#AAD 103 EMOTIONAL INTELLIGENCE FOR ARTS ADMINISTRATORS, PART I. (1)
Emotional intelligence (EI) is arguably the most important key to success in one’s career and personal life. Emotional Intelligence for Arts Administrators I is the first course in a three-part series that allows students to explore the research and theories of EI, the various dimensions of EI, and EI's applications in the arts. Students will examine their own EI through a variety of self-assessment tools, activities, and exercises. In Part I, students will specifically consider their own self-awareness and explore ways to control their emotions. Prereq: Premajor in Arts Administration.

*AAD 150 EXPLORING ARTS ADMINISTRATION. (3)
Exploring Arts Administration introduces the field of arts administration to students interested in investigating the connections between art, artists, and audiences. Through class discussions, guest lecturers, research, and field trips, students will explore the breadth and depth of the arts in society and how arts administrators connect art to audiences.

#AAD 203 EMOTIONAL INTELLIGENCE FOR ARTS ADMINISTRATORS, PART II. (1)
Emotional intelligence (EI) is arguably the most important key to success in one’s career and personal life. Emotional Intelligence for Arts Administrators II is the second course in a three-part series that allows students to explore the research and theories of EI, the various dimensions of EI, and EI's applications in the arts. Students will examine their own EI through a variety of self-assessment tools, activities, and exercises. In Part II, students will specifically focus on motivation, focused listening and asking questions, and empathy. Prereq: Premajor in Arts Administration and completion of AAD 103.

AAD 250 DIGITAL DESIGN FOR ARTS ADMINISTRATORS I. (3)
Effective visual communication has become vital for business in today’s global market. AAD 250: Digital Design for Arts Administrators I will explore the powerful graphic and visual design programs of Adobe Photoshop, InDesign, Illustrator and iMovie. Students will develop an ‘eye’ for design through the exploration of advanced design software, advanced design elements, and peer critiques. Students will demonstrate basic design skills through design projects for both print and the web. Prereq: Enrollment limited to AAD pre-majors prior to add/drop.

*AAD 260 DIGITAL DESIGN FOR ARTS ADMINISTRATORS II. (3)
A successful organization will have a beautiful and creative online presence through the digital realms of blogging, eNewsletters, and website design. In AAD 260: Digital Design for Arts Administrators II, students will explore topics such as branding, marketing, color theory, and digital analytics. Specifically, students will learn the process of designing, building and maintaining a website that meets an organization’s needs. The course will also examine the legal, philosophical, societal and technological issues relevant to delivering information in the 21st century. Prereq: Completion of AAD 250, CIS/WRD 111 or CIS/WRD 112.

*AAD 299 ARTS ADMINISTRATION INTERNSHIP ORIENTATION. (1)
All students in Arts Administration are required to complete 6-credit hours of internship work. Internships provide an experiential learning opportunity for students to experience real-world circumstances in the arts. AAD 299: Arts Administration Internship Orientation is designed to prepare students for their internship experience. Topics include searching for an internship, resume and cover letter construction, interviewing skills, and professionalism in the workplace. Students must complete AAD 299 before they may register for internship hours. Prereq: Completion of AAD 150, 203, 250 and CIS/WRD 111 or CIS/WRD 112.

*AAD 300 MANAGEMENT AND PLANNING FOR THE ARTS. (3)
Arts organizations are inherently collaborative. Arts administration students need to understand the concepts and theories of leadership, management and followership in order to contribute effectively in the ever-changing and adaptive environment of arts organizations. AAD 300: Management and Planning for the Arts will explore the principles of arts management, management theory and practice, organizational structure, organizational culture and communication, decision-making and accountability, human resource management and volunteer administration, and ethics and social responsibility. Additionally, students will study the various approaches to conducting strategic planning, using SWOT analysis, as well as identification of strategic issues and the formulation of strategic plans. Prereq: Completion of AAD 150, 203, 250 and CIS/WRD 111 or CIS/WRD 112.

#AAD 303 COLLABORATION AND TEAMWORK IN ARTS ADMINISTRATION. (1)
This course is designed to expand the competencies of students in order to work successfully in teams and build true collaborations. Through structured and unstructured team building, students will analyze and evaluate their own experiences in both leading and participating in teams. Special consideration will be placed on the how teams function within arts organizations. Prereq: Major status in Arts Administration and completion of all 100- and 200-level AAD courses and AAD 300.
**AAD 305 ARTS ADMINISTRATION BUSINESS COMMUNICATIONS.** (3)
Arts Administration Business Communications introduces students to a variety of technical and business writing theories and practices as they apply in the field of arts administration. The course introduces students to different communication styles and dynamic processes through the application of a variety of communications techniques including verbal, nonverbal, written, visual, listening, and technological communications. Students will apply business communications principles in the creation of business documents and both oral and visual presentations. Prereq: Completion of AAD 150, 203, 250 and CIS/WRD 111 or CIS/WRD 112.

**AAD 310 MARKETING FOR THE ARTS.** (3)
Connecting and communicating with current and prospective arts audiences is essential for ensuring a strong future for the arts. AAD 310: Marketing for the Arts offers 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 audience development, market segmentation, positioning strategies, marketing plans, media coverage, and promotion techniques. Prereq: Completion of AAD 250, 300, and 305.

**AAD 320 FUNDRAISING FOR THE ARTS.** (3)
In the United States, a significant amount of nonprofit arts organizations’ income comes from unearned revenue through fundraising. Without substantial knowledge and skills specific to fundraising in the nonprofit sector, arts organizations may not be able to sustain themselves long-term. This course prepares students to understand the function of fundraising in arts organizations and helps them pursue careers in fundraising and development within the nonprofit arts sector. Furthermore, this course will guide students through the key theories, principles, processes, and programs of fundraising. Prereq: Completion of AAD 250, AAD 300, and AAD 310.

**AAD 350 FINANCIAL MANAGEMENT FOR ARTS ORGANIZATIONS I.** (3)
Financial management is a core function within the management of cultural and arts organizations. It is the foundation upon which the resources (human, physical and financial) of any organization are maintained and monitored. In the nonprofit sector, the relationship of “mission to money” is an important conceptual framework, and must be understood by arts managers. Financial analysis is an essential requisite for sound strategic planning and governance, and managers of nonprofit arts organizations are the source of financial information. AAD 350: Financial Management for Arts Organizations I is the first of two courses that will guide students through the key conceptual areas of financial management. Part I includes understanding the basic principles of accounting, legal reporting requirements, reading financial statements and interpreting performance measurements. Prereq: Completion of AAD 300, 303, 310 and UK Core Quantitative and Statistical requirements.

**AAD 353 EMOTIONAL INTELLIGENCE FOR ARTS ADMINISTRATORS, PART III.** (1)
Emotional intelligence (EI) is arguably the most important key to success in one’s career and personal life. Emotional Intelligence for Arts Administrators III is the third course in a three-part series that allows students to explore the research and theories of EI, the various dimensions of EI, and its applications in the arts. Students will examine their own EI through a variety of self-assessment tools, activities, and exercises. In Part III, students will specifically focus on their development of social skills as well as social relationship management and social responsibility. Prereq: Major status in Arts Administration and completion of all 100- and 200-level AAD courses and AAD 303.

**AAD 370 FINANCIAL MANAGEMENT FOR ARTS ORGANIZATIONS II.** (3)
Financial management is a core function within the management of cultural and arts organizations. It is the foundation upon which the resources (human, physical, and financial) of any organization are maintained and monitored. In the nonprofit sector, the relationship of “mission to money” is an important conceptual framework, and must be understood by arts managers. Financial analysis is an essential requisite for sound strategic planning and governance, and managers of nonprofit arts organizations are the source of financial information. AAD 370: Financial Management for Arts Organizations II is the second of the two financial management courses that will guide students through the key conceptual areas of financial management. Part II includes creating mission-driven budgets, developing cost-benefit analyses, managing cash flow, endowment and capital management, and understanding the use and purpose of economic impact studies. Prereq: Completion of AAD 320 and 350.
*AAD 390 PROGRAMMING AND EVENT PLANNING. (3)
Arts programming and events are at the core of all arts and cultural organizations. AAD 390: Programming and Event Planning will prepare students for planning and implementing arts programs and events by considering organizational mission and vision; planning processes and logistics; collaboration and individual responsibilities; marketing and fundraising strategies, budget management; and evaluation. Students will be introduced to relevant programming theory and research methodologies for planning and evaluating arts programs. Prereq: Major status in Arts Administration and completion of all 200-level AAD courses and AAD 320, AAD 350, and AAD 353.

AAD 395 INDEPENDENT STUDY IN ARTS ADMINISTRATION. (1-9)
Supervised individual work in Arts Administration. Restricted to majors with a 3.2 GPA overall/3.5 GPA in major. A learning contract with project clearly defined must be approved by supervising faculty member, program director, and site supervisor (if applicable). May be taken up to 9 credits. Prereq: Major status; 3.2 GPA overall/3.5 in major; consent of 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 SPECIAL TOPICS IN ARTS ADMINISTRATION. (1-6)
A seminar course 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 300, AAD 310 and AAD 320 or consent of the department.

#AAD 403 DECISION MAKING IN ARTS ADMINISTRATION. (1)
People make hundreds of decisions each day. Many decisions are simple. Other decisions require thoughtful deliberation. Yet all decisions, whether simple or complex, involve cognitive processes which are reflected in a variety of different fields of study. In Decision Making in Arts Administration, students will explore the theories and concepts surrounding decision making, decision modes, and decision strategies. Students will use these concepts and apply them to real-world arts administration scenarios. Prereq: Major status in Arts Administration and completion of all 200- and 300-level AAD courses.

*AAD 410 ARTS ENTREPRENEURSHIP. (3)
The arts of the 21st century need skillful, innovative, and imaginative leaders and followers. Students in Arts Entrepreneurship will have the opportunity to work on an entrepreneurial venture that connects with arts, artists and/or arts organizations with identified beneficiaries under the guidance of a faculty member. Students will have the opportunity to bring a project to life through a business or project plan that incorporates all the skills of an arts entrepreneur including project design, event planning, marketing, fundraising, financial management, leadership and followership, and program evaluation. Prereq: Major status in Arts Administration and completion all 200- and 300-level AAD courses. Students enrolled in the Certificate in Innovation and Entrepreneurial Thinking may enroll without the prerequisite courses in their senior year.

*AAD 420 ARTS ADMINISTRATION: PRACTICES, POLICIES AND THE LAW. (3)
Artists and arts administrators are required to work within current cultural, business and legal environments. Thus, students in AAD 420 Arts Administration: Practices, Policies and the Law will discuss cultural policy, management and legal issues that affect the arts, arts organizations and artists. Topics include cultural policy, funding, advocacy, arts and community, First Amendment rights, intellectual property, organizational structure, contracts, labor unions and employee relations. Students will analyze contemporary and historical case studies to explore the cultural, legal and business issues that frame the arts in today’s society. Prereq: Major status in Arts Administration and completion all 200- and 300-level AAD courses.

*AAD 450 ARTS ADMINISTRATION SENIOR SEMINAR. (3)
As an advanced seminar course, this course prepares students to enter the job market or pursue graduate studies. It builds upon the other courses in the curriculum as well as practicum and internship experiences. During the course, students will work to revise and prepare electronic portfolios based on written and graphic materials prepared throughout their degree program. Additionally, students will write and critique cover letters and resumes and prepare for job interviews and negotiations. Prereq: Major status in Arts Administration and completion all 200- and 300-level AAD courses. The course should be completed in the final semester of a student’s BA program. This course is a Graduation Composition and Communication Requirement (GCCCR) course in certain programs, and hence is not likely to be eligible for transfer credit to UK.
AAD 475G MANAGING YOUR ARTISTIC CAREER.  
Artistic careers are exciting, dynamic and meaningful. Yet artists still require the skills and knowledge of business and industry in order to build a successful career. This course will walk you through the steps of setting your goals and the objectives that will guide you in building your career. Using the hybrid format, the course will include presentations of arts administration principles and practices as well as in-person sections tailored to students in Music, Theatre and Dance, and the Visual Arts.

*AAD 499 ARTS ADMINISTRATION INTERNSHIP.  
The Arts Administration internship experience provides each the student the opportunity to explore specific career interests in the arts while applying knowledge and skills learned in the classroom in a work setting with the support of both an on-site supervisor and a faculty advisor.

The primary goals of an arts administration internship include 1) acquiring first-hand knowledge about the field of arts administration; 2) exploring new professional activities and relationships; 3) applying classroom knowledge and skills to the work environment; 4) experiencing problems and contributing to solutions in the field; 5) learning by doing; and 6) building professional networks.

Internships also aid students in identifying which skills need more development prior to graduation. One credit hour is equal to 50 work hours. This is a controlled enrollment course and a completed Learning Contract is required. Prereq: AAD 299; Major status in Arts Administration; Controlled Enrollment; Learning Contract Required.

AAD 500 THE ARTS AND ARTISTS IN SOCIETY.  
The arts and artists have influenced concepts of love, war, religion, race, ethnicity, and gender and have helped societies face problems, celebrate accomplishments, mourn losses, beautify environments, and drive economies. The course allows students to investigate the intersection of arts and civic life. Through the exploration of topics including the intrinsic and extrinsic value of the arts; and 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 502 SEMINAR IN ARTS ADMINISTRATION.  
A seminar course which covers special topics in arts administration. May be repeated to a maximum of 9 credits when identified by different subtitles.

#AAD 521 NONPROFIT BOARD GOVERNANCE.  
The concept of governance is critical in the nonprofit sector. Governing boards are a vital component for the success of nonprofit organizations. AAD 531 Nonprofit Board Governance is designed to provide an understanding of how a nonprofit is governed through a volunteer board of directors. In this course, students will explore the fundamentals of governance, trusteeship, and leadership in nonprofit organizations. Additionally, students will analyze legal, fiduciary and ethical responsibilities of nonprofit boards in order to critically understand the role of board leadership. Prereq: Undergraduate students: AAD 350 and senior status. Graduate and certificate students: AAD 625 or AAD 626.

#AAD 531 SOCIAL MEDIA MARKETING, PROMOTION, AND BRANDING FOR ARTS ORGANIZATIONS.  
For most people, social media has become a place for news, networking, and keeping in touch. Today’s arts organizations have a golden opportunity to tap into this hybrid form of word-of-mouth marketing to promote their own brands, share news and events, and tap into the wants and needs of their patrons and donors. In this course, students will learn the foundations of social media marketing through platform selection, content management, and posting techniques. Additionally, students will explore how to engage with an online audience and encourage user generated content by using various tools and techniques. Lastly, students will learn to read analytical data received from online engagement with digital marketing content. Prereq: For graduate students, no prerequisite courses are required. Undergraduate students must have permission from the instructor.

#AAD 532 LIVE STREAMING EVENTS AND INTERACTIVITY FOR ARTS ORGANIZATIONS.  
Live streaming video on a variety of social media sites has become a popular method of promoting a brand, enabling users to share content, and creating a high level of engagement with patrons and donors. Yet, with this tool, arts organizations grapple with a wide range of issues, including quality, purpose, and relevance. This course will explore how arts organizations can leverage this tool to increase brand awareness and provide an engaging platform for patrons, donors, and others to interact with the organization and its products. Prereq: For graduate students, no prerequisite courses are required. Undergraduate students need permission from instructor.
#AAD 535 BRAND DEVELOPMENT FOR ARTS ORGANIZATIONS. (3)
A powerful brand can propel a business, entrepreneur, or non-profit to reach its full potential. By connecting simple concepts to complex practices in the arts, strategic branding enables patrons, donors and stakeholders to better connect, and ultimately give, buy, and participate on a higher level. Elements such as writing tone and style; logo and its specific applications; use of color, pattern and spatial organization; social media practices; and public outreach events can either build a more powerful, clear brand or distract from that desired brand and mission. In this course, students will learn how to effectively assess existing arts brands and identify techniques to improve upon them, as well as learn how to build a new arts brand. Prereq: Undergraduate students: AAD 310 and senior status. Graduate students: AAD 600 and AAD 630.

AAD 542 GRANT WRITING FOR NONPROFIT ORGANIZATIONS. (3)
The competitive grant proposal process is the ultimate exercise in organizational capacity, yet the process itself can be elusive. In AAD 542 Grant Writing for Nonprofit Organizations, students will develop proposal writing, development, and research skills. Specific topics will include writing style and format, advanced analysis of tone, institutional prospect research, program design, strategic planning, building a case for support, identifying funding sources, creating the letter of intent, evaluation, sustainability, organizational capacity, and grant writing ethics. During this course, students will identify, work closely with, and write a complete grant proposal for a nonprofit organization of their choice.

AAD 555 FUNDRAISING: IDENTIFYING AND CULTIVATING INDIVIDUAL DONORS. (3)
This course will help students develop the necessary skills for soliciting contributions from individuals by focusing on the identification, cultivation, solicitation, and acknowledgement of contributions to arts organizations. Students will learn how to identify potential donors and create a “case for giving” that aligns with the arts organization’s mission before creating targeted fundraising campaigns. The course will also include creative and effective methods of retaining donors. Students will not only be thinking about how to present an “ask” to potential arts donors, but actually demonstrating it through real-world activities. Prereq: For graduate students, no prerequisite courses are required. Undergraduate students must meet two key criteria before being able to register and enroll into this course: First, they must be classified as seniors at the university (successfully completed 90 credits of coursework). Second, they must have “full major status” in the Arts Administration program before registering and enrolling into this course.

AAD 560 TEACHING ARTISTRY FOR SCHOOL-BASED PROGRAMS. (3)
By giving students both the understanding and skills necessary to create engaging artistic experiences, AAD 560: Teaching Artistry for School-based Programs provides students preparation for reaching out to people and communities of diverse backgrounds. Participants will learn the essential skills, strategies, and processes of teaching artistry and arts education for arts organizations. Building from a historical perspective, students will practice teaching artistry by learning how to “open up works of art” and create interactive performances and art exhibits. Course content will also include classroom lesson and assessment creation as well as models of education utilized in professional arts organizations.

AAD 565 COMMUNITY ENGAGEMENT IN THE ARTS. (3)
The purpose of all arts-programming activities is to engage attendees somehow. Through a thorough case study*, students explore the various ways arts administrators can provide community-engaging activities within their cultural organizations. The exploration includes assessing the risks taken by patrons to participate in the arts as well as identifying constituents and determining how to communicate with them. Students will not only learn to build strategies that identify program relevancy and engagement, but also explain why community engagement is essential for meeting an organization’s goals. Plus, students will analyze how an organization relates to the public it serves. Finally, students will have an opportunity to organically develop an engagement plan that includes community-engagement activities as well as the evaluations that assess the effectiveness of those activities. NOTE: *This course requires each student to choose one cultural organization in his or her community to research and serve as a case study throughout the entire course. Please see the syllabus for complete details and direct any questions to the instructor.

*AAD 585 ARTS EMERGENCY MANAGEMENT: CREATING A RESILIENT ORGANIZATION. (3)
The frequency of natural disasters, terrorist attacks, and data breaches across the globe and the dramatic retelling of them on various media outlets has created an expectation that emergency plans be developed and routinely updated for areas of public assembly, including arts and culture venues. This course provides a sociological overview of community actions and reactions to disasters as well as a customized planning approach for arts managers and artists in preparing for emergencies. Prereq: For graduate students, no prerequisites are required. For undergraduate students, they must be classified as a senior (successful completion of 90 credit hours) and have “full major” status in the BA in Arts Administration.
AAD 600 ARTS ADMINISTRATION TECHNOLOGIES. (3)
From brochures to websites 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, websites, video and other multi-media presentations. Additionally, the course will introduce concepts of design principles and relevant theories.

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 625 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 and will be emphasized in this course. In addition, 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, time value of money, interpreting financial statements, creating mission-driven budgets, analyzing cash-flow, and managing investments.

AAD 626 FINANCIAL MANAGEMENT FOR FUNDRAISING. (3)
Financial management is a central function of successful nonprofit fundraising. In the nonprofit sector, the concept of contributed income is a key framework that must be understood by fundraisers and will be emphasized in this course. In addition, professional fundraisers 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, contributed and earned revenue, time value of money, interpreting financial statements, creating mission-driven budgets, analyzing cash-flow, and managing investments.

AAD 629 ORGANIZATION THEORIES IN ARTS ADMINISTRATION. (3)
Organization theory examines the inner workings of institutions in an attempt to understand organization functionality. For this course, theories are drawn from numerous disciplines including arts management, business administration, nonprofit management, and public administration. Additionally, theories may be classical, foundational, modern, postmodern, and/or critical. Specifically, this course explores various organizational theories that are relevant to running and studying nonprofit arts organizations. Through readings and critical analysis, students will establish a conceptual framework in which to design a research study. Prereq: Arts Administration PhD student or consent of the Department of Arts Administration.

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 total annual revenue from contributed sources, including funds from businesses, foundations, government, and individuals. This course will examine how each of these entities are identified, researched, cultivated, solicited, and stewarded, in context of the organization's fundraising cycle. Students will learn practical development techniques such as crafting a case for support, how to identify government and foundation grant programs, the basics of planned giving, donor research and solicitation plans, and carrying out both fundraising and stewardship events. The philosophies and theories that underlie the concept of charitable giving will also be examined, as will the ethical considerations inherent in the development process. During this course, students will identify, work closely with, and write a complete strategic development plan for a nonprofit organization of their choice. Prereq: AAD 600 and AAD 625, or consent of instructor.

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 655 CULTURAL POLICY. (3)
Arts and culture institutions operate in complex environments with policies that shape the kinds of artistic creations that are created, produced, disseminated, marketed, funded and preserved. What are these policies in the United States? Who are the policy actors? Who implements policy? Who enforces policy? How do you create new policies?
This course explores regulatory and provisional areas of public policy as well as cultural policy specifically. Historical and contemporary policy issues related to arts education, creative economy, cultural facility infrastructure, employment, equity, funding, and preservation will be investigated. Prereq: Arts Administration PhD student or consent of the Department of Arts Administration.

AAD 660 SOCIAL AND CULTURAL ENTREPRENEURIALISM. (3)
Utilizing entrepreneurial concepts, social entrepreneurs use innovative solutions in order to achieve social change. Social entrepreneurialism 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 665 CREATIVE CITIES, CREATIVE PLACEMAKING, AND COMMUNITY VIBRANCY. (3)
This course examines an array of contemporary approaches to building the economic, physical, and social dimensions of cities structured around creativity, culture, and the arts. Historical underpinnings, trajectories, and problems of these approaches are explored through lectures, readings, student research, and discussions. Creative cities, the creative class, creative placemaking, and the like as “new” ways to further urban development have gained popularity yet remain problematic and raise important issues in how cities develop and how different people in those cities experience these approaches. Prereq: The course is restricted to PhD in Arts Administration students.

AAD 690 CREATING AND EVALUATING NEW ARTS PROGRAMS. (3)
Successful programs that meet the needs of current and potential audiences are the cornerstone of arts organizations. This course includes the necessary skills for designing, implementing, and evaluating a mission-based program for the arts. Students will utilize research techniques to determine the feasibility of a new program, both internally and externally to the organization. While developing an operating budget, students will include expenses from both earned and unearned revenue sources. Students will learn the process of implementing a new program and applying audience development strategies. Finally, students will use various evaluation tools and create a timeline to evaluate the program for its effectiveness. Throughout the course, students will create a new program for an actual non-profit arts organization by preparing a proposal for board approval. Prereq: AAD 625 and AAD 630.

AAD 695 INDEPENDENT STUDY IN ARTS ADMINISTRATION. (1-6)
Supervised individual work in Arts Administration. Restricted to majors. A learning contract with project clearly defined must be approved by supervising faculty member, program director, and site supervisor (if required). May be taken up to 6 credits. Prereq: Restricted to majors.
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 720 SUSTAINING LEADERSHIP IN THE ARTS. (3)
This course offers a theoretical and practical understanding of leadership for arts and cultural organizations. Students will be exposed to various leadership theories, models, and issues from many different fields, such as arts management, business administration, nonprofit management, and public administration with a specific attention given to running arts and cultural organizations. Sustaining Leadership in the Arts also explores emerging, critical, and contemporary leadership issues including diversity, equity, and inclusion in arts and cultural leadership. Prereq: Arts Administration PhD student or consent of the Department of Arts Administration.

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. In AAD 730: Marketing Strategies and Applications for Arts Organizations, 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 of mediums. Prereq: AAD 630.

AAD 740 FUNDRAISING TECHNIQUES. (3)
This course will explore how the development theories examined in AAD 640 Principles of Fundraising are organized into actionable fundraising techniques and products. Students will continue working with their chosen organization from AAD 640 to create the many projects conceived in the strategic development plan. Emphasis will be placed on fundraising device creation, goal setting, case development, the donor-centric communication style, prospect identification, pre-campaign testing, campaign execution, fundraising major gift ask, and donor stewardship devices. 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 745 VENTURE PHILANTHROPY. (2)
This course seeks to challenge the systemic impact of venture philanthropy and empower access by applying an Indigenous-centric approach marked by democratizing, revitalizing, and reframing. Prereq: AAD 640 Principles of Fundraising or department approval.

†AAD 750 CAPSTONE COURSE IN ARTS ADMINISTRATION. (2)
Residency credit for dissertation research after the qualifying comprehensive examination. Students may register for this course in the semester of the qualifying examination. A minimum of two semesters are required as well as continuous enrollment (Fall and Spring) until the dissertation is completed and defended. Prereq: Passing the qualifying examination for the PhD in Arts Administration.

#AAD 767 ARTS ADMINISTRATION DISSERTATION RESIDENCY CREDIT. (2)
Residency credit for dissertation research after the qualifying comprehensive examination. Students may register for this course in the semester of the qualifying examination. A minimum of two semesters are required as well as continuous enrollment (Fall and Spring) until the dissertation is completed and defended. Prereq: Passing the qualifying examination for the PhD in Arts Administration.

#AAD 790 ARTS AND CULTURE RESEARCH STUDIES. (3)
Arts & Culture Research Studies explores various types of research studies done in the field of arts and culture. Both empirical and theoretical research in many different areas, such as management, governance, leadership, financial management, fundraising, marketing, programming and evaluation, human resources management, audience and community development, cultural economics, and cultural policy will be examined.

The types of research studies explored in this course will include white papers, research papers (articles), books (and book chapters), and websites (emphasis on visual elements). Studies included in this course are from many different fields, such as arts management, business administration, nonprofit management, and public administration but focus on topics in arts and culture management, administration, and policies. By reading and analyzing a number of studies in many different foci, students will be able to gain a broad understanding of arts and culture research and to shape their future research. Prereq: Arts Administration PhD student or consent of the Department of Arts Administration.
#AAD 795 ARTS ADMINISTRATION RESEARCH PLANNING AND PROPOSAL WRITING. (3)

Arts Administration Research Planning & Proposal Writing is designed to help students learn the significance and components of sound research design and proposal writing. In the course, students will be exposed to various research design approaches of qualitative, quantitative, and mixed methods utilized within arts and culture research. Students will also understand various components of a sound and effective research proposal including the abstract, introduction, purpose statement, literature review, theoretical framework, research questions and hypotheses, and methodology and methods. Within the course, students will work on their research plan and written proposal for their dissertation project. Prereq: Arts Administration PhD student or consent of the Department of Arts Administration.