

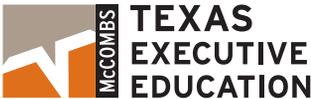


Putting Knowledge To Work

Arts Management Certificate

2014

THE UNIVERSITY OF TEXAS AT AUSTIN



THE UNIVERSITY OF TEXAS AT AUSTIN





APPLY RESEARCH

DEVELOP BEST PRACTICES

DELIVER NEW IDEAS

A Message from Texas Executive Education, McCombs School of Business and the College of Fine Arts:

Arts organizations today face a shifting financial, demographic, technological and legal environment. In response, Texas Executive Education, McCombs School of Business, and the College of Fine Arts have come together to develop the Arts Management Certificate. This Certificate series will provide you with managerial and entrepreneurial skills and strategies to help successfully pursue your institutional mission in today's environment – meeting challenges, but also taking advantage of new opportunities.

OUR DISTINCTIVE PROGRAM WILL ALLOW YOU TO:

- Develop fundamental skills and explore cross-cutting issues while recognizing that arts organizations are diverse
- Focus on understanding overarching approaches and assessing which approaches will best meet the needs of your institution
- Translate concepts and frameworks into practical applications through the use of case studies and exercises

We look forward to welcoming you to our new and exciting program!

Gaylen Paulson
Associate Dean & Director
Texas Executive Education

Francie Ostrower
Professor & Program Director
College of Fine Arts

Arts Management Certificate

REQUIREMENTS

To earn a Arts Management Certificate, you will complete:

- 3 Core Courses
- 3 Electives Courses

Courses may be taken in any order. Participants have two years to complete the certificate requirements.

Cost of our Arts Management programs:

- \$8,100 for the Certificate, or
- \$1,950 for each single Core Course
- \$2,560 for each single Elective Course
- Includes materials, light breakfast and lunches

Scholarship opportunities, which provide partial funding for these programs, are available for nonprofit organizations. Contact Lynn Slattery for details.

Location

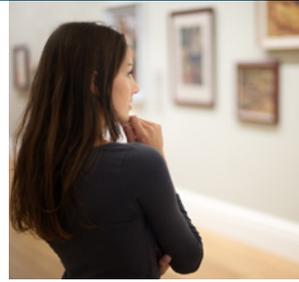
AT&T Executive Education and Conference Center at
The University of Texas at Austin

CORE COURSES	
Nonprofit Boards: Working with Them and Serving on Them	August 25-26, 2014
Foundations of Nonprofit Arts Management	October 6-7, 2014
Fundraising in the Arts: Principles and Practice	October 27-28, 2014
ELECTIVE COURSES	
Leading Change	October 6-7, 2014
Advocacy: Championing Ideas & Influencing Others	May 13-14 or September 25-26, 2014
Building Engagement	March 20-21 or October 16-17, 2014
Leading High Performance Teams	April 3-4 or September 11-12, 2014
The Art and Science of Effective Negotiation	October 2-3, 2014
Customer-Centric Marketing	September 16-17, 2014
Financial Analysis & Measuring Business Performance	April 24-25 or October 23-24, 2014
Maximizing Mental Agility	March 27-28 or September 18-19, 2014

August 25-26, 2014

Core Course

Nonprofit Boards: Working with Them and Serving on Them



OBJECTIVE

Effective boards and productive board-staff relationships are key to helping nonprofits thrive in today's challenging environment. It is therefore critical that board members and staff come to an understanding of their respective roles, and recognize when and how these may need to evolve over time to strengthen the organization's internal operations and external relationships.

BENEFITS

- Explore differences and overlaps in board and staff roles and perspectives
- Identify which model of board-staff relations is most appropriate for your nonprofit
- Highlight strategies for boards and staff to better communicate with one another
- Learn to identify and manage common challenges
- Align board and staff roles as organizational needs evolve – based on lifecycle
- Examine frameworks for strengthening board performance
- Develop a plan for recruitment and fundraising

This course is appropriate for those wanting to learn more about working with or serving on nonprofit boards.

INSTRUCTORS

- Francie Ostrower, Ph.D., Professor and Program Director, College of Fine Arts
Please see our website for additional faculty and guest speakers

October 6-7, 2014

Core Course
**Foundations of Nonprofit
Arts Management**



OBJECTIVE

This course provides an overview of major organizational issues and the broader environment facing arts institutions.

BENEFITS

- Examine your mission development and sustainability
- Discuss optional revenue sources and mix
- Explore strategies for audience development
- Understand how to work with boards
- Learn the process for incorporation and the legal fundamentals of 501c3 status
- Discuss hybrid alternatives to nonprofit form
- Define evaluation methods for your organization
- Enhance your ability to manage your facility

INSTRUCTORS

- Doug Dempster, Ph.D., Dean, College of Fine Arts
Please see our website for additional faculty and guest speakers

October 27-28, 2014

Core Course
**Fundraising in the Arts:
Principles and Practice**



OBJECTIVE

Philanthropy is a key source of support for arts institutions in the United States. In recent years, however, fundraising has become much more competitive. This course focuses on this new environment as well as how donor expectations are changing, and technology and social media are offering new opportunities and challenges for reaching contributors.

BENEFITS

- Develop skills needed to build a fundraising plan
- Assess the opportunities and constraints associated with different types of funders
- Evaluate the appropriate mix of different fundraising vehicles

INSTRUCTORS

- Kathy Panoff, M.M., Director and Associate Dean of Texas Performing Arts, College of Fine Arts
Please see our website for additional faculty and guest speakers

October 6-7, 2014

Elective Course **Leading Change**



OBJECTIVE

In today's competitive world, you're faced with a very difficult challenge: how to do more with less in an environment where the velocity of change is increasing. This program focuses on providing solutions to organizational challenges such as; creating a culture that is change-enabled, developing skills essential to lead and manage your team where change is the constant and making your organization flexible, adaptive and agile.

BENEFITS

- Learn how to recognize when changes are needed
- Articulate your new vision to your employees to generate cooperation
- Appreciate your organization's culture and use it to implement changes

INSTRUCTORS

- John A. Daly, Ph.D., Liddell Professor of Communications
- Luis Martins, Ph.D., Associate Professor of Management

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May 13-14, September 25-26 or November 13-14, 2014

Elective Course **Advocacy: Championing Ideas & Influencing Others**

OBJECTIVE

In today's competitive world, good ideas are especially important. But good ideas don't ever sell themselves. In this unique program, you'll learn the basic marketing concepts that affect your success convincing others to adopt your ideas.

BENEFITS

- Construct and deliver persuasive messages that work in any context
- Generate loyalty and commitment from colleagues and contacts
- Overcome objections and handle problem people and/or situations
- Tailor your messages for different audiences

INSTRUCTORS

- John A. Daly, Ph.D., Liddell Professor of Communications
- Gaylen Paulson, Ph.D., Associate Dean, Texas Executive Education

March 20-21 or October 16-17, 2014

Elective Course

Building Engagement: What Leaders Do To Manage Talent & Build Allegiance



OBJECTIVE

Formal and informal leadership skills are essential to creating engagement in today’s competitive work environment. This program examines what it takes to “make it” as a leader, and presents a wide variety of practical moves successful people make to create loyalty and build commitment.

BENEFITS

- Learn how to create loyalty and engagement—how to encourage “organizational citizenship” in the workplace
- Understand what it means to be “interpersonally savvy” when working with others

INSTRUCTORS

- John A. Daly, Ph.D., Liddell Professor of Communications
- Doug Dierking, Ph.D., Assistant Chair and Senior Lecturer of Management

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April 3-4 or September 11-12, 2014

Elective Course

Leading High Performance Teams

OBJECTIVE

Managers must become creative leaders who can inspire productivity and motivate employees to achieve organizational goals and objectives. This program provides you with a comprehensive toolkit of the major functions effective leaders perform: hiring, communicating, motivating, negotiating, teaming, evaluating, rewarding and creating a high performance culture.

BENEFITS

- Develop new insights on what it takes to lead others successfully
- Handle tough leadership issues, such as giving criticism, making meetings efficient, using teams, and delegating in ways that enhance productivity
- Motivate the workforce of today and tomorrow and retain the best people

INSTRUCTORS

- Ethan Burris, Ph.D., Associate Professor of Management
- John A. Daly, Ph.D., Liddell Professor of Communications
- Kyle Lewis, Ph.D., Associate Professor of Management

October 2-3, 2013

Elective Course **The Art and Science of Effective Negotiation**



OBJECTIVE

Negotiation is part of our daily lives. The ability to prepare for the negotiation process and discover optimal solutions is critical to success. This program facilitates developing the approach to negotiating that works for you.

BENEFITS

- Determine the value of your negotiation
- Explore five Tactical Options of negotiation
- Discuss seven Tactical Stages of the negotiation process
- Learn how to find mutually beneficial trade-offs

INSTRUCTORS

- Janet Dukerich, Ph.D., Professor of Management
- Gaylen Paulson, Ph.D., Associate Dean, Texas Executive Education

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September 16-17, 2014

Elective Course **Customer-Centric Marketing**

OBJECTIVE

Understanding markets and how you create value is a critical factor for your organization's success. Designed to help you develop a thorough understanding of the concepts behind marketing strategy, you will leave this program with the foundation for building and benefiting from internally consistent marketing campaigns.

BENEFITS

- Identify unmet customer needs and balance listening to your customers with helping to shape their preferences
- Develop a strategy for building your brand
- Develop and implement effective lean marketing programs

INSTRUCTORS

- Kapil Jain, Ph.D., Senior Lecturer of Marketing
- Kate Mackie, Ph.D., Distinguished Senior Lecturer of Marketing

April 24-25 or October 23-24, 2014

Elective Course
Financial Analysis & Measuring Business Performance



OBJECTIVE

All managers need to understand where value comes from in their firm. This program takes a broad look at finance. You'll learn a systematic approach for analyzing financial statements, and evaluating the impact on profitability of a wide range of strategic decisions.

BENEFITS

- Understand the key drivers of ROE
- Evaluate performance using financial ratio analysis
- Look into the effect of strategic decisions on ROE
- Calculate the organization's sustainable growth rate and capital requirements

INSTRUCTORS

- Steve Limberg, Ph.D., PricewaterhouseCoopers Centennial Professor
- James A. Nolen, MBA, Distinguished Senior Lecturer of Finance

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March 27-28 or September 18-19, 2014

Elective Course
Maximizing Mental Agility

OBJECTIVE

This program highlights six facets of human thought that are simultaneously hidden and obvious, with techniques that will help you be more productive, efficient, creative, motivated and satisfied in your work and personal life.

BENEFITS

- The Role of 3: Our thought and memory capacity is organized around three items at a time. Find out how you can use this to your advantage.
- Using Analogy and Similarity: The mind is constantly re-using old ideas in new situations. Learn to use this natural skill to be consistently more creative.
- Active Memory: Improving the quality of what we remember by actively managing the quality of what we learn.

INSTRUCTORS

- Art Markman, Ph.D., Annabel Irion Worsham Centennial Professor of Psychology and Marketing
- Gaylen Paulson, Ph.D., Associate Dean, Texas Executive Education

AT&T Executive Education and Conference Center

A First Class Executive Education Experience

When you enroll in a Texas Executive Education program, you acquire effective solutions to your business challenges and transform your thinking on key business issues. Now, you can also look forward to an invigorating atmosphere with inviting views of Austin and the University to put you in the right state of mind.

At our AT&T Executive Education and Conference Center, you will build your business acumen while enjoying the comforts of four-star quality accommodations. Being on campus affords you greater access to the University's vast resources and community as well as more opportunities to interact with other senior executives during your studies.

For reservations and additional information about the AT&T Executive Education & Conference Center, please visit www.meetattexas.com or call 877-744-8822.

Executive Education Contacts

To register:

Online: www.mcombs.utexas.edu/execed

Phone: 800-409-3932 or 512-232-6711

For additional information about Open Enrollment and Certificate Programs, please call:

[Lynn Slattery](#)

Director of Marketing and Open Enrollment Programs

Phone: 512-232-9462

Mailing Address:

Texas Executive Education

McCombs School of Business

The University of Texas at Austin

P.O. Box 8424

Austin, TX 78713-8424

Team Discounts: A 10 percent discount is available to teams of three or more participants from the same organization who register for the same Open Enrollment program.

Alumni Discount: A 10 percent alumni discount for individual Open Enrollment courses is offered to University of Texas at Austin alumni.

Government Discount: Government discounts are available. Please call for additional information.

Texas Executive Education, in partnership with the
College of Fine Arts, presents the

ARTS MANAGEMENT CERTIFICATE

Enroll For 2014 Programs Today!



TEXAS EXECUTIVE EDUCATION

www.mcombs.utexas.edu/execed



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MCCOMBS SCHOOL OF BUSINESS

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