AAD 101 ARTS ADMINISTRATION PROFESSIONS. (1)
The primary intent of this course is to make students aware of the opportunities open to them in the field of Arts Administration, and to network with other students in the program, faculty, program graduates and working arts administrators. Course activities will include program and announcements regarding the availability of grants and awards. Students will also become aware of employment and volunteer opportunities while they are in school, and how to pursue professional positions upon graduation. Pass/fail only. Majors are required to enroll a minimum of 4 semesters.

AAD 150 INTRODUCTION TO ARTS ADMINISTRATION. (1)
By requiring attendance at a designated arts event each week, this course introduces Arts Administration majors to the multitude of arts-related resources available on-campus and in the surrounding community. Students will also be introduced to the roles, governing structures, management practices and revenue sources of both for-profit and nonprofit arts organizations within the United States, as well as the types of jobs that are generally filled by Arts Administrators. Prereq: Pre-Arts Administration major or consent of instructor.

*AAD 200 ARTS ADMINISTRATION COMMUNICATIONS. (3)
The purpose of this course is to introduce students to the primary writing styles that they will be using throughout the remainder of their arts administration courses. For example, business letters, education and program guides, print and electronic advertisements, publicity materials, sales brochures, invitations and advocacy letters, all require mastering a different writing style. Additionally, students will learn how to make effective public presentations, based upon their writing assignments. Prereq: Completion of CIS 110 or WRD 110. Enrollment restricted to AAD pre-majors during primary windows.

*AAD 202 GRAPHIC DESIGN FOR PRINT AND THE WEB. (3)
Visual communication has become ever more important in the contemporary world. This course is designed to teach students basic design skills utilizing creative computer software. By creating design projects, students will become proficient in using design software for both print and web-based projects. Through the exploration of topics including computer software applications, design elements and viewer considerations, students will develop materials for personal and professional use.

*AAD 302 WEB SITE DESIGN AND MAINTENANCE. (3)
Most successful business ventures in the arts involve creating and maintaining an effective web presence. Therefore, this course teaches students the process of designing, building and maintaining web sites that meet personal and organizational needs. The course also examines some of the legal, philosophical, societal and technological issues relevant to delivering information in this manner.

*AAD 310 MARKETING THE ARTS. (3)
Connecting and communicating with current and prospective arts audiences is essential for the ensuring a strong future for the arts. This course offers students an overview of marketing, advertising and promotion for visual and performing arts institutions. Students will learn practical strategies and solutions for building audiences for the arts through market research, marketing principles and communication techniques. Topics include identification and development of the audience, market segmentation, positioning strategies, marketing plans, media coverage and promotion techniques. Prereq: Completion of AAD 200, AAD 202 and CIS 111 OR WRD 111, or consent of the instructor.

*AAD 320 FUND RAISING FOR THE ARTS. (3)
In the United States, nonprofit organizations have the ability to raise money through two primary sources: earned revenue and contributed revenue. By focusing on the methods and techniques necessary to secure contributed revenue, this course explores how to identify, cultivate and solicit current and potential donors. Students will have the opportunity to learn the theories and application of successful fund raising methods including the primary mechanisms for raising money from individuals, foundations, businesses and government entities. Prereq: Completion of AAD 200, AAD 202 and CIS 111 OR WRD 111, or consent of the instructor.

*AAD 340 ARTS MANAGEMENT ISSUES. (3)
Artists and arts administrators are required to work within current business and legal environment. Thus, this course introduces students to the management and legal issues that affect the arts, arts organizations and artists. Topics examined include First Amendment rights, intellectual property, organizational structure, contracts and employee relations. Through the exploration of historical and contemporary case studies, students will be exposed to the legal frameworks, terminology and basic legal principles. Prereq: Completion of AAD 200, AAD 202 and CIS 111 OR WRD 111, or consent of the instructor.
**AAD 350 FINANCIAL MANAGEMENT OF ARTS ORGANIZATIONS.** (3)
The successful operation of any business entity is dependent on effective financial management. The primary emphasis for this course is the study of the financial aspects of nonprofit arts organizations in order to guide effective financial decision-making. This course will guide students through the key conceptual areas of financial management including understanding governmental reporting requirements, reading financial statements, creating mission-driven budgets, conducting trend analyses, and utilizing economic impact studies. Prereq: Completion of ACC 201, ACC 202, AAD 200, AAD 202 and one of the following: CIS 111 OR WRD 111, or consent of the instructor.

**AAD 399 ARTS ADMINISTRATION PRACTICUM.** (1)
Under the supervision of a faculty member, students complete on-campus arts administration service projects. At least one of the two projects must be in service to the student’s primary art discipline’s department or school. Examples of projects might include conducting a publicity campaign for an event, working on a fundraiser, producing a publication, conducting research, updating a website, etc. Pass/fail option only. Learning contract required. Prereq: Arts Administration major or consent of instructor.

**AAD 402 TOPICS IN ARTS ADMINISTRATION (Subtitle required).** (3)
A seminar which covers special topics in arts administration. May be repeated to a maximum of 12 credits when identified by different subtitles. Prereq: Completion of AAD 200, AAD 202 and one of the following: CIS 111 or WRD 111, or consent of instructor.

**AAD 499 INTERNSHIP IN ARTS ADMINISTRATION.** (1-12)
An internship with a university, community, state, regional or national arts organization, providing practical work experience related to arts administration. The internship is identified and conducted under the supervision of a faculty member. Students must file a learning contract with the College of Fine Arts. May be repeated to a maximum of twelve credits. Pass/fail only. Prereq: Completion of AAD 200, AAD 202 and one of the following: CIS 111 or WRD 111, or consent of instructor.

**AAD 520 THE ARTS AND ARTISTS IN SOCIETY.** (3)
The arts and artists have influenced concepts of love, war, religion, race, ethnicity and gender and helped societies face problems, celebrate accomplishments, mourn losses, beautify environments and drive economies. The course will investigate the intersection of arts and civic life. Through writing research papers, exploring topics including the intrinsic and extrinsic value of the arts, and through analyzing social, economic and political trends, students will learn the role of the arts and artists in historical and contemporary society. Prereq: Undergraduate Arts Administration students: senior status.

**AAD 600 ARTS ADMINISTRATION TECHNOLOGIES.** (3)
From brochures to web sites to video, arts organizations are investing more time and resources in effectively communicating with the public. As such, arts administrators must be skilled in utilizing current technology to convey messages. In this course, students will learn a variety of software applications that will aid in the successful creation of print materials, web sites, video and other multi-media presentations. Additionally, the course will introduce concepts of design principles and relevant theories.

**AAD 610 FINANCIAL MANAGEMENT FOR ARTS ORGANIZATIONS.** (3)
Financial management is a central function of successful arts management. It is the foundation in which human, physical and financial resources are maintained and monitored. In the nonprofit sector, the relationship of “mission to money” is a key conceptual framework that must be understood by arts managers. Arts managers are the source of financial information to both internal and external stakeholders and successful financial analysis is essential for sound strategic planning and governance. This course guides students through key topics of financial management including accounting practices, interpreting financial statements, creating mission-driven budgets, analyzing cash-flow, developing cost-benefit analyses and managing investments.

**AAD 620 MANAGEMENT AND LEADERSHIP IN THE ARTS.** (3)
People are the basis of arts organizations. Understanding the factors that determine individual actions and interactions, being able to solve problems, capitalize on new opportunities and reach goals is necessary for being a successful leader in a work environment. As such, this course focuses on the planned, systematic process in which applied organizational theory and behavioral science principles and practices are introduced into organizations, toward the goal of increasing organizational and individual effectiveness. The course prepares students to organize and motivate people within an arts organization, manage social environments, and execute strategic change. Topics explored include organizational design, decision-making, conflict resolution, designing effective reward systems, team building, and organizational dynamics and culture. Additionally, students will focus on reflecting upon their own leadership skills and abilities.
AAD 630 MARKETING RESEARCH AND PLANNING FOR ARTS ORGANIZATIONS. (3)
Arts managers are consistently faced with the challenge of connecting arts offerings with an audience. Understanding the possible markets and developing strategies to reach the desired audience are part of every arts organization’s primary administrative activities. Throughout this course, students will explore theories and frameworks crucial to the marketing function including product development, market research, consumer behavior, brand development, pricing strategies and promotion techniques. Students will utilize the knowledge to analyze marketing strategies, investigate consumer behavior and conduct primary and secondary marketing research for an arts organization. Prereq: AAD 600.

AAD 640 PRINCIPLES OF FUNDRAISING. (3)
Most nonprofit organizations earn more than half of their annual revenue from fundraising activities, involving contributions from businesses, foundations, government and individuals. This course will examine how each of these entities are identified, contacted, courted, asked and ultimately convinced to contribute. Students will learn practical fundraising techniques such as how to identify government and foundation granting programs, how to write successful grants to those programs, how to identify potential individual donors and solicit their contributions, and how to identify and carry out special events that lead to contributions from a variety of donors. The philosophies and theories that underlie the concept of charitable giving will also be examined, as will the ethical considerations inherent in the fundraising process.

AAD 650 THE ARTS AND THE LAW. (3)
How does art interact with law? How does law impact artistic creation? How can arts administrators ensure that their organization legally protects itself? Understanding the legal environment in which arts organizations exist and artists create empowers arts administrators to make sound and reasoned decisions. Throughout this course, students will be exposed to a variety of legal topics related to artistic creation and the managing of arts organizations. The course will provide historical and contemporary introduction to the laws and policies, both in the United States and internationally, related to intellectual property, First Amendment, cultural property, human resource management, labor relations, immigration and cultural exchange, and contract development and enforcement.

AAD 660 SOCIAL AND CULTURAL ENTREPRENEURIALISM. (3)
Utilizing entrepreneurial concepts, social entrepreneurs use innovative solutions in order to achieve social change. Social entrepreneurship is a burgeoning field that is garnering attention from investors, philanthropists, foundations and nonprofit leaders in order to achieve meaningful social returns while maintaining financially viable organizations. This course introduces students to the field of social entrepreneurship and explores how to start, grow and maintain successful mission-driven cultural ventures.

AAD 699 INTERNSHIP IN ARTS ADMINISTRATION. (3)
Students without substantial work experience in the field of Arts Administration are required to complete three credit hours of internships in order to graduate, and must work at least 50 hours for each credit hour earned. While students are ultimately responsible for finding and completing their internships, students do receive ample support and assistance from Program faculty throughout the process. The activities to be carried out during internships must be mutually agreed upon by the student, their faculty supervisor and the host organization supervisor. Most internships are completed during the summer between the student’s first and second year in the program. However, internships can also be completed during spring and fall semesters, or the summer after students have completed their regular course work.

AAD 730 MARKETING STRATEGIES AND APPLICATIONS FOR ARTS ORGANIZATIONS. (3)
Effective implementation of a marketing plan and marketing strategies brings an audience and arts organization together. During this course, students will learn the components and construction of a strategic integrated marketing communications plan. The process will allow students to make reasoned and sound marketing decisions for an arts organization based on marketing research conducted in AAD 630: Marketing Research and Planning for Arts Organizations. Additionally, students will utilize their skills in writing, graphic design and communications to create effective marketing messages in a variety a mediums. Prereq: AAD 650.

AAD 740 FUNDRAISING TECHNIQUES. (3)
This course will explore how the basic techniques examined in AAD 640 Principles of Fundraising are organized into sophisticated annual and capital campaigns. Emphasis will be placed on goal setting, message development, use of outside consultants, prospect identification, pre-campaign testing, campaign execution, and donor follow-up. The course will also cover how these campaigns are supported by planned giving methods, databases and web-based applications, as well as related legal and ethical issues. Prereq: AAD 640.
AAD 750 CAPSTONE COURSE IN ARTS ADMINISTRATION.  (3)
As the final course in the graduate program in Arts Administration, students will demonstrate their knowledge of the field through the completion of a significant research project. Students will design an independent study utilizing recognized research methodology under the guidance of their faculty advisor and graduate committee. The research findings, conclusions and recommendations will be presented as both a formal research paper and oral presentation.