

Sotheby's Institute of Art—Los Angeles

MASTER'S IN ARTS MANAGEMENT CURRICULUM FOR 2017–18

| | Nonprofit Management | Art Museum Management | Arts Media and Entertainment |
|-------------------|---|---|---|
| SEMESTER 1 | 2.0 Creative Industries Colloquium | 2.0 Creative Industries Colloquium | 2.0 Creative Industries Colloquium |
| | 4.0 Finance & Accounting for Creative Industries | 4.0 Finance & Accounting for Creative Industries | 4.0 Finance & Accounting for Creative Industries |
| | 4.0 Economics of Strategy <i>and</i> Design Thinking & Strategy | 4.0 Economics of Strategy <i>and</i> Design Thinking & Strategy | 4.0 Economics of Strategy <i>and</i> Design Thinking & Strategy |
| | 4.0 Legal Foundations for Creative Industries | 4.0 Legal Foundations for Creative Industries | 4.0 Legal Foundations for Creative Industries |
| | 2.0 Marketing Management | 2.0 Marketing Management | 2.0 Marketing Management |
| SEMESTER 2 | 4.0 Theory & Practice of Institutional Leadership | 4.0 Theory & Practice of Institutional Leadership | 4.0 Theory & Practice of Institutional Leadership |
| | 4.0 Finance & Accounting for Nonprofits | 4.0 Finance & Accounting for Nonprofits | 2.0 The Business of Media |
| | 4.0 Practice-Based Research | 2.0 Exhibition Making & Managing | 2.0 The Law of Media |
| | 4.0 Elective | 4.0 Practice-Based Research | 4.0 Practice-Based Research |
| | | 2.0 Elective | 4.0 Elective |
| SUMMER | 2.0 Pre-Practicum (if pursuing Consulting Practicum) or Critical Entrepreneurship (if Startup Studio) | 2.0 Pre-Practicum (if pursuing Consulting Practicum) or Critical Entrepreneurship (if Startup Studio) | 2.0 Pre-Practicum (if pursuing Consulting Practicum) or Critical Entrepreneurship (if Startup Studio) |
| | 4.0 Consulting Practicum or Startup Studio | 4.0 Consulting Practicum or Startup Studio | 4.0 Consulting Practicum or Startup Studio |
| SEMESTER 3 | 4.0 Marketing Elective | 2.0 Marketing Elective | 4.0 Marketing Elective |
| | 2.0 Elective | 2.0 Museum Collections Management | 8.0 Electives |
| | | 6.0 Electives | |

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MASTER'S IN ART BUSINESS CURRICULUM FOR 2017–18

| | Art Business | East Asian Art & its Markets | Contemporary Art & its Markets | Latin American Art & its Markets |
|-------------------|---|---|---|---|
| SEMESTER 1 | 2.0 Creative Industries Colloquium |
| | 4.0 Finance & Accounting for Creative Industries |
| | 4.0 Economics of Strategy <i>and</i> Design Thinking & Strategy | 4.0 Economics of Strategy <i>and</i> Design Thinking & Strategy | 4.0 Economics of Strategy <i>and</i> Design Thinking & Strategy | 4.0 Economics of Strategy <i>and</i> Design Thinking & Strategy |
| | 4.0 Legal Foundations for Creative Industries |
| | 2.0 Marketing Management | 2.0 Marketing Management | 2.0 Marketing Management | 2.0 Marketing Management |
| SEMESTER 2 | 2.0 Art Market Dynamics |
| | 2.0 Comparative Art Markets | 2.0 East Asian Art Markets | 2.0 The Contemporary Art Market | 2.0 Latin American Art Markets |
| | 2.0 New Venture Creation | 2.0 Restitution & Cultural Property | 4.0 Survey of Contemporary Art | 2.0 Curating Latin American Art |
| | 10.0 Electives | 2.0 New Venture Creation | 2.0 New Venture Creation | 2.0 Restitution & Cultural Property |
| | | 8.0 Electives | 6.0 Electives | 2.0 New Venture Creation |
| SEMESTER 3 | | | | 6.0 Electives |
| | 2.0 Marketing Elective | 2.0 Marketing Elective | 2.0 Marketing Elective | 2.0 Marketing Elective |
| | 4.0 Startup Studio | 2.0 Cultural & Arts Policy in Asia | 4.0 Ideas in CA or Survey of CA | 4.0 Contemporary Latin American Art |
| | 10.0 Electives | 4.0 Asian Art History and Connoisseurship | 4.0 Startup Studio | 2.0 Cultural & Arts Policy in Latin America |
| | | 4.0 Startup Studio | 6.0 Electives | 4.0 Startup Studio |
| | 4.0 Electives | | 4.0 Elective | |

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COURSE DESCRIPTIONS

Creative Industries Colloquium (2)

COURSE LEADER(S): JONATHAN T. D. NEIL & SARAH ODENKIRK

The Creative Industries Colloquium is designed to give students in the Arts Management and Art Business degree programs an introduction to the curriculum concentrations offered by these programs and which students will have a choice to pursue in subsequent semesters. Each of the classes is built around a panel of professionals from the LA arts and cultural community who speak to their own experiences in their industries and to the challenges and opportunities facing their fields, businesses, and organizations today. Students are given opportunities to engage these industry professionals and to learn 'directly from the source', as it were, where their studies might take them.

Marketing Management (2)

COURSE LEADER: JENNY DARROCH

This course examines the process of strategic marketing management and considers its role within organizations. It presents the fundamentals of the marketing concept and considers the relationship between the marketing concept and other concepts such as innovation and entrepreneurship. The course considers tools and methods used to examine marketing environments, understand consumer and organizational buying behavior, segment markets and position products, develop new products, manage existing products and promote, price and place products.

Managing Arts Engagement (2)

COURSE LEADER: RON EVANS

The way people engage with art in our technology-connected world is complex. Age, ethnicity, prior experience with the genre, technology acceptance, and a variety of other factors are at play in patron motivation to attend and satisfaction with the experience. Arts managers leading nonprofit arts organizations need to create opportunities to engage many types of people for arts organizations to thrive. The course will examine trends and experiments in audience engagement with the arts from the U.S., U.K., and Australia, engagement planning and implementation, technology-support systems, data management, analytics and data-driven decision-making, impact measurement, and communications strategies.

Economics of Strategy (2)

COURSE LEADER: JAY PRAG

The Economics of Strategy uses the business-related tenets of economics (old and new) to generate a modern, consistent, formal framework for strategic decision-making. Using economic intuition we will be able to address issues ranging from outsourcing to new product lines. We will be able to explain why some firms actively compete through price changes and while others in apparently similar competitive industries do not. Economic theories seem very abstract to many students because these theories usually assume many unrealistic things about people and society. Students must be mindful of the fact that these assumptions are what allow economists to answer many otherwise intractable questions. The results that we attain usually hold even without these simplifying

assumptions. This class will show how some of these economic models can provide a powerful, formal framework for answering managerial questions ranging from dealing with competition to setting proper incentives for managers.

Organizational Behavior (2)

COURSE LEADER: KATHARINA PICK

The purpose of this course is to provide students with a foundation of the fundamental skills they will need to understand, diagnose, and manage organizational behavior in order to attain the organization's mission more effectively. We will conduct structured classroom exercises geared toward discovering your own strengths and their potential for optimizing your contribution to an organization.

Legal Foundations for Creative Industries (4)

COURSE LEADER: SARAH ODENKIRK

This class provides an overview of major art law and business topics. Subjects covered include: The U.S. Legal System, Contracts, Intellectual Property, Artist Rights, Authenticity and Title, First Amendment, Business Structures, and Business Challenges. Several classes will include presentations from guest speakers addressing the specific roles and concerns of artists, dealers, collectors, curators and/or auctioneers. The course will employ a modified Socratic method and in-class exercises as students are expected to actively participate in each class.

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COURSE DESCRIPTIONS

Art Business/Arts Management on Site (0)

COURSE LEADER: FACULTY

Art Business/Arts Management on Site introduces students to the businesses, institutions, artists, innovators, and leaders that shape the art world at present through travel to both regional and international venues where the art business is at its most active. Travel is shaped by the art world calendar and its ever changing menu of events.

Practice-Based Research for Arts Leaders (4)

COURSE LEADER: BRONWYN MAULDIN

This class will introduce research methods and principles as they are practiced in arts management, including both qualitative and quantitative perspectives. The skills required to read, understand, analyze and utilize arts data will be explored and practiced. Works by key researchers in the arts field will be critically analyzed. Students will also engage in hands-on exercises in the classroom as well as conduct data collection in the field. The course will culminate in a student-developed research proposal that will demonstrate understanding of all stages of the process from developing a research question and collecting data to analysis and report writing.

Strategic Planning for Arts Organizations (4)

COURSE LEADER: JOHN MCGUIRK & HOVIG TCHALIAN

Strategic planning is the process of defining an organization's mission and goals and allocating the resources necessary to achieve them over time. Smart, savvy

planning has become critical for success within the rapidly changing environment for not-for-profit arts and culture organizations.

In this course, Arts Management students will examine multiple approaches to developing and implementing a strategic plan. Students will also learn and apply methods and frameworks for critical reasoning, complex problem-solving and oral and written communication. Coupled with a foundation in the strategic planning process, these core strategic thinking skills will help students design effective solutions to strategic challenges by asking the right questions, first. The course will include lectures, case studies, group discussions, and hands-on experiential activities. The course format is practice-based, with a focus on learning by doing. We will therefore directly apply the approaches and frameworks we learn, often to a case or mini-project.

Note that this course is team taught, with some sessions led by one of the two instructors but an integrated structure that applies all concepts and frameworks taught in the course in each assignment and course session.

Finance & Accounting for Nonprofits (4)

COURSE LEADER: FAITH RAIGUEL

The course objectives are to expand awareness of the similarities and differences between financial management of profit-seeking firms and not-for profit firms. Understand the scope and importance of financial management responsibilities within an arts orga-

nization. Understand the techniques of day-to-day financial management, with particular emphasis on budgeting, financial statements, internal controls and decision making. Develop a thorough understanding of funds accounting and of financial analysis. Provide a useful set of tools for an emerging arts manager, regardless of art form or professional specialty.

Theory and Practice of Institutional Leadership (4)

COURSE LEADER: MELODY KANSCHAT

This survey course explores various styles of leadership, and the processes and practices behind strategic planning and decision-making in arts organizations today. Practical applications will focus on developing concrete strategies and tactical plans for managing arts organizations, including motivating teams, managing boards, fund-raising, situational analysis, and program development. Guest speakers who are leaders in the field will add diverse perspectives to class discussions of the major topics. Focus on specific types of arts organizations will depend upon the interests of the students in the course. Students will write a final project case study of an arts organization and its leader(s) demonstrating the various styles, strategies, and tactics in play and suggestions for alternatives to boost organizational success.

Arts & Cultural Policy (4)

COURSE LEADER: JESSICA CUSICK

Cultural policy shapes government and private support of the arts and culture and is connected to a broad array of other areas and issues such as public education, artist rights, and economic development.

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COURSE DESCRIPTIONS

This course is designed to provide students with an understanding of the importance of cultural policy and the many ways it influences cultural production, consumption and various other forms of participation in the United States. The specific emphasis of the course is on how cultural policy is developed and implemented at the local government level.

Fine Art as a Financial Asset (2)

COURSE LEADER: ROSEMARY RINGWALD

Art is an asset but it is increasingly being purchased as an investment asset despite its lack of return and the expenses associated with maintaining it. This course will examine the individual art investor who wants to (1) leverage his or her collection; (2) gift art to family members or charitable organizations during life; (3) leave art to family members or charitable organizations upon death; (4) establish a private art museum to house the investor's collection; and finally (5) explore corporate art collecting as an investment asset.

The course will begin by laying the foundation for an understanding of the planning process by lectures on educational modules devoted to income tax, gift tax, estate tax, trust and estate planning basics. Planning strategies will be reviewed and discussed for their applicability to a client's particular situation as will the advantages and disadvantages of each strategy. The course will provide an understanding of the mechanics behind the art lending process and provide real life examples of clients who are utilizing this form of leverage with their art collections.

Public Art (4)

COURSE LEADER: SARAH ODENKIRK

Contemporary public art practices rely on community involvement with the goal of creating artwork accessible and usable by the general public. The artwork is often site specific and it is not uncommon now to see public art projects that incorporate performance and temporary components. This course will examine the chronological path of public art projects from selection to fabrication, installation, and ultimately maintenance, conservation and removal issues. We will explore trends in public art, the legal and ethical concerns to be considered along the way and strategies for building successful public art programs. This class is open to all CGU students.

The Auction Business (2)

COURSE LEADER: BARBARA STRONGIN

This course introduces students to the inner workings of the auction business by focusing on what actually happens in the auction sale room and behind the scenes. Key moments in auction house history are combined with the evolution of the rules and regulations that govern the auction world. Students are given an inside perspective to buying and selling at auction, the fine points of "saleroom science," and how the major auction houses compete for business, clients and market share. Students are given a unique opportunity to understand how auctioneers practice their trade by learning the skills required and the techniques employed in conducting fine art auctions. The lifeline of a piece of art at auction will be followed behind the scenes from loading dock to auction block.

The Gallery Business (2)

COURSE LEADER: AMY DAVILA

The Fundamentals of an Art Gallery is a detailed look into a contemporary art gallery, what it is, how it functions, how it's structured and what role it plays in the greater art world. This course gives an in-depth look at the financial system and operations of a gallery. Fundamentals of an Art Gallery includes site visits to galleries to meet with the gallery owners to get their personal insight and experience. The course will conclude with each student creating a business plan for a gallery. The issues each student will address are how they are going to fund the gallery startup, projecting revenue and expenses, staffing, sourcing artists, creating a program, and creating a sample exhibition schedule for the year.

Appraising Contemporary Art (2)

COURSE LEADER: KAREN MCMANUS

This course provides the essential framework and methodology of personal property appraisal with an emphasis on contemporary art. Students will gain a general knowledge of the duties of a professional appraiser; learn about different types of appraisals (insurance, estate tax, charitable contribution, equitable distribution, etc.); examine the types of value and valuation approaches used in appraisal reports; investigate different markets and market levels; and explore challenges specific to appraising contemporary works of art. Other topics covered include client relations, standards and codes of ethics, authenticity, appraisal report requirements, identifying appropriate comparables, and establishing a practice.

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COURSE DESCRIPTIONS

Survey of Contemporary Art (4)

COURSE LEADER: DAVID PAGEL

This class introduces students to some of the most influential art made in California, New York, and Europe from just before the beginning of the 1960s to just after. It examines the transatlantic and transcontinental dialogues that emerged among artists before globalism transformed the art-world into what is now: a multinational, corporate-style enterprise that combines aspects of the entertainment industry, the education business, and naked commercial speculation.

Ideas in Contemporary Art (4)

COURSE LEADER: CARMINE IANNACCONE

"The Grand Tour". Many commentators believe that what has been called the Golden Age of critical theory is now over. They're probably right, but just because it's over, doesn't mean it's finished. Anything as far-reaching as the body of thought that is also known as "Continental Theory" will permanently bend the light through which all successive history is viewed, to one degree or another. These theories were influential not just because they got written, but also because of how they were interpreted, discussed, unloaded and applied by legions of others in a process that (for better or for worse) is certainly still underway. And that may make it crucial to understand the theories now more than ever. The process of exegesis can become vapid and attenuate the original ideas, to the point where we forget what made them revolutionary in the first place. As more and more people talk about them, the key terms become markers of fashion rather than insight. Anyone can now throw around the word "deconstruction" and sound very informed, hip, and up-to-date

without needing to know what deconstruction means. That's a problem.

Latin American Art Markets (2)

COURSE LEADER: ALMA RUIZ

This course tracks the genesis and evolution of the Latin American art markets in the United States and their most recent growth in Latin America. We will examine trends and aesthetic histories for increased interest in the art of the region, characterized by the growing influence of the Latin American departments at both Sotheby's and Christie's and the burgeoning number of art fairs from Mexico to the Southern Cone, some of which operate with official support. The active participation of collectors, art advisors, dealers, curators, and artists has energized the market to new monetary levels with some artists occupying a prominent position in both regional and international markets. Students will learn the differences between these markets and learn to analyze local vs. global.

Social and Cultural Entrepreneurship (2)

COURSE LEADER(S): AMY SHIMSHON-SANTO, JONATHAN T. D. NEIL, ET AL

Changes in technology, demographics, and the economy are challenging artists and arts organizations to become more entrepreneurial in their planning and practice while remaining true to their missions. This is true not only for artists, but, also, for arts serving foundations, government agencies, and non-profit entities. How can artists and arts organizations employ social and cultural entrepreneurship to position themselves as change makers, influencers, and allies in the story-

telling economy? Entrepreneurship provides tools to innovate new, and sometimes hybrid approaches, to successful arts management and business development. Students will study the topic through critical reading, global case study analysis, and apply what they learn to real world projects within their grasp. Through team-oriented exercises and project-based learning, students will imagine and prototype ventures that amplify the values and assets of an artist or arts organization. This course prepares participants to think critically and act creatively as arts leaders who uplift the creative vitality of the communities they care for and serve.

The Media Business (2)

COURSE LEADER: CHRIS REED

This course examines the business models relating to the production and distribution of books, music, films, television programs, sports, news and information, and related industries. Students will understand how fundamental economic principles have formed the underpinnings of contemporary media distribution business models and how recent technological innovation has begun to reshape the content business landscape. Students will gain exposure to the market demands, economic context, and legal and regulatory environment in which creators and content business executives must decide how to create, produce, and distribute the next generation of the American cultural experience.

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COURSE DESCRIPTIONS

Media Law (2)

COURSE LEADER: CHRIS REED

This course explores the legal standards that determine what the media may and may not do. After completing the course, students will understand the fundamentals of how the American legal system works; have an understanding and appreciation for the freedoms embodied in the First Amendment and how they impact the media and the media's role in a democratic society; and understand the legal environment in which the media must function, including libel, privacy, copyright, broadcast regulation, advertising, and various other doctrines and policy issues that relate to the media industry.

The Art of Social Engagement (2)

COURSE LEADER: IRENE TSATSOS

Social engagement practices have evolved by drawing from traditions of both visual art and performance-based media to create works that use community engagement as the subject of and raw material for artistic interventions. Understanding the artists who practice this often-esoteric brand of public art and collaborating with them to bring their work to audiences is often challenging. This course explores the nature of social engagement practices, the role that art institutions can or cannot play in supporting these artistic practices, and the challenges of curating and valuing these practices within the art world. This course offers students a brief survey of the history and theory of social engagement in the visual arts, but it also focuses on the management issues – logistical, legal, financial, educational – that attend the conception and production of socially engaged works.

Exhibition Making & Managing (2)

COURSE LEADER: IRENE TSATSOS

Different from a course in "curatorial studies," this class takes students through the full life-cycle of mounting and managing an exhibition of visual art. It covers early stage planning and scheduling; artist, collector, and agency relations; loans; budgeting and funding; insurance, shipping, and handling; third-party contracts; catalogue and collateral materials production; marketing; programming; and staffing. Students are asked to come up with creative solutions to exhibition problems governed by different kinds of constraints, such as limited budgets or access to key works. It looks at the presence of digital technology in the exhibition hall or environment, and asks about the best ways to deploy technology to equally serve an exhibition's edifying mission and its public.

East Asian Art and its Markets (2)

COURSE LEADER: KEJIA WU

This course provides students with a broad and in-depth understanding of the East Asian art markets, which includes the second largest art market in the world after the US, China. The course will review the long term collecting history and connoisseurship of art in East Asia, and discuss how different countries in the region: China, Japan, Korea, etc., influenced each developing their preferences for collecting and conserving. In addition, the course will introduce students to the key stakeholders in the East Asian art markets, including artists, galleries, auction houses, art fairs, public and private museums, art critics/curators and art media. As China is a major force in the growth of the global art market, we will dedicate a number of

sessions to China's art market alone, particularly the auction business in China, the authenticity issue of Chinese art and the rise of Chinese contemporary art at the turn of the 21st Century. We will also cover the rise of the Japanese and Korean art markets and review the careers of a few Japanese and Korean artists to learn how they became prominent players on the global stage. The course will include a series of lectures; visits to museums, galleries, and auction houses in Los Angeles; and a field trip to Beijing (or New York), Seoul, and Hong Kong in March during the Art Basel Hong Kong art fair.

Art Market Dynamics (2)

COURSE LEADER: KIBUM KIM

This course introduces students to the structures and dynamics of international art markets: the people, places, institutions and organizations responsible for the flow of works around the globe as well as by and through which they gain their value. In fact, value is a core organizing concept around which this course is built. What makes works of art valuable? What determines their price? Why are some artists considered relevant and others not? What confers relevance, and hence, scarcity? From the artist's studio to art history, from the museum to the auction house, from the art fair to the international biennial, from the arts pages of the major daily newspapers to the esoteric world of academic journals, and from the law courts to insurance policies – what confers value on a work of art, and how?

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COURSE DESCRIPTIONS

Comparative Art Markets (2)

COURSE LEADER: KIBUM KIM

A partner course to Art Market Dynamics, Comparative Art Markets pulls back the lens on the question of value addressed in that course in order to look at a broad range of art markets and how they “perform” with respect to one another. The first part of the course compares regional and temporal markets to one another. For example, nineteenth century American and British art, or modern Latin American and South Asian art. The second part of the course looks at how markets are broken down according to medium, for example painting vs. sculpture, photography vs. prints, drawings vs. new media. In every case, the questions the course asks are: What does it mean to segment markets in this manner? Are there other ways of analyzing and comparing similar markets using different variables and metrics? Using statistical analysis, students will conduct their own art market analytics in order to test for answers to these and other questions.

Contemporary Art Markets (2)

COURSE LEADER: KIBUM KIM

A partner course to Art Market Dynamics, Contemporary Art Markets look specifically at the market for contemporary art from its blue chip to emerging manifestations. It is difficult to value art with no reasonable or robust track record in the secondary marketplace (i.e. at auction) nor with any historical pedigree. Yet the market for contemporary art works has far surpassed many other categories of collecting, including Impressionist and Modern art. This course looks at the dynamics at play in the contemporary art

marketplace. Through a combination of case studies, as well as structural and statistical analysis, students will unpack the contemporary art market, while comparing it to markets for other goods (real estate, luxury goods, commodities).

Arts Management Masterclass: Cross Sector Issues in Arts Management (2)

COURSE LEADER: LAURA ZUCKER

Arts organizations often find themselves addressing intractable social sector issues, such as juvenile justice, homelessness and graffiti abatement; health issues, such as music therapy for Alzheimer patients; environmental issues, such as water conservation or waste management, and myriad other cross sector work. Through site visits to arts organizations throughout Los Angeles deeply engaged in this work, this course will explore the ramifications for arts managers of authentic cross sector work.

Art Fairs and Selling Exhibitions (2)

COURSE LEADER: KIBUM KIM

In little more than a decade, art fairs have redefined the systemic mechanisms of the art market. In addition to becoming the dominant channels for sales in the art world—many galleries generate a majority of their revenues from fairs—art fairs, aided by digital communications, have fundamentally altered the traditional gallery business model. Art fairs have expanded the scope of collector bases available to galleries geographically, which has facilitated growth of sales conducted through dissemination of digital images and contributed to the proliferation of art advisors. Fairs also have served as a catalyst in the formation of

a global, year-round, spectacle-driven calendar for the international art circuit. This course will chart the history of art fairs and examine the current landscape of art fairs, paying particular attention to the economics of art fairs—from the perspectives of galleries that rely on fair participation for sales, fairs themselves, and artists who face greater production pressures with fair schedules.

Consulting Practicum (4)

COURSE LEADER: HOPE SCHNEIDER

Students in their final semester conduct consulting projects in arts organizations. Activities include defining the scope of work, identifying deliverables, contracting, conducting the project, and writing a final project report. Students work with faculty advisor Hope Schneider on each stage of the project and with their peers through periodic class sessions. If a large number of students enroll in the class, they may be encouraged to work in teams.

Art Law: Restitution and Cultural Property (2)

COURSE LEADER: SARAH ODENKIRK

This course covers a wide range of subjects including WWII Restitution, import and export regulations affecting antiquities and cultural patrimony, and laws and policies affecting indigenous peoples' rights. Students will read and discuss specific legal cases, pertinent domestic legislation, and international treaties. The course will require students to work individually and in small groups to prepare several presentations throughout the semester.

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COURSE DESCRIPTIONS

The History of Art Markets in the West (2)

COURSE LEADER: CHRISTIAN HUEMER

Most courses on the International Art Market focus on the contemporary state of the market. There is nothing wrong with this approach, of course, but it can offer the impression that the individuals and institutions that make up the market, as well the customs and conventions that shape its operation, have either always been thus or, in contrast, are brand new.

This course takes the contemporary state of the art markets as a jumping off point from which to survey their historical evolution. For example, the emergence of an international network of art makers and dealers in 15th Century Florence will be addressed in terms of actor network theory; 16th Century Antwerp raises questions and debates about globalization; and 19th Century Paris will be analyzed with regard to star cults and dealing in temperaments, etc. If this course puts significant emphasis on the historical perspective, that is because it holds that the contemporary shape of market is none too different from the historical forms that gave rise to it.

Asian Arts Connoisseurship and Collecting (4)

COURSE LEADER: BRUCE COATS

This seminar will provide a rare “hands on” experience that explores techniques of production, methods of conservation and ways to evaluate authenticity. Issues facing Asian art collectors, curators and dealers will be examined. During the semester, students will do research on Asian art objects in the Scripps College Collections and make reports (written and oral) about

the works – such research could be added to the Scripps collections database. Longer research papers could be placed online as case studies, for example indicating the types of reports that might be done by a curator for a museum acquisitions committee or by a gallery consultant for a collector. The learning outcomes are to develop an enhanced familiarity with Asian art objects and to acquire a vocabulary with which to discuss such works with Asian art scholars, museum curators and private collectors.

Finance and Accounting for Creative Industries (4)

COURSE LEADERS: JAY PRAG AND JIM WALLACE

Finance is the study of the allocation of capital (money) from lenders or savers to borrowers. Typically, the ultimate borrower is a firm or an entrepreneur who is attempting to build or acquire productive, profitable assets. When this process is studied from the point of view of the lender, the class is usually called “Investments”. When the borrower’s point of view is studied, we generally call the class “Corporate Finance”. Many of the same theories are studied in both classes because these two classes are studying the same fundamental process. We will draw on many areas in constructing a method for financing a profitable corporation. Obviously finance theories are important but we will also use economics, accounting and management concepts. There are essentially two philosophies regarding the proper approach to teaching financial accounting. Perhaps the more traditional approach takes the perspective of the preparer, whereby the emphasis is on the proper recording of transactions. This debits and credits approach is very useful for

anybody contemplating a career as an accountant. It is my belief that this approach is also responsible for accounting’s reputation as “boring” and just a bunch of rules to be learned. We will be following a second teaching philosophy, whereby we study accounting from the perspective of the user/manager. The ultimate goal from this section will be for you to read and understand the output from the financial accounting process, the financial statements. While this is not a class is either statement preparation or statement analysis, we will do a little of each. Still, the goal is understand the basic rules governing the preparation of financial statements, the flexibility that exists within these rules, the possible incentives of management to make choices from within these rules, and the output from this environment.

Startup Studio (4)

COURSE LEADER(S): FACULTY

Students who pursue the entrepreneurship sequence in the CMCI finish their degree with the Startup Studio. The studio is designed as an open forum in which students work on their final MA capstone projects, usually entrepreneurial enterprises of one genre or another that are presented to panels of faculty and professionals at the end of the semester in which the studio is taken. The studio offers students an open, collaborative environment in which to develop their ideas and to learn from one another. Regular visits from industry professionals, entrepreneurs, institutional leaders, and visiting faculty provide feedback on projects in development.

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COURSE DESCRIPTIONS

Principles and Practices of Fundraising (2)

COURSE LEADER: AMY SHIMSHON-SANTO

Principles and Practices of Fundraising 1 (310A) introduces students to the fundamentals of philanthropy and fundraising in the arts. The course presents critical concepts and pragmatic applications for raising funds for the visual and performing arts across different genres, settings, and scales. Informative reading, case study review, critical discussions, written assignments, and guest speakers will immerse students in the key ideas, pragmatic tools, and core relationships needed for successful fundraising in the arts. Students will become familiar with comprehensive fundraising planning, cultivation, solicitation, and stewardship using old and new technologies. Participation in this course will prepare students to enhance the impact of the arts on our lives and communities through thoughtful planning and action.

Principles and Practices of Fundraising II (2)

Fundraising has become a key responsibility of qualified leaders in the arts. In this pragmatic and critical course students will study cutting edge trends in development, form a leadership vision for arts fundraising, and practice core development competencies that prepare them to raise funds for visual and performing arts organizations across genre, scale, and setting. Course readings, case studies, critical discussions, written assignments, and guest speakers will deepen students' understanding of key ideas, historical foundations, and catalytic changes shaping philanthropy today. Building from the comprehensive

fundraising plans developed in 310A, students will gain hands-on experience in cultivation, solicitation, and stewardship from prospect research to proposal development, reporting to evaluation, and analogue to online relationship building. Students will deepen their understanding of how fundraising can enhance the impact of the arts on our lives and communities.

This pragmatic course prepares students to master the fundamentals of philanthropy and fundraising in the arts. Students will study practices and principles applicable to diverse arts organizations across genres and settings – including their unique challenges and opportunities. Course readings, case studies, critical discussions, written assignments, and guest speakers will engage students with key ideas and contemporary influencers in philanthropy. As potential grantors, students will critique trends and propose enhancements for grant making in the arts. As potential grant seekers, students will develop core competencies in successful prospect research, solicitation, and stewardship. Annual giving topics will include foundation and corporate relations, government grants, solicitation and stewardship of individual donors, and communications. An overview of campaign planning phases and case statements also will be addressed. Through hands-on assignments, students will research, compose, and present a high quality funding proposal or request for proposals that resonates with their creative interests. Participation in the course will reveal how fundraising can enhance the impact of the arts on our lives and communities.

Pre-Practicum (2)

COURSE LEADER: HOPE SCHNEIDER

This course is a prerequisite to the Consulting Practicum. Students are introduced the practicum sequence, choose a project from responses to an RFP, establish initial contact with clients and a scope of work for the project, and finalize the consulting agreement that will govern the execution of their consulting project.

Museum Collections Management (2)

COURSE LEADER: MARCELLE LUNAU

The ability to manage a museum or private collection is a fundamental component in maintaining a sustainable art collection both from a conservation standpoint as well from a market value perspective. Collections management practices establish the basis for creating and implementing policies on acquisition, re-acquisition, documentation, storage and conservation. This course will provide a solid foundation in collection management theory, policy and practice in both museum and private collection contexts.

New Venture Creation (2)

**COURSE LEADER: JONATHAN NEIL,
SARAH ODENKIRK, HOVIG TCHALIAN**

This course covers the principles of entrepreneurship (e.g. managing process, value creation, teams, & growth) as well as various different entrepreneurial models (e.g. the lean startup, the "non non-profit," the "innovator's dilemma," etc.), all with an eye towards generating ideas for new ventures. Following a research-based approach, students are asked to identify opportunities, customers, and markets for new

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products, services, businesses, organizations, and initiatives. This course is a prerequisite to the Startup Studio, in which students develop their venture ideas into fully fledged enterprise plans and pitches.

Social and Digital Media Marketing (2)

COURSE LEADER: RON EVANS

As the communications landscape moves to digital, the value of strong online marketing skills continues to grow. How does one create an online marketing strategy that cuts through the noise and gets a response? This course will explore successful social media and digital marketing strategies, including: best practices for specific social networks; content creation and manipulation; selection of an online voice; and planning and measuring advertising strategies using targeted social media. Students will learn best practices for promoting themselves and their work online, and access the experience of industry guest speakers implementing successful online marketing campaigns.

Design Thinking and Strategy (2)

COURSE LEADER: HIDEKI YAMAWAKI & KATHARINA PICK

Many organizations today are moving away from analyzing existing opportunities and instead look to create new options that they have not yet considered. An emerging approach is to create value using the designer's approach to solving problems. Design Thinking and Strategy combines classroom and design projects to expose students to a new working environment of design driven companies. Students are expected to learn new ways in which to combine creativity, managerial skills and an entrepreneur-

ial spirit in holistic ways. In particular, students will have the opportunity to work with the elements of the designer's approach to a deep understanding of the user/client, creative solutions to constraints and tensions, prototyping, and continuous modifications. Initial classroom study utilizes class discussion and workshops to focus on business strategy and creativity/innovation languages. The students are assigned to work on a design project in teams and expected to make presentations.

Doing Business in the Creative Industries in China (2)

COURSE LEADER: MATT PILLAR

With a massive consumer base spending heavily both at home and abroad, China represents a tremendous opportunity for companies seeking growth. But the path to profits is highly complex, fraught with potential pitfalls that are best avoided. In this immersive two-credit course organized by Sotheby's Institute of Art and the Drucker School of Management at Claremont Graduate University, students will gain a practical, timely understanding of modern China and the emergence and growing importance of the "creative industries" and the leading companies and entrepreneurs/executives building them there. The course will engage students in an in-depth review of the current market and business environment, cultural sensitivities, major trends, and various industry sector deep-dives and then focus on a wide range of proven, time-tested business strategies and tactics on how to effectively navigate this complex, fast-growing market and establish a platform for lasting success.

Cultural and Arts Policy in Asia (2)

COURSE LEADER: SAM KANG

The course aims to examine the relationship between culture and the state in East Asian countries (China, Japan, Singapore, South Korea and Taiwan). The main questions are how and why state intervenes in cultural production, distribution and consumption, and what are the intentions and actual outcomes of cultural policy. The course helps students to develop a concrete understanding of key policy themes and issues of contemporary cultural policy in East Asian countries through examining the rationales, functions and implications from a critical and comparative perspectives. The course will prepare students to critically interrogate the transforming dynamics between the state, arts and creative industries against the region's rapidly changing political and economic backdrops. One of the primary themes will involve emergence and evolution of the creative industries paradigm. Students will gain a nuanced understanding of a contemporary snapshot of government priorities, the agency of non-government players, and the dynamic tension between state ambitions, private interests and individual cultural and creative expressions in contemporary Asia.

Curating Latin American Art (2)

COURSE LEADER: ALMA RUIZ

Exhibitions of Latin American art and artists have become more commonplace in the United States in the last 25 years due to globalization, shifting national demographics, and a dedicated number of Latin America-born curators along with U.S.-born Ph.D. graduates, working in mainstream U.S. institutions.

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There is increased interest to broaden the field by dispelling stereotypical notions of what Latin American art is supposed to be. In this course, students will first gain an understanding of this history from a group of exhibitions that were responsible for Latin American art as a cultural stereotype of “exotic” and “colorful.” The course will ultimately propose more useful paradigms to rethink the way this art is represented. Through a deeper cultural interpretation of this complex region made up of twenty countries with no single identity, students will learn to develop more reflective and authentic curatorial strategies. The goal is to be engaged with Latin American art from a strong artistic, historical, and sociological position in order to curate exhibitions that are authentic, intellectually engaging, and readily understood.

Art Law: International Transactions (2)

COURSE LEADER: SARAH ODENKIRK

This course will consist of a series of on-site visits to locations where students will see and experience firsthand the logistics of international transactions in the art world. From the gallery selecting works and making plans for international art fairs, to the international shipper where artwork is packed, crated and prepared for transport, to the Port of Los Angeles where goods leave and enter the United States, we will trace the journey of artwork and money as it moves around the world. The class will meet on Fridays based on the availability of the on-site hosts.