INDIANA UNIVERSITY

University Graduate School
2009-2010
Academic Bulletin

Arts Administration

Bloomington

Director
Associate Professor Michael Rushton*

Program Coordinator
Susan Sandberg, sjsandbe@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 Professor
Michael Rushton* (Public and Environmental Affairs)

Assistant Professor
Beth Gazley (Public and Environmental Affairs)

Clinical Professor
Christopher Hunt (Public and Environmental Affairs)

Lecturer
Monika Herzig (Public and Environmental Affairs)

Degree Offered

Master of Arts

Designed to train men and women for leadership in arts centers, arts commissions and councils, and performing and visual arts organizations of all kinds.

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 Semester I (13.5 cr.)
AADM-Y511 Performing Arts Center Management (3 cr.)
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)
Elective (3 cr.)

Spring Semester II (13.5 cr.)
AADM-Y515 Financial Management for the Arts (3 cr.)
AADM-Y530 Audience Development and Marketing the Arts (3 cr.)
AADM-Y626 Desktop Computer Communications (1.5 cr.—1st 8 weeks)
BUS-L575 Legal Issues in the Arts (3 cr.)
Elective (3 cr.)

Fall Semester III (12 cr.)
AADM-Y650 Seminar in Arts Administration (Capstone) (3 cr.)
SPEA-V525 Management in the Nonprofit Sector (3 cr.)
SPEA-V558 Fund Development for Nonprofits (3 cr.)
Elective (3 cr.)

Spring Semester IV (3 cr.)
AADM-Y750 Internship (3 cr.)

Practica AADM-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 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

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.

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.