



UNIVERSITY OF CALGARY  
FACULTY OF ARTS  
SCHOOL OF CREATIVE AND PERFORMING ARTS - DANCE  
DRAM 571.53 S2 Directed Studies I:  
Performing Arts Management  
Winter term 2016

Instructor Office Email Office Hours	Pil Hansen CHD008 <a href="mailto:Pil.hansen@ucalgary.ca">Pil.hansen@ucalgary.ca</a> By appointment
Day(s),time(s) and location of class	Tuesdays and Thursdays from 9:00-9:50 AM in CHD003
Learning resources: required readings, textbooks and materials	<p><b>Required</b> Assigned chapters, articles, website pages, and documents will be uploaded to D2L in full text or as links at least one week prior to each class. An e-notice will be sent to all students when new course material is available.</p> <p><b>Recommended</b> I have selected chapters from a series of textbooks and collections for this course. These books should be considered resources you can return to when needing to locate additional chapters for an assignment. Most of them are either e-books or placed in course reserves at the library. Note that Varbanova's book <i>Strategic Management in the Arts</i> and Yong's <i>Finance for the Arts in Canada</i> are the only Canadian books listed. There are many management books on the market, but the far majority of them focus on the American context, and while general discussions still apply to Canadian companies, the specific outline of the industry and its relation to state organizations and regulations are not applicable. International sources like <i>The Journal of Arts Management, Law, and Society</i>; <i>the Routledge Companion to Arts Marketing</i>; and <i>Marketing the Arts: A Fresh Approach</i> can expand your contextual horizon in valuable ways and offer new ideas and discussions that are directed toward the future of the field.</p> <p>To further explore topics of public funding in Canada I recommend a search in the Canadian Public Policy Collection (online resource at the UofT libraries) on the key words "arts funding" and "arts policy." I particularly find the following collection item useful: McCaughey, Claire. <i>Comparisons of Arts Funding in Selected Countries</i>. Canada Council for the Arts: Canadian Public Policy Collection, 2005. Municipal, Provincial, and National Arts Councils also publish research articles and reports directly on their websites alongside their own strategic plans and predictions for the future of the arts in Canada. Last, but not least, it is worth your while to keep an eye out for new entries on the Canadian and international arts management blogs and online resources that the course materials will direct you towards.</p>
Prerequisites	None.
Course description	May be repeated for credit.
Course overview	<p>The course has been designed for drama and dance 2-4<sup>th</sup> year majors and minors. Knowledge of the performing arts is needed to do well in this course.</p> <p>Artistic visions depend on tailored management strategies for success. Indeed, a vision becomes realizable the moment it is paired with an artistic plan of action, a financial plan and fundraising strategy that is fully responsive to changing circumstances, meaningful audience relationships and outreach initiatives, an anchor in the arts</p>

	<p>community/industry, and a strong understanding of how one’s work and choices contribute to the continued development of the art form and its value in society. All of these aspects are deeply interconnected. Awareness of the interconnections is a powerful tool to increase the impact of creative work.</p> <p>Laying the first building blocks for such awareness, this course will introduce students to models of arts funding and marketing of relevance for small to medium sized theatre and dance companies. Examples of fundraising, audience outreach, and marketing strategies and documents—from Buddies in Bad Times Theatre, Kaeja d’Dance, and/or Pulse Studios —will be presented. We will also discuss the relationship between these models, cases, and politics of culture. The course will be taught in topic specific modules. Within each module, we begin with analytical discussions of politics and models, progress to case-studies of practice, and arrive at the students’ supervised production of plans and management documents.</p> <p>Performing Arts Management is a first step towards starting up a new theatre/dance company or facilitating the success of an established company while supporting and strengthening the performing arts.</p>
<p>Preliminary Course overview (subject to change)</p>	<p>Tues. Jan 12: Course introduction  Thurs. Jan 14: Introduction to Strategic Management</p> <p style="text-align: center;"><i>MARKETING AND OUTREACH</i></p> <p>Tues. Jan 19: Who are we making art for, what are we to our audience, and how do we engage them?  Thurs. Jan 21: Who are we making art for? ... continued  Tues. Jan 26: Marketing Approaches—reaching into the future  Thurs. Jan 28: Marketing Approaches ... continued  Tues. Feb 2: Marketing Case Study # 1: Buddies in Bad Times Theatre  Thurs. Feb 4: Marketing Case Study #2: Kaeja D’Dance  Tues. Feb 9: Marketing Case Study #3 Pulse Studios  Thurs. Feb 11: Marketing case study group work  <del>Tues Feb 16 and Thurs Feb 18: Reading week</del>  Tues Feb 23: Marketing Planning Workshop  Thurs Feb 25: Marketing Planning Workshop ... continued</p> <p style="text-align: center;"><i>FUNDRAISING and FINANCIAL MANAGEMENT</i></p> <p>Tues March 1: Why and How do the Performing Arts Receive Public Funding?  Thurs March 3: Why and How do the Performing Arts Receive Public Funding? ... continued  Tues March 8: Combining not-for-profit and for-profit business in the dance studio  Thurs March 10: How to Apply for Grants and Generate Revenue—adapting the past  Tues March 15: How to Apply for Grants and Generate Revenue ... continued.  Thurs March 17: Financial Management tools and Strategy  Tues March 22: Financial Management tools and Strategy ... continued (with case examples)  Thurs March 24: Introduction to Standard Fundraising Documents  Tues March 29: Fundraising Case Studies  Thurs March 31: Fundraising Case Studies ... continued  Tues. April 5: Fundraising Planning Workshop  Thurs. April 7: Fundraising Planning Workshop ... continued</p> <p style="text-align: center;">◇</p> <p>Tues. April 12: Course Recap</p>

	Strategic Planning—discussion: how to prepare for/invent the future?						
Course learning outcomes	By the completion of this course, successful students will be able to: 1. Consider the relationship between how the arts engage and affect stakeholders on the one hand and how the arts are valued, funded, and evaluated on the other. 2. Understand marketing and fundraising plans that target this relationship strategically. 3. Develop mission-based marketing and fundraising projects. 4. Locate and assess new trends and marketing or fundraising opportunities. 5. Produce simple marketing and fundraising documents. 6. Prepare to shape an unknown future						
Assessment components	<b>Assignment 1. Discussion Paper</b> / due Feb 23 at midnight/ weight 35% Write a discussion of the relationship between a strategy from Buddies, Kaeja, or Pulse Studios and perspectives on the politics of marketing with the aim of producing an argument for how the company can prepare for or shape the future.  <b>Assignment 2. Marketing Document</b> / due March 8 at midnight/ weight 25% Produce a marketing document for Buddies, Kaeja, or Pulse Studios (i.e., flyer, press release, newsletter, FB event, or educational sales flyer) and submit it with a short description of your group’s marketing objective(s), strategy, and plan.  <b>Assignment 3. Fundraising Document</b> / due April 13 at midnight/ weight 25% Produce a fundraising document for Buddies, Kaeja or Pulse Studios (i.e., foundation grant, crowdfunding text, campaign mail, or sponsorship appeal) and submit it with a short description of your group’s fundraising objective(s), strategy, and plan.  <b>Participation</b> / Weight 15% Offer reflections upon the assigned readings in class and contribute to in-class group workshops.						
Assessment expectations	<u>Expectations for Writing:</u> All assignments must adhere to the MLA guidelines for references and citations. All written assignments will be marked with attention to length limitations, style, grammar, and spelling. Remember to proofread carefully and stay within the word limit of each assignment.  <u>Expectations for Attendance and Participation:</u> It is expected that students attend all classes, read all of the assigned materials prior to each class, extract a series of key steps, points, or arguments from the readings, and note down a few of your own responses to them. The teacher will ask students to share these notes in groups and in the general class setting.  <u>Guidelines for Submitting Assignments</u> All written assignments have to be submitted electronically via D2L.  <u>Late Assignments</u> 3% will be deducted per day for late submissions and they will not be accepted after 7 days. Requests for extension or special consideration must be emailed or brought to your teacher in class prior to the deadline or class they concern. Documented health issues or conflicts with other course deadlines count among acceptable reasons.						
	For the course as a whole, letter grades should be understood as follows, as outlined in the section F.2 of the Undergraduate Calendar for 2015-2016: <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Grade</th> <th>GPA</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Grade	GPA	Description			
Grade	GPA	Description					

A+	4.00	Outstanding.
A	4.00	Excellent-superior performance, showing comprehensive understanding of subject matter.
A-	3.70	
B+	3.30	
B	3.00	Good - clearly above average performance with knowledge of subject matter generally complete.
B-	2.70	
C+	2.30	
C	2.00	Satisfactory - basic understanding of the subject matter.
C-	1.70	Receipt of a grade point average of 1.70 may not be sufficient for promotion or graduation. (See individual undergraduate faculty regulations.)
D+	1.30	
D	1.00	Minimal pass - marginal performance; generally insufficient preparation for subsequent courses in the same subject.
F	0	Fail - unsatisfactory performance or failure to meet course requirements.

The following numerical equivalences will apply:

Grade	GPA	%	Description
A+	4.00	90-100	Outstanding.
A	4.00	85-89	Excellent.
A-	3.70	80-84	
B+	3.30	77-79	
B	3.00	73-76	Good
B-	2.70	70-72	
C+	2.30	67-69	
C	2.00	63-69	Satisfactory
C-	1.70	60-92	
D+	1.30	57-59	
D	1.00	50-56	Marginal
F	0	0-49	Fail

Midterm and final examination scheduling	Final examinations may be scheduled at any time during the examination period (11-22 December for Fall 2015 term; 16-27 April for Winter 2016 term); students should therefore avoid making prior travel, employment, or other commitments for this period. If a student is unable to write an exam through no fault of his or her own for medical or other valid reasons, documentation must be provided and an opportunity to write the missed exam may be given. Students are encouraged to review all examination policies and procedures: <a href="http://ucalgary.ca/registrar/exams/deferred_final">ucalgary.ca/registrar/exams/deferred_final</a>
Deferrals of exams/term work	It is possible to request a deferral of term work or final examinations for reasons of illness, accident, family or domestic affliction, or religious obligations. Please check with your advisor if any of these issues make it impossible for you to sit an exam or finish term work by stated deadlines. <a href="http://ucalgary.ca/registrar/exams/deferred_final">ucalgary.ca/registrar/exams/deferred_final</a> <a href="http://ucalgary.ca/pubs/calendar/current/g-6.html">ucalgary.ca/pubs/calendar/current/g-6.html</a> <a href="http://ucalgary.ca/pubs/calendar/current/g-7.html">ucalgary.ca/pubs/calendar/current/g-7.html</a>
Internet and electronic communication device	<a href="http://elearn.ucalgary.ca/category/d2/">elearn.ucalgary.ca/category/d2/</a> <a href="http://ucalgary.ca/emergencyplan/emergency-instructions/uc-emergency-app">ucalgary.ca/emergencyplan/emergency-instructions/uc-emergency-app</a> The in-class use of computers may be approved by your Instructor. Cell phones and other electronic communication devices should be silenced or turned off upon entering the classroom. If you violate the Instructor's policy regarding the use of electronic communication devices in the classroom, you may be asked to leave the classroom;

	repeated abuse may result in a charge of misconduct. No audio or video recording of any kind is allowed in class without explicit permission of the Instructor.
Academic integrity, plagiarism	The University of Calgary is committed to the highest standards of academic integrity and honesty. Students are expected to be familiar with these standards regarding academic honesty and to uphold the policies of the University in this respect. Students are referred to the section on plagiarism in the University Calendar ( <a href="http://ucalgary.ca/pubs/calendar/current/k-2.html">ucalgary.ca/pubs/calendar/current/k-2.html</a> ) and are reminded that plagiarism-- Using any source whatsoever without clearly documenting it—is an extremely serious academic offence. Consequences include failure on the assignment, failure in the course and possibly suspension or expulsion from the university. You must document not only direct quotations but also paraphrases and ideas where they appear in your text. A reference list at the end is insufficient by itself. Readers must be able to tell exactly where your words and ideas end and other people’s words and ideas begin. This includes assignments submitted in non-traditional formats such as Web pages or visual media, and material taken from such sources. Please consult your instructor or the Student Success Centre (TFDL 3rd Floor) if you have any questions regarding how to document sources.
Copyright	It is the responsibility of students and professors to ensure that materials they post or distribute to others comply with the Copyright Act and the University’s Fair Dealing Guidance for Students. Further copyright information for students is available on the Copyright Office web page ( <a href="http://library.ucalgary.ca/copyright">library.ucalgary.ca/copyright</a> ).
Academic accommodation	Students seeking an accommodation based on disability or medical concerns should contact Student Accessibility Services (SAS); SAS will process the request and issue letters of accommodation to instructors. For additional information on support services and accommodations for students with disabilities, visit <a href="http://www.ucalgary.ca/access/">www.ucalgary.ca/access/</a> . Students who require an accommodation in relation to their coursework based on a protected ground other than disability should communicate this need in writing to their Instructor. The full policy on Student Accommodations is available at <a href="http://www.ucalgary.ca/policies/files/policies/student-accommodation-policy_0.pdf">http://www.ucalgary.ca/policies/files/policies/student-accommodation-policy_0.pdf</a> .
FOIP	<a href="http://ucalgary.ca/secretariat/privacy">ucalgary.ca/secretariat/privacy</a>
Student misconduct	<a href="http://ucalgary.ca/pubs/calendar/current/k.html">ucalgary.ca/pubs/calendar/current/k.html</a>
Academic standing	<a href="http://ucalgary.ca/pubs/calendar/current/f.html">ucalgary.ca/pubs/calendar/current/f.html</a>
Safewalk	220-5333 anytime. <a href="http://ucalgary.ca/security/safewalk">ucalgary.ca/security/safewalk</a>
Campus security	220-5333. Help phones: located throughout campus, parking lots, and elevators. They connect directly to Campus Security; in case of emergency, press the red button.
Emergency evacuation	Assembly points for emergencies have been identified across campus. <b>THE PRIMARY ASSEMBLY POINT FOR CRAIGIE HALL IS THE PROFESSIONAL FACULTIES FOOD COURT.</b> For more information, see the University of Calgary’s Emergency Management website: <a href="http://ucalgary.ca/emergencyplan/assemblypoints">ucalgary.ca/emergencyplan/assemblypoints</a>
Faculty of Arts program advising and student information resources	For academic advising, visit the Arts Students’ Centre (ASC) for answers about course registration, graduation checks, and the ‘big picture’ on programs and majors. Drop in at SS102, email us at <a href="mailto:ascarts@ucalgary.ca">ascarts@ucalgary.ca</a> or call us at 403-220-3580. You can also visit the Faculty of Arts website at <a href="http://arts.ucalgary.ca/undergraduate">arts.ucalgary.ca/undergraduate</a> which has detailed information on common academic concerns. For academic success support, such as writing support, peer support, success seminars, and learning support, visit the Student Success Centre on the third floor of the Taylor Family Digital Library (TFDL), email them at <a href="mailto:success@ucalgary.ca">success@ucalgary.ca</a> or visit their website at <a href="http://ucalgary.ca/ssc/">ucalgary.ca/ssc/</a> for more information or to book an appointment.

	For enrolment assistance, including registration (add/drop/swap) changes, paying fees, and navigating your Student Centre, contact Enrolment Services at 403-210-ROCK [7625], by email at <a href="mailto:futurestudents@ucalgary.ca">futurestudents@ucalgary.ca</a> or visit them at the MacKimmie Block 117.
Course outlines for transfer credit	It is possible that you will be asked for copies of this outline for credit transfers to other institutions or for proof of work done. It is the student's responsibility to keep these outlines and provide them to employers or other universities when requested. Please ensure that outlines of all the courses you take are kept in a safe place for your future reference. Departments/Programs do not guarantee that they will provide copies.
Letter of permission	If you wish to study at another institution while registered at the U of C, you must have a letter of permission. You can submit your request through your Student Centre at MyUofC. Students must have the Letter of Permission before they take the course at another school. Failure to prepare may result in no credit awarded and could result in suspension from the faculty.
Students' union and ombudsperson contacts	Student Union: <a href="http://su.ucalgary.ca/about/who-we-are/elected-officials/">su.ucalgary.ca/about/who-we-are/elected-officials/</a> Faculty of Arts reps: <a href="mailto:arts1@su.ucalgary.ca">arts1@su.ucalgary.ca</a> ; <a href="mailto:arts2@su.ucalgary.ca">arts2@su.ucalgary.ca</a> ; <a href="mailto:arts3@su.ucalgary.ca">arts3@su.ucalgary.ca</a> ; <a href="mailto:arts4@su.ucalgary.ca">arts4@su.ucalgary.ca</a> Graduate Student's Association: <a href="http://gsa.ucalgary.ca/executive">gsa.ucalgary.ca/executive</a> Student Ombudsman: <a href="http://su.ucalgary.ca/page/quality-education/academic-services/student-rights">su.ucalgary.ca/page/quality-education/academic-services/student-rights</a>
Undergraduate associations	DUS: Drama Undergraduate Society, CHC 005 <a href="mailto:uofcdus@gmail.com">uofcdus@gmail.com</a> MUS: Music Undergraduate Society, CHF 219 <a href="mailto:undmusic@ucalgary.ca">undmusic@ucalgary.ca</a>