

ARIZONA CTE CAREER PREPARATION STANDARDS & MEASUREMENT CRITERIA

ARTS MANAGEMENT, 50.0500.30	
STANDARD 1.0 – EXPLORE ORGANIZATIONAL INFRASTRUCTURES IN NONPROFIT AND FOR-PROFIT PERFORMING ARTS	
1.1	Examine types of performing arts organizations (producers and presenters)
1.2	Identify the difference between nonprofit and for-profit arts organizations
1.3	Explain the difference between administration and production (front of house/back of house)
1.4	Compare the legal and governing structures of for-profit and nonprofit performing arts organizations
STANDARD 2.0 – EXPLORE PERFORMING ARTS PROGRAMMING	
2.1	Explain the role and responsibilities of the artistic staff
2.2	Analyze how artistic choices affect other organizational functions (production, marketing, financial management, etc.)
2.3	Design an evaluation for a performing arts production, including financial, marketing, and artistic components
2.4	Describe the essentials of a volunteer program
2.5	Define performing arts education and related terminology, e.g., residency, professional development, assessment, and evaluation, etc.
2.6	Develop a study guide for a residency or production
STANDARD 3.0 – APPLY STRATEGIC PLANNING PRINCIPLES AND PROCESSES	
3.1	Describe the purpose of strategic planning
3.2	Define the terminology of strategic planning (mission, vision, goals, etc.)
3.3	Describe organizational roles in a planning process, including staff, board of directors, and client
3.4	Evaluate the alignment of a strategic plan against an organization’s mission, vision, and core values
STANDARD 4.0 – EXAMINE NONPROFIT GOVERNANCE	
4.1	Describe steps to nonprofit incorporation
4.2	Relate state and federal tax responsibilities for nonprofit corporations
4.3	Define “Public Purpose” for nonprofits
4.4	Describe restrictions related to lobbying and political campaigning
4.5	Explain diversity in relationship to board composition

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4.6	Describe board of director responsibilities, liabilities, and protections, including conflict of interest policy
4.7	Investigate the relationship between board and staff
4.8	Explain the importance of advocacy to nonprofit performing arts
STANDARD 5.0 – EXAMINE FOR-PROFIT PRODUCTION AND TOURING	
5.1	Explain how for-profit producers find and develop projects
5.2	Understand legal structures, liabilities, and regulations for for-profit performing arts organizations
5.3	Describe the role of investors
5.4	Explain the purpose of a theatre license
STANDARD 6.0 – EXPLORE PRINCIPLES AND PRACTICES OF FINANCIAL MANAGEMENT	
6.1	Describe financial management, including risk management, payroll, taxes, reporting, and audits
6.2	Explain types of budgets (production/project, operating, and capital)
6.3	Explain basic accounting principles as they relate to general ledgers
6.4	Interpret a balance sheet and profit-and-loss statement
6.5	Prepare a production/project budget
6.6	Explain the role of insurance in risk management
6.7	Explain how rights and royalties affect business decisions
STANDARD 7.0 – APPLY PRINCIPLES AND PRACTICES OF FUNDRAISING AND FINANCE DEVELOPMENT	
7.1	Explain the roles and responsibilities of the development department, internally and externally
7.2	Differentiate between earned and contributed income
7.3	Describe various funding sectors
7.4	Create a projected revenue budget from a development plan
7.5	Describe the purpose and function of a membership program
7.6	Research and write a letter of inquiry or a proposal
7.7	Detail a project plan for a fundraising event (include the use of volunteers)

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STANDARD 8.0 – APPLY MARKETING AND COMMUNICATION CONCEPTS	
8.1	Explain the roles and responsibilities of a marketing department, internally and externally
8.2	Identify strategies for marketing sales (product, place, price, and promotion)
8.3	Describe different ways to sell and package tickets
8.4	Describe mixed media options and their applications
8.5	Investigate technology resources and social media strategies for marketing
8.6	Research a production and write a press release
8.7	Design a program or playbill using desktop publishing
8.8	Differentiate between branding and sales marketing
8.9	Understand the role of customer service in marketing (person-to-person and online)
8.10	Explain the purpose of evaluating a marketing campaign
STANDARD 9.0 – EXAMINE FACILITY MANAGEMENT FUNCTIONS	
9.1	Explain the role and primary responsibilities of a facility manager (include safety, health, and building maintenance)
9.2	Identify potential risks in operating a facility and prescribe preventative measures
9.3	Identify the resources used in facility management for planning, implementing, and evaluating workflow (e.g., schedules, reports)
9.4	Explain the importance of the items in a facility contract
9.5	Describe ways facility staff can affect customer service
9.6	Define the duties of the facility manager in relationship to the renter or client
STANDARD 10.0 – EXAMINE HUMAN RESOURCE FUNCTIONS	
10.1	Explain the roles and responsibilities of the human resources department (compliance, training, and evaluation)
10.2	Create organizational and departmental charts based on functions
10.3	Describe methods of communicating organizational policies and procedures
10.4	Develop job descriptions for an organization
10.5	Identify appropriate mediums to recruit candidates
10.6	Practice interviewing strategies

These technical knowledge and skill standards were validated by a Skill Standards Validation Committee on June 30, 2009, and used in the adaptation, adoption, and development of test items for first time testing in Spring 2010.

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10.7	Compare the difference in contractual obligations for independent contractors and employees
10.8	Describe components of an employment/labor contract
10.9	Describe the relationship between unions and performing arts organizations
10.10	Describe standard components of an employee benefits package
10.11	Recognize the major provisions of the State Labor Law, Equal Employment Opportunity Law, Sexual Harassment Law, and Family and Medical Leave Act