear on the official class list for this course may not attend this class. Students who fail to attend the first four class sessions or class by the fifth day of the semester, whichever occurs first, may be dropped from the course.



6. **Grief Absence:** Students seeking a grief absence must complete a Grief Absence Request Form found at <https://reg.msu.edu/> under the “Student Services – Grief Absence Request Form” or at StuInfo, <https://stuinfo.msu.edu/>, under “Academics – Enrollment Information and Services – Grief Absence Request Form. Graduate students accessing this form will be prompted to see their major professors and notify their course instructors. Students must supply information on the nature of the loss, the date they became aware, and the expected period of absence. They must also supply supporting documentation. The absence must be approved by the office of the dean of the student’s college prior to the student leaving campus. The instructor will work with the student to arrange for completion of the work missed during the absence.
7. **Internet:** Some professional journals will not consider a submission for publication if the article has appeared on the Internet. Please notify your instructor in writing if you do not want your course papers posted to the course Web site.
8. **Disruptive Behavior:** Article 2.3.5 of the [Academic Freedom Report](#) (AFR) for students at Michigan State University states: "The student's behavior in the classroom shall be conducive to the teaching and learning process for all concerned." Article 2.3.10 of the [AFR](#) states that "The student has a right to scholarly relationships with faculty based on mutual trust and civility." [General Student Regulation 5.02](#) states: "No student shall...interfere with the functions and services of the University (for example, but not limited to, classes...) such that the function or service is obstructed or disrupted. Students whose conduct adversely affects the learning environment in this classroom may be subject to disciplinary action through the Student Faculty Judiciary process.

**Note: The Code of Teaching Responsibility requires instructors who permit students to commercialize their class lecture notes to include a statement in their course syllabi that gives such permission. Absent such permission, students may not do so.

Integrity of Scholarship and Grades

This policy is located in the Academic Programs catalog

<https://www.reg.msu.edu/AcademicPrograms/Text.asp?Section=112#s534>

9. **Office of Institutional Equity (OIE) <http://oie.msu.edu>:**
MSU is committed to creating and maintaining an inclusive community in which students, faculty, and staff can work together in an atmosphere free from all forms of discrimination. The Office of Institutional Equity (OIE) reviews concerns related to discrimination and harassment based on sex, gender, gender identity, race, national origin, religion, disability status, and any other protected categories under the University Anti-Discrimination Policy (https://www.hr.msu.edu/policies-procedures/university-wide/ADP_policy.html) and Policy on Relationship Violence and Sexual Misconduct (https://www.hr.msu.edu/policiesprocedures/university-wide/RVSM_policy.html). If you experience or witness acts of bias, discrimination, or harassment, please report these to OIE: <http://oie.msu.edu/>. For information on reporting options, confidential advocacy and support resources, university policies and procedures, or how to make a difference on campus, visit the Title IX website at www.titleix.msu.edu.

Reporting and Limits to Confidentiality Essays, journals, and other materials submitted for this class are generally considered confidential pursuant to the University’s student record policies. However, students should be aware that University employees, including instructors,



may not be able to maintain confidentiality when it conflicts with their responsibility to report certain issues based on external legal obligations or that relate to the health and safety of MSU community members and others.

As the instructor, I must report the following information to other University offices if you share it with me:

- Suspected child abuse/neglect, even if this maltreatment happened when you were a child,
- Allegations of sexual assault or sexual harassment and other offenses when they involve MSU students, faculty, or staff; reported to Office of Institutional Equity <https://oie.msu.edu>
- Credible threats of harm to oneself or to others. Posing a physical threat to selves or another report to Behavioral Threat Assessment Team <http://btat.msu.edu>

These reports may trigger contact from a campus official who will want to talk with you about the incident that you have shared. In almost all cases, it will be your decision whether you wish to speak with that individual. If you would rather share information about sexual harassment, sexual violence or discrimination to a confidential employee who does not have this reporting responsibility, you can find a list of those individuals at <https://caps.msu.edu>

If you experience concerns about harassment, safety, or a negative or hostile environment in the classroom, you may take your concerns through the above channels or to the instructor, Chair, or other faculty members. Once the faculty has reported this information, faculty is not consulted or told how the information is handled. It is usually dependent on the student to continue the conversation with either organization and faculty are removed from the situation.

Additional Information regarding Teaching and Learning:

Religious observance: From Provost Youatt, "It is the responsibility of those students who wish to be absent due to religious observance to make arrangements in advance with their instructors. ... As an institution, we are committed to the value of inclusion, and so our practices must conform to our commitments. I am confident that working together we can continue to build an environment that supports and fosters diversity and inclusiveness." Additional information on MSU's Religious Observance policy can be found on the website of the Office of Inclusion and Intercultural Initiatives, <http://www.inclusion.msu.edu/diversityandinclusion/ReligiousObservance.html>

Integrity of Scholarship and Grades: The principles of truth and honesty are recognized as fundamental to a community of teachers and scholars. The University expects that both faculty and students will honor these principles and in so doing protect the validity of University grades. This means that all academic work will be done by the student to whom it is assigned, without unauthorized aid of any kind. (See General Student Regulation 1.00, Scholarship and Grades, for specific regulations.) Instructors, for their part, will exercise care in the planning and supervision of academic work, so that honest effort will be positively encouraged. Please refer to General Student Regulation 1.00, Protection of Scholarship and Grades at: www.msu.edu/unit/ombud/RegsOrdsPolicies.html.



Spartan Code of Honor: "As a Spartan, I will strive to uphold values of the highest ethical standard. I will practice honesty in my work, foster honesty in my peers, and take pride in knowing that honor is worth more than grades. I will carry these values beyond my time as a student at Michigan State University, continuing the endeavor to build personal integrity in all that I do." For more information visit: [honorcode.msu.edu.](http://honorcode.msu.edu/)

Use of Social Media: As members of a learning community, students are expected to respect the intellectual property of course instructors. All course materials presented to students are the copyrighted property of the course instructor and are subject to the following conditions of use:

1. Students may not record lectures or any other classroom activities without express written permission of the instructor. If permission is granted, students may only use the recordings only for their own course-related purposes.
2. Students may not share the recordings with other students enrolled in the class. Sharing is limited to using the recordings only for their own course-related purposes.
3. Students may not post the recordings or other course materials online or distribute them to anyone not enrolled in the class without the advance written permission of the course instructor and, if applicable, any students whose voice or image is included in the recordings.
4. Any student violating the conditions described above may face academic disciplinary sanctions.

For more information see <http://acadgov.msu.edu/>

STUDENT RESOURCES

Library Services

The MSU Libraries offer many ways to receive research help. See <http://www.lib.msu.edu/>

Center for Writing

The Writing Center offers student writing support for both undergraduate and graduate students, featuring online and in-person resources. See <http://writing.msu.edu/>

Document Formatting

All written materials and assignments must be typewritten or word-processed utilizing the following format. NO handwritten papers will be accepted.

- MLA Style Guide
- 1-inch margins
- Times New Roman, size 12
- Double spaced
- Heading: your full name, the date, and the assignment title at the top of the first page
- Correct use of citations, if applicable

Discussion Guidelines

Discussion is among the most important activities in any class, so your attention should remain undivided. Absolutely, positively no electronic devices may be used during class. Electronics must be powered off, unless you have a unique personal reason for which you have received prior approval by the instructor.

Written Directions for Assignments

- PLEASE SEE GUIDELINES FOR EACH ASSIGNMENT AS POSTED ON D2L AND DISTRIBUTED IN CLASS



Michigan State University College of Arts and Letters
Arts and Cultural Management Program