

**Location:** D180 Fox Fine Arts  
**Instructor:** Carolyn Cubit-Tsutsui  
**Office Phone:** 747-8026/328-7486 (cell)  
**Office Hours:** By Appointment M-F 8:30a-2pm

**Time:** MW 9-10:20a  
**Email:** cacubittsutsui@utep.edu  
**Office:** Fox Fine Arts D179

**Communication:**

EMAIL/PHONE: I will respond to all emails and phone messages M-F between 9am and 2pm.

TEXT: Feel free to text me M-F between 9a-5pm.

OFFICE: You can always swing by my office if you have questions. To guarantee time I strongly suggest scheduling time with me.

TEAMS: You can also message me via TEAMS

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**Course Description**

Through lecture, discussion and projects students will have an introduction to the economic and managerial aspects of American performing arts especially as they apply to nonprofit and professional arts organizations.

**Teaching Philosophy**

Through a positive rigorous classroom environment I hope to stretch the student's imagination through creative project based learning. With an inclusive learning environment that has students look at nonprofit art organizations and create their own organization students will be able to meet their learning outcomes and dream of being future leaders and deciding what our industry will look like moving forward. I will make sure class feels safe and open by maintaining a regular presence and keeping all channels of communication, that work best for students, open. I value student's opinions to guide me to continue to create the best class possible for their ever changing learning needs.

**Learning Outcomes**

1. Students will be able to identify non-profit business management concepts as they relate to performing arts organizations.
2. Students will understand and implement marketing, development and budgeting concepts as they relate to performing arts organizations.
3. Students will be able to demonstrate theoretical knowledge of these skills by creating mission statements, budgets, staffing plans, marketing and development campaigns for an imaginary performing arts organization.

**Required Reading and Electronic Materials**

1. *Text Book* – I no longer have a text book that you need to buy – all chapters are available digitally through the library.
2. Various handouts distributed during class
3. Reading materials posted on or linked in Blackboard
4. Research sources used for your project
5. 3 ring binder – 1" with front plastic cover
6. 2 folders with pockets (1) for work submission and returns throughout semester and (1) to save all your work and notes – you must save them for the final project submission.
7. Active UTEP email account and access to Blackboard
8. Microsoft Office – Word, Excel and PowerPoint
9. Adobe Reader - <http://get.adobe.com/reader/>

**Class Cost:** This is low cost course. All materials are below \$40.

There is no text book cost as I have managed to get all material online for you via the library.

There will be printing cost however, here is a breakdown of expenses, I am estimating high.

- Cost to print each assignment 4x will be about \$8.80 at UTEP. (11 assignments, 4 pages per assignment at most). Cost to print your marketing, 2 pages in color at UTEP for final only is \$0.50 for a total printing cost of \$9.30. Please note most assignments are 2-3 pages and rarely does a student turn in three versions of their work. So budget \$10 for printing
- Cost of Binders – I have binders available for students to borrow, all you need to do is ask, but if you buy one new a 2" will be about \$5 at target
- Dividers – a 5 pack of dividers will cost you about \$1.00 from target
- Folder - you will need to have a folder to hold material for class, this folder can be recycled, but if you purchase a two folder pocket folder at target it is \$1.00

Total cost for above items is **\$17.00**

I suggest budgeting **\$20.00** for this class.

### Overview of Assignments and Grading

**Attendance** – We have 27 classes, you will earn 4 points when on time, 2 if you arrive before I finish my “check in talks” (around 10 minutes), 0 (zero) if you arrive after I finish and officially start class.

Goal is to earn 100 points, if you have perfect attendance you will earn 28 extra credit points

**Readiness** – For new topics you must read and prepare before class, you will have an online ticket you must complete prior to the start of class. Each one is worth 10 points and there are 12 in total. Your goal is to earn 100 points, if you complete all and do them well you could earn 120 points, which is 20 extra credit points.

**Project On Time Credit** – You submit the 11 project parts on time, that is the start of class not 10 minutes into class because you went to print and are running late, you will earn 5 points. Goal is to earn 50 points, if you submit all on time you will 5 extra credit points

**Project Sections** – Each project part, there are 11 of them are graded individually and they are worth 50 points. These, if you turn in on time, that is on the due date, you will be allowed to redo them as many times as you need to achieve the grade you desire, this is the Ungrading Privilege extended to students who get their work in on time. You can earn up to 550 points here. Instructions for each section will be provided to you in class and available on Blackboard.

**Ushering** – Every student must usher one show, you can do *Metamorphosis* or *posData*, you can do public performances or the school matinees. Link will be provided the second week after auditions so you can pick your slot. This is worth 20 points, if you show up on time, dresses properly, stay off your phone and are focused on your job. If you behave in any way that is considered unprofessional your grade is cut in half, if you are dismissed by the house manager due to behavior you will get a zero.

**Final Binder and Presentation** Final binder is the completion of your project as a whole and then presenting your organization to the class. This is worth 200 points. Instructions on the binder and presentation will be given to you in class and available on Blackboard.

**You can earn up to 1053 points in the class, but I am only grading on 1000 points, you have 53 extra credit points built into class.**

**900+ = A    800-899 = B    700-799 = C    600-699 = D    0-599 = F**

### Grading Statistics

\*87% of students pass with a C or better

\*36% get an A

\*29% get a B

\*21% get a C

\*Fall 22 when I started ungrading - 62.5% got an A

## **Instructor Expectations**

### ***Ideally***

- Respect and Courtesy to everyone in the classroom: classmates, guests, instructor
- Your willingness to grapple with each of the assigned problems using your best thinking
- Keeping up with assignments
- Your close attention in class
- Your positive participations in class discussions and exercises
- Thoughtful speech
- Careful writing

### ***Minimally***

- Respect and Courtesy to everyone in the classroom: classmates, guests, instructor
- ATTENDANCE IN CLASS
  - You are graded on attendance, receiving 4 points for on time and present, 2 points for late not more than 10 minutes and 0 for very late/absent. If you miss class and miss the work...talk to your classmates and refer to Blackboard
- Completion of assignment
  - Assignments are due at the beginning of class. Grading is based on completion of assignment, I can't grade what is not done and your grades will reflect that.
  - Anything submitted late – you forfeit your On Time Credit that day. Anything turned in after I go home on that due date may not be graded in a timely manner and may impact the assignment after that as all the assignments build off one another. Assignments must be turned into me by end of class to be allowed to participate in the ungrading privilege.
- **Exceptions to the rule**
  - Please review your schedule with the dates that assignments are due. If you anticipate serious conflicts during the semester, you may **negotiate** to turn in assignments late with no penalty. The negotiation must be done at least **TWO** weeks in advance of the due date for the assignment. The negotiation will take place by EMAIL on BLACKBOARD only. The better prepared you are for the negotiation, the more likely the negotiation will turn out favorably for you. Come with solutions.

## **Getting Help**

### **Technical Support**

If you do not know how to use Blackboard or have technical issues with Library access – go to Tech Support Room 300 at Library immediately. Do not wait until you do not understand until you are having problems. You can contact Help Desk via email, [helpdesk@utep.edu](mailto:helpdesk@utep.edu), by phone 747-5257. Hours are M-F 7a-8p, Sat 9a-10p and Sun 12-4p.

### **Copyright Statement** <https://www.copyright.gov/title17/92chap5.html>

Some of the materials in this course are copyrighted. Copying of textbooks is not “fair use” under the Copyright Act. Your cooperation is expected.

### **Student Conduct/Scholastic Dishonesty/Final Exams and Plagiarism**

Refer to the [Handbook of Operating Procedures: Student Affairs](#).

Due to the nature of an online class, proper online etiquette is critical.

### **Students with Disabilities Policy:**

If you have or suspect a disability and need an accommodation, you should contact The Cass Office at 747-5148 or at [cass@utp.edu](mailto:cass@utp.edu) or go to Room 106 Union East Building.

## **Academic Integrity Statement**

Academic dishonesty is prohibited and is considered a violation of the UTEP Handbook of Operating Procedures. It includes, but is not limited to, cheating, plagiarism, and collusion. Cheating may involve copying from or providing information to another student, possessing unauthorized materials during a test, or falsifying research data on laboratory reports.

Plagiarism occurs when someone intentionally or knowingly represents the words or ideas of another person's as ones' own. And, collusion involves collaborating with another person to commit any academically dishonest act. Any act of academic dishonesty attempted by a UTEP student is unacceptable and will not be tolerated. Violations will be taken seriously and will be referred to the Dean of Students Office for possible disciplinary action. Students may be suspended or expelled from UTEP for such actions. Please consult the Handbook of Operating Procedures at <http://hoop.utep.edu> for the complete University policy on academic dishonesty. You may also consult with the Assistant Dean of Students at the Student Union Building West, Room 102, or by calling (915) 747-5648.

**I do expect all work to be original and from your own vision; I do read all of your work.**

## **Student Agreements**

- Student agrees to treat fellow students, UTEP faculty and staff, with respect and collaborate with all group members in a professional manner.
- Student understands that copyright laws protect the materials used in this class. Student will refrain from any public or private distribution of all materials provided and/or created in this course.
- Student understands that any superimposed copyright on materials may not be “letterboxed” or covered over in any way. Student will not upload the aforementioned materials to Internet sites, whether public or private, such as YouTube, Facebook, or any other Web Publishing System. Student will not exhibit any of the materials provided and student work created in this course and shared on Blackboard in any public venue without express and written permission of the copyright holder.

## **Student Responsibility**

- You are responsible for seeing that all of your equipment and software are up to date.
- Blackboard works best with Mozilla Firefox, Google Chrome, and Safari. Additionally, it is very important that your Adobe Reader and Java software be up to date. You will have readings and assignment that are (.pdf) files and require the latest version of Adobe Reader.
- It is very important that you follow directions carefully. You must submit all of your work correctly.
- You must check Blackboard daily for announcements and course messages. If you fail to check Blackboard and you miss an important announcement or email you are responsible for the consequences.
- You are provided with a course calendar that clearly defines all due dates and deadlines. You must be responsible enough to submit all work on time. I will not accept late work.
- Your work schedule, military deployment, athletic events, travel, vacations, sick children, broken computer, lack of access to internet, employment at UTEP, etc. are not valid excuses for missing any work in this class. If you are sick and unable to attend class to submit an assignment you will be required to provide a doctor's note in order to submit a late assignment.

- You will be penalized for poor writing skills. If you submit work that is riddled with spelling, grammar, and punctuation errors you will lose a significant number of points for that assignment. This could be the difference between a passing and failing grade so I strongly suggest that you utilize the spell check that is provided in all of your Blackboard links.

### **Respect**

- All students are in this class to learn. Should a student disrupt that process, the instructor will take the appropriate steps to ensure that all students interact in a safe space that is conducive to the learning process.
- Remember that your instructor is also a human being. They has many other responsibilities outside of this class, just as the student has several responsibilities outside of this one class. Read the syllabus, stick to class/university policies, utilize common etiquette and respect, and know that your instructor wants you to succeed in this course, but they are not responsible for that, you are.
- I do not automatically drop students from class; that is your choice and responsibility and if you ask me after the deadline, I will submit the paperwork. I just need it in writing that you are asking me to drop you with a W.

### **Security:**

Remember that your password is the only thing protecting you from pranks or more serious harm. Don't share your password with anyone. Change your password if you think someone else might know it. Always logout when you are finished using the system.

### **Guidelines for communicating online:**

- Treat instructor with respect, even in email or in any other online communication. Use clear and concise language.
- Avoid using the caps lock feature as it can be interpreted as yelling.
- Limit and possibly avoid the use of emoticons.

### **Email Netiquette:**

- When you send an email to your instructor, teaching assistant, or classmates, you should: Use a descriptive subject line.
- Be brief.
- Avoid attachments unless you are sure your recipients can open them.
- Sign your message with your name and return e-mail address. Think before you send the e-mail to more than one person.

## Class Schedule

*(Subject to Change)*

### Due in Class

8/28 Introduction to Class

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8/30 What is Arts Management Class

\*Complete “What is Arts Management Module” readings and video.  
\*Submit Readiness Ticket on Blackboard

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9/4 No Class

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9/6 The Business of the Arts: An Overview

\*Complete “The Business of the Arts Module” textbook reading, video and website readings.  
\*Submit Readiness Ticket on Blackboard  
\*Have articles from first class read and notated.

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9/11 Careers in Arts Administration

\*Complete “Careers in Arts Management Module” textbook readings  
\*Submit Readiness Ticket on Blackboard

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9/13 Establishing and Planning an Arts Organization Purpose Part I

\*Complete “Establishing and Planning Module Part I”  
\*Submit Readiness Ticket on Blackboard  
**\*Project Part 1 due in class in your folder**

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9/18 Establishing and Planning an Arts Organization Mission, Vision and Values Part II

\*Complete “Establishing and Planning Module Part II”  
\*Submit Readiness Ticket on Blackboard –  
*Brainstorming*

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9/20 Establishing and Planning and Arts Organization Strategic Planning Part III

\*Complete “Establishing and Planning Module Part III”  
\*Submit Readiness Ticket on Blackboard

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9/25 Catch up Day/In Class Work

\*Bring Project #2 and #3 to work on in class  
\*Bring computers if needed

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9/27 Organization Structure

\*Complete “Organizational Structure Module”  
\*Submit Readiness Ticket on Blackboard  
**\*Project Part 2 due in class in your folder**

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10/2 No Class

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10/4 No Class

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10/9 Catch up Day/In Class Work

\*Bring Project #4 to work on in class  
**\*Project Part 3 due in class in your folder**

10/11	Board of Directors	*Complete "Board of Directors Module" *Submit Readiness Ticket on Blackboard
10/16	Season Planning	*Complete "Season Planning Module" *Submit Readiness Ticket on Blackboard <b>*Project Part 4 due in class in your folder</b>
10/18	Budgeting	*Read the Chapter in the book in Budgeting *Submit Readiness Ticket on Blackboard <b>*Project Part 5 due in class in your folder</b>
10/23	Budgeting: Ticket Pricing and Audience Management	*Finish "Budgeting Module" part II *Submit Readiness Ticket on Blackboard
10/25	Catch up Day/In Class Work	*Bring Project#7 to work on in class <b>*Project Part 6 due in class in your folder</b>
10/30	Marketing and Promotion Part I	*In marketing module read the 2 chapters * Submit Readiness Ticket on Blackboard
11/1	Marketing and Promotion Part II	*In marketing module read chapter in part II * Submit Readiness Ticket on Blackboard <b>*Project Part 7 due in class in your folder</b>
11/6	Catch up Day/in Class Work	*Bring Project #8 to work on in class
11/8	Fundraising	*Read two chapters in the Fundraising Module *Submit Readiness Ticket on Blackboard
11/13	Fundraising	*Read the articles in the Fundraising Module *Submit Readiness Ticket on Blackboard
11/15	Catch up Day/In Class Work	*Bring Project #9 to work on in class <b>*Project Part 8 due in class in your folder</b>
11/20	Advocacy and Community Engagement	*Read material in Advocacy section of Module *Submit Readiness Ticket on Blackboard
11/22	Art Education	*Read Art Education section of Module *Submit Readiness Ticket on Blackboard
11/27	Final Project Review	<b>*Project Part 9 due in class in your folder</b> *Last day to turn in Part #1-8 for ungrading
11/29	Back up Day/In Class Work	<b>*Project Part 10 &amp; 11 due in class in your Folder (these can't be done for ungrading)</b>
12/4	Back up Day/In Class Work	*Last day to turn in Part *9 for ungrading
12/6	No Class	Metamorphoses Matinee
12/13	Final Presentation – 10:00am-12:45pm in D180	