

**Master of Arts in Arts Management**  
**MAM 604 SYLLABUS:**  
**PUBLIC RELATIONS & MARKETING STRATEGIES**  
**FOR THE ARTS**  
(Subject to change due to the needs of the students)

**INSTRUCTOR**

**Professor Karalee Dawn**  
**George Mason University - Fairfax Campus**  
**Krug Hall 204**

**Fall Semester 2009**

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**Office Hours:** By appointment

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**REQUIRED TEXTS**

*Arts Marketing Insights* by Joanne Scheff Bernstein

*The Tipping Point* by Malcolm Gladwell

*The Art of the Turnaround* by Michael Kaiser

*The Elements of Style* (Strunk, White)

Handouts provided by the professor as needed.

**COURSE DESCRIPTION**

The course teaches strategic ways of thinking about audience, community, and performing arts markets. Students will learn about external and internal environments and the interplay among them; discuss marketing fundamentals pertaining to arts audiences; and are introduced to fundamentals of applied marketing media and advertising fundamentals.

**COURSE OBJECTIVES:**

In this course, students can expect to gain an understanding of how publicity and marketing strategies have developed in the twentieth and twenty-first centuries and how they must adapt to the constantly changing needs of nonprofit and commercial institutions and their demographic breakdowns.

In addition, students will:

- Learn how to create and implement a clear and concise Marketing and Publicity message
- Incorporate various Publicity & Marketing strategies and approaches
- Be able to identify and incorporate various branding structures and culture
- Develop and implement marketing strategic plans
- Develop an understanding of the consumer mindset
- Understand the state of performing arts attendance patterns and development
- Conduct and implement marketing research
- Develop and implement a viral marketing campaign
- Understand how to incorporate various models of diversity
- Develop an understanding of the importance of interpersonal communication dynamics
- Understand the unique challenges that are faced by publicists and marketers in both nonprofit and commercial arts institution
- Begin to develop their own professional marketing network

## **STRUCTURE OF CLASSES**

1. News of the Day
2. Lightning Round
3. Discussion of Readings
4. Discussion of relevant Case Studies
5. Book Review Presentations (2-3 each week)  
1,000 – 1,200 word book report and 10 minute presentation on the book.
6. Occasional Guest Speakers

## **STUDENT EXPECTATIONS:**

1. Students will arrive at class on time and be ready to participate
2. Take part in all aspects of the class
3. Be prepared to discuss assigned readings
4. Be supportive and respectful of fellow students, the professor and guest lecturers
5. Hand in all assignments on time

## **EVALUATION**

100 points	Attendance, in class projects & classroom participation with thoughtful engagement
50 points	Book Report: Paper and Presentation
100 points	Personal Press Kit
150 points	Arts Publicist or Marketing Director Interview Presentation
200 points	Arts Organization Publicity & Marketing Research Final Project

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**600 Points Total**

## **GRADING**

A	590 - 600
A-	580 - 589
B+	570 - 579
B	560 - 569
B-	550 - 559

**“Organization doesn't really accomplish anything. Plans don't accomplish anything, either. Theories of management don't much matter. Endeavors succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds.”**

**--Colin Powell**

## **CLASS SCHEDULE FALL 2009**

### **WEEK 1 - Sept 2, 2009**

**Introduction to the Course and Syllabus / Discuss Class and Student Expectations.**

**Class discussion: What is Publicity and Marketing?**

Assignment for next week: Please read *The Tipping Point* by Malcolm Gladwell and create Personal Bios of 35 and 50 words each.

### **WEEK 2 – Sept 9, 2009**

**Discuss Student Bios and *The Tipping Point***

**Due in class: 35 and 50 word bios**

**\*\*Students will bring in their selections for their book and interview assignments.\*\***

Assignment for next week: Please read in *Arts Marketing Insights (AMI)*: Introduction, Prologue and Chapter 1, 2 and 3. Students will create their Professional Resume and 75 and 150 word bios.

### **WEEK 3 – Sept 16, 2009 BR – Chris**

**Discuss 75 and 150 words bios, Professional Resumes & Headshots**

**Understanding the Needs and Development of the Arts Audience (BIS Principle)**

**Due in class: Professional Resume and 75 and 150 word bios as well as edits of 35 and 50 word bios.**

**Students will pick groups for final project. (Six Groups of four +1)**

Assignment for next week: Groups must meet out side of class and pick organization they will profile for final project and read chapters 4, 5 and 7 in AMI.

### **WEEK 4 – Sept 23, 2009 Maria, Shawna, Katie, Danielle**

**Understanding the Needs and Development of the Arts Audience (continued)**

**SWOT ANALYSIS & the Use of Surveys**

**Due in Class: Outline of major topics and points of chapters 1-5 and 7 in AMI and Personal Fact and Information Sheet.**

Assignment to complete in class: Create Audience surveys

**Students will confirm their Final Project organization and group with Professor Dawn**

Assignment for next week: Please read chapters 8 and 9 in AMI.

**WEEK 5 – Sept 30, 2009 Rachel, Scott, Amanda**  
**Understanding, Developing and Utilizing Strategic Marketing Plans**  
**Discuss Pitch Letters, Press Releases and Advertising copy**

**Due in class: Draft of the History of the Organization** (We will discuss in a prior class the depth of this project.)

Assignment to complete in class: Advertising copy and Press Release for an event or production at each groups chosen organization.

Assignment for next week: Please read (AMI) Chapters 6, 10 and 11.

**WEEK 6 – Oct 7, 2009 Demoya, Melissa, Kristen**  
**Brand Identity & Development / Viral Marketing Campaigns**

**Due in Class: Draft of Strategic Analysis, Mission, Vision, and Objectives Statements for Final Project.** (All projects will be discussed in class prior to the assignment due date.)

Assignment to complete in class: Brand Investigation

Assignment for next week: Please read (AMI) Chapter 12 and Epilogue

**WEEK 7 – Oct 14, 2009 Lori, Elisabeth, Adriana**  
**The Consumer and Ticket Selling Strategies: Targeting Audiences**  
**Guest Lecturer: TBD**

Assignment to complete in class: Advertising copy and Press Releases for various target audiences.

Assignment for next week: Prepare for your Publicist & Marketing Director Interview Presentations

**WEEK 8 – Oct 21, 2009 Kate, Ying**  
**PUBLICIST AND MARKETING DIRECTOR INTERVIEW PRESENTATIONS**

Assignment for next week: Prepare for Group Meeting

**WEEK 9 – Oct 28, 2009**  
**NO CLASS – GROUP MEETING DAY**

**WEEK 10 – Nov 4, 2009**  
**Guest Lecturer: TBD**

**Due in class: Outline of major topics and points of chapters 6, 8-12 in AMI.**

**WEEK 11 – Nov 11, 2009 Elisabeth, Sonyi, Hyong, Courtney, Heather**  
**Working with Various Media Outlets/ VNRs/Newsletters/ Research and Story Development**

**Due in class: Draft of your SWOT Analysis (Internal & External Audits) for your final project**

Assignment to complete in class: Press Releases

Assignment for next week: Complete your Personal Press Kits

**WEEK 12 – Nov 18, 2009 Clarissa, Sam, Lana**

**OPEN DAY OF CLASS DISCUSSION**

**Possible Topics:** Museum & Visual Art Strategies / Dance and Performance Art Strategies/  
Concert & Musical Performance Strategies / Tour Strategies

**Due in Class: Final Personal Press Kit Assignment**

Assignment for next week: Have a wonderful Thanksgiving.

**WEEK 13 – Nov 25, 2009**

**NO CLASS – Thanksgiving Break**

**WEEK 14 – Dec 2, 2009 Chantel,**

**OPEN DAY OF CLASS DISCUSSION** (Students choose topics to discuss based on their interests)

Assignment for next week: Prepare your Final Presentations

**WEEK 14 – Dec 9, 2009**

**FINAL RESEARCH PROJECT PRESENTATIONS**

**WEEK 15 – Dec 16, 2009**

**FINAL RESEARCH PROJECT PRESENTATIONS**

**\*\*\*PLEASE NOTE THAT THE SYLLABUS IS SUBJECT TO CHANGE DUE TO THE NEEDS OF THE STUDENTS\*\*\***

## SUMMARY OF ASSIGNMENTS

(The professor will provide additional details for each project during the course of the class.)

### ARTS ORGANIZATION PUBLICITY & MARKETING RESEARCH FINAL PROJECT

Each section should be approximately 1,000 - 1,200 words. (To be completed in groups.)

Will include the following sections:

1. History of the Organization
2. Strategic Analysis
3. Mission, Vision, and Objectives
4. Types of Productions and or Events
5. SWOT Analysis (Internal & External Audits)
6. Marketing & Advertising Plan and Schedule including an Event postcard with special offer and Advertising copy
7. Publicity Plan and Schedule including all Press Releases and Pitch Letters
8. Recommendations for more effective Publicity and Marketing Opportunities

### PERSONAL PRESS KIT ASSIGNMENT (Due on November 18, 2009)

Will be comprised of the following sections:

1. Personal Biographies (35, 50, 75 and 150 word bios)
2. Personal Resume Information & Fact Sheet
3. Information & Fact Sheet
4. Headshot

**\*\*\*Please note that these assignments will be due throughout the semester. A final portfolio will be turned in on the last day of class for a final grade.\*\*\***

### MARKETING INTERVIEW AND PRESENTATION (October 21, 2009)

This assignment is designed to improve our knowledge of the various arts publicists and marketing directors in our area and to create new networks for our students. Each student is to choose ONE publicist or marketing director in the Washington DC area that they will interview regarding their leadership and communication styles, education, influences, concerns and needs for the future in each of their respective institutions.

Please include at least five of the following questions:

1. What made them choose to go into publicity and/or marketing?
2. **What is their educational background? How did that help them in their current position?**
3. **What was their early career development process: Internships, volunteering, educational opportunities, etc.**
4. Who or what were their most lasting influences?
5. Would they do anything different?
6. **What do they see as their "leadership style?"**
7. What do they think is the main need for arts publicists and marketing directors?
8. **What advice would they offer to early career arts publicists and marketing directors?**
9. What is their favorite quote?
10. TBD by the class

Students will write a 1,000 - 1,400-word report on the interview that covers these questions as well as any other useful information that is gained from this exchange.

**Each student will make a 10-minute presentation on their interview with 3 minutes of Q&A/discussion with the class afterwards.**

### **BOOK REPORTS**

Each student will read and report on one book on some aspect of publicity and marketing to be determined on the second week of class. (Must be approved by the professor.)

The book reports will be approximately 1,000-1,200 words and will include the following:

1. Concise and thoughtful summary of the book that includes the main purpose, the way it is organized and useful information such as bibliographies, appendices, charts, etc.
2. Brief bio type description of author's credentials and experience (not to exceed 100 words)
3. Bullet list of at least 6 points that were helpful and can be used by the students in their work
4. Brief summary of overall usefulness of the book
5. Weaknesses of the book

**Each student will make a 10-minute presentation on the book read with 5 minutes of Q&A/discussion with the class afterwards.** Student must turn in a final draft of the Book Report after their presentation as well as their notes for the presentation. Book reports are to be emailed to fellow students and the Professor by 10pm the night of the presentation. (This is to allow us to develop a bibliography and references library of the current work in our field.)

### **BOOK REPORT SUGGESTIONS:**

*A New Framework for Building Participation in the Arts*

*Museum Branding: How to Create and Maintain Image, Loyalty, and Support* by Margot A. Wallace

*Museum Strategy and Marketing: Designing Missions, Building Audiences, Generating Revenue and Resources* by Neil Kotler & Philip Kotler

*Marketing and Public Relations Handbook for Museums, Galleries, and Heritage Attractions* by Sue Runyard

*Made to Stick: Why Some Ideas Survive and Others Die* by Chip Heath and Dan Heath

*The New Rules of Marketing and PR: How to Use News Releases, Blogs, Podcasting, Viral Marketing and Online Media to Reach Buyers Directly* by David Meerman Scott

*Subscribe Now: Building Arts Audiences Through Dynamic Subscription Promotion* by Danny Newman

*In Search of an Audience;: How an audience was found for the Tyrone Guthrie Theatre* by Bradley G. Morison

*Word of Mouth Marketing: How Smart Companies Get People Talking* by Andy Sernovitz and Guy Kawasaki

*Blink: The Power of Thinking Without Thinking* by Malcolm Gladwell

*Zag: The Number One Strategy of High-Performance Brands* by Marty Neumeier

*Designing Brand Identity: A Complete Guide to Creating, Building, and Maintaining Strong Brands* by Alina Wheeler

*Facebook Marketing: Leverage Social Media to Grow Your Business* by Steve Holzner  
*Marketing for Cultural Organizations: New Strategies for Attracting Audiences to Classical Music, Dance, Museums, Theatre and Opera* by Bonita M. Kolb  
*Creative Arts Marketing* by Elizabeth Hill, Terry O'Sullivan, and Catherine O'Sullivan  
*Connected Marketing: The Viral, Buzz, and Word of Mouth Revolution* by Justin Kirby and Paul Marsden

### **CLASS POLICIES**

Attendance and class participation is essential in this class. There are no wrong answers, opinions or silly questions! We are all here to learn from each other. One of the most exciting aspects of the university setting is that we all have different professional experiences and educational backgrounds that will allow for various viewpoints. Please, please, please share your thoughts and previous experiences!

If you must miss a class, please contact me as soon as this develops. Since we only meet once a week a large amount of material will be covered in each lecture. I understand that many of us have outside commitments, so if you must miss class please let me know ASAP and make sure you have arranged a way to get the notes for the material that is covered. It is the responsibility of the student to get notes from their classmates. Please note that missing three or more classes will dramatically affect your grade.

Late papers drop by 1/3 grade per day late (i.e. an A becomes an A-; a B a B-, etc.) If a situation arises that will not allow you to complete your assignments on time, please see me as soon as the problem arises. I will do everything in my power to help you be able to complete your work. A solution can always be found if I am made aware of the issue ASAP.

### **WRITTEN ASSIGNMENT POLICIES**

**All written assignments are due at the beginning of the class period.**

**All written assignments:**

- Must be typed in 12 point Times New Roman font, double-spaced, with 1" inch margins.
- Must have your name **typed** on the first page.
- **MUST** be stapled
- Must contain proper citations according to Turabian's *A Manual for Writer's...*
- Make sure you spell-check and proofread.
- **Plagiarism will not be tolerated.** You are expected to be familiar with and follow the University's policy of academic integrity. Please credit all sources and people that have been involved in your work.

**Please note:** I am happy to read a rough draft and provide feedback on any assignment as long as I receive it one week prior to the due date.

**"One person with passion is better than forty people merely interested."  
--E. M. Forster**

## UNIVERSITY POLICIES

**ALL GMU ACADEMIC POLICIES CAN BE FOUND AT:  
WWW.GMU.EDU/RESEARCH/OSP/POLICIES.HTML**

### 1) The University policy on Persons with Disabilities:

If you have or believe you may have any form of disability, physical or developmental that may impact your learning or performance in this course, please do take advantage of the many resources available through the University Office of Disabilities: Please see me and contact the Disability Resource Center (DRC) at 703.993.2474. All academic accommodations must be arranged through that office. Students must inform the instructor at the beginning of the semester, and the specific accommodation will be arranged through the Disability Resource Center.

### 2. GMU Honor Code: <http://www.honorcode.gmu.edu>

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.

GMU student information and resources: <http://www.gmu.edu/mlstudents/>

3) The University Writing Center: This resource is particularly useful for anyone returning to school after an absence from writing papers, or those for whom English is a second language. While I can provide some help to you, I would not really be serving you well to try to provide a full analysis of writing and you would be best served working with our Writing Center and its many experts who diagnose writing issues and help students. Please do not wait until a paper, or final paper is due, but seek their assistance early on, as a resource.

### 4. Attendance Policies

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. Students who miss an exam with an acceptable excuse may be penalized according to the individual instructor's grading policy, as stated in the course syllabus.

### 5. Absence for Religious Observances or Participation in University Activities

It is Mason's policy to encourage its faculty to make a reasonable effort to allow students to observe their religious holidays or to participate in university-sponsored activities (e.g., intercollegiate athletics, forensics team, dance company, etc.) without academic penalty. Absence from classes or exams for these reasons does not relieve students from responsibility for any part of the course work required during the absence. Students who miss classes, exams, or other assignments as a consequence of their religious observance or for participation in a university activity will be provided a reasonable alternative opportunity, consistent with class attendance policies stated in the syllabus, to make up the missed work.

It is the obligation of students to provide faculty, within the first two weeks of the semester, with the dates of major religious holidays on which they will be absent, and the dates for which they are requesting an excused absence for participation in any university-sponsored activity scheduled prior to the start of the semester, and as soon as possible otherwise. Students requesting an excused absence for participation in a university-sponsored activity must provide their instructor with a letter from a university official stating the dates and times that participation in the activity would result in the student missing class.

6. An Incomplete Grade (IN) is used only if the student requests it in writing due to extraordinary circumstances. 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 the Schedule of Classes.

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