

# ARTS MANAGEMENT AND EXECUTIVE LEADERSHIP

## Overview

Arts Management and Executive Leadership (AMEX) marries your passion for arts, culture and entertainment with vision-centric, mission-driven executive skills and leadership capacity development to help you become a dynamic leader, advancing & ensuring the future of arts as vital and integral to the future of communities, our nation and the world. Opportunities abound for satisfying and rewarding careers in managing & leading arts, culture and entertainment - whether in the growing nonprofit or for-profit/commercial sectors. There are over 4.8M jobs in the management sector of arts & entertainment (U.S. Labor Statistics), and the industry has consistently demonstrated slow but steady upward momentum, even as economic and other challenges hit. Rider's Master of Arts in Arts Management and Executive Leadership affords graduates critical executive-level knowledge and skillsets to succeed in leading departments, divisions and institutions from deeply-rooted vision, high-impact mission, and sound strategic planning & application perspectives vital to the success of the field and of yourself as a dynamic arts leader. Established, experienced executives working at significant institutions around the nation are unique to our balanced delivery of practical and theoretical coursework which prepares you for a creative sector in need of pragmatic visionaries.

## Degree Offered

- M.A. in Arts Management and Executive Leadership

## Contact

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**Program Website:** Online Master of Arts in Arts Management and Executive Leadership (<https://www.rider.edu/academics/colleges-schools/westminster-college-of-the-arts/school-of-fine-performing-arts/ma-arts-management-executive-leadership/>)

Associate Department: School of Fine and Performing Arts (<http://www.rider.edu/academics/colleges-schools/westminster-college-of-the-arts/school-of-fine-performing-arts/>)

## Arts Management and Executive Leadership M.A. Program Requirements

(33 credits)

Code	Title	Credits
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**The following courses are prerequisites and must be completed (or waived<sup>1</sup> or tested out of<sup>2</sup>) before taking any other courses in the program:**

AMEX 500	Managing Arts & Institutions - Principles & Practice	3
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**The following courses are intended to be completed in the sequence below:**

AMEX 509	Intersecting Arts and Law	3
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AMEX 512	Advancing Arts & Institutions	3
AMEX 515	Advocating Arts & Institutions	3
AMEX 518	Engaging Arts & Institutions	3
AMEX 521	Surveying Arts Institutions	1.5
AMEX 524	Leading & Governing Arts Institutions	3
AMEX 590	Synthesizing Arts Management	1.5
AMEX 593	Capstone: Arts Management Thesis or Leadership Project	3

**The following non-AMEX courses may be taken at any time throughout the program:**

LEAD 500	The Practice of Leadership	3
PMBA 8020 or LEAD 540	Fundamentals of Accounting Strategic and Financial Decision-Making in Organizations	3
PMBA 8270	Adv. Organizational Behavior	3
Total Credits		33

- <sup>1</sup> Candidates who have successfully completed AAD 121, AAD 202 and AAD 203 may be waived from completing one or more of these prerequisite courses by the program director and dean. Inquire about this option with Graduate Admissions.
- <sup>2</sup> Candidates who demonstrate considerable professional work or training in one or more of the prerequisite areas may be able to test out of one or more prerequisite courses by approval of the program director and dean. Inquire about this option with Graduate Admissions.

## Courses and Descriptions

### AMEX 500 Managing Arts & Institutions - Principles & Practice 3 Credits

Provides survey of key challenges and opportunities in institutional planning and development, strategy, organization, marketing, fund development, budgeting, leadership and governance in arts institutions, with a particular focus on nonprofit arts. Vision-centric, mission-driven, integrated management perspectives are applied to case-based research, analysis and reporting, supported by multiple assigned readings and required online discussion posts. This course is a pre-program requirement for the MA in Arts Management and Executive Leadership degree. Students who have successfully completed AAD 121 (or similar, at another undergraduate program) as an undergraduate may be waived from completing this course by the program director and dean.

### AMEX 503 Arts Marketing: Principles and Practice 1.5 Credits

This course will build upon integrated management and marketing fundamentals addressed in AMEX 500. The course surveys the challenges, as well as traditional, contemporary and developing opportunities and approaches to institutional branding, audience development, product marketing and community alignment from vision-centric, mission-driven strategic marketing and public relations perspectives. The course is a pre-program requirement for the Master of Arts in Arts Management and Executive Leadership program. Students who have successfully completed AAD 202 as an undergraduate may be waived from completing this course by the program director and dean.

**Prerequisite(s):** AMEX 500 or permission of director and dean.

**AMEX 506 Funding Arts & Institutions - Principles and Practice 1.5 Credits**

The seminar builds upon integrated management, fundraising and institutional advancement fundamentals addressed in AMEX 500. This course surveys the challenges as well as traditional, contemporary and developing opportunities and approaches to advancement, donor-centered fundraising, legacy-building from vision-centric, mission-driven strategic fund-development perspectives. The course is a pre-program requirement for the Master of Arts, Arts Management and Executive Leadership program. Students who have successfully completed AAD 203 or similar coursework may be waived from completing this course by the program director and dean.

**Prerequisite(s):** AMEX 500.

**AMEX 509 Intersecting Arts and Law 3 Credits**

Intersecting Arts & Law explores multiple, diverse cases and conclusions which have impacted and continue to shape the arts. Masters candidates compare and contrast past and present legal cases, statutes and mandates on a host of issues ranging from artistic expression as hate or sex speech to the rights and responsibilities of artists and institutions pursuant to ownership and rights of dissemination. Current legal standing and its evolution, essential tools, trends and best practices will be assessed via case-based research and reporting grounded in comparative analysis of historical, contemporary and prescient topics relating to the intersections of law and artistic rights and freedoms.

**Prerequisite(s):** AMEX 500, AMEX 503, AMEX 506.

**AMEX 512 Advancing Arts & Institutions 3 Credits**

This course will provide integrated strategies for long-term fund development, sustainability, and legacy building in the arts. Funding and other stakeholder-driven advancement follows vision and, in an industry that relies heavily on stakeholder investment to propel artistic and programmatic success, the need for strong vision-driven leadership is critical. Building upon foundational information delivered in AMEX 500 and AMEX 506 (or equivalents), the course explores and assesses multiple, diverse approaches to vision-centered, mission-driven institutional advancement and fund-development from all philanthropic sectors impacting the nonprofit arts. Students will compare and contrast diverse board, executive and managerial strategies and application of current tools, trends and best practices employed in fund development planning and program implementation via case-based research and reporting. Comparative research and analysis of public and private funding institutions, corporations, and individual philanthropists – what inspires and guides their proposal review processes and giving practices - further informs discussion and the development of three sector-specific assessments for multiple arts institutions with which each student will have aligned themselves. Three, 90-minute live streamed, moderated expert advisory panel discussions in addition to regularly-scheduled online sessions will interface leaders in the field and faculty moderator engaging on essential topics relating to course goals/outcomes, providing diverse and highly informative first-hand insights from executive leaders and decision-makers.

**Prerequisite(s):** AMEX 500, AMEX 503, AMEX 506, or equivalents, or permission of program director and dean.

**AMEX 515 Advocating Arts & Institutions 3 Credits**

This course will discuss the legal, societal and ethical perspectives on arts policy, practice, and procedures in the workplace. Arts often reflect, challenge and at times define social, political and ethical constructs and push the envelope on what is acceptable – aesthetically, morally and otherwise – in contemporary society. Explore the ever-evolving relationship of arts and society through the lens of institutional responsibility as interpreted by the artist, the law, and by contemporary civic and social considerations. Masters candidates will research and discuss key historical moments and movements which have impacted the arts and institutional governance and administration; current legal, social and ethical issues impacting artistic expression and institutional leadership today; and key policy decisions past, present and under consideration which impact the ways by which institutions make and disseminate art, govern themselves, and carry out key administrative functions. Case-based comparative research and analysis of effective leadership initiatives, policies and best practices around key legal, social and ethical issues impacting institutions further informs discussion and the development of a comprehensive institutional responsibility proposal for an arts institution with which each student will align him or herself.

**Prerequisite(s):** AMEX 500, AMEX 503, and AMEX 506 or equivalents when approved by the program director and dean.

**AMEX 518 Engaging Arts & Institutions 3 Credits**

This course provides an integrated approach to vision-centric, mission-driven community building, audience development, and engagement in the arts. In a time when active participation in live arts is challenged with multiple and ever-advancing competing arts and entertainment options, platforms and pricing structures, the ability and wherewithal for arts institutions to effectively get their message through is more essential than ever. Building upon foundational information delivered in AMEX 503, this course explores challenges and opportunities in winning the hearts and minds of a diverse, often fickle and ever-changing demographic, psychographic and socio-economic public, engaging them in new and meaningful ways. Masters candidates research and discuss the importance of vision, mission and integrated management approaches to branding and messaging; trends in audience participation; efficacy of traditional and contemporary approaches to institutional branding, audience development and community-building around the arts; evolving modes and tools for effectively identifying, programming for, marketing to and engaging diverse audiences; efforts to integrate live arts and new technologies to market, and expand access to and engage audiences in the arts in new ways. Case-based comparative research and analysis of effective branding and marketing campaigns further informs discussion and the development of a comprehensive market analysis and brand expansion proposal for an arts institution with which each student will align him or herself.

**Prerequisite(s):** AMEX 500, AMEX 503, and AMEX 506 or permission of the program director or dean.

**AMEX 521 Surveying Arts Institutions 1.5 Credits**

Comprehensive, case-based assessment of significant institutions, institutional governance & leadership as a means of guiding final synthesis and capstone development.

**Prerequisite(s):** AMEX 518, AMEX 521, AMEX 524.

**AMEX 524 Leading & Governing Arts Institutions 3 Credits**

This course will discuss strategic methods, analytical approaches, and best practices for arts executives, board members, and stakeholders. Strategic, adaptive, entrepreneurial governance and management of arts institutions is essential for long-term survival and success, particularly in ever-shifting social, political, economic and technological landscapes. Building upon foundational information delivered through all prior coursework, this course explores the roles, relationships and responsibilities of institutional leaders and how strategic approaches to defining roles, finding and keeping the right people to fill them, strengthening the relationships and identifying and fulfilling responsibilities at all levels drives success. Graduate candidates research, compare and contrast leadership styles, tools and best practices in ethically and responsibly governing and managing institutions, with particular consideration given to the specific needs of the nonprofit arts. Topics of discussion and debate will include ethics and aesthetics, diversity and equity, arts and civic responsibility, and freedom and constraint in strategically planning, governing and managing the production and dissemination of art. Multiple case-based analytical studies resulting from in-depth, thesis-oriented governance and/or leadership focus surveys developed throughout the program further inform discussion and the development of a comprehensive leadership strategy for an arts institution with which each student will align him or herself. Requires participation in a full-day Board and Executive Management Leadership Seminar/Workshop intensive on the Rider campus at end of the session.

**Prerequisite(s):** AMEX 512, AMEX 515, AMEX 518.

**AMEX 590 Synthesizing Arts Management 1.5 Credits**

Capstone (Thesis or Leadership Project) research, analysis, orientation & preparation in context of all prior coursework. This course involves thesis research and analysis, thesis development and writing application OR\* project research and analysis, project development, management and reporting. \*Capstone option (thesis or leadership project) is chosen in coordination with graduate capstone advisor and upon approval by WCA Dean.

**Prerequisite(s):** AMEX 521.

**AMEX 593 Applying Arts Management 3 Credits**

This course represents the graduate capstone requirement and is taken subsequent to the preparatory "Synthesizing Arts Management" (AMEX 590) course wherein the graduate candidate will identify, design, prepare for and subsequently complete either a traditional, written graduate thesis path of completion or an in-depth, comprehensive leadership project - either option upon approval, and under advisement of, program director and designated faculty member.

**Prerequisite(s):** AMEX 519.

**LEAD 500 The Practice of Leadership 3 Credits**

This course allows students to gain an understanding of the practice of leadership and how they can develop as leaders. Students will explore leadership models, creativity in organizations, and approaches to decision making as they begin to form their own leadership philosophy.

**LEAD 540 Strategic and Financial Decision-Making in Organizations 3 Credits**

This course explores the importance of information and financial resources within the culture of organizations, and the necessary relationship that exists between the two. The course draws on current literature and student experience to explore resource management and focuses on the effective use of information resources within the boundaries defined by financial realities. The relationship between data analyses and effective decision-making will be explored.

**Prerequisite(s):** LEAD 500 or concurrent with LEAD 500.

**PMBA 8020 Fundamentals of Accounting 3 Credits**

For those students having no previous knowledge of accounting. Subject is approached from the point of view of the user of accounting information rather than that of the accountant who supplies the information. Surveys mechanics of accounting as a means to an end, emphasizing accounting as a tool of management and the language of business. Problems and cases bring out the managerial implications of accounting.

**PMBA 8270 Adv. Organizational Behavior 3 Credits**

A study of key individual, group, and organizational processes. At the individual level, the focus is on different personalities, job attitudes, and work motivation. The implication of individual factors is then considered in a team context focusing on the processes of communication, influence, conflict, and leadership. Finally, we examine the impact of organizational culture and change on workplace behavior. In order to integrate the individual, group, and organizational levels of study, the course emphasizes a team-based approach to learning.

**Prerequisite(s):** PMBA 8070.