# INDIANA UNIVERSITY

**University Graduate School
2008-2009
Academic Bulletin**

## Arts Administration

### Bloomington

**Director**
Associate Professor Michael Rushton*

**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**
Charles F. Bonser (Emeritus), Kirsten A. Grønbjerg* (Public and Environmental Affairs), Arlen Langvardt (Business)

**Associate Professors**
Michelle Facos* (Art History, Public and Environmental Affairs), 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 only.

### Course Requirements
A minimum of 45 credit hours including Arts Administration Y511, Y515, Y525, Y530, Y535, Y540, Y550, Y626, Y650, and Y750; Business L575; and SPEA V525 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.

### Required Schedule of Study

| Fall (13.5 cr.) | Semester I (required) |
|---|---|
| | AADM-Y525 Museum Management (3 cr.) |
| | AADM-Y535 Arts Administration and the Cultural Sector (3 cr.) |
| | AADM-Y540 Computer Applications for the Arts (1.5 cr.—2nd 8 weeks) |
| | BUS-L575 Legal Issues in the Arts (3 cr.) |
| | SPEA-V525 Management in the Nonprofit Sector (3 cr.) |

| Spring (13.5 cr.) | Semester II |
|---|---|
| | AADM-Y525 Museum Management (3 cr.) |
| | AADM-Y530 Audience Development and Marketing the Arts (3 cr.) |
| | AADM-Y626 Desktop Computer Communications (1.5 cr.—1st 8 weeks) |
| | **Electives** |

| Fall (12 cr.) | Semester III |
|---|---|
| | AADM-Y511 Performing Arts Center Management (3 cr.) |
| | AADM-Y650 Seminar in Arts Administration (Capstone) (3 cr.) |
| | SPEA-V558 Fund Development for Nonprofits (3 cr.) |
| | **Elective** |

| Spring (6 cr.) | Semester IV (required) |
|---|---|
| | AADM-Y750 Internship (3 cr.) (or **Electives**) |

Spring internships are recommended, although some students opt to do their internship in the summer following their fourth semester in order to accommodate electives or assistantship opportunities.

**Practica**

ADM-Y550 Practicum (3 cr.)
Three different 5-week arts management projects are completed throughout the first three semesters prior to internship. **Students can register for the Y550 Practicum at any time, but generally register simultaneously with the Y750 Internship in their last semester.**

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

| AADM: | Arts Administration |
|---|---|
| Y412 | Opera Management |
| Y500/V450 | Topics Courses: |
| | Programming the Performing Arts |
| | Repertoire Appraisal for Arts Managers |
| | Museum Management Applications |
| Y559/V459 | Public Policy and the Arts |
| Y564/V464 | Economics and Administration of Artistic Organizations |
| Y680/Y690 | Readings in Arts Administration/ Independent Study |

| SPEA: | School of Public and Environmental Affairs |
|---|---|
| V521 | The Nonprofit & 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 |

| 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 |

| EDUC: | Education |
|---|---|
| Z511 | Non-Studio Approaches to Art Education |
| Z550 | Community Arts Programming |

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

| ANTH: | Anthropology |
|---|---|
| A403/503 | Introduction to Museum Studies |
| A405 | Museum Methods |
| A408 | Museum Practicum |

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

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

| MUS | Jacobs School of Music |
|---|---|
| M525 | Survey of Operatic Literature |
| M527 | Symphonic Literature |
| M561 | History & Literature of Opera I |
| M562 | History & Literature of Opera II |
| M563 | History & Literature of Opera III |
| M564 | History & 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 |

| CMCL: | Communication and Culture |
|---|---|
| C560 | Motion Picture Production |
| C592 | Media Genres |
| C596 | National Cinemas |

| TEL: | Telecommunications |
|---|---|
| T521 | Telecommunications Management |
| T522 | Managing the Creative Process |
| T570 | Art Entertainment & Information |
| T571 | Applied Cognitive and Emotional Psychology (course goal to provide |

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|---|---|---|
| | | media producers/artists with research findings to help them make more effective messages/art) |
| | T580 | Interactive Storytelling & Computer Games |
| | T601 | Topical Seminar (Spring 2007, Synthetic Worlds) |
| | T642 | Communication Campaigns |

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.

**Electives**

# Opportunities for Non-Majors

### Doctoral Minor in Arts Administration

(Required 4 courses, 12 credit hours)

The Ph.D. minor should be negotiated with the School of Public and Environmental Affairs (SPEA), Doctoral Advisor in Arts Administration, Dr. Michael Rushton. Students may petition to take Arts Administration courses (AADM-Y) 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 is required to take the following courses:

| | |
|---|---|
| AADM-Y535 | Arts Administration and the Cultural Sector (by permission) |
| SPEA-V525 | Management for the Nonprofit Sector |
| SPEA-V558 | Fund Development for Nonprofits |

Select one additional course from the following to complete the Ph.D. minor requirements:

**SPEA**
| | |
|---|---|
| V516 | Public Management Information Systems |
| V519 | Database Management Systems |
| V521 | The Nonprofit and Voluntary Sector |
| V540 | Law and Public Affairs |
| V547 | Negotiation and Dispute Resolution for Public Affairs |
| 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**
| | |
|---|---|
| Y412 | Opera Management |
| Y505 | Programming in the Performing Arts |
| Y511 | Performing Arts Center Management (by permission) |
| Y515 | Financial Management for Artistic Organizations (by permission) |
| Y530 | Audience Development and Marketing the Arts (by permission) |
| Y559 | Public Policy and the Arts |
| Y564 | The Economics and Administration of Artistic Organizations |
| Y500 | **Topics courses** (topics vary from semester to semester) Current topics include: Agency Management and the Arts Repertoire Appraisal for Arts Managers |

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

**Program Coordinator, Arts Administration Staff**
Susan Sandberg, sjsandbe@indiana.edu, (812) 855-7681

**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.

**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.

**Y505 (AADM) Programming the Performing Arts (3 cr.)** The course examines how programming relates to marketing and public relations; the role of programming in the public and professional identity of artists and arts organizations; the external factors that condition program choice; and how programming affects relationships with society and the arts community on local, national, and international levels.

**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.

**Y515 (AADM) Financial Management for the Arts (3 cr.)** The course introduces students to the role of financial management in the modern not-for-profit organization. This course covers applications of budgeting, financial and managerial accounting principles, and procedures and financial analysis for nonprofit organizations. Materials covered should be considered required knowledge for the mid-to-senior-level arts administrator.

**Y520 (AADM) Cultural Property Management (3 cr.)** The course examines cultural property management issues such as the missions, policies, and procedures of institutions large and small, public and private. Field trips, lectures, and discussions will provide an understanding of museums, cultural foundations, and the commercial art world.

**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.