

**University of Winnipeg Departments of  
Theatre and Film and Professional and Continuing Education (PACE)**

**THFM-2804-050 (3 credit hours) / PACE DPS-16069**

**INTRODUCTION TO ARTS AND CULTURAL MANAGEMENT**

Fall, 2014  
Time: Monday 6:00 pm-9:00 pm  
Room: 3BC56

Instructor: Vicki Young  
Office: Manitoba Chamber Orchestra  
Portage Place  
Phone: 204-942-2185 (day)  
204-794-9431 (eve to 10 pm)  
Office Hours: as arranged  
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**COURSE DESCRIPTION**

The objective of this course is to provide students with the basic concepts involved in arts and cultural management in a survey format. This course will provide a foundation to assist students in determining their developmental needs for meeting future career objectives in the arts.

The course is comprised of lecture and seminar sessions (approximately 30 hours) and these will cover basic concepts of management with an emphasis on not-for-profit organizations generally, and arts organizations more specifically. Lectures will frequently be augmented by guest speakers and discussions with members of the professional community. An examination of the basic structure of arts organizations will provide a platform from which the role of the arts and cultural manager can be studied.

The following topics\* will be presented:

\***Note:** due to the need to coordinate availability of guest speakers, some flexibility in the specific topics offered will be exercised over the term.

**Canada's Cultural Industries**  
**Arts Organizations in a Changing World**  
**History of Arts Management**  
**Management**

Theories  
Functions  
Leadership

**Non-profit Organizations**

Incorporation  
Structure  
Governance

**Planning and Strategic Planning**

**Fiscal Management**

Sources of Revenue  
Financial Statements  
Budgets  
Cash Flow  
Business Planning

**Development**

Philanthropy in Canada  
Private Sector Fundraising  
Grant Funding  
Ethical Fundraising  
Proposal Writing

**Marketing/Public Relations**

Audience Identification  
Marketing Principles and Strategies

**Human Resources**

Staffing  
Legislation  
Unions  
Volunteer Management

**TEXT**

Optional: Students may wish to purchase *Management and the Arts*, 4<sup>th</sup> ed., by William J. Byrnes for reference. There will be a number of lectures based on sections from this text. As an alternative, a package of extracts from the text is available for purchase from the instructor for a nominal sum.

Additional reading materials are available from the instructor on a cost-recovery basis. The deadline to purchase this package is **Monday, September 15<sup>th</sup>, 2014** (2<sup>nd</sup> class). Price \$15.

Other reading materials will be distributed during class and all lectures will be accompanied by Power Point presentations.

**ASSIGNMENTS**

Assignments must be completed and submitted on time. Marks will be deducted for late submission unless prior arrangements have been made with the instructor. Work not submitted will be graded as 0%.

All work for this course will be completed by **Monday, December 1, 2014** at the latest.

The Project and Term Paper must be typed. They can be submitted electronically or in hard copy. If they are submitted electronically, please confirm that I have received it.

**EVALUATION**

Test 1: October 6.....	20%
Test 2: November 3.....	20%
Test 3: November 24 (6:00-7:00 pm, Room 3BC56).....	25%
Term Paper: due Mon October 6.....	15%
Project: due Mon November 17 .....	15%
Class Participation – based on contributions to class discussion .....	5%
<b>TOTAL .....</b>	<b>100%</b>

**CONVERSION SCALE**

For the calculation of the final grade the following conversion table will be used:

A+	90 – 100%	GPA	4.5	C+	65 – 69.9%	GPA	2.5
A	85 – 89.9%	GPA	4.25	C	60 – 64.9%	GPA	2.0
A-	80 – 84.9%	GPA	4.0	D	50 – 59.9%	GPA	1.0
B+	75 – 79.9%	GPA	3.5	F	below 50%	GPA	0
B	70 – 74.9%	GPA	3.0				

Work not submitted will be graded as 0%.

<b>TENTATIVE SCHEDULE</b>	
<b>Class 1, Sept 8</b> Introductions & course outline Canada's cultural industries Roles of cultural managers	<b>Class 7, Oct 27</b> Non-profit management & governance <i>Guest Speaker: TBD</i>
<b>Class 2, Sept 15</b> History of cultural management Arts organizations in a changing world <i>Guest Speaker: TBD</i>	<b>Class 8, Nov 3</b> <b>Test 2</b> Financial Management Marketing <i>Guest Speaker: TBD</i>
<b>Class 3, Sept 22</b> Evolution of management Management theories Leadership	<b>Class 9, Nov 10</b> Fund Development 1 Proposal Writing <i>Guest speaker: TBD</i>
<b>Class 4, Sept 29</b> Group dynamics and communication Planning and decision making	<b>Class 10, Nov 17</b> <b>Project due</b> Marketing <i>Guest speaker: TBD</i>
<b>Class 5, Oct 6</b> <b>Test 1</b> <b>Term paper due</b> Planning and setting up a non-profit	<b>Class 11, Nov 24</b> <b>6:00-7:00 p.m.</b> <b>Final test</b>
<b>Class 6, Oct 20</b> Human Resources Management <i>Guest Speaker: TBD</i>	<b>Nov 26</b> Optional attendance of Manitoba Chamber Orchestra concert, 7:30 PM

### **"THE REAL THING" LECTURE SERIES**

The Department of Theatre and Film is presenting a series of six lectures which will be held on Wednesdays during the free period (12:30-13:20) in Theatre 1T15. Please note the dates in your diary **NOW**: Sept 17, Oct 22, Nov 12, Jan 14, Feb 11, Mar 11. This series will feature speakers from a range of areas in the performing arts: technical, performance, design, management, film, directing, playwriting, etc. These speakers will specifically address issues related to "the business of the business."

Attendance for potential Theatre Honours/majors and for Film majors is optional but highly recommended.

### **2014 ORIENTATION ASSEMBLY**

Each year in September we hold an *Orientation Assembly* to introduce our new students to faculty and other students; to provide information about the department, its various activities and those of its professors; and to provide news about what's coming up. This year our *Orientation Assembly* will be held on **Wednesday, September 10, 2014, 12:30-13:20 in Theatre, 1T15**. **ATTENDANCE IS COMPULSORY** for all Majors and Honours students. Those considering Honours are strongly recommended to attend. All others are welcome and encouraged to attend.

## **BUILDING SECURITY**

The Asper Centre for Theatre and Film (which houses the Department of Theatre and Film) is open from 8:00 am-5:30 pm weekdays. Students are permitted to be in the building between 8:00 am and 10:00 pm seven days per week (except statutory holidays when the University is closed) **BUT PLEASE NOTE:** outside of regular building hours, it is **MANDATORY** that everyone in the building **EITHER** carry an access card **OR** have a booking confirmation form in their possession (hard copy or electronic). **ALL EVENING STUDENTS in the building for classes MUST have an access card.** If a Security Guard checks and you do not have proper accreditation, **you may be evicted.**

These rules are in place to protect our students and our equipment; please respect them.

## **ELECTRONIC COURSE OUTLINE ADDENDA**

Students must check our website at <http://theatre.uwinnipeg.ca/tbooking.htm> and read the menu items called *Fire Safety Instructions in the Asper Centre for Theatre and Film*, *Access Card/Building Use Policy* **AND** *Room Booking Instructions*. The link to the electronic *Online Room Booking Form* is also found at this location. Please read and note all instructions carefully.

## **GENERAL NOTES**

This course outline should be considered a guideline only. Time constraints and other unforeseen factors may require that some topics be omitted or covered in less detail than indicated.

Students with documented disabilities, temporary or chronic medical conditions, requiring academic accommodations for tests/exams (e.g., private space) or during lectures/laboratories (e.g., note-takers) are encouraged to contact Accessibility Services (AS) at 204-786-9771 or [accessibilityservices@uwinnipeg.ca](mailto:accessibilityservices@uwinnipeg.ca) to discuss appropriate options. All information about a student's disability or medical condition remains confidential. <http://www.uwinnipeg.ca/accessibility>.

Students who plan to conduct research interviews, focus groups, surveys, or any other method of collecting data from any person, even a family member, must obtain the approval of the UHREB before commencing data collection. Exceptions are research activities in class as a learning exercise. See <http://www.uwinnipeg.ca/index/research-human-ethics> for submission requirements and deadlines."

All students, faculty and staff have the right to participate, learn and work in an environment that is free of harassment and discrimination. The UW Respectful Working and Learning Environment Policy may be found online at [www.uwinnipeg.ca/respect](http://www.uwinnipeg.ca/respect).

UWinnipeg promotes a scent-free environment. Please be respectful of the needs of classmates and the instructor by avoiding the use of scented products while attending lectures. Exposure to perfumes and other scented products (such as lotion) can trigger serious health reactions in persons with asthma, allergies, migraines or chemical sensitivities.

Archival records such as videotapes, sound recordings, and photographs may be made or taken during class or lab times. The University uses such materials primarily for archival, promotional, and teaching purposes. Promotional use may include display at open houses or conferences, or use in advertising, publicity, or brochures. In reading and accepting the terms in this course outline, students acknowledge consent for such use by the University. Should a student not wish to convey such consent, s/he should withdraw from this course immediately.

Cellular phones **MUST** be turned off during classes and examinations; texting is **NOT** permitted in class.

Any student attending a test or final examination may be required to present proof of identity; photo identification is preferred.

It is the student's responsibility to retain a photocopy or computer disk copy of **ALL** assignments submitted for grading; in the event of loss or theft, a duplicate copy is required.

Students are strongly advised to read the section of the *University of Winnipeg Calendar* (found on-line at <http://www.uwinnipeg.ca/index/cms-filesystem-action/pdfs/calendar/RegulationsandPolicies.pdf>) for information on Registration, Grading, Academic Misconduct including plagiarism, and Appeals.

**THURSDAY, OCTOBER 23, 2014** is the final date to withdraw without academic penalty from courses which begin in September and end in November, 2014 (Fall 2014 Term).

### **STUDENT PARTICIPATION POLICY**

Theatre is a communal art form in which a number of interdependent artists and crafts people co-operate to create a work of art. This fact is necessarily transferred to the learning situation, and is reflected in many of the Department's courses. Consequently, it is the Department's policy that students are required to: complete homework such as reading, line-learning, script analysis, prop lists, design drawings, etc.; attend classes; attend rehearsals both within and outside of class times; and, in short, to exhibit commitment towards the inevitably shared endeavours of our field of study.

Any student failing to fulfil these requirements is harmful to the progress of dedicated students and may, after due warning, be asked to withdraw from any individual Departmental course.

### **COURSE CONTENT NOTE**

#### **All Theatre and Film Classes**

Dramatic Literature depicts a wide variety of human action, both elevated and base, public and private, physical and psychological, sexual and non-sexual, etc. The Department of Theatre and Film will not undertake to censor the subject matter of dramatic works.

Students who have concerns about dealing with the full range of content and style in drama/film are urged to discuss these concerns with the course instructor.

#### **Performance-Related Classes**

Much of an actor's work is based upon actual experiences of life which become translated into fictional circumstances. Because of this, the teaching of acting may involve encouraging the student to examine personal and even intimate areas of life to help him or her access life experiences appropriate to the demands of the work.

Dramatic literature depicts a wide range of human actions, both elevated and base, public and private, physical and psychological, sexual and non-sexual, etc. Acting students must learn to simulate life truthfully in interaction with other students in the safety of the acting class and the rehearsal hall through exercises, discussions, and directions which address rather than avoid truthful, particularized, personalized action.

Performance classes often require strenuous physical activity. Classes may also involve physical interaction between students as part of class exercises or character development and occasional physical contact by instructors for purposes such as the demonstration of a technique or to make a posture correction. Students are responsible for wearing clothing appropriate to these activities.

Students who have concerns about dealing with the full range of actions and subject matter involved in drama are urged to discuss these concerns with their course instructor.