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. Completion of USP English requirements. Prereq: Completion of ENG 104. Enrollment restricted to AAD pre-majors during primary windows.

AAD 202 GRAPHIC DESIGN FOR PRINT AND THE WEB. (3)
The purpose of this course is to teach students basic design skills and then apply them to both print and web-based projects. For example, students will design print and web based event advertisements and invitations, a logo and opening web pages for both a personal and professional site. Besides covering basic design concepts, the course will familiarize students with design-related computer applications such as Photoshop and Illustrator.

*AAD 302 WEB SITE DESIGN AND MAINTENANCE. (3)
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)
The course will examine methods used by arts organizations to sell admissions to their events and to sell other arts products. Emphasis is placed on marketing concepts related to product, price, placement and promotion. Prereq: Completion of AAD 200, AAD 202 and one of the following: COM 181, COM 287, TA 225, or consent of the instructor.

AAD 320 FUND RAISING FOR THE ARTS. (3)
An introduction to methods used by nonprofit arts organizations such as arts councils, museums, orchestras and theatres to raise money from sources other than selling art work or admissions to regular season events. Topics covered include raising funds from individuals, foundations, businesses and government, through such activities as annual campaigns, special events, capital campaigns, and planned giving. Prereq: Completion of AAD 200, AAD 202 and one of the following: COM 181, COM 287, TA 225, or consent of the instructor.

AAD 340 ARTS MANAGEMENT ISSUES. (3)
This course examines management issues facing arts organizations in the contemporary environment. Topics covered will include the role of artists and arts organizations in society, the differing motives behind nonprofit and for-profit corporations, freedom of expression and censorship, planning and leadership, intellectual property rights, issues related to race, class, sexuality and gender, plus other topics which may arise based on current events. Prereq: Completion of AAD 200, AAD 202 and one of the following: COM 181, COM 287, TA 225, or consent of the instructor.
AAD 350 FINANCIAL MANAGEMENT OF ARTS ORGANIZATIONS. (3)
This course provides an overview of the financial management practices used primarily by nonprofit arts organizations. It begins by examining the process of contracting an artist and a facility, and then building a budget for the resulting arts event. It then examines how arts organizations establish, track, adjust and evaluate organizational budgets. Additionally, it explores governmental financial and reporting requirements unique to nonprofit arts organizations, and the annual audit process. Prereq: Completion of ACC 201, ACC 202, AAD 200, AAD 202 and one of the following: COM 181, COM 287, TA 225, 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: COM 181, COM 287, TA 225, 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: COM 181, COM 287, TA 225, or consent of instructor.

#AAD 520 LEADERSHIP AND PLANNING IN THE ARTS. (3)
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. 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 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 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 of 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.

KEY: # = new course  * = course changed  † = course dropped
#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.