AAD   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 participation in class discussions, engagement with guest lectures, and attendance of arts events. The questions that drive this inquiring include: What is the work of the arts in society? What intellectual inquiry will guide me within the profession? What are the organizational structures that present the arts? And how do I begin to participate within the profession?

AAD 200 ARTS ADMINISTRATION COMMUNICATIONS.   (3)

Arts Administration Communications guides students to master the primary writing styles and communication skills in the field of arts administration that they will be using throughout the remainder of their arts administration courses and into their careers. The course introduces students to different communication styles and dynamic processes through comprehending concepts and practicing skills in verbal, nonverbal, written, visual, listening, and new media communications. In addition, internal and external communication systems and styles are emphasized through concepts and practices in interpersonal, team, organizational, and community communications. Furthermore, communication issues and cultural diversity in communication styles will be explored in this course. Prereq: Completion of CIS 110 or WRD 110.

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 Administrations 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 200, AAD 250, CIS/WRD 111 or CIS/WRD 112, or consent of the instructor.

*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 and 200 or consent of instructor.

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: AAD 150 and AAD 200.

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 200, AAD 250, CIS/WRD 111 or CIS/WRD 112, or consent of instructor.

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

AAD   Arts Administration

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 200, AAD 250, CIS/WRD 111 or CIS/WRD 112, or consent of instructor.

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 200, AAD 300 and UK Core Quantitative and Statistical requirements or consent of the instructor.

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: AAD 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: AAD 310 and AAD 320, or consent of instructor.

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.   (3)
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 instructor.

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

AAD　　　　　　　　　　Arts Administration

*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: Completion of AAD 300, AAD 390 and one or more of the following: AAD 310 and AAD 320, or consent of Department Chair. Students enrolled in the Certificate in Innovation and Entrepreneurial Thinking may enroll without the prerequisite courses.

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 expose the cultural, legal and business issues that frame the arts in today's society. Prereq: Completion of AAD 200 and AAD 300, or consent of instructor.

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: Completion of all pre-major requirements, all 200 level AAD courses, AAD 300, AAD 310, AAD 320 and AAD 350. The course should be completed in the final year of a student's BA program. This course is a Graduation Composition and Communication Requirement (GCCR) course in certain programs, and hence is not likely to be eligible for automatic transfer credit to UK.

AAD 475G MANAGING YOUR ARTISTIC CAREER. (3)

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 INTERNSHIP IN ARTS ADMINISTRATION. (1-12)

AAD 499: Internship in Arts Administration is designed to provide each student with the opportunity to utilize classroom knowledge in a practical/real-world setting with the support of both an on-site supervisor and a faculty advisor. The internship experience allows students to develop skills and knowledge beyond the classroom. May be repeatable for a maximum of 12 credit hours. Prereq: Completion of AAD 299. Controlled enrollment; Arts Administration Learning Contract is required.

*AAD 500 THE ARTS AND ARTISTS IN SOCIETY. (3)

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. (3)

A seminar course which covers special topics in arts administration. May be repeated to a maximum of 9 credits when identified by different subtitles.

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*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 FACILITY MANAGEMENT: EMERGENCY PREPAREDNESS.   (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 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 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.

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

AAD   Arts Administration

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 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 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 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.

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

AAD   Arts Administration

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. 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, practicing the 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.   (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.

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