

George Mason University
Arts Mgt 601 Course Syllabus
Development and Fundraising in the Arts
Fall Term 2009

Meeting Time:	Wednesday 4:30-7:10 PM
Place:	Fairfax Campus Research I Building, Room 201 Mason Hall, Conference Room 3
Instructor	Brian Marcus Associate Dean for Development and Alumni Affairs Associate Professor of Arts Management College of Visual and Performing Arts Office: Fairfax Campus, Mason Hall, D-9 703-993-8607 bmarcus@gmu.edu
Office Hours	By appointment at Fairfax Campus office or 30 minutes before class in the class meeting room

Course Objectives

Regardless of your specific area of eventual responsibility, anyone pursuing a career in the arts at the management level must have a knowledge of the basic principles and techniques of development and fundraising. This course will introduce students to the art, science and practice of development and fundraising with a special focus on the arts. We will explore development and fundraising as part of the overall strategic management and functioning of an arts organization. We will study the history of philanthropy and fundraising in the United States and how that has affected the development of arts organizations. We will also examine the external environment and how that serves to impede or further arts development and fundraising activities. The majority of class time will be devoted to an exploration and analysis of the tools and techniques of development and fundraising. At each meeting of the class, we will also look at two or three development issues currently in the news as reported in *The Chronicle of Philanthropy*, *Arts Journal* and other sources. The course is intended to be an overview for those seeking a general introduction, as well as the introductory course for those who wish to pursue development as a career path.

Instructor's Expectations of Students

1. **Any student who is unable to attend class** is expected to notify the instructor by email or phone prior to his or her absence. The university has adopted a policy that explicitly permits instructors to use absence, tardiness, or early departure from class as a grading criterion. The new policy reads as follows: "Students are expected to attend the class periods of the courses for which they register. In-class participation is important not only to the individual student, but also to the class as a whole. Because class participation may be a factor in grading, instructors may use absence, tardiness, or early departure as de facto evidence of nonparticipation..." (*University Catalog*.)
2. Students are expected to **read the assigned material** prior to class and actively participate in class discussion. Class participation is a full 25% of the course grade.
3. The **due dates for written assignments** are set and extensions will only be granted for the most serious extenuating circumstances.
4. The **concepts covered in the readings and in class** will be unfamiliar to some, depending on prior work and life experience. Please do not hesitate to speak up in class or see the instructor privately if any material covered in the readings or in class is not clear.

Required Texts

Rosso, Henry, (Eugene Tempel, Editor,) *Achieving Excellence in Fund Raising*, 2nd Edition, San Francisco, CA: Jossey Bass, 2003.

The Chronicle of Philanthropy (electronic edition)- see information below on registration

Arts Journal (daily online newsletter) – see information below on registration

Additional materials provided by the instructor

Suggested Text

Grace, Kay Sprinkle, *Beyond Fundraising: New Strategies for Nonprofit Innovation and Investment*, 2nd Edition, New York, NY: John Wiley & Sons, Inc., 2005

Registering for the Two Electronic Texts

Chronicle of Philanthropy

Each student in the class will receive a seven issue subscription to the electronic edition of the *Chronicle of Philanthropy*, a bi-monthly publication, beginning with the issue dated August 20th. You should have already received an email from the *Chronicle* with a user name and password. You can change your user name or password by going to

<http://philanthropy.com/services/> and click on “Manage your account” You can log in from that page. Once you have successfully logged in, click the words “The Chronicle of Philanthropy at the top of the page. This will take you to the home page and you will remain logged in.

Arts Journal

Go to the website: <http://www.artsjournal.com> and follow the prompts to register to receive the *Arts Journal* daily.

Course Requirements and Grading

1. Class participation: **25% of course grade**
2. For each class beginning September 2nd all students come to class prepared to briefly present the salient development issues raised in an arts-related article or feature from *The Chronicle* or the *Arts Journal*. Only two or three students will actually present each week, but ALL students will share with the class the name and topic of the article they reviewed:
10% of course grade
3. Four to five page written critique of an arts-related development issue featured in an article in *The Chronicle*, *Arts Journal* or other publication with research from additional sources (what do other sources have to say about the issue(s) in your article?)
15% of course grade
4. Group project on solicitation: Groups of three or four will be assembled at random. Each group will construct the background information (history, facts, relationships, observations, etc.) on the parties involved in a face-to-face solicitation. This background information (2-3 pages) will be distributed to each member of the class ONE WEEK BEFORE THE PRESENTATION. Groups will conduct the solicitation meeting in class followed by a critique by the class at large and the instructor
20% of course grade
5. Written Institutional Development Plan:
30% of grade

Mason Policies

1. Last day to add courses: September 15, 2009
2. Last day to drop courses: October 2, 2009
3. *Students with disabilities*: If you are a student with a disability and you need academic accommodations, please see your instructor and contact the Office of Disability Resources at 703-993-2474. All academic accommodations must be arranged through that office. Individual instructors do not have the authority to arrange for academic accommodations.
4. All students should consult the on-line *2009-2010 University Catalog*. Please read carefully the section on Academic Policies.

5. Students are responsible for the accuracy of their own schedules. Students should check with the PatriotWeb regularly to be sure they are registered for the right classes.
 6. An *incomplete grade (IN)* is used only if a student requests it in writing. An IN counts as a failing grade until completed, and it automatically turns into an F if a grade is not turned in by the deadline in Schedule of Classes.
 7. *Honor Code*: “To promote a stronger sense of mutual responsibility, respect, trust, and fairness among all members of the George Mason University Community, and with the desire for greater academic and personal achievement, we the student members of the university community, have set forth this honor code: Student members of the George Mason University Community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work.”
 8. As stated in the *University Catalog*, all students and faculty are to use their **GMU.EDU** email address. Commercial email addresses may be filtered out by the gmU.edu system. No official information can be sent to students unless on the Mason email system.
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Weekly Topics and Assignments

NOTES:

1. “**Assignment**” is the date and class meeting by which the reading should be completed for class discussion.
2. **CLASS MEETING ROOM:** Most classes will be held in Mason Hall, conference room D3 on the main floor, or Conference Room D5 on the main floor. Four meetings of the class will be held in Research I Building, room 201. The meeting place for each class is indicated below.

Week 1 (9/2/09) Mason Hall, conference room D3 (main floor)

- Course overview (texts, collateral material, assignments, office hours, Mason policies, grading)
- Class member introductions (backgrounds, expectations and experience)
- Fundraising myths
- Current trends in development

Week 2 (9/9/09) Research I Building, room 201

“In the news”

The U.S. philanthropic tradition

- Historical trends
- Current U.S. philanthropic landscape; compare and contrast with other areas of the world

Assignment: Rosso, Preface, Chapters 1, 2, 32; instructor handouts

Week 3 (9/16/09) Mason Hall conference room D5

- “In the news”
- Ethics and fundraising

Assignment: Rosso, Chapter 30, instructor handouts

Week 4 (9/23/09) Mason Hall, conference room D5

WRITTEN CRITIQUE DUE

“In the news”

The fundamentals

- Values-based philanthropy; the difference between development and fundraising
- Institutional readiness
- Constituencies and environments
- The “case for support”
- The total development plan

Assignment: Rosso, Chapters 3-7

Week 5 (9/30/09) Research I Building, room 201

GROUPS FORMED FOR SOLICITATION PRESENTATIONS

“In the news”

The annual fund part 1 – fundraising programs and vehicles

- Individuals
 - Special constituencies
 - The internet as a fundraising and development tool
 - Direct response (phone, mail programs)
 - Membership programs
- Events

Assignment: Rosso, Chapters 8, 13, 16, 18, 19-22

Week 6 (10/7/09/) Mason Hall, conference room D3

“In the news”

The annual fund part II – fundraising programs and vehicles

- Corporate development
- Foundation development

Assignment: Rosso, Chapters 14, 15

Week 7 (10/14/09) Mason Hall, conference room D3

Guest Lecturer

“In the news”

Major gifts

- Identification/Qualification
- Cultivation
- Solicitation
- Stewardship

Assignment: Rosso, Chapters 9, 17

Week 8 (10/21/09) Mason Hall, conference room D3

Guest Lecturer

- “In the news”
- Planned giving

Assignment: Rosso, Chapter 12; instructor handouts

Week 9 (10/28/09) Mason Hall, conference room D3

GROUPS DISTRIBUTE BACKGROUND INFORMATION FOR 11/4 PRESENTATIONS

- “In the news”
- Development research and prospect management

Assignment: Rosso, Chapters 26, 27

Week 10 (11/4/09) Research I Building, room 201

- “In the news”
- **GROUP PRESENTATIONS AND CRITIQUE**

Week 11 (11/11/09) Mason Hall, conference room D3

Guest Lecturer

- “In the news”
- Institutional vision
- Capital campaigns

Assignment: Rosso, Chapter 11; instructor handouts

Week 12 (11/18/09) Mason Hall, conference room D3

- “In the news”
- Managing the development and fundraising process
- Planning (near term, strategic planning)
- The budget process
- Working with consultants

Assignment: Rosso, Chapters 28, 29

11/25/09 Thanksgiving Recess – no class

Week 13 (12/2/09) Mason Hall, conference room D3

- “In the news”
- Volunteer leadership
- Board development
- The board’s role in development and fundraising
- Staff/board relationships
- Managing volunteers

Assignment: Rosso, Chapters 24, 25

**Week 14 (12/9/09) Research I Building room 201
INSTITUTIONAL DEVELOPMENT PLAN DUE**

- “In the news”
- The future of development and fundraising