



CAPILANO UNIVERSITY

COURSE OUTLINE		
TERM: Fall 2025	COURSE NO: AEM 248	
INSTRUCTOR:	COURSE TITLE: Resource Development in Arts & Entertainment Management	
OFFICE: LOCAL: E-MAIL: @capilanou.ca	SECTION NO(S):	CREDITS: 3
OFFICE HOURS:		
COURSE WEBSITE:		

Capilano University acknowledges with respect the Liłwat7úl (Lil'wat), x^wməθk^wəyəm (Musqueam), shíshálh (Sechelt), Sk̓wx̓wú7mesh (Squamish), and Səlílwətaʔ/Selilwitulh (Tsleil-Waututh) people on whose territories our campuses are located.

COURSE FORMAT

Three hours of class time, plus an additional hour delivered online or through other activities for a 15-week semester, which includes two weeks for final exams.

COURSE PREREQUISITES

24 AEM Credits and ENGL 100

CALENDAR DESCRIPTION

This course explores funding for arts and entertainment organizations, including sources of funding, the fund development process, trends, ethics, and innovation. Students will gain experience developing campaigns, pitching, and writing proposals and grants for a range of creative industry enterprises while being mindful of ethical standards and equity, diversity, and inclusion.

REQUIRED TEXTS AND/OR RESOURCES

Readings and other resources will be provided on eLearn.

COURSE STUDENT LEARNING OUTCOMES

On successful completion of this course, students will be able to do the following:

- Explain basic funding principles and how they apply to entrepreneurial, for-profit, and not-for-profit organizations in the creative industries
- Explain motives for giving by individuals, foundations, and corporations
- Summarize the various funding vehicles and recommend which ones should be incorporated into a funding strategy for a specific organization
- Explain fundraising practices and tools within arts environments and use them to construct fundraising materials
- Deliver verbal pitches for funding and/or investment

- Identify the key ethical issues affecting funding and employ ethical principles and standards to fundraising activities
- Articulate the importance of equity, diversity, and inclusion in the cultivation of donors and investors

COURSE CONTENT

Time spent on each topic may vary. Please consult the course syllabus for more details.

Topics
Sources of Funding in the Creative Industries
Arts and Entertainment Enterprises: Models, Tax Status, and Governance
Board and Trustee Fiduciary Responsibilities
Organizational Readiness for Resource Development
Grant Writing
Corporate Sponsorships
Annual Campaigns
Capital Campaigns
Crowdfunding
Individual Giving
Ethics
Trends and Innovation

EVALUATION PROFILE

Exercises and Assignments	0 – 25%
Assignments	10 – 50%
Exams	0 – 15%
Project	15 – 30%
Course Learning Portfolio	0 – 30%
TOTAL	100%

*No single assessment will be worth more than 35% without Dean's approval.

GRADING PROFILE

A+ = 90-100	B+ = 77-79	C+ = 67-69	D = 50-59
A = 85-89	B = 73-76	C = 63-66	F = 0-49
A- = 80-84	B- = 70-72	C- = 60-62	

Incomplete Grades

Grades of Incomplete "I" are assigned only in exceptional circumstances when a student requests extra time to complete their coursework. Such agreements are made only at the request of the student, who is responsible to determine from the instructor the outstanding requirements of the course.

Late Assignments

Assignments are due at the time and date listed on eLearn. If you anticipate handing in an assignment late, please consult with your instructor beforehand. Late penalties for assignments will be indicated on individual assignment rubrics.

Missed Exams/Quizzes/Labs etc.

Make-up exams, quizzes and/or tests are given at the discretion of the instructor. They are generally given only in medical emergencies or severe personal crises. Please consult with your instructor. Accommodations can be made to honour community needs and traditional practices.

Attendance

Students are expected to arrive on time and attend all classes and associated activities, except in case of illness or other emergency. If you are having issues, please speak to your instructor.

English Usage

Students are expected to proofread all written work for any grammatical, spelling and stylistic errors.

Electronic Devices

Students are expected to use electronic devices during class for course-related purposes only. An instructor may ask for devices to be put away if they become a distraction to other students or interfere with classroom learning.

On-line Communication

Outside of the classroom, instructors will (if necessary) communicate with students using either their official Capilano University email or eLearn; please check both regularly. Official communication between Capilano University and students is delivered to students' Capilano University email addresses only.

UNIVERSITY OPERATIONAL DETAILS**Tools for Success**

Many services are available to support student success for Capilano University students. A central navigation point for all services can be found at: <https://www.capilanou.ca/student-services/>

Capilano University Security: download the [CapU Mobile Safety App](#)

Policy Statement (S2009-06)

Capilano University has policies on Academic Appeals (including appeal of final grade), Student Conduct, Academic Integrity, Academic Probation and other educational issues. These and other policies are available on the University website.

Academic Integrity (S2017-05)

Any instance of academic dishonesty or breach of the standards of academic integrity is serious and students will be held accountable for their actions, whether acting alone or in a group. See policy and procedures S2017-05 Academic Integrity for more information: <https://www.capilanou.ca/about-capu/governance/policies/>

Violations of academic integrity, including dishonesty in assignments, examinations, or other academic performances, are prohibited and will be handled in accordance with the Student Academic Integrity Procedures.

Academic dishonesty is any act that breaches one or more of the principles of academic integrity. Acts of academic dishonesty may include but are not limited to the following types:

Cheating: Using or providing unauthorized aids, assistance or materials while preparing or completing assessments, or when completing practical work (in clinical, practicum, or lab settings), including but not limited to the following:

- Copying or attempting to copy the work of another during an assessment;
- Communicating work to another student during an examination;
- Using unauthorized aids, notes, or electronic devices or means during an examination;
- Unauthorized possession of an assessment or answer key; and/or,
- Submitting of a substantially similar assessment by two or more students, except in the case where such submission is specifically authorized by the instructor.

Fraud: Creation or use of falsified documents.

Misuse or misrepresentation of sources: Presenting source material in such a way as to distort its original purpose or implication(s); misattributing words, ideas, etc. to someone other than the original source; misrepresenting or manipulating research findings or data; and/or suppressing aspects of findings or data in order to present conclusions in a light other than the research, taken as a whole, would support.

Plagiarism: Presenting or submitting, as one's own work, the research, words, ideas, artistic imagery, arguments, calculations, illustrations, or diagrams of another person or persons without explicit or accurate citation or credit.

Self-Plagiarism: Submitting one's own work for credit in more than one course without the permission of the instructors, or re-submitting work, in whole or in part, for which credit has already been granted without permission of the instructors.

Prohibited Conduct: The following are examples of other conduct specifically prohibited:

- Taking unauthorized possession of the work of another student (for example, intercepting and removing such work from a photocopier or printer, or collecting the graded work of another student from a stack of papers);
- Falsifying one's own and/or other students' attendance in a course;
- Impersonating or allowing the impersonation of an individual;
- Modifying a graded assessment then submitting it for re-grading; or,
- Assisting or attempting to assist another person to commit any breach of academic integrity.

Sexual Violence and Misconduct

All Members of the University Community have the right to work, teach and study in an environment that is free from all forms of sexual violence and misconduct. Policy B401 defines sexual assault as follows:

Sexual assault is any form of sexual contact that occurs without ongoing and freely given consent, including the threat of sexual contact without consent. Sexual assault can be committed by a stranger, someone known to the survivor or an intimate partner.

Safety and security at the University are a priority and any form of sexual violence and misconduct will not be tolerated or condoned. The University expects all Students and Members of the University Community to abide by all laws and University policies, including B.401 Sexual Violence and Misconduct Policy and B.401.1 Sexual Violence and Misconduct Procedure (found on Policy page <https://www.capilanou.ca/about-capu/governance/policies/>)

Emergencies: Students are expected to familiarise themselves with the emergency policies where appropriate and the emergency procedures posted on the wall of the classroom.