

## ARTS ADMINISTRATION

**Course Call Number:** [Click here to enter text.](#)

**Course Title:** Entrepreneurship in the Arts

**Term & Year:** [Click here to enter text.](#)

**Instructor:** [Click here to enter text.](#)

**Office Location:** [Click here to enter text.](#)

**University Email Address:** [Click here to enter text.](#)

**Phone Number:** [Click here to enter text.](#)

**Office Hours:** [Click here to enter text.](#)

## COURSE INFORMATION

### Course Location and Time

[Click here to enter text.](#)

### Description and Prerequisites

This is an advanced seminar course developing entrepreneurial skills in the arts. Emphasis will be given to business development within a mission-based environment, with the goal of mastering the necessary skills to develop new socially-conscious business concepts that demonstrate market demand and financial sustainability. These skills will be applicable to analyzing any program development or expansion opportunity within an existing organization as well as for a start-up.

Special focus will be given to:

- developing solid business concepts and operating models;
- assessing market demand and building customer satisfaction;
- market positioning and building an audience;
- evaluating risk and feasibility; and
- developing financially sustainable ventures.

This project-based course encourages students to develop communication skills, planning strategies, and creative problem-solving skills. An entrepreneurial perspective is widely applicable outside the arts industry, in fields such as social service, education and any creative socially-conscious business venture. Over the course of the semester, students will develop a mission-based business plan including an innovative business concept, operating model, market analysis, competitive analysis, financial plan and funding strategy. The semester concludes with a 20-minute presentation of a business plan before a panel of entrepreneurs, funders and business leaders.

**Textbooks and Required Materials**

**Required Reading**

- La Piana, Gowdy, et al. *The Nonprofit Business Plan: the Leader’s Guide to Creating a successful Business Model.* (2012) Turner Publishing, Nashville, TN, and NYC
- Brinkerhoff, P.C., *Social Entrepreneurship: The Art of Mission-Based Venture Development,* Wiley & Sons, 2000.
- Kawasaki, G., *The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything,* Portfolio, 2004.

**Suggested Reading:**

- Martin, Patricia, *RenGen: The Rise of the Cultural Consumer and What It Means to Your Business,* 2007
- Drucker, P.F., *Innovation and Entrepreneurship: Practice and Principles,* HarperCollins, 2007
- Drucker, P.F., *Managing the Non-Profit Organization: Principles and Practices,* Harper Business, 2006.
- Johnson, M.S., Christensen, C.M. & Kagerman, H. (2008, December) *Reinventing Your business Model. Harvard Business Review, 86 (12).*
- Kahn, Z & Katzenbach (2009) *Are you killing enough ideas? Strategy and Innovation, 4 (59),* august 27.
- Kao, John, *Jamming: Art and Discipline of Business Creativity,* HarperCollins, 2009
- Sawhney, M., Wolcott R. & Arroniz, I (2006) *The 12 different ways of companies to innovate. MIT Sloan Management review, 47, 75-81.*

**Technology Requirements**

**COURSE OUTCOME & OBJECTIVES**

Program Outcomes	Course Objectives
Demonstrate advanced knowledge of the history, structure and institutional behavior of arts organizations in the nonprofit, public and private sectors in the U.S. and, in a global context, including international cultural policy.	Students will master entrepreneurship in the arts, skills in business development, and program evaluation. In addition, students will further develop communication skills, planning strategies, and creative problem-solving skills.
Demonstrate proficiency with a sophisticated skill set emphasizing best practices with regard to: fundraising and financial management; setting goals in a mission driven (as well as a revenue driven) organization; understanding the important legal issues inherent in managing (either) performing or visual arts organizations; marketing within arts organizations; and engaging communities with the arts.	
Demonstrate competence sufficient to successfully obtain a position in the field of arts administration and/or nonprofit management.	

**CLASS SCHEDULE**

Week	Date	Topics	Readings
1		Introductions; Course Plan & Expectations; Review project	Business Plan (The Art Film Business plan)
2		The Business Plan; its design and launching the process	La Piana, Gowdy, et al: Chapters 1 and 2 Read "Kind of Business Plan that Wins" (see page 6 of this syllabus)
3		The Business model	La Piana, Gowdy, et al: Chapter 3 Read "Reasons to Write a Business Plan" (page 6 of this syllabus)
4		Market Research Getting started on writing and preparing	La Piana, Gowdy, et al: Chapter 4 Read "Business Plan Outline" by Susan Ward
5		Writing and preparing	La Piana, Gowdy, et al: Chapter 5 (Draft of Business plan) – hand it in
6		Review of Business Plans (Special Assignment work – 15% of grade)	Read SBA article (see-syllabus page 6)
7		Mid-term exam: Chapters 1-5 + assigned articles	n/a
8		Financials	La Piana, Gowdy, et al: Chapter 6
9		Incorporating Financials into the Business plan	Brinkerhoff
10		Section Analysis	La Piana, Gowdy, et al: Chapter 7
11		Attracting Funders	La Piana, Gowdy, et al: Chapter 8
12		Rehearsal for Presentations	Kawasaki
13		Presentations-Part I	n/a
14		Presentations-Part II	n/a
15		Final Exam	Final Exam

**ASSIGNMENT & ASSESSMENTS**

Assessment	Weight
Business Plan	25
Presentation of Business Plan	20
Class Participation	10
Special Assignment: Six Basic Planning Questions	15
Midterm Exam	5
<b>Total</b>	<b>100 points</b>

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## **INSTRUCTOR POLICIES**

### **Class Participation**

(Sample text)

I expect you to attend every class. You are responsible for completing all of the required assignments. I expect all students to participate in class discussions, contributing ideas and perspectives on topics or art. All your work should incorporate aspects or issues addressed in class in relation to your personal or professional interests.

You are expected to assist in maintaining a classroom environment that is conducive to learning. In order to assure that everyone has an opportunity to gain from time spent in class, unless otherwise approved by the instructor, you are prohibited from using cellular phones or beepers, checking your email or surfing the internet, updating your social networking sites, eating or drinking in class, making offensive remarks, reading newspapers or magazines, sleeping or engaging in any other form of distraction. Inappropriate behavior in the classroom shall result in, minimally, a request to leave class, which will be counted as an unexcused absence

### **Attendance Policy**

(Sample text)

- After three absences your entire final grade will drop one letter grade per additional absence.
- If you miss more than six class meetings, you will fail the course.
- Two tardies, leaving early, excessive breaks will count as one absence.  
Any student that misses more than 5 classes for either personal or medical reasons will be encouraged to drop the course.
- If you miss role call, it is your responsibility to see that the record is corrected from an absence to a tardy if you are late.
- If you miss a class please ask another classmate for information on the material we covered that day. If your absence is excused by the instructor (documented medical or documented emergency), please make an appointment to review missed material.
- Missing a critique day will lower your letter grade for the semester by one.

### **Late Work/Make-Up Work Policy**

(Sample text)

Students may write a 2-page précis on the day's assigned readings in order to make up for discussions missed due to absences, but only for the first three absences. NO extra credit will be given to make up for excess absences.

Late work may be subject to a penalty of 10% deducted from the assignment's value per day the work is late, unless the student provides proof of an acceptable mitigating circumstance: serious illness, death of a family member, or other circumstance if approved by the instructor.

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## Grading

(Sample text)

A = Excellent (100-90%)

B = Above Average (89-80%)

C = Average (79-70%)

D = Inferior (69-60%) [passing but not necessarily satisfying degree requirements]

F = Failure (59% or below)

## UNIVERSITY & DEPARTMENT POLICIES

### Academic Integrity

### Accommodations/Disabilities

### Library Support

### Course Content and Schedule Changes

### Incomplete Grade Policy

## STUDENT RESOURCES

### Document Formatting

(Sample text)

All written materials and assignments must be typewritten or word-processed utilizing the following format. NO handwritten papers will be accepted.

- 1-inch margins
- Times New Roman, size 12
- Double spaced
- Heading: your full name, the date, and the assignment title at the top of the first page
- Correct use of citations, if applicable
- Included illustrations, if any, must be located at the end of the document (not in line with text), accompanied by correct citations, and DO NOT count towards total page length of the assignment.

### Discussion Guidelines

(Sample text)

1. Comments should address the idea under discussion, not the person who proposed the idea.
  2. Whether discussing a work of art, idea, or other topic, every evaluative statement should be
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accompanied by a rationale.

“\_\_\_\_\_ [specific aspect] was \_\_\_\_\_ [good/bad/other value judgment] because \_\_\_\_\_ [rationale or criterion].”

3. Use disciplinary-specific vocabulary whenever possible.
4. If commenting on a fellow student’s paper or presentation, lead with a positive statement before offering a negative criticism. “I liked \_\_\_ because \_\_\_\_, but I don’t think that your \_\_\_\_\_ was as successful because \_\_\_\_\_.”

Discussion is among the most important activities in any class, so your attention should remain undivided. Absolutely, positively no cell phones or other electronic devices may be used during class. Electronics must be powered off, unless you have a unique personal reason for which you have received prior approval by the instructor.

#### **Web Links**

Electronic resources will be made available via the course website

#### **Bibliography or Recommended Readings**

Additional print materials will be made available via the course website.

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## Additional Information

**Project. Fifty percent (50%)** of the grade will be based on a project. The Business plan presentation (25%) and the Business plan itself (25%)

**Mid-term exam. Twenty percent (25%)** of the grade will come from a mid-term exam based on Chapters 1-5 plus the articles. It will be an objective test for 25 questions – worth 2 points and; a critique of the sample business plan made available at the first class (50 points).

**Class participation. Ten percent (10%)** of the grade will be based on class participation.

**Special Assignment: Fifteen percent (15%)** of the grade will come from Six Basic Planning Questions – page 26 (class project – we will review each student’s project) On Feb 26 we will engage in the 6 Basic Questions – Class Participation is “key” – how prepared are you?

### Small Business Administration

<http://www.sba.gov/category/navigation-structure/starting-managing-business/starting-business>

*The Kind of Business Plan that “wins”* <http://www.businessplans.org/sana/sana00.html>

### REASONS TO WRITE A BUSINESS PLAN

#### 1) To test the feasibility of your business idea.

Writing a business plan is the best way to test whether or not an idea for starting a business is feasible, other than going out and doing it. In this sense, the business plan is your safety net; writing a business plan can save you a great deal of time and money if working through the business plan reveals that your business idea is untenable. Often, an idea for starting a business is discarded at the marketing analysis or competitive analysis stage, freeing you to move on to a new (and better) idea.

#### 2) To give your new business the best possible chance of success.

Writing a business plan will ensure that you pay attention to both the broad operational and financial objectives of your new business and the details, such as budgeting and market planning. Taking the time to work through the process of writing a business plan will make for a smoother [startup](#) period and fewer unforeseen problems as your business becomes established.

#### 3) To secure funding, such as bank loans.

You're going to need both operating and startup capital to start a new business and you have no hope of getting any money from established financial institutions such as banks without a well developed business plan. And established businesses often need money, too, to do things such as buy new equipment or property, or because of market downturns. Having a business plan gives you a much better chance of getting the money you need to keep operating or to expand.

**4) To make business planning manageable and effective.**

A business plan is essential if you're thinking of starting a business, but it's also an important tool for established businesses. Viable businesses are dynamic; they change and grow. The company's original business plan needs to be revised as new goals are set. Reviewing the business plan can also help you see what goals have been accomplished, what changes need to be made, or what new directions your company's growth should take.

**5) To attract investors.**

Whether you want to shop your business to venture capitalists, or attract angel investors, you need to have a solid business plan. A presentation may pique their interest, but they'll need a well-written document they can take away and study before they'll be prepared to make any investment commitment

Be prepared for your business plan to be scrutinized; both venture capitalists and angel investors will want to conduct extensive background checks and competitive analysis to be certain that what's written in your business plan is indeed the case.

Writing a business plan is time-consuming, but it's essential if you want to have a successful business that's going to survive the startup phase. If your business doesn't have one, maybe it's time to start working on one. The process of writing a business plan can do wonders to clarify where you've been and where you're going.

**Taken From :** **Business Plan Outline**, By Susan Ward, About.com Guide  
<http://sbinfoCanada.about.com/od/businessplans/>

**The Executive Summary**

While appearing first, this section is written last. It summarizes the key elements of the entire business plan. (

**The Industry**

An overview of the industry sector that your business will be a part of, including industry trends, major players in the industry, and estimated industry sales. This section will also include a summary of your business's place within the industry.

**Market Analysis**

An examination of the primary target market for your product or service, including geographic location, demographics, your target market's needs and how these needs are being met currently.

**Competitive Analysis**

An investigation of your direct and indirect competitors, with an assessment of their competitive

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advantage and an analysis of how you will overcome any entry barriers to your chosen market.

### **Marketing Plan**

A detailed explanation of your sales strategy, pricing plan, proposed advertising and promotion activities, and product or service's benefits.

### **Management Plan**

An outline of your business's legal structure and management resources, including your internal management team, external management resources, and human resources needs.

### **Operating Plan**

A description of your business's physical location, facilities and equipment, kinds of employees needed, inventory requirements and suppliers, and any other applicable operating details, such as a description of the manufacturing process.

### **Financial Plan**

A description of your funding requirements, your detailed financial statements, and a financial statement analysis.

### **Appendices and Exhibits**

Any additional information that will help establish the credibility of your business idea, such as marketing studies, photographs of your product, and/or contracts or other legal agreements pertinent to your business.

Each article linked above is part of this *Writing A Business Plan series* and explains how to research and write a particular section of the business plan in detail. The sidebar also lists more resources you may find useful.

Art Film Theatre Business Plan

[http://www.bplans.com/art\\_film\\_theater\\_business\\_plan/executive\\_summary\\_fc.php#.UO7PS3fL](http://www.bplans.com/art_film_theater_business_plan/executive_summary_fc.php#.UO7PS3fL)

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