

Seminar in Arts Management Spring 2012 AMGT 405 Syllabus (3:3:0)

**Tuesdays & Thursdays, 1:30 – 2:45 p.m.
Art & Design Building, Room 1007**

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Meetings by appointment. Before or after class is preferable.

Prerequisites:

Junior standing, admission to arts management minor, or permission of instructor.

Course Description:

This course focuses on not-for-profit visual and performing arts organizations. Topics covered include the evolution of the field, economic impact, the internal culture and structure, external influences, leadership, governance, planning, human resources, marketing, fundraising, financial management, and others. Students will be introduced to a wide range of arts organizations, working arts administrators, and institutional models through field trips, guest lectures, readings, and institutional data. In addition to understanding the organizational structures and functions of an arts organization, students will have begun to develop a philosophy of management in the arts, a theoretical model for general management and practical tools for its practice.

Learning Outcomes:

1. Gain knowledge and understanding of the management of arts organizations.
2. Comprehend mission, vision, and value statements and their core importance.
3. Understand the difference between not-for-profit and for-profit organizations.
4. Understand the importance of internal and external environments as to how they relate to arts organizations.
5. Apply assessment and management skills to form and/or improve the sustainability of arts organizations.
6. Analyze models and structures of actual arts organizations.
7. Synthesize the components and intricacies of arts organizations.
8. Improve presentation and speaking skills.

Required Texts and Readings:

- Byrnes, William J. (2009). *Management and the Arts*. Fourth Edition. Oxford: Focal Press.
- ArtsJournal Articles: Subscribe to daily or weekly email digest: www.artsjournal.com

- Arts Management Lexicon Terms: http://artsmanagement.gmu.edu/wp-content/uploads/2011/08/Arts_Management_Lexicon_June20111.pdf (abridged list of words and definitions will be assigned)
- Online readings as noted under “Class Meetings”

Recommended Online Resources:

- Americans for the Arts: <http://www.artsusa.org/>
- GuideStar: <http://www2.guidestar.org/>
- National Endowment for the Arts: <http://www.nea.gov/>
- BoardSource: <http://www.boardsource.org/>
- Foundation Center: <http://foundationcenter.org/>
- Cultural Alliance of Greater Washington: <http://www.cultural-alliance.org/>

Course Requirements:

1. **Participation (20% of Grade):** This is a seminar class and your contribution and participation is important. Role will be taken. Be prepared to discuss a *new* ArtsJournal article each week.
2. **Mid-Term Exam (20% of Grade):** A comprehensive mid-term exam will be administered covering the material up until the time of the exam. **March 1**
3. **Written Assignments (10% of Grade):** You will write two essays based on readings and lectures. **February 23 & April 12**
4. **Organization Profile Report and Presentation (20% of Grade):** You will profile four (4) arts organizations in the DC metro area and present your findings to the class.
5. **Your Own Arts Organization Plan (30% of Grade):** You will create a plan for your own arts organization and present it to the class.

Grading Scale:

A+	100-98
A	97-94
A-	93-90
B+	89-87
B	86-84
B-	83-80
C	79-70
F	69-

General Course Policies:

- Please be on time. Respect others. Be open-minded. Ask questions. Participate.
- Late assignments will not be accepted unless in the case of emergency or agreement made with instructor prior to due date of assignment.
- Please email or call me if you know you will be absent from class. You will receive an unexcused absence if I do not hear from you. Multiple excused and/or unexcused absences will affect your participation grade.
- Cell phones must be turned on silent for the entire length of the class period. Texting will not be permitted.
- Laptops, iPads, and Smart Phones are not to be used when class is in session. Engaging in activities not related to the course (i.e., playing games, Facebooking, Twittering, emailing, etc.) will not be tolerated. If you engage in these activities you will be marked as absent for the day. You may bring and use your technology when we have designated “technology days” or for the purpose of bringing up ArtsJournal articles.

University Requirements

University and Departmental Policies

Each student is responsible for knowing Mason’s rules, regulations, requirements, and academic policies. This catalog is the normal repository of policy statements but corrections, changes, or interpretations can be promulgated by other means, including electronic publication. When the university or one of its academic units makes changes in course requirements, grading procedures, or the level of qualitative performance expected of its students for acceptance into particular programs, academic standing, or graduation, the changes apply to all students enrolled at the time of implementation of the change and thereafter.

Academic Integrity

Mason is an Honor Code university; please see the University Catalog for a full description of the code and the honor committee process. The principle of academic integrity is taken very seriously and violations are treated gravely. What does academic integrity mean in this course? Essentially this: when you are responsible for a task, you will perform that task. When you rely on someone else’s work in an aspect of the performance of that task, you will give full credit in the proper, accepted form. Another aspect of academic integrity is the free play of ideas. Vigorous discussion and debate are encouraged in this course, with the firm expectation that all aspects of the class will be conducted with civility and respect for differing ideas, perspectives, and traditions. When in doubt (of any kind) please ask for guidance and clarification.

Mason Email Accounts

Students must use their MasonLIVE email account to receive important University information, including messages related to this class. See <http://masonlive.gmu.edu> for more information.

Office of Disability Services

If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Services (ODS) at 993-2474. All academic accommodations must be arranged through the ODS. <http://ods.gmu.edu>

Writing Center

A114 Robinson Hall; (703) 993-1200; <http://writingcenter.gmu.edu>

University Libraries

“Ask a Librarian” <http://library.gmu.edu/mudge/IM/IMRef.html>

Counseling and Psychological Services (CAPS)

(703) 993-2380; <http://caps.gmu.edu>

University Catalog and Policies

The University Catalog, <http://catalog.gmu.edu>, is the central resource for university policies affecting student, faculty, and staff conduct in university academic affairs. Other policies are available at <http://universitypolicy.gmu.edu/>. All members of the university community are responsible for knowing and following established policies.

Class Meetings

All readings are to be completed by Tuesday of each week unless otherwise indicated.

Week 1: Introduction to Arts Organizations and Arts Management

January 24 – Introduction and review of syllabus

January 26

- Chapter 1 & 2

Week 2: Non-Profit Structure and Mission, Vision, and Values

January 31

- Chapter 5
- The Pillars of Planning: Mission, Values, Vision by Don Adams
<http://www.nea.gov/resources/lessons/ADAMS.HTML>

February 2

- Find the mission, vision, and values statements for a U.S. arts organization in each of the four disciplines (dance, music, visual arts, and theatre). Bring to class for discussion.

Week 3: Financial Management

February 7 & 9

- Chapter 9 (pp. 284-299) and Chapter 10 (pp. 329-343)
- Register for GuideStar.org

Week 4: Fundraising and Development

February 14 & 16 – Review Profile Assignment

- Chapter 12
- Ten Principles of Fundraising: <http://www.arts.state.tx.us/toolkit/fundraising/10.asp>

Week 5: PR and Marketing

February 21 & 23

- Chapter 11
- The Tangled Web: Social Media in the Arts:
http://theatrebayarea.org/Programs/programDocuments/upload/LSM_TangledWeb_SocialMediaintheArts_byDevonVSmith.pdf
- **ESSAY #1 DUE ON THURSDAY, FEBRUARY 23**

Week 6: Audience Development

February 28

MARCH 1: MID-TERM EXAM

Week 7: Board of Directors and Governance

March 6 & 8

- Creating a Superb, Self-Managed Board:
http://www.artsconsulting.com/pdf_arts_insights/insights_aug_2011.pdf

SPRING BREAK March 12-18 (NO CLASS)

Week 8: Leadership

March 20 & 22 – *Guest Speaker and Review of Your Own Arts Organization Assignment*

- Chapter 8
- “Leadership vs. Management” by Changing Minds. Org
http://changingminds.org/disciplines/leadership/articles/manager_leader.htm

Week 9: Organization Profile Student Presentations

March 27 & 29

Week 10: Human Resources and Self-managing

April 3 – **Organization Profile Student Presentations (continued)**

April 5

- Chapter 7

Week 12: Careers in Arts Management

April 10 & 12 – *Guest Speaker*

- Chapter 14
- **ESSAY #2 DUE ON THURSDAY, APRIL 12**

Week 11: Intellectual Property & Copyright

April 17 & 19 – *Guest Speaker*

Week 13: Your Own Arts Organization Presentations

April 24 & 26

Week 14: Your Own Arts Organization Presentations

May 1 & 3

Week 15: Your Own Arts Organization Presentations

Final Exam Day: Thursday, May 10

Please Note: This schedule is subject to change based on conditions beyond the control of the faculty member.