



UNIVERSITY OF CALGARY
FACULTY OF ARTS
SCHOOL OF CREATIVE AND PERFORMING ARTS
SCPA 301 Performing Arts Management
Spring 2023

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| <p>Instructors Email How to book supervision</p> | <p>Zachery Scalzo (contact for general supervision and questions about course contents, discussion fora, and document or peer-review assignments) zachary.scalzo@ucalgary.ca Pil Hansen (contact for questions about group work and quizzes) pil.hansen@ucalgary.ca Email to book a supervision session by phone</p> |
| <p>Day(s),time(s) and location of Class</p> | <p>Sessions with new online course contents and tasks are typically released at noon on Wednesdays, Fridays, and Mondays from May 3 through June 14 and students are expected to complete them before the next session is released. Students can do so from anywhere and at any time of the day/night (asynchronous). Students are advised to spend a minimum of 9 hours of study time per week on course contents, discussion participation, group work, and assignments.</p> |
| <p>Learning resources: required readings, textbooks and materials</p> | <p>All readings, lectures (video or audio with visuals), case files, discussion tasks, and assignments will be posted on D2L and released as the course progresses through modules and sessions.</p> |
| <p>Learning Technologies and Requirements</p> | <p>In order to successfully engage in their learning experiences at the University of Calgary, students taking online, remote and blended courses are required to have reliable access to the following technology:</p> <ul style="list-style-type: none"> • A computer with a supported operating system, as well as the latest security, and malware updates; • Microphone and speaker (built-in or external) or headset with microphone; • Current antivirus and/or firewall software enabled; • Broadband internet connection. <p>Most current laptops will have a built-in speaker and microphone.</p> |
| <p>Prerequisites</p> | <p>9 units in courses labelled Dance, Drama, Music, Music Performance or School of Creative and Performing Arts</p> |
| <p>Course description</p> | <p>Introduction to politics, strategies, and practices of marketing and fundraising as they apply to non-profit performing arts companies.</p> <p>We will look at factors and stakeholders to consider and steps to take when planning marketing and fundraising initiatives for the performing arts. Students will both study the nuts and bolts of marketing/fundraising and learn how to make effective choices through strategic thinking. We will draw rich examples of strategies and concrete marketing/fundraising materials from our three case companies: Kaeja d’Dance, Buddies in Bad Times Theatre, and the Vancouver Intercultural Orchestra. Finally, students will create strategic plans and marketing/fundraising documents that could help one of these companies prepare for the future.</p> |

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| Course learning outcomes | <p>By the completion of this course, successful students will be able to:</p> <ol style="list-style-type: none"> 1. Consider the relationship between stakeholders, how the arts are valued, and how they are funded. 2. Understand marketing and fundraising plans that target this relationship strategically. 3. Develop mission-based marketing and fundraising plans. 4. Consider new trends and marketing or fundraising opportunities. 5. Produce basic marketing and fundraising documents. 6. Review the effectiveness of such documents with reference to a strategic plan. 7. Prepare to shape an unknown future. |
| Course schedule | <p>SCPA 301 delivers the contents of a full 12-week term course in 6 intensive weeks. The course is divided into two main modules that repeat the same structure, types of contents, and assignments. The schedule below is advisory, minor changes may occur. The dates indicate when contents and tasks are released for asynchronous engagement.</p> <p>Wed May 3. Introduction</p> <p style="text-align: center;">Module 1: MARKETING</p> <p>Fri May 5. How do we view our audiences? Mon May 8. Who are we making art for? Wed May 10. Nuts and bolts of performing arts marketing Fri May 12. Branding and entrepreneurial marketing Mon May 15. The strategic planning process Wed May 17. Group Task (all): Designing a strategic marketing plan (Fri May 19. Group work continued.) Sun May 21. Individual Task (first half of group): Realizing a strategic marketing plan (Wed May 24. Individual Task (second half of group): Reviewing marketing documents)</p> <p style="text-align: center;">Module 2: FUNDRAISING</p> <p>Wed May 24. The economy of supporting artistic missions Fri May 26. Arts funding and economic sustainability Mon May 29. Nuts and bolts of fundraising the performing arts Wed May 31. Public and Private Fundraising Fri June 2. Fundraising strategies of Case Companies Mon June 5. The financial version of projects Wed June 7. Group Task (all): Designing a strategic fundraising plan Fri June 9. (Group work continued.) Mon June 12. Individual Task (second half of group): Realizing a strategic fundraising plan Wed June 14. Individual Task (first half of group): Reviewing fundraising documents</p> |
| Assessment components | <p>Assignment 1: Quizzes (4) Value: 20% (6.6% each) Due Dates: May 10, 15, and 29 and June 5 – all at noon. Each quiz is open for 24 hours. Description: The 4 quizzes measure each student’s ability to relate and compare key concepts from the course material and make strategic choices based on them. A list of quizzed concepts is provided in advance to help students prepare. Only the three quizzes with the best results contribute to the grade.</p> |

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| | <p><u>Assignment 2:</u> Group Strategies (2) Value: 20% (10% each) Due Dates: May 21 and June 12 at noon. Description: Groups of 3-5 students are tasked to first develop a marketing strategy for a case company and then repeat the task developing a fundraising strategy. Students a given step-by-step instructions. The grade is calculated as the average score of the two tasks. Type: Co-authored google-doc assignment of 300-600 words.</p> <p><u>Assignment 3:</u> Individual Document (1 each) Value: 30% Due Dates: May 24 or June 14 at noon. Description: Individual group members each create either a marketing document or a fundraising document to help realize the group strategy. Type: social media blog/vlog, teaser updates, or event; press release; newsletter; educational sales folder; event flyer; crowdfunding page; corporate funding appeal; or foundation grant application with accompanying written description of intended effect (150-300 words) and graphic design components (max 50 words).</p> <p><u>Assignment 4:</u> Peer Feedback (2-3 each) Value: 15% Due Dates: May 26 or June 16 at noon. Description: Each student will offer productive feedback to 2-3 of their group members with the aim of strengthening the group’s ability to effectively meet their strategic objectives. Type: Fillable form with space for comments and an evaluation rubric.</p> <p><u>Participation</u> Value: 15% Description: This grade reflects each student’s degree of engagement with course materials and tasks, the timeliness of their participation, the frequency of their contribution to discussion fora, and the quality of their contribution to discussion fora.</p> <p><i>Note that all students will work in small groups, at a time that suits the group members, to develop a strategic plan in each course module (it requires a 2-hour zoom meeting). In the first module, half of the group members will also complete the individual document assignment while the other half will complete the peer feedback assignment. In the second module these students switch assignment type.</i></p> |
| Assessment expectations | <p><u>Expectations for Writing:</u> Writing skills are important to academic study across all disciplines. Consequently, instructors may use their assessment of writing quality as a factor in the evaluation of student work. Please refer to the Undergraduate Calendar E.2 Writing Across the Curriculum policy for details.</p> <p><u>Late Assignments</u> Assignments will not be accepted if they are more than 5 days late. There is no direct penalty for completing tasks and submitting assignments a few days late, but such lateness will affect student’s course grade in several indirect ways: 1) Timeliness of engagement with all course contents, tasks, and assignments counts as an assessment criterion towards the Participation grade. 2) Peer feedback</p> |

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| | counts as one of the assessment criteria towards the Individual Document grade (if the Individual Document is submitted late, then peer feedback will not be provided, and the student will fail this aspect of the assessment). 3. Each quiz is only available for 24 hours. After failing to complete one quiz, students will receive 0 points for subsequent incomplete quizzes. | | | | | | | | | | | | | | | | | | | | | | | | |
| Grading scale | <p>Undergraduate: https://www.ucalgary.ca/pubs/calendar/current/f-1-1.html</p> <p>In this course percentages (or points out of 100) are translated into letter grades as follows:</p> <table border="1"> <tr> <td>90-100</td> <td>A+</td> <td>Outstanding</td> </tr> <tr> <td>86-89</td> <td>A</td> <td>Excellent</td> </tr> <tr> <td>80-85</td> <td>A-</td> <td>Competent</td> </tr> <tr> <td>76-79</td> <td>B+</td> <td>Very Good</td> </tr> <tr> <td>72-75</td> <td>B</td> <td>Good</td> </tr> <tr> <td>68-71</td> <td>B-</td> <td>Emerging</td> </tr> <tr> <td>60-67</td> <td>Cs</td> <td>Satisfactory</td> </tr> <tr> <td>0-49</td> <td>F</td> <td>Fail</td> </tr> </table> | 90-100 | A+ | Outstanding | 86-89 | A | Excellent | 80-85 | A- | Competent | 76-79 | B+ | Very Good | 72-75 | B | Good | 68-71 | B- | Emerging | 60-67 | Cs | Satisfactory | 0-49 | F | Fail |
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| 0-49 | F | Fail | | | | | | | | | | | | | | | | | | | | | | | |
| Academic Accommodation | <p>It is the student's responsibility to request academic accommodations according to the University policies and procedures listed below. The Student Accommodations policy is available at https://ucalgary.ca/student-services/access/prospective-students/academic-accommodations.</p> <p>Students needing an accommodation based on disability or medical concerns should contact Student Accessibility Services (SAS) in accordance with the Procedure for Accommodations for Students with Disabilities (https://www.ucalgary.ca/legal-services/sites/default/files/teams/1/Policies-Accommodation-for-Students-with-Disabilities-Procedure.pdf).</p> <p>Students who require an accommodation in relation to their coursework or to fulfill requirements for a graduate degree, based on a Protected Ground other than Disability should communicate this need in writing to their Instructor.</p> <p>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 www.ucalgary.ca/access/.</p> | | | | | | | | | | | | | | | | | | | | | | | | |
| Academic integrity, plagiarism | <p>Academic Misconduct refers to student behavior which compromises proper assessment of a student's academic activities and includes: cheating; fabrication; falsification; plagiarism; unauthorized assistance; failure to comply with an instructor's expectations regarding conduct required of students completing academic assessments in their courses; and failure to comply with exam regulations applied by the Registrar.</p> <p>For information on the Student Academic Misconduct Policy and Procedure please visit: https://www.ucalgary.ca/legal-services/sites/default/files/teams/1/Policies-Student-Academic-Misconduct-Policy.pdf and https://www.ucalgary.ca/legal-services/sites/default/files/teams/1/Policies-Student-Academic-Misconduct-Procedure.pdf. Additional information is available on the Academic Integrity Website at https://ucalgary.ca/student-services/student-success/learning/academic-integrity.</p> | | | | | | | | | | | | | | | | | | | | | | | | |
| Internet and electronic communication device | <p>The use of laptop and mobile devices is acceptable when used in a manner appropriate to the course and classroom activities. Please refrain from accessing websites and resources that may be distracting to you or for other learners during class time. Students are responsible for being aware of the University's Internet and email use policy, which can be found at https://www.ucalgary.ca/legal-services/sites/default/files/teams/1/Policies-Acceptable-Use-of-Electronic-Resources-and-Information-Policy.pdf.</p> | | | | | | | | | | | | | | | | | | | | | | | | |

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| Intellectual Property | Course materials created by instructors (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the instructor. These materials may NOT be reproduced, redistributed or copied without the explicit consent of the instructor. The posting of course materials to third party websites such as note-sharing sites without permission is prohibited. Sharing of extracts of these course materials with other students enrolled in the course at the same time may be allowed under fair dealing. |
| Copyright | All students are required to read the University of Calgary policy on Acceptable Use of Material Protected by Copyright (https://www.ucalgary.ca/legal-services/sites/default/files/teams/1/Policies-Acceptable-Use-of-Material-Protected-by-Copyright-Policy.pdf) and requirements of the copyright act (https://laws-lois.justice.gc.ca/eng/acts/C-42/index.html) to ensure they are aware of the consequences of unauthorised sharing of course materials (including instructor notes, electronic versions of textbooks etc.). Students who use material protected by copyright in violation of this policy may be disciplined under the Non-Academic Misconduct Policy https://www.ucalgary.ca/pubs/calendar/current/k.html . |
| Freedom of Information and Protection of Privacy | Student information will be collected in accordance with typical (or usual) classroom practice. Students' assignments will be accessible only by the authorized course faculty. Private information related to the individual student is treated with the utmost regard by the faculty at the University of Calgary. |
| Student Support | Please visit this link for important information on UCalgary's student wellness and safety resources: https://www.ucalgary.ca/registrar/registration/course-outlines |
| Arts Students' Centre Program Advising: | Have a question but not sure where to start? The Arts Students' Centre is your information resource for everything in the Faculty of Arts. Call us at 403-220-3580 or email us at ascarts@ucalgary.ca . You can also visit the Faculty of Arts website at http://arts.ucalgary.ca/undergraduate which has detailed information on common academic concerns. |
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