ARTS ENTERPRISE: Art as Business as Art

MHR 365/765 | Art/Theatre/Dance/Music 469

Fall 2016 | Wednesdays 2:25-5:25 pm | GRAINGER HALL, ROOM 2280

Instructor	
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Office Hours: Tuesdays, by appointment	

Course Overview

"Arts Enterprise: Art as Business as Art" will offer an overview and foundation for students interested in developing, launching, or advancing innovative enterprises in arts, culture, design, and humanities. Students from a variety of creative majors across campus will learn the unique contexts and challenges of creative careers. The course will help students understand the nature and structure of arts enterprise – for-profit, nonprofit and in between – while cultivating their own career vision and creative project goals.

The course is a weekly, three-hour class, presented over 15 weeks. Guest lectures by creative professionals and class discussions will ensure ongoing connections between theory and practice. The course is intended to align with the Wisconsin School of Business undergraduate and graduate Entrepreneurship Certificate for students who are interested in a more intensive focus on creative enterprise.

Course Materials

The textbook, "Work of Art Toolkit: Business Skills for Artists," has been provided as a pdf. Please print out a copy and place it in a 3-ring binder which you'll bring to class when directed.

Supplemental readings, videos, other materials, and detailed descriptions of all assignments will be made available in the Canvas in Learn@UW.

Course Objectives

This course seeks to help students gain knowledge and skills in the following domains:

1. Imagining or recognizing entrepreneurship opportunities in arts, culture or expression (projects, partnerships, initiatives, organizations, etc.);
2. Assessing those opportunities and developing them into project concepts;
3. Discovering, acquiring and aligning the key resources necessary for a concept's success (time, money, space, equipment, talent);
4. Presenting a clear and compelling project plan in written and spoken form;
5. Evaluating a project's outcomes in ways that foster learning and promote future success;
6. Creating a web-based professional portfolio with work samples.

All of the above depend upon two other learning goals for this course:

1. An improved ability to understand and continually learn about yourself (personal, creative, and goals, interests, preferences, talents, strengths, weaknesses, style, risk tolerance, etc.);
2. A broader understanding of arts entrepreneurship – its general context in society and its specific context in business – and the overlapping domains that comprise it.

Expectations

Full student participation in this course is not only required as part of your grade, it is also essential for the success of the course for everyone around you. We expect every student to arrive on time to every session and to be actively engaged when in class. This means actively listening, sharing your own ideas and questions, participating in small group and full-class exercises and activities, and focusing on the lectures and/or visiting speakers.

All course materials are available in Canvas in Learn@UW. Students will be expected to complete work, as assigned, prior to each class meeting. Late assignments will not be accepted. If you are going to miss a class for any reason, you are still expected to turn in the homework by the date/time it was due. There is no extra credit.

Graduate students are further expected to describe, discuss and explain concepts in the class that show greater comprehension of core concepts in the class. They will also contribute more to applied projects in the class commensurate with their professional background, undergraduate education, and areas of expertise. Graduate students, for example, are expected to demonstrate a deeper understanding and proficiency in the use of market research methods and the implications of business models in a variety of organizational settings. They are further expected to enrich classroom discussion by sharing their professional experiences and insights in ways that help all students better understand and apply concepts in the class.

Electronic Device Policy
To ensure the class-wide focus on the conversation in the room, we will not allow the student use of electronic devices during class time – computers, phones, tablets and the like. We recognize that this may be an inconvenience for students who prefer to take notes on such devices, but we need everyone's attention and connection in the room. This policy will be suspended during breaks and individual/group project time, as announced by the faculty.

Academic Integrity
The faculty of the Wisconsin School of Business emphasizes that honesty, integrity, and respect for others are fundamental expectations in our School. Please read carefully the provisions of the policies, make certain you understand and adhere to them, and ask me to clarify any questions you have regarding them.

Take advantage of the many resources available throughout the University!
- UW-Madison policy on Academic Integrity http://www.students.wisc.edu/doso/academic-integrity/
- Writing Center http://www.wisc.edu/writing/Handbook/index.html
- Tips on avoiding plagiarism http://www.wisc.edu/writing/Handbook/QPA_plagiarism.html

Grading & Assignments (100 points total)
In this course, a grade of A or AB means the student has done solid work and even excelled in some areas. A grade of B means that the student's performance meets basic standards, and a B/C indicates some areas of concern. A grade of C or below reflects performance by the student that has not met the core learning objectives in the course. Inconsistent attendance and missed deadlines contribute to lower performance. An A indicates the student has produced unusually outstanding work in all areas; thus, a grade of A will be far more the exception than the rule.

Grading scale: 93-100 A, 88-92 AB, 83-87 B, 78-82 BC, 70-77 C, 60-69 D, Below 60 F Note: Fractions of a point will be rounded down (for example, 87.8 = B)

Attendance and Participation (15 points)
Students are expected to attend every class session, in full, for the entire three-hour period. We only meet 15 times during the semester so it is imperative that you attend all class periods. If you have a midterm for another class scheduled during Arts Enterprise, please speak to the professor for that course ASAP about scheduling an alternative exam time for that course. If you miss class more than twice, your final will automatically be lowered by one letter grade.

Class is part lecture, part discussion of readings and videos assigned for the week, and part group activities.

Class Projects
For the three class projects, a portion of the grade will be linked to the presence of required elements, while additional credit will be earned based on the student's overall performance for each project. Due in Canvas by Noon on Tuesday before class. Bring a hard copy of each item to class.

Project 1: Organizational Profile (10 points)
Each student will complete an organizational profile of a creative organization, entity or festival in the great Madison area, as assigned by the instructor. Students will be provided with an outline for the assignment. Due by Noon on Tuesday, September 20.

Project 2: Enterprise Proposal (25 points)
Each student will prepare an Enterprise Proposal that will identify and describe your creative venture idea, its goals, market, budget and promotional strategy. A written one-page Project 2 pitch is due by Noon on Tuesday, September 27. A hard copy of the final Enterprise Proposal is due by Noon on Tuesday, November 15. Students will give a 5-minute verbal summary of their work in class later in the semester.

Project 3: Professional Portfolio (25 points)
Each student will develop a web-based portfolio appropriate for his or her discipline and goals. A detailed description of this project and its process will be provided as a separate document. 100-word Bio and Resume due by noon on Tuesday, September 13. Online Portfolio due by Noon on Tuesday, November 29.

Assignments (25 points)
Assignments throughout the semester include response papers, journal entries, and more.

Response papers should have one-inch margins in Times New Roman font and should follow traditional essay form with an introduction, multiple paragraphs, and a closing. Each paragraph is a maximum of 3-5 sentences. Response papers should be uploaded by noon on Tuesday of each week they are assigned and turned in as a hard copy (1 copy) at the beginning of class.

Your Arts Enterprise Journal is a place to dream, to plan, to reflect.   Like a Hive – where you collect sayings, ideas, cut out images from magazines and scrapbook. A place to explore and develop ideas and thoughts. Take all of your notes for this class in this journal. Carry it with you everywhere and use it to doodle, to jot down notes about your ideas and your work, to dream, to plan. We'll discuss specific daily prompts/assignment in class.

Contested Grades
If you believe your grade is inaccurate, you must wait at least 48 hours before contesting it. If you wish to contest a grade, you will need to write a letter explaining why you believe a mistake was made in grading your assignment. After I have received and read the letter, we will schedule an appointment to discuss the matter; however, if you ask for a paper/project to be reevaluated, I reserve the right to reevaluate the entire contents of the paper/project, and your grade can go up or go down as a result. Whenever possible, I encourage you to ask questions and clarifications about course assignments *before* turning them in.

Class	Date	Topic	Lecture/Activities	Rdgs/Assignments
1	9/7	Course Intro	What is Arts Entrepreneurship? What does it mean to be an Artist and to work in the creative sector? Schedules of Creative People & Routine	Review Arts Enterprise Journal. Review Arts Experience Assignment. Discuss Project 1, assign organizations.
2	9/14	Your Promo Toolkit	Best practices for CVs and resumes. Look at Artist and Art Project or Organization websites for best practices. Small Group discuss/feedback on bios.	Unit 3 "Portfolio Kit" WOAT reading due. Submit Bio in Canvas. Bring 2 hard copies. Review Project 3 Outline
3	9/21	Work Samples	How do I capture, store, and share my work? Why is this important to my career? Small Group discuss/feedback on resumes. Discuss Project 3	Unit 12 "Business Plan" WOAT reading due. Review Project 2 Outline. Submit revised Bio in Canvas. Submit Resume in Canvas. Bring 2 copies.
4	9/28	Artists & Audience	Discuss changing relationship between artists a audience. Social Media, access, expectations a well as opening up process of creation. In class presentations on Project 1	Readings & Materials in Canvas. Submit revised Resume in Canvas. Project 1 Due
5	10/5	Marketing & Promo	Talk about standard templates for posters, postcards, and event programs. Review best practices for press releases. Small groups review/discuss marketing material from existing arts organizations and artists. Present findings in class.	Unit 4 & 5 Promo WOAT reading due. Submit Project 2 Written Pitch Guest Speaker: Charles Monroe Kane, author and producer for TTBOOK on WPR
6	10/12	Funding Your Work	Lecture on "Funding your work" – from grants to Kickstarter and everything in between. Detailed lecture on Grantwriting, tied to Project and Unit 12 and NAVC application.	Review New Arts Venture Challenge. Readings & Materials in Canvas. Unit 8 & 9 Funding WOAT reading due. Press Release due.
7	10/19	Public Speaking & Job Interviews	Presentation Skils – preparation for public spea and interviews – from Ted Talk to TV and radio Discussion of Cunningham documentary, his career as an artist and photographer, filmmakin	Readings & Materials in Canvas Project 2 Small Group Verbal Pitch Submit Response Paper on Cunningham
8	10/26	Controversy in Art	Case Study of "This is Modern Art" – prep of wo of graffiti art, learn how arts companies pick show/exhibits, look at what happened and discu outcomes	Readings & Materials in Canvas Submit Response Paper Guest Speaker: Whitney Mann, professional musician, arts marketing professional Courtney Byelich, WUD Music Supervisor, Event manager at Wisconsin Union
9	11/2	Digital vs Print Divide	Discuss how changes in media landscape are affecting how artists reach audiences, pros and cons of print vs digital, outline basic low budget promo plan that incorporates both. Preview 11/16 Field Trip – overview of book art letterpress, publishing – museum curation, spe event planning	Readings & Materials in Canvas Read an Isthmus from cover to cover Guest Speakers: Deshawn McKinney, spoken word artist, Community activist, President of WI Union Tiffany Ike, JVN Project, spoken word artist
10	11/9	Public Art Digital Humanities	Case Study of Tower of London Poppies Projec Explore resources and career opportunities rela to digital archives and humanities – from work a museums and libraries to teaching and/or using primary sources as inspiration for other creative projects	Readings & Materials in Canvas Submit Response Paper
11	11/16	Field Trip	Meet at The Chazen Museum for visit to First Fe Shakespeare Poster Exhibit. Visit Memorial Libr Special Collections.	Readings & Materials in Canvas Project 2 Due Guest Speaker: Docent at Chazen First Folio Tour Robin Rider, Curator at UW Special Collections, UW-Madison Libraries
12	11/23	Online	Assignments inspired by Beauty Class taught by Diane Ragsdale and course taught by Lynda Barry – includes attending and reflecting on an arts event, a focused observation and listening assignment, and more	Readings & Materials in Canvas

13	11/30	Foodie Sector	Foodie Revolution in Creative Sector – idea of curating an experience from interior design and branding to menu creation, food aesthetics, and more. Learn about building a business – promo, financing, permits and more.	Readings & Materials in Canvas Review guide to Yum Yum Fest Guest Speaker: Joshua Berkson, co-owner of Merchant and Lucille (MBA in Finance, trained chef)
14	12/7		Presentations of Project 2 & 3 via speed rounds and more in depth in small groups TBD	Readings & Materials in Canvas Project 3 Due
15	12/14		Presentations of Project 2 & 3 via speed rounds and more in depth in small groups TBD	Readings & Materials in Canvas Class Presentations

Project #1: Organizational Profile (10% of your grade)

The objective of the Project #1 Organization Profile is to help you learn how to gather the information about a business – a skill which will be valuable for future projects and when you enter the job market. You'll do research online, learn how to pitch yourself over the phone, and will write a paper and do a short verbal presentation about your findings.

Stage 1: Gathering Information
Start with the internet and find what you can on their website.
- Additional financial information for nonprofit companies can be found through Guidestar.org where you can see Form 990s by business name.

Compile a list of questions that you don't have good answers for.

Determine the appropriate person to contact and, if needed, call someone from the business for a short informational interview.
- Sample script: Hello, I'm John Smith and am a student in the Arts Enterprise course at the UW-Madison. We're doing organizational profiles as part of a class assignment where we are learning more about local companies. Would you be willing to answer a few questions about your business/organization?   (ask all of your questions) Thank you so much for your time.

Stage 2: Written Organizational Profile
- Organization Name
- Location, Website, and Contact Information
- Mission/Purpose
- Short History
- What are their customer/donors "buying" from them? What goods or services do they provide?
- Who are their intended customers/audience? (if multiple, please list)
- What are their primary sources of income?
- What equipment and/or facilities do they require for their work?
- What are their primary expenses (ie staff, supplies, services, facilities, etc)?
- What is one interesting thing you learned about what they do (product, service, or strategy)?

Stage 3: Written Paper
Answer the questions in your own words. Do not copy and paste from the website (except for the mission statement, if they have one). Use multiple paragraphs and construct with an introduction, a body of multiple paragraphs, and a closing paragraph. Feel free to add in logos, photos, and artwork.

Stage 4: Verbal Presentation
You'll have 3-5 minutes to talk about your organization in class. No visual aids are needed.

Project 2: Enterprise Proposal (25% of your grade)

The objective of the Project #2 Enterprise Proposal is to spend time thinking in depth about what it would take to bring a project from concept to reality and to use that research to develop a business plan for your creative venture. We have adapted the UW-Madison Arts Venture Challenge format so anyone who wishes to do so next spring could use their Enterprise Proposal to develop an application for potential funding of up to $2,500. Visit https://artsinstitute.wisc.edu/navc.htm for details on this opportunity.

> **Stage 1:** If you have an idea for an enterprise, the first thing you should do is identify three people or organizations that are doing something similar. How do they do it? What works and what doesn't? What do you like and what would you do differently? Answering these questions and gathering information on your "competitors" (by using the same skills you did for Project #1) can help you articulate what you want to do. You may even decide to do a phone interview or set up a meeting with someone to learn more.

> **Stage 2: Project 2 Written Elevator Pitch (due September 28, 2016)**
> You'll need to prepare a written elevator pitch and will prepare a 2-3 minute verbal pitch (no visual aids, no papers) for your Project #2 Enterprise Project. Both need to answer the following questions: Who are you? What do you want to do? Why does it matter?

> The objective of this assignment is for you to practice talking about your work in a way that will interest other people who could potentially support you in the future – providing advice, financially, as a colleague, as a consumer, or in some other capacity.

> **Stage 3: Enterprise Proposal (due November 16, 2016)**
> While you need to follow the basic Enterprise Proposal and Project Budget outlines provided for Project #2, you should be creative in how you pull this written plan together.

All students will be required to sign up for a 30-minute office hours appointment between September 15 and October 1 so we can talk about your potential Project 2 ideas and touch base on Project 3 as well.

Basic Formatting Requirements:
> Minimum of 8 pages (includes Narrative, Timeline, Budget, Marketing, etc)
> > *Page count does not include cover sheet, table of contents & attachments/work samples*
> Font Size: 10-12 point, print narrative double-sided
> Include Cover Sheet, Table of Contents, and Attachments/Work Samples

Outlines and Templates:
> Read Unit 12 "Business Plan" in "The Work of Art Toolkit"
> See the "Project 2 Enterprise Proposal Basic Outline"
> See the "Sample Project Budget"
> Google "Business Plan" and look at samples

Additional tips for Project 2:
A business plan or a grant proposal is written to a potential investor who may be able to help you with the endeavor.
- What can you do to make your proposal stand out?
- How do you want to represent yourself to someone who knows nothing about what you want to do?
- Should you include a coversheet and a table of contents?
- What do your font choice, design elements (borders, underline, bold, etc), and format communicate?
- Should you design a company or event logo or if you're producing an event should you include photos of the venue?

Do you have a set of images that are inspirational or represent where you'd like to go with the company? Have you done this kind of work before and do you have visuals you could share (photos from a show, images of your artwork, etc) which are relevant to this project?

Do the finances require a paragraph or two of explanation? Are there things you might want to include at the end as attachments (reviews of work you've already done, audience comments or testimonials, letters of recommendation)?

Project 2 Enterprise Proposal Basic Outline

Executive Summary (500 words)

Overview of your project in 500 words or less.

What is it? When would it happen? Who would be involved? Who would experience it?

What would its impact be on participants, audience, and the community?

Event, Exhibition, or Execution Plan (500 words)

What is the actual production plan? Please include any or all of the following:

What are your current resources and opportunities?

What kind of equipment/materials do you need and how will you get it?

Who do you need to partner with to make your project happen?

What facilities or city agencies might be involved?

How will you integrate these elements into your project?

Timeline for your project, including planning and implementation (one page)

Have you started your project already? What's happened so far?

Depending on the length of your project, tell us the milestones, at least,
between now and the completion of your project.

Key Personnel

Include 100 word bios for the key people on your team

Only the LEAD person on the project has to be a UW student (for Venture Challenge), consider including your resume and those for lead personnel in attachments

Include the jobs/positions and numbers of assisting artists (like orchestra or cast members) & other personnel

Audience Analysis (250-500 words)

Who are your customers/audiences, and why are they coming?

Why do you think that there is there a need for it? (even if you are inventing the need)

Marketing (500 words)

How do you plan to reach your audience?

What innovative, cheap, effective (i.e. free) tools can you use to reach your audience?

Will you be taking out any ad space? Will you be printing flyers or anything else?

How will you share the message (by mail, flyer, e-mail, social media, etc.), and why?

Financial Plan / Budget   (one page budget, up to 500 word narrative)

List income and expenses in table form (see sample – maximum budget of $2500)

Are you paying people? What positions and how much?

Are you renting space? How much does it cost?

How many alternatives do you have?

How much income do you expect to have and how will you get it?

Are you applying for other grants or contributed income?

What are ticket prices, gate fees, product or service prices, if any?

How about in-kind donations? Are their contributed goods and services?

Include budget narrative to explain where your numbers came from and details that might not be clear from just reading the table

Risks and Troubleshooting

What are the riskiest parts of your plan? What could really derail you?

How might you prepare or respond if those things occur?

Project 2- Sample Budget Format

	Budgeted Amounts	Notes	Actual Amounts	Notes
Project Name				
Date budget last updated				
REVENUES				
Earned Income				
Ticket Sales				
Merchandise Sales				
Program Ad Sales				
Contributed Income				
Grants				
Individual donations				
Corporate Sponsorships				
In-Kind				
In Kind Goods				
In Kind Services/Labor				
In Kind Space/Venue				
TOTAL				
EXPENSES				
Personnel				
Project Staff				
Project Staff				
Project Staff				
Guest Artists/Talent				
Photographer/Video				
Venue Staff				
Materials				
Lighting Equipment				
Sound Equipment				
Costumes				
Venue				
Rehearsal/Meeting Space				
Event/Performance Space				
Marketing				
Print				
Radio/TV				
Social Media				
Mailings				
Show Programs				
Posters				
Box Office				
Ticket Printing				
Ticket Fees/Credit Card Fees				
Miscellaneous Expenses				
TOTAL				

Project 3: Professional Online Portfolio (25% of your grade)

Stage 1:
Visit artist and organization websites. What works? What doesn't? Is it easy to navigate and find the information you're looking for? Do they provide work samples and evidence of what they do? Is it mobile-friendly? How could the website be improved?

Stage 2:
100 word Bio
One Page Resume

Stage 3:
Online Portfolio: Each student will develop a web-based portfolio appropriate for his/her discipline and goals.   A portion of the Portfolio grade will be linked to the presence of required elements, while additional credit will be earned based on the overall quality of the work. In addition to sending the link to the instructors, students will also share their web portfolios in class.

     Basic Site Outline for your web portfolio:
     1. Home Page
     2. About Me
     3. Work Samples
     4. Resume/CV
     5. Contact Me

     Basic information you'll need for your web-based portfolio.
     1. Name and Contact Info/way to reach you
     2. Photo/head shot and/or a video intro
     3. Artist's Statement
     4. Bio (200-300 words) & Tagline
     5. Resume (can also use CV if relevant)
     6. Press quotes, recommendations, written endorsements, testimonials, reviews, etc
     7. Work samples: music, videos, photos, text, examples of your writing, etc.
     8. Appropriate Links: Facebook, LinkedIn, Twitter, YouTube, Instant Encore, Company Websites etc.

     Depending on your project you may also choose to include the following:
     1. Shop - how to buy your stuff (if applicable)
     2. Upcoming event calendar (if applicable)
     3. Artistic collaborations with others/joint projects (if applicable)
     4. Blog (if you have one)

     Campus Resources
     Below is a list of campus resources available to UW-Madison students and staff. Equipment and/or individual consultations are available at all three labs.   Students may also make an appointment with the instructors for assistance/feedback.
     ·   DesignLab: http://designlab.wisc.edu/
     ·   Digital Media Center: http://dmc.wisc.edu/
     ·   The Writing Center: http://www.writing.wisc.edu/