

## REQUEST FOR NEW COURSE

### 1. General Information.

- a. Submitted by the College of: College of Fine Arts Today's Date: 09/09/2010
- b. Department/Division: Arts Administration Program
- c. Contact person name: Michael Braun Email: Michael.Braun@uky.edu Phone: 257 4142
- d. Requested Effective Date:  Semester following approval OR  Specific Term/Year<sup>1</sup>: \_\_\_\_\_

### 2. Designation and Description of Proposed Course.

- a. Prefix and Number: AAD 520
- b. Full Title: Leadership and Planning in the Arts
- c. Transcript Title (if full title is more than 40 characters): \_\_\_\_\_
- d. To be Cross-Listed<sup>2</sup> with (Prefix and Number): \_\_\_\_\_
- e. Courses must be described by at least one of the meeting patterns below. Include number of actual contact hours<sup>3</sup> for each meeting pattern type.

\_\_\_\_\_ Lecture      \_\_\_\_\_ Laboratory<sup>1</sup>      \_\_\_\_\_ Recitation      \_\_\_\_\_ Discussion      \_\_\_\_\_ Indep. Study

\_\_\_\_\_ Clinical      \_\_\_\_\_ Colloquium      \_\_\_\_\_ Practicum      \_\_\_\_\_ Research      \_\_\_\_\_ Residency

3 Seminar      \_\_\_\_\_ Studio      \_\_\_\_\_ Other – Please explain: \_\_\_\_\_

- f. Identify a grading system:  Letter (A, B, C, etc.)  Pass/Fail
- g. Number of credits: 3
- h. Is this course repeatable for additional credit? YES  NO
- If YES: Maximum number of credit hours: \_\_\_\_\_
- If YES: Will this course allow multiple registrations during the same semester? YES  NO

- i. Course Description for Bulletin: This course will examine how arts administrators and arts organizations address the issues of planning and leadership. In regard to planning, students will learn how to develop a business plan, and how nonprofit arts organizations develop short and long-term strategic plans. In regard to leadership, students will examine their own leadership capabilities, as well as those of others, and how leadership is applied in governing nonprofit arts organizations.

- j. Prerequisites, if any: Undergraduate Arts Administration Students: Senior Status
- k. Will this course also be offered through Distance Learning? YES<sup>4</sup>  NO
- l. Supplementary teaching component, if any:  Community-Based Experience  Service Learning  Both

<sup>1</sup> Courses are typically made effective for the semester following approval. No course will be made effective until all approvals are received.

<sup>2</sup> The chair of the cross-listing department must sign off on the Signature Routing Log.

<sup>3</sup> In general, undergraduate courses are developed on the principle that one semester hour of credit represents one hour of classroom meeting per week for a semester, exclusive of any laboratory meeting. Laboratory meeting, generally, represents at least two hours per week for a semester for one credit hour. (from SR 5.2.1)

<sup>4</sup> You must *also* submit the Distance Learning Form in order for the proposed course to be considered for DL delivery.

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3. Will this course be taught off campus? YES  NO
4. Frequency of Course Offering.
- a. Course will be offered (check all that apply):  Fall  Spring  Summer
- b. Will the course be offered every year? YES  NO
- If NO, explain: \_\_\_\_\_
5. Are facilities and personnel necessary for the proposed new course available? YES  NO
- If NO, explain: The classroom space and computer labs exist on campus in sufficient quantities for this class. A plan to fund the faculty member who will teach this course was approved by the Dean of the College of Fine Arts during a meeting on September 9, 2010.
6. What enrollment (per section per semester) may reasonably be expected? 18
7. Anticipated Student Demand.
- a. Will this course serve students primarily within the degree program? YES  NO
- b. Will it be of interest to a significant number of students outside the degree pgm? YES  NO
- If YES, explain: The classroom space and computer labs exist on campus in sufficient quantities for this class. A plan to fund the faculty member who will teach this course was approved by the Dean of the College of Fine Arts during a meeting on September 9, 2010.
8. Check the category most applicable to this course:
- Traditional -- Offered in Corresponding Departments at Universities Elsewhere
- Relatively New -- Now Being Widely Established
- Not Yet Found in Many (or Any) Other Universities
9. Course Relationship to Program(s).
- a. Is this course part of a proposed new program? YES  NO
- If YES, name the proposed new program: Masters in Arts Administration
- b. Will this course be a new requirement<sup>5</sup> for ANY program? YES  NO
- If YES<sup>5</sup>, list affected programs: Masters in Arts Administration
10. Information to be Placed on Syllabus.
- a. Is the course 400G or 500? YES  NO
- If YES, the *differentiation for undergraduate and graduate students must be included* in the information required in **10.b**. You must include: (i) identification of additional assignments by the graduate students; and/or (ii) establishment of different grading criteria in the course for graduate students. (See *SR 3.1.4*.)
- b.  The syllabus, including course description, student learning outcomes, and grading policies (and 400G-/500-level grading differentiation if applicable, from **10.a** above) are attached.

<sup>5</sup> In order to change a program, a program change form must also be submitted.

# REQUEST FOR NEW COURSE

## Signature Routing Log

**General Information:**

Course Prefix and Number: AAD 520

Proposal Contact Person Name: Michael Braun


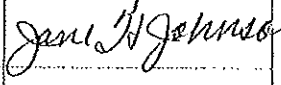
Phone: 257  
4142

Email:  
Michael.Braun@uky.edu

**INSTRUCTIONS:**

Identify the groups or individuals reviewing the proposal; note the date of approval; offer a contact person for each entry; and obtain signature of person authorized to report approval.

**Internal College Approvals and Course Cross-listing Approvals:**

Reviewing Group	Date Approved	Contact Person (name/phone/email)	Signature
Arts Administration Program Faculty	09/09/2010	Michael Braun / 257 4142 / Michael.Braun	
College of Fine Arts Curriculum Committee	10/15/10	Jane Johnson / 7-1709 / jhjohn@email.uky.edu	
		/ /	
		/ /	
		/ /	

**External-to-College Approvals:**

Council	Date Approved	Signature	Approval of Revision <sup>6</sup>
Undergraduate Council	11/09/2010		
Graduate Council			
Health Care Colleges Council			
Senate Council Approval		University Senate Approval	

Comments:

<sup>6</sup> Councils use this space to indicate approval of revisions made subsequent to that council's approval, if deemed necessary by the revising council.

## **AAD 520 Leadership and Planning in the Arts Syllabus**

This course will examine how arts administrators and arts organizations address the issues of planning and leadership. In regard to planning, students will learn how to develop a business plan, and how nonprofit arts organizations develop short and long-term strategic plans. In regard to leadership, students will examine their own leadership capabilities, as well as those of others, and how leadership is applied in governing nonprofit arts organizations.

### **Student Learning Outcomes**

Upon completing this course students will be able to:

- Develop and write a business plan for the implementation of a significant new initiative by a nonprofit arts organization.
- Develop and write a long-range, strategic plan for a nonprofit arts organization.
- Analyze their own current leadership traits, abilities, skills, behavior, philosophy, style and vision, identifying what areas they need to improve and developing a strategic plan for their improvement.

### **Texts, Readings, Resources**

- *Writing a Convincing Business Plan (WCBP)* by Arthur DeThomas and Stephanie Derammelaere
- *Strategic Planning for Public and Nonprofit Organizations (SPPNO)* by John M. Bryson
- *Introduction to Leadership Concepts and Practice (ILCP)* by Peter G. Northouse
- *Nonprofit Boards that Work (NBW)* by Maureen K. Robinson

### **Attendance**

There will be only brief lectures and presentations. Classes will focus on discussion of readings, the presentation of new information outside of the readings, guest lecturers and student presentations. Therefore, your attendance at each class meeting, and your prompt completion of assignments are vitally important. *If you miss class it is your responsibility to check with your fellow students or the instructor for any handouts, assignments, changes in schedule or other critical information you may have missed.* If your absence is unavoidable due to an illness or a family emergency, contact me as soon as possible to let me know why you are missing class, or handing in a late work assignment. When such instances occur, *take the time you need and do not worry.* Reasonable accommodations will be made to allow you to catch up. Acceptable reasons for absences are listed in the Student Rights and Responsibilities Handbook. You are entitled to excused absences for the purpose of observing major religious holidays; however, you must notify me in writing of the dates you will be missing by January 20.

To be recorded as present, you must sign the attendance sheet when it is passed around at

the beginning of class. If you arrive after the sheet has been passed around, and you do not have a legitimate excuse for being late or absent, you will be recorded as absent. If you have six unexcused absences, you will receive an automatic E. Attendance points will be awarded according to the following point scale:

Unexcused Absences	Points	Unexcused Absences	Points
0 - 1	100	4	40
2	80	5	20
3	60	6	Automatic E

### **Deadlines**

You may hand in assignments only during class hours on the date they are due. Late assignment submissions will not be accepted without a legitimate excuse. You must also make your presentations on your scheduled dates. Make-up presentations will be allowed only if you have a legitimate excuse.

### **Class Participation**

You will be required to complete all reading assignments prior to class, and to participate in class discussions and exercises. You will often be asked to comment on the reading assignments, and you must be prepared to initiate a conversation about assigned readings. This may include describing something that you found interesting about a reading, or that raised a question in your mind, or that you would like further clarified. Your inability to comment on the class readings will dramatically lower your participation grade.

You will be required to interact frequently with other students, the teacher and guest speakers. During these interactions you need to display your interest and respect for your fellow class participants. Failure to show respect includes behaviors during class such as coming unprepared, not paying attention, not participating, sleeping, working on or reading non-class materials, and not being civil to people during interactions. These behaviors will also dramatically lower your participation grade.

### **Assignments**

Throughout the semester you will be required to complete a number of written assignments. In most instances you will be given the opportunity to hand in first drafts, prior to the final draft. If you fail to hand in a reasonable first draft, you will receive 0 credit for the assignment. On first drafts, you will receive written comments, plus a preliminary grade and a point score. You may then accept that grade and those points for the assignment, or you may rework the assignment and hand it in again, along with the copy of your first draft with the comments written on it. The first draft's grade will then no longer count, and you will be required to take the (hopefully higher) grade you receive on your final draft. The major assignments for the semester will be:

- The class will be broke into three small groups. Each group will identify a festival of arts events that are already being produced by an arts organization in a specific city, and will then write a business plan that would make possible a similar festival in a different city.
- Midterm test on materials covered in the first half of the class, including the creation of business plans and organizational strategic plans.

- Graduate Students will write a paper analyzing the strategic planning process used by a nonprofit arts organization and the resulting plan.
- Write a paper analyzing your own current leadership traits, abilities, skills, behavior, philosophy, style and vision. Then explain what areas you would like to improve and develop a strategic plan for their improvement.
- Final test on materials covered in the second half of the class, including the topic of leadership and how it is applied personally and within nonprofit organizations.

### Grading

You will be given a midterm grade no later than 5:00PM on March 12. The percentage of weight given to activities through the course of the semester for your final grade will be:

#### Undergraduate Students

Attendance	10
Class Participation	10
Business Plan	35
Midterm test on business and strategic plans	15
Paper analyzing leadership areas and improvement plan	15
Final test on leadership topics	<u>15</u>
Total	

100

#### Undergraduate Final Grade Scale

<u>Points</u>	<u>Grade</u>	<u>Points</u>	<u>Points</u>
100 - 90	A	79 - 70	C
89 - 80	B	69 - 60	D
		59 or less	E

#### Graduate Students

Attendance	10
Class Participation	10
Business Plan	35
Midterm test on business and strategic plans	10
Paper analyzing arts organization strategic plan	10
Paper analyzing leadership areas and improvement plan	15
Final test on leadership topics	<u>10</u>
Total	100

#### Final Grade Scale – Graduates

<u>Points</u>	<u>Grade</u>	<u>Points</u>	<u>Grade</u>
100 – 90	A	89 – 80	B
79 – 70	C	69 or below	E

#### Special Circumstances

If you have any physical limitations, learning disabilities, problems understanding or communicating, or other special circumstances that may lead you to have difficulties in with aspects of this course, I need to be informed as early as possible. I am willing to make reasonable accommodations prior to the beginning of an identified activity. However, do not expect an adjustment in a grade, or the opportunity to repeat an

assignment, if the special circumstances are identified after the activity has been completed.

### Plagiarism

In general, plagiarism consists of quoting another person or using another person's ideas without giving them credit. Cheating involves such things as copying from another person's work, or having another person complete an assignment for you. If you have questions about whether something constitutes plagiarism or cheating you should consult me or refer to a copy of Student Rights and Responsibilities. Penalties for plagiarism and cheating can be severe, ranging from a reduction in grade to expulsion, depending upon the circumstances.

### Getting Help

If you are experiencing problems understanding any class topic or assignment, or would like advice on other arts administration, school or career related issues, contact me during my office hours, or make an appointment to see me at another time. I am here to help you succeed in this class and in your other efforts.

Date	Classroom Activity	Assignment
Jan. 13	Syllabus Review Business plans overview.	
Jan. 15	Discuss identifying arts festival for business plan.	
Jan. 18	Martin Luther King Holiday	
Jan. 20	WCBP Chap. 5: Conducting industry analysis.	
Jan. 22	WCBP Chap. 6: Conducting market analysis and creating forecast.	
Jan. 25	WCBP Chap. 4: Describing the business.	
Jan. 27	WCBP Chap. 4 continued: Describing the business.	
Jan. 29	WCBP Chap. 9: Creating an organizational plan.	
Feb. 1	WCBP Chap. 8: Creating an operating plan.	
Feb 3	WCBP Chap. 8 continued: Creating an operating plan.	
Feb. 5	WCBP Chap. 7: Creating a marketing plan.	
Feb. 8	WCBP Chap. 7 continued: Creating a marketing plan.	
Feb. 10	WCBP Chap. 11: Financing fundamentals and sources.	
Feb. 12	WCBP Chap. 10: Creating the financial	Papers describing business plans

	plan.	arts festivals due.
Feb. 15	WCBP Chap. 10 continued: Creating the financial plan.	
Feb. 17	Discuss papers describing business plans arts festivals.	
Feb. 19	WCBP Chaps. 1 - 3: Packaging the proposal.	
Feb. 22	SPPNO Chaps. 1 - 2: Why strategic planning is important.	
Feb. 24	SPPNO Chaps. 3 - 4: Mission and mandates, and agreeing on process.	
Feb. 26	SPPNO Chap. 5: Strengths, weaknesses, opportunities and challenges.	
Mar. 1	SPPNO Chaps. 6 - 7: Identifying issues and formulating strategies and plans.	
Mar. 3	SPPNO Chap. 8: Establishing the organizational vision for the future.	Papers describing operating plans for arts festivals due.
Mar. 5	SPPNO Chap. 9: Implementing strategies and plans successfully.	
Mar. 8	Discuss papers describing operating plans for arts festivals.	
Mar. 10	SPPNO Chap. 10: Reassessing and revising strategies and plans.	Grad. Students: 1 <sup>st</sup> draft of strategic plan analysis due Mar. 29
Mar. 12	Midterm test on materials covered in first half of class.	
Mar. 15 - 20	Midterm break.	
Mar. 22	ILCP Chaps. 1 - 2: Introduction to leadership and recognizing your traits.	
Mar. 24	ILCP Chap. 3: Recognizing your philosophy and style of leadership.	Papers describing marketing plans for arts festivals due.
Mar. 26	ILCP Chaps. 4 - 5: Attending to tasks and relationships and developing skills.	
Mar. 29	Discuss papers describing plans for arts festivals.	Grad. Students: 1 <sup>st</sup> Draft of strategic plan analysis due.
Mar. 31	ILCP Chaps. 6 - 7: Creating vision and setting tone.	
Apr. 2	ILCP Chap. 8: Listening to out-group members.	Grad. Students: Final Draft of strat. plan analysis due Apr. 28.
Apr. 5	ILCP Chaps. 9 - 10: Overcoming obstacles and matters of ethics.	Papers describing financial plan for arts festival due.
Apr. 7	NBW Chaps. 1 - 2: Why boards matter and why one size doesn't fit all.	
Apr. 9	Discuss paper describing financial plan for arts festival.	



<b>Apr. 12</b>	NBW Chaps. 3: Defining the role of the board.	First draft of leadership analysis papers due.
<b>Apr. 14</b>	NBW Chaps. 4 – 5: The structure and substance of boards that work.	
<b>Apr. 16</b>	Discuss first draft of leadership analysis papers.	Final leadership analysis papers due April 23.
<b>Apr. 19</b>	NBW Chap. 6: Building productivity through board culture.	
<b>Apr. 21</b>	NBW Chaps. 7 – 8: Working partnership, the executive director and the board	
<b>Apr. 23</b>	NBW Chap. 9: Identifying new members and board assessment.	Final draft of leadership analysis papers due.
<b>Apr. 26</b>	Business plan presentations.	
<b>Apr. 28</b>	Business plan presentations.	Grad. Students: Final draft of strategic plan analysis due.
<b>Apr. 29</b>	Business plan presentations.	
<b>May 5</b>	Final Test on materials covered in second half of class.	