

**George Mason University**  
**Arts Mgt 601 Course Syllabus**  
**Development and Fundraising in the Arts**  
**Fall Term 2011**

---

<b>Meeting Time:</b>	Tuesdays 4:30-7:10 PM
<b>Place:</b>	Arlington Campus Founders Hall, Room, 320
<b>Instructor</b>	Brian Marcus Associate Dean for Development and Alumni Affairs Associate Professor of Arts Management College of Visual and Performing Arts Office: Fairfax Campus, College Hall Room 200 703-993-8607 <a href="mailto:bmarcus@gmu.edu">bmarcus@gmu.edu</a>
<b>Office Hours</b>	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 several 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 to development and fundraising in the arts, 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 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

Eugene Tempel, Timothy Seiler, Eva Aldrich Editors,) *Achieving Excellence in Fund Raising*, 3<sup>rd</sup> Edition, San Francisco, CA: Jossey Bass, 2011.

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

*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*, 2<sup>nd</sup> Edition, New York, NY: John Wiley & Sons, Inc., 2005

## Two Electronic Texts

### *Chronicle of Philanthropy*

The Mason Libraries carry *The Chronicle of Philanthropy*. To access *The Chronicle* proceed as follows:

1. Go to GMU home page
2. At the top of the screen go to "Mason A-Z and then press L for libraries
3. On the left side of the Library's home page, click on "E-Journals

4. On the next screen, write in Chronicle of Philanthropy in the first box
5. On the next screen click on “1998- present in single journals”
6. The current issue of *The Chronicle* will appear

### ***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 on a 100 Point Scale**

1. Class participation: **25% of course grade**
2. For each class beginning September 6th 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*, or other publications. **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 techniques: Groups of three 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 and the instructor  
**20% of course grade**
5. Written Institutional Development Plan. Instructor will provide detailed instructions  
**30% of grade**

## **Mason Policies**

1. Last day to add courses: Tuesday, September 6, 2011
2. Last day to drop courses: Friday, September 30, 2011
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 *2011-2012 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 classes they are attending.

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. All official information will be sent to students on the Mason email system.

---

## **Weekly Topics and Assignments**

### **NOTES:**

“**Assignment**” is the date and class meeting by which the reading should be completed for class discussion.

### **Week 1 (8/30/11)**

- 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 (9/6/11)**

“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:** Text, Preface, Chapters 1, 2, 10; instructor handouts

### **Week 3 (9/13/11) : Guest Lecturer**

- “In the news”
- Ethics, Law and Fundraising

**Assignment:** Text, Chapter 35, 36, instructor handouts

## **Week 4 (9/20/11)**

### **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:** Text, Chapters 3, 4, 5

## **Week 5 (9/27/11)**

“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:** Text, Chapters 6, 18-23

## **Week 6 (10/4/11)**

“In the news”

The annual fund part II – fundraising programs and vehicles

Major Gifts

- Identification/Qualification
- Cultivation
- Solicitation
- Stewardship

**Assignment:** Text, Chapter 7, instructor hand-outs

**OCTOBER 11, 2011 – NO CLASS; MONDAY CLASSES MEET**

## **Week 7 (10/18/11)**

“In the News”

Annual Funds III

- Corporations
- Foundations
- Special Constituencies

**Assignment:** Text, Chapters 12-17

**SELECT GROUPS FOR SOLICITATION EXERCISE**

**Week 8 (10/25/11): Guest Lecturer**

“In the News”

Prospect research and prospect management

**Assignment:** Text, Chapter 11

**Week 9 (11/1/11)**

“In the News”

Capital Campaigns

“In the News”

**Assignments:** Text, Chapter 8

**Week 10 (11/8/11): Guest Lecturer**

Planned giving and estate planning

**Assignments:** Text, Chapter 9, instructor hand-outs

**Distribute information for group presentations**

**Week 11 (11/15/11)**

**GROUP PRESENTATIONS**

“In the News”

**Week 12 (11/22/11)**

“In the News”

Managing the fundraising process

- Budgeting
- Marketing
- Working with consultants

**Assignments:** Text, Chapters 27-33

**Week 13 (11/29/11)**

“In the News”

Trustees and Volunteerism

- Board development
- The board’s role in development and fundraising
- Staff/board relationships
- Managing volunteers

**Assignments:** Text, Chapters 24-26

**Week 14 (12/6/11)**

**INSTITUTIONAL DEVELOPMENT PLAN DUE**

- “In the News”
- The future of development and fundraising in the arts

