INDIANA UNIVERSITY

**University Graduate School
2007-2008
Academic Bulletin**

Arts Administration

Bloomington

Director
Charles F. Bonser

Program Coordinator
Susan Sandberg, sjsandberg@indiana.edu

Departmental URL
www.indiana.edu/~artsadm

Graduate Faculty

(An asterisk [*] denotes membership in the University Graduate School faculty with the endorsement to direct doctoral dissertations.)

Professors
Kirsten A. Grønbjerg* (Public and Environmental Affairs), Arlen Langvardt (Business)

Associate Professors
Adelheid Gealt* (Fine Arts), Michael Rushton (Public and Environmental Affairs)

Assistant Professor
Beth Gazley (Public and Environmental Affairs)

Degree Offered
Master of Arts

Designed to train men and women to manage and promote arts centers, arts commissions and councils, and performing and visual arts organizations of all kinds. They must function not only as leaders but also as managers, fundraisers, planners, educators, conciliators, facilitators, and communicators.

Master of Arts Degree

Admission Requirements
An undergraduate degree in fine arts, music, theatre and drama, business, or economics, with an outstanding academic record strongly recommended. Graduate Record Examination General Test (verbal and quantitative portions required.) Fall enrollment is recommended.

Course Requirements
A minimum of 45 credit hours including Arts Administration Y511, Y525, Y530, Y535, Y540, Y550, Y626, Y650, and Y750; Business L575; and SPEA V525, V526 and V558; plus 9 credit hours of electives to be selected in consultation with the program director (see listings below for suggested acceptable courses).

Grades
A grade point average of 3.0 (B) or higher must be maintained.

Opportunities for Non-Majors

Minor for Doctorate of Music/Ph.D. Minor

(required 4 courses, 12 credit hours)
The minor should be negotiated with the School of Public and Environmental Affairs (SPEA), Doctoral Advisor in Arts Administration. Students may petition to take arts administration courses (AADM Y courses) as long as arts administration majors are accommodated with room in the classes to authorize non-majors. For a more research-oriented minor, the student should work with the SPEA director of doctoral programs to construct an independent minor including doctoral research seminars. The Ph.D. Minor may choose four courses from the following, although V525, V558 and Y535 are *required:

SPEA V Courses
- V516   Public Management Information Systems
- V519   Database Management Systems
- V521   The Nonprofit and Voluntary Sector
- *V525   Management in the Nonprofit Sector (required)
- V526   Financial Management for Nonprofit Organizations
- V540   Law and Public Affairs
- V547   Negotiation and Dispute Resolution for Public Affairs
- *V558   Fund Development for Nonprofits (required)
- V560   Public Finance and Budgeting
- V561/V522   Human Resources Management
- V562   Public Program Evaluation
- V569   Managing Interpersonal Relations
- V602   Strategic Management of Public and Nonprofit Organizations

ARTS ADMINISTRATION – AADM Y Courses
- Y412   Opera Management (spring, by permission)
- Y511   Performing Arts Center Management (fall, by permission)
- Y530   Audience Development and Marketing the Arts (spring, by permission)
- *Y535   Arts Administration and the Cultural Sector (fall, required)

Topics courses:
- Y500   Overview of the Music Industry
- Y500   Inside the Music Industry
- Y500   Artistic Programming
- Y500   Agency Management and the Arts
- Y500   Public Policy and the Arts
- Y500   The Economics and Administration of Artistic Organizations

Doctoral Advisor, Arts Administration Faculty
Dr. Michael Rushton, mirushto@indiana.edu, 812-855-2947

Jacobs School of Music Master's Outside Field of Study
(Required 2 courses, 6 credit hours)

The Master's in Outside Field of Study should be negotiated with the Jacobs School of Music with permission from the Arts Administration Department and upon advice from Dr. Michael Rushton.

Jacobs School of Music Graduate Academic Advising office, Merrill Hall 011
812-855-1738

Doctoral Advisor, Arts Administration Faculty
Dr. Michael Rushton, mirushto@indiana.edu, 812-855-2947

Courses

L575 (BUS-L) Legal Issues in the Arts (3 cr.) Examines legal interests and rights of composers, writers, performing artists, visual artists, and arts organizations. Explores a broad range of legal considerations pertaining to relationships between parties in arts-oriented contexts. Topics addressed include: copyright, trademark, and right of publicity law; defamation and invasion of privacy law; advertising law; First Amendment issues for artists and arts administrators; contract law as applied to arts-related agreements; personal property law; and legal issues associated with differing forms of arts organizations.

V525 (SPEA) Management in the Nonprofit Sector (3 cr.) The course is designed to provide current and future nonprofit managers and leaders with an overview of a range of nonprofit management concerns and practices. Course projects and discussions expand students' management skills, analytical tools, and knowledge. Students take the perspectives of nonprofit managers, volunteers, board members, policy makers, donors, and clients.

V526 (SPEA) Financial Management for Nonprofit Organizations (3 cr.) Financial management introduces students to the role of financial management in the modern not-for-profit organization. The course covers applications of budgeting, financial and managerial accounting principles and procedures, and financial analysis for nonprofit organizations. Material covered should be regarded as required knowledge for the mid- to senior-level career administrator.

V558 (SPEA) Fund Development for Nonprofits (3 cr.) This course examines important aspects of the fundraising process for nonprofit organizations—key theoretical foundations and general fundraising principles as well as a variety of fundraising techniques, sources of donations, and aspects of managing the fundraising process. The course combines applied and conceptual readings and provides students with opportunities to apply concepts and techniques through a series of service-learning portfolio assignments in collaboration with area nonprofit organizations. The assignments are designed to cover initial efforts to develop a comprehensive fund-development plan for a nonprofit organization.

Y412 (AADM) Opera Management (3 cr.) Course focuses on the business aspects of running an opera company, from contracting artists to marketing and promotion. Course also covers repertoire selection, casting, coaching, directing, rehearsing, design and execution of scenery, costumes, properties, lighting, technical production. A graduate-level elective for the AADM core.

Y500 (AADM) Topics in Arts Administration (1-6 cr.) Selected research and discussion topics organized on a semester-by-semester basis.

Y511 (AADM) Performing Arts Center Management (3 cr.) This course focuses on the aspects of managing a performing arts program and facility. Indiana University Auditorium and other performing arts facilities will serve as laboratories to provide you with a balance between academic and real-world issues.

Y525 (AADM) Museum Management (3 cr.) Course addresses general management of museums. The museum, its legal status, the building, management and staff, goals and objectives, fundraising and budgeting, collection and exhibitions, education and community outreach.

Y530 (AADM) Audience Development and Marketing the Arts (3 cr.) Course includes basic marketing principles as well as audience development and marketing strategy. In addition to introducing the fundamentals of marketing, it fosters and encourages the thought processes necessary to market the products/services that are creative arts.

Y535 (AADM) Arts Administration and the Cultural Sector (3 cr.) In this course students learn about the market structure of the cultural sector. Among the many questions we try to answer are: What makes the arts different from other goods and services in the marketplace? What do we know about consumers of the arts, and how they become informed about different books, films, or performances? What is the system that determines which works of art are exhibited or published and which fall by the wayside? Who bears the burden of the risk in a new venture?

Y540 (AADM) Computer Applications for the Arts (1.5 cr.) Computer applications concentrates on acquiring usable skills with applications found in the Microsoft Office XP suite. Course offers the general management professional an overview of technology itself and the technology management issues likely to be encountered in professional practice.

Y550 (AADM) Practicum in Arts Administration (3 cr.) Provides hands-on managerial and administration experiences in three different community and campus arts organizations including: Musical Arts Center, Department of Theatre and Drama, IU Auditorium, IU Foundation, IU Art Museum, Mathers Museum of World Cultures, IU School of Music, African American Arts Institute, Bloomington Area Arts Council, Bloomington Playwrights Project, School of Fine Arts Gallery, Lotus World Music and Arts Festival, and the Buskirk-Chumley Theater.

Y559 (AADM) Public Policy and the Arts (3 cr.) This course considers the principal aspects of cultural policy in the U.S. and elsewhere. Topics include arts education, the ends and means of government funding for the arts, multiculturalism, freedom of expression, copyright, other legal rights of artists, international trade in cultural goods, and international treatises on cultural diversity.

Y564 (AADM) Economics and Administration of Artistic Organizations (3 cr.) In this course students analyze the unique challenges facing arts organizations in the public, nonprofit, and for-profit sectors. Among other topics, the course deals with the multiple and often conflicting goals faced by arts organizations, consumer demand and price setting, experimentation and innovation, and setting the rules for decision-making and oversight.

Y626 (AADM) Desktop Computer Communications (1.5 cr.) Instructs the arts administration professional in using desktop computer applications to create printed and Web-based materials that promote effective communications. The course provides instruction in design theory, page layout, Web design, digital photo editing, graphics, desktop publishing, and Web publishing as used in creating promotional materials.

Y650 (AADM) Seminar in Arts Administration (3 cr.) The seminar provides a capstone experience for students finishing the Master's Degree in Arts Administration. The emphasis is on the application of the concepts covered throughout the program with a detailed look at leadership issues facing the arts administrator. The seminar/workshop involves the promotion of the arts: planning, management, labor relations, fundraising, funding sources, communications, and similar topics in relation to arts centers, museums, and performing arts organizations. Special emphasis is placed on strategic planning. Course includes a few guest speakers from major arts organizations.

Y680 (AADM) Readings in Arts Administration (cr. arr.) P: consent of instructor and departmental chairperson. Supervised readings in arts administration.

Y690 (AADM) Independent Study in Arts Administration (cr. arr.) P: consent of instructor and department chairperson.

Y750 (AADM) Internship in Arts Administration (3 cr.) The internship is ordinarily not taken until the student's last semester of course work. A minimum of one semester or its equivalent of field work or internship in a managerial office of a museum, theatrical or musical organization, or community, state, regional, or national arts council.

SPEA V450/AADM Y500: Topics courses for undergraduates and graduate electives

Artistic Programming (3 cr.) Arts institutions live or die by the programs they present. The course will examine how programming relates to marketing and public relations, and to funding and finance; the role of programming in molding the public and professional identity of artists and arts organizations; the external factors that condition program choice; and how programming is affected by perceived relationships with the professional arts community and with society in general on local, national and international levels.

Agency Management in the Arts (3 cr.) Most creative and performing artists have agents of one kind or another who act as their representatives in contract negotiations, financial affairs, career development, public relations, and many other matters both professional and personal. Such agencies, which vary from individual personal managers to multinational corporations, exercise a powerful influence in the arts as informed intermediaries between creators and performers on the one hand, and producers and the public on the other. The course will examine the ethical principles and business practices of such representational agencies, with special emphasis on the performing arts.

Public Policy and the Arts (3 cr.) This course considers the principal aspects of cultural policy in the U.S. and elsewhere. Topics include arts education, the ends and means of government funding for the arts, multiculturalism, freedom of expression, copyright, other legal rights of artists, international trade in cultural goods, and international treaties on cultural diversity.

The Economics and Administration of Artistic Organizations (3 cr.) In this course students analyze the unique challenges facing arts organizations in the public, nonprofit, and for-profit sectors. Among other topics, the course deals with the multiple and often-conflicting goals faced by arts organizations, consumer demand and price setting, experimentation and innovation, and setting the rules for decision-making and oversight.

Electives   At least 9 graduate-level credit hours, suggested but not limited to:

AADM:	**Arts Administration**	
Y412	Opera Management	
Y500/V450	Topics Courses (new, beginning spring semester 2007)	
	Artistic Programming	
	Agency Management in the Arts	
Y500/V459	Public Policy and the Arts	
Y500/V464	The Economics and Administration of Artistic Organizations	
Y680/Y690	Readings in Arts Administration/Independent Study	
ANTH:	**Anthropology**	
A403/503	Introduction to Museum Studies	
A590	Museum Studies	
BUS:	**Kelley School of Business**	
F509	Financial Analysis for Corporate Decisions (1.5)	
L508	Legal Issues, Human Resource Management	
M512	Marketing Strategy (1.5)	
M544	Managing Advertising and Sales Promotion	
M550	Customer-Oriented Strategies (1.5)	
W504	New Venture Business Planning (1.5)	
W505	Power Persuasion Influence Negotiation Strategy (1.5)	
W520	Turnaround Management (1.5)	
W550	Management Consulting	
Z518	Labor/Employee Relations	
Z519	Aligning Business/Human Resource Strategy (1.5)	
CMCL:	**Communication and Culture**	
C560	Motion Picture Production	
C592	Media Genres	
C596	National Cinemas	
EDUC:	**Education**	
Z550	Community Arts Programming	

FINA: **Fine Arts**
A442 Twentieth-Century Art 1900-1924
A449 Twentieth-Century Art 1925-Present
R590 Seminar in the Visual Arts

HPER: **Health, Physical Education and Recreation**
R524 Fundraising for Public and Nonprofit Agencies

JOUR: **Journalism**
J531 Public Relations for Nonprofits
J542 Arts, Media, and Society
J552 Reporting the Arts
J563 Computerized Publications

MUS: **Jacobs School of Music**
M525 Survey of Operatic Literature
M527 Symphonic Literature
M561 History and Literature of Opera I
M562 History and Literature of Opera II
M563 History and Literature of Opera III
M564 History and Literature of Opera IV
M653 Baroque Music

SLIS **School of Library and Information Science**
L540 Foundations of Information Architecture
L546 User-Centered Database Design
L548 Computer Programming for Information Management
L561 The Information Industry
L566 Digital Libraries
L571 Information Architecture for the Web

SPEA: **School of Public and Environmental Affairs**
V521 The Nonprofit and Voluntary Sector
V522 Human Resource Management in Nonprofit
V523 Civil Society and Public Policy
V541 Cost Benefit Analysis
V547 Negotiation and Dispute Resolution
V550 NGO Management in Comparative Perspective
V557 Proposal Development and Grant Administration
V561 Public Human Resources Management
V562 Public Program Evaluation
V569 Managing Interpersonal Relations
V570 Labor Relations
V602 Strategic Management for Government and Not for Profits
V611 Design of Information Systems

TEL: **Telecommunications**
T570 Art Entertainment and Information

THTR: **Theatre and Drama**
T428/700 Production and Event Management
T573 Studies in Modern and Contemporary Theatre

Electives chosen must be **graduate-level courses or the equivalent**. Upper-level undergraduate courses may count toward graduation only if the student has prior approval and written documentation from the professor of the course verifying that additional, graduate-level work will be required. Documentation is approved by the University Graduate School.