Seminar in Performing Arts Management-Fall 2017  
MUCE-5020

Tuesdays-Thursdays from 9:30-10:50am MUSI 2006

Instructor: Dr. Fabiana Claure, Director of Career Development and Entrepreneurship in Music  
940-600-1565 • fabiana.claure@unt.edu • MUSI 321

Office Hours: Tuesdays from 1-3pm and Thursdays from 1-2pm (by appointment please)

Overview:
This course will provide students with the tools and resources to create, develop, facilitate, and evaluate performing arts organizations. It will also engage students in a series of project activities including fundraising, volunteering, and private consulting for a local non-profit that will allow them to gain hands-on experience. Case studies will focus on real-life situations faced by arts organizations as exemplified in the required textbook and the Eastman Case Studies. Upon completion of this course, students will have developed essential skills in performing arts administration including board relations, management of volunteers, audience development, organizational management and leadership, venue management, and strategic planning for mission driven organizations. Through the course students will also develop an understanding of the structure of music and arts non-profit organizations, as well as the relationship between leaders, volunteers, marketing and fundraising. Through readings, lectures, case studies, assignments, classroom and guest presentations, students will become acquainted with the arts management strategies and diverse trends used to embark in professional performing arts administration careers.

Required textbook:
• Arts Management: An Entrepreneurial Approach by Carla Walter

Required attendance to bi-weekly Music Entrepreneurship Departmental:
Students enrolled in this class will be required to attend the bi-weekly departmental meetings on Wednesdays starting Sept. 6th from 11-11:50am in the Recital Hall.

Online resources:
• Blog:  
• Leadership Library (available from UNT library):  
  http://iii.library.unt.edu/record=e1000045~S12  
• Foundation Center (available from UNT library):  
  http://iii.library.unt.edu/record=e1000857~S12  
• Guidestar.org (our class was given premium access through Dec. 15, 2017)  
• Americans for the Arts
• https://artsu.americansforthearts.org/  
• Tessitura Network
• Eastman Case Case Studies (our library will have these available soon for UNT students)  
• http://www.artsjournal.com/artfulmanager/  
• http://www.artsjournal.com/category/music
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- Musicalamerica.org
- ArtJournal.com- daily or weekly summary of arts news
- Magazines/Online Resources- Musical America (musicalamerica.com); Gramophone, BBC Music, Strings, Strad, DownBeat, Jazz Times, etc.
- Americans for the Arts (www.artsusa.org)- great arts research
- National Endowment for the Arts (www.arts.gov)- national arts topics and research
- Member organizations and their newsletters/publications- American Symphony Orchestra League (www.americanorchestras.org); Opera America (www.operaamerica.org); Chorus America (www.chorusamerica.org); Chamber Music America (www.chamber-music.org)

**Recommended Books (from Lynda.com non-profit management video)**

**Books on Leadership**
- Built to Last, Good to Great, and Great by Choice by Jim Collins
- Good to Great and the Social Sectors by Jim Collins
- Forces for Good: The Six Practices of High-Impact
- Nonprofits by Leslie R. Crutchfield and Heather McLeod Grant
- High-Performance Nonprofit Organizations by Christine W. Letts, William P. Ryan, and Allen Grossman
- In Search of Excellence by Thomas J. Peters and Robert H. Waterman, Jr.
- Leadership Without Easy Answers by Ronald Heifetz
- True North by Bill George

**Books on Social Innovation and Entrepreneurship**
- How to Change the World: Social Entrepreneurs and the Power of New Ideas by David Bornstein
- New Social Entrepreneurs: The Success, Challenge, and Lessons of Nonprofit Enterprise Creation by
- Jed Emerson and Fay Twersky
- One Day, All Children...: The Unlikely Triumph of Teach for America by Wendy Kopp
- Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Enterprising Nonprofit by
- J. Gregory Dees, Jed Emerson, and Peter Economy
- The Fifth Discipline: The Art and Practice of the Learning Organization by Peter M. Senge
- The Innovator’s Dilemma by Clayton M. Christensen

**Course Projects and Grading System:**

- Reading/video assignments and classroom presentations  35%
- Volunteering experience  10%
- Fundraising project  20%
- Group project: consulting for a local non-profit organization (LLS)  20%
- Attendance and participation  15%
Reading/video assignments (35%): Students will be assigned various readings and video assignments beyond the required text. Students will provide written comments to discussion questions and will take turns presenting in class various portions of the reading assignments. Students will take the role of facilitators in class leading discussions and handling various points of view, hence developing emotional intelligence and leadership skills.

Volunteering Experience (10%) In order to understand how volunteers think and work each student will take part in a meaningful volunteering experience. Students will provide a debrief of their experience (one page document that will list their activities, dates/times, lessons learned, outcome of the experience…). Students will submit their volunteering experience proposal with a detailed timeline by Sept. 12th.

Note (1): This activity must happen during the semester for the student to receive credit.
Note (2): This experience has to be related to Music or the Arts.

Fundraising Project (20%). In order for students to develop the ability to raise money for an organization as well as to understand the psychology behind asking and giving funds, students will complete a fundraising project with the organization of their choice. **Students will have to document their work** (i.e. link to fundraising platform, grant documents, press, promotional documents, outcome of the campaign, and your role in this process). Students will submit their fundraising project proposal with a detailed timeline by Oct. 3rd. **In the project proposal, be sure to include what date will the campaign end as the campaign must be completed before the assignment is due.**

Note (1): This activity must happen during the semester for the student to receive credit.
Note (2): Students may work on the same fundraising project but each student in the class will submit an individual report regarding the part played within the project.
Note (3): This experience has to be related to Music or the Arts.

Group Project (20%) Each student will be expected to participate in a group project that will answer pressing questions for an existing non-profit organization, in this case the Lewisville Lake Symphony. Using the research skills and resources learned in the class, students will prepare a report and present for the leadership team of the non-profit at the end of the semester. Students will submit their group project proposal with a detailed timeline by Oct. 24th. Some examples of questions may be:

**Question 1:** What are the best days for the LLS to present concerts and shows in the area?

To answer this question:
1. Students will use the data provided by LLS regarding history of performances and ticket sales revenue
2. Create a yearly calendar for the 2016-2017 concert season with a color scheme (i.e. holidays in
red, days not recommended in black, premium dates in green, second best dates in blue…). Some
days could have more than one color.
3. From that point on, students will assess what is (on average) the best day in the week to have the
LLS present concerts and shows. What is the second best, third best, and so forth. A crucial piece of
information is to know what is the worst possible day(s).
4. Students will propose a debrief document justifying the reasoning behind the chosen color
scheme (students may use a table to formulate their answer). This document will be submitted
with the results and suggestions to the LLS.

**Question 2:** Financially speaking, what is the best venue in the city for LLS to use to present
concerts and shows in the future?
To answer this question:
1. Use the financial data provided by LLS
2. Create a comparative table with the following variables:
   i. Size of the venue
   ii. Location
   iii. # of shows presented in that venue in the past 5 years
   iv. Services provided
   v. Cost of doing business
   vi. Financial Outcome (best case, worst case, and average)
3. Propose a debrief document that will be submitted with your results and suggestions to LLS
4. Prepare a presentation to showcase in class for representatives of LLS

**Question 3:** How much impact it is making on attracting patrons from Lewisville as well as other
cities and thus its impact on cultural tourism? In order to provide an educated answer to this
demographic study:
1. Students will use the data provided by LLS.
2. Create a table with the following variables for each of the past 5 years
   i. Number of Patrons for each city per year
   ii. Increase and Decrease % from year to year for each location
   iii. Demographics data if available
3. Propose a debrief document that will be submitted as a presentation with the results and
suggestions to LLS.

**Question 4: Direct Marketing:** when is the best day in the week for LLS to send emails? How
many emails about the same offering becomes too much and does it impact LLS’s brand identity?

To answer these questions:
1. Students will use the data provided by LLS
2. Using the customers feedback create a table including all pertinent metrics (i.e. # of customers to
unsubscribe to Constant Contact, comments, number of emails read,…)
3. Propose a debrief document that will be submitted with your results and suggestions to LLS.

**Late submissions:**
Unless otherwise indicated, all assignments are due in class on the date listed on the syllabus. Any
assignment or presentation made after the due date is late. A late assignment is penalized one full letter grade for each calendar day that it is late; assignments later than two calendar days are not accepted at all and earn an F.

Grades of Incomplete (I) are only given during the last few weeks of the semester to students in the most select of circumstances (such as sudden illness or family emergency) to students who are passing in the course at that time. Please see me if you have questions.

**Absences**
Attendance is key to reaping the full benefits of this class. University absences will be accepted with proper supporting documentation. For each unexcused absence after three, your final grade may be lowered by one letter. Any student who misses five class periods is subject to failure.

**Learning Center Support Services**
For additional academic learning support, be sure to contact the Learning Center. You may find more information at: [https://learningcenter.unt.edu](https://learningcenter.unt.edu)

**Writing Lab**
Students can access free writing tutoring through the Writing Lab. For more information visit: [http://writinglab.unt.edu](http://writinglab.unt.edu)

**Academic Integrity**
Students caught cheating or plagiarizing will receive a "0" for that particular assignment or exam [or specify alternative sanction, such as course failure]. Additionally, the incident will be reported to the Dean of Students, who may impose further penalty. According to the UNT catalog, the term “cheating” includes, but is not limited to: a. use of any unauthorized assistance in taking quizzes, tests, or examinations; b. dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; c. the acquisition, without permission, of tests or other academic material belonging to a faculty or staff member of the university; d. dual submission of a paper or project, or resubmission of a paper or project to a different class without express permission from the instructor(s); or e. any other act designed to give a student an unfair advantage. The term “plagiarism” includes, but is not limited to: a. the knowing or negligent use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgment; and b. the knowing or negligent unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials. LINK: [http:// facultysuccess.unt.edu/academic-integrity](http:// facultysuccess.unt.edu/academic-integrity)

**Student Behavior**
Student behavior that interferes with an instructor’s ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom
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and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The university’s expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. (Also see below, UNT Care Team)
Link: https://deanofstudents.unt.edu/conduct

Access to Information-Eagle Connect
Your access point for business and academic services at UNT occurs at my.unt.edu. All official communication from the university will be delivered to your Eagle Connect account. For more information, please visit the website that explains Eagle Connect.
LINK: eagleconnect.unt.edu/

ODA Statement
The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the Office of Disability Accommodation.
LINK: disability.unt.edu. (Phone: (940) 565-4323)

2017-2018 Semester Academic Schedule (with Add/Drop Dates)
Link: http://catalog.unt.edu/content.php?catoid=17&navoid=1737

Academic Calendar at a Glance, 2017-2018
Link: https://www.unt.edu/catalogs/2017-18/calendar

Final Exam Schedule
Link: http://registrar.unt.edu/exams/final-exam-schedule/fall

FINANCIAL AID AND SATISFACTORY ACADEMIC PROGRESS

Graduates
A student must maintain Satisfactory Academic Progress (SAP) to continue to receive financial aid. Students must maintain a minimum 3.0 cumulative GPA in addition to successfully completing a required number of credit hours based on total registered hours per term. Music scholarships require a 3.5 cumulative GPA. Students cannot exceed maximum timeframes established based on
the published length of the graduate program. If a student does not maintain the required standards, the student may lose their financial aid eligibility.

If at any point you consider dropping this or any other course, please be advised that the decision to do so may have the potential to affect your current and future financial aid eligibility. It is recommended you schedule a meeting with an academic advisor in your college, an advisor in UNT-International or visit the Student Financial Aid and Scholarships office to discuss dropping a course.

LINK:  http://financialaid.unt.edu.sap

**Retention of Student Records**

Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Blackboard online system, including grading information and comments, is also stored in a safe electronic environment for one year. You have a right to view your individual record; however, information about your records will not be divulged to other individuals without the proper written consent. You are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the university’s policy in accordance with those mandates.

Link:  http://ferpa.unt.edu/

**Responding to Students in Distress: UNT Care Team**

Please visit the CARE Team website to tips to recognize students in distress and what you need to do in cases of extreme behavior or references to suicide.

Link:  http://studentaffairs.unt.edu/care

**Related Field in Music Entrepreneurship**

The Related Field in Music Entrepreneurship is a selective program for eligible graduate music students. It provides a framework for advanced coursework and internship opportunities in music entrepreneurship, arts administration and management, business, communication, networking, leadership, marketing, and additional subjects. Students who complete the related field will further develop their entrepreneurial skills and music business experience. While admission in the related field is limited and competitive, music entrepreneurship courses are open to all students who meet the relevant prerequisites. Interested applicants must contact their major field professors and/or area advisors to decide if this is an option for their degree plan.

**Qualifications**

- Successful completion of the MUCE-5000 (The Musical Entrepreneur) or equivalent.
- Students with demonstrated experience launching a music-related venture—either non-profit or for-profit—will be preferred. Examples include Sole Proprietorship, LLC, S-Corp, C-Corp, Partnership, or any other type of business entity.
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- Students with experience in performing arts management and/or administration may also qualify. Examples include working for an existing musical organization (e.g. a symphony orchestra or choir, a chamber music ensemble, an educational institution, a community outreach musical program, or other). Such experience can be acquired by completing the MUCE 5030 (Practicum in Music Entrepreneurship / Performing Arts Management). Complete application information can be viewed at:
  
  [http://career.music.unt.edu/related-field](http://career.music.unt.edu/related-field)

### Fall Term Schedule

*(subject to changes and revisions which will be announced in advance)*

<table>
<thead>
<tr>
<th>Course Topics and Reading Due Dates</th>
<th>In-Class Assignments Submission Dates</th>
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<tbody>
<tr>
<td><strong>Week 1:</strong></td>
<td>Note: All textbook reading assignments and Eastman case studies will require written submissions of discussion questions via blackboard prior to the due date of the reading.</td>
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<tr>
<td>Class overview, intro to performing arts management, Eastman Case Studies overview</td>
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<tr>
<td>Eastman Case study 1</td>
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<td><strong>Week 2:</strong></td>
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<td>Chapter 1: Understanding the Cultural Fine Arts: The Business of the Arts and Culture</td>
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<tr>
<td>Due Thursday Sept. 7th:</td>
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<tr>
<td>1. Watch Coro by iCadenza micro-course “Developing and Presenting Community Engagement Events”</td>
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<tr>
<td>- Submit completed micro-course worksheets via blackboard discussion board</td>
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<tr>
<td>2. Review guidestar.org report of the New World Symphony, form 990, submit comments on blackboard discussion</td>
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<tr>
<td><strong>Week 3:</strong></td>
<td>Volunteering Experience Proposals due Sept. 12th</td>
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<tr>
<td>Chapter 2: Understanding the Cultural Fine Arts: Studies in Culture</td>
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<table>
<thead>
<tr>
<th>Week 4:</th>
<th>Week 5:</th>
<th>Week 6:</th>
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<tr>
<td><strong>Chapter 5: Entrepreneurial Development: The Cultural Arts in Entrepreneurial Process</strong></td>
<td><strong>Chapter 12: Growth and Successions: Fundraising and Development for the Culturepreneurial Organization</strong></td>
<td><strong>Chapter 3: Understanding the Cultural Fine Arts: The Anthropology and Spirituality of Consumption</strong></td>
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<tr>
<td>Due Sept. 19th: Review <a href="http://www.lewisvillesymphony.org/">http://www.lewisvillesymphony.org/</a> and guidestar account for LLS (including form 990). Submit 1-2 questions via blackboard’s discussion board.</td>
<td><strong>Volunteering Experience Classroom presentations (10%) due Sept. 26th</strong></td>
<td>Due October 3rd:</td>
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<tr>
<td><em>Guest speaker: Nancy Wright, Board of Directors Chair Lewisville Lake Symphony</em></td>
<td>Student presentations and class discussion of chapter 5</td>
<td>2. Visit <a href="https://www.cliburn.org/">https://www.cliburn.org/</a> and analyze the site to learn about the organization.</td>
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<tr>
<td><strong>Thursday: presentation of chapter 12</strong></td>
<td>Lynda.com non-profit management video</td>
<td>3. Review guidestar.org account for Cliburn foundation(s) (including form 990).</td>
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<tr>
<td><strong>Friday:</strong></td>
<td>Watch Coro by iCadenza micro-course “Making it Happen: A Guide to Self-Producing”</td>
<td>4. Submit 1-2 questions for Maggie via blackboard’s discussion board.</td>
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<td><strong>Wednesday:</strong></td>
<td>● Submit completed micro-course worksheets via blackboard discussion board</td>
<td>5. Read Chapter 3 and submit answers to discussion questions.</td>
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<td><strong>Thursday:</strong></td>
<td><strong>Due Oct. 5th</strong></td>
<td><strong>Due Oct. 5th</strong></td>
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<td><strong>Submit presentations of Chapter 3</strong></td>
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<td><strong>Due Oct. 5th</strong></td>
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<td>Week 7:</td>
<td>Fundraising project proposals due Oct. 3rd</td>
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| Chapter 4: Understanding the Cultural Fine Arts: The Economics of Tangible and Intangible Fine Arts | Due Oct. 10th  
Visit https://www.mydso.com/ and analyze the site. Review guidestar.org account for Dallas Symphony foundation(s) (including form 990). Submit 1-2 questions via blackboard’s discussion board. |
| *Guest speaker: Tuesday Oct. 10th Nathan Lutz, Director of Operations, Dallas Symphony Orchestra |  |
| Week 8: |  |
| Librarians presentation for grants and foundation research- PIVOT |  |
| Chapter 6: Entrepreneurial Development: Consumer Behavior in the Cultural Arts |  |
| Week 9: | Final project proposals due Oct. 26th |
| Librarians presentation for grants and foundation research- Foundations and Business research resources |  |
| Chapter 6: Continuation |  |
| Week 10: |  |
| Eastman Case study 4 |  |
| Chapter 7: Entrepreneurial Development: Marketing Research |  |
| Discussion of final projects progress |  |
| Week 11: | Fundraising Project Classroom presentations (20%) due Nov. 9th |
| Guest speaker Kirsten Broberg, UNT Faculty and Founder of Ensemble Dal Niente |  |
| Chapter 8: Management and Processes The Cultural Arts Organization as a Service |  |
### Week 12:

Chapter 9: Management and Processes: Cultural Arts Organizations and Their Management

Fundraising Class Presentations

Thursday:
Guest Speaker: Carla Walter, author of Performing Arts Management: An Entrepreneurial Approach

### Week 13:

Chapter 9: Cultural Fine Arts Organizations and Their Management (Continued)

*No class Thursday Nov. 24th (Thanksgiving holiday)*

### Week 14:

Tuesday: Catherine Ragland guest presenter


### Week 15:

Chapter 10: Continued and preparation for final consulting project presentations

Live presentations for leadership team LLS (20%) Dec. 7th