AMGT 610-002: Visual Arts Management  
Spring 2020

Wednesdays 7:20pm-10pm*  
Professor: Dr. Emma Balázs  
Office hours: By appointment  
Classroom: Van Metre Hall 312  
Email: ebalazs@gmu.edu

*Class will end at 9pm most weeks, to allow for our art trips on other days. Class trips will be a regular feature and we will work out a coordinated time for our trips.

Course Description and Objectives

This course will provide a thorough orientation into the world of the visual arts through the lens of managing a non-profit visual arts gallery. Through ongoing critical readings, regular field trips and direct experiential learning, we will develop a sound foundation for understanding the processes, language and protocols of the visual arts world. Topics covered include exhibition coordination and installation, contracts, artist representation, fine art insurance, exhibition policies, budgets, and marketing, along with the responsibility of engaging a diverse public. Students will be actively involved in managing the Founders Gallery in Van Metre Hall and will also study the ongoing development of University’s new exhibition space in Arlington, a public-private partnership planned to open in 2020 in the Latitude building, 

Student Learning Outcomes:

Students will develop an understanding of the visual arts world, its roles and organizational structures, and the management tasks required within it. Students will demonstrate an understanding of the roles played by various parties involved with arts organizations.

Through practical real-life projects managing a gallery students will learn about the complex requirements of managing the arts, and the specific tasks involved in running a visual arts space.

Students will develop creative and critical thinking skills, and gain confidence in creative problem solving. Learning through theory and direct experience how to appraise the often complex challenges facing arts managers, they will practice developing informed, creative solutions. They will have opportunities to apply these skills through written, oral and practice-based assignments.

Student will understand the relationship between leadership in the arts and holistic knowledge of the arts and culture sector as well as the public value of the arts.
Texts & Resources


There are no required texts; assigned readings will be posted on Blackboard. The following publications are suggested for reference and context.


Suggested Resources for keeping updated on news in the arts (starting point only!):


*www.hyperallergic.com*  visual arts online, magazine based in Brooklyn NY.


ArtDaily.org: [www.artdaily.org](http://www.artdaily.org)


Assignments

Assignments will be posted on Blackboard and need to be submitted on blackboard unless otherwise instructed. This is an immersive course requiring participation in real visual arts management issues. As such the assignments and schedule will be adjusted over the semester as needed to adapt to the needs of the management of two evolving visual arts spaces.

Assessment:

Participation: 30%

Class discussion, participation, and engagement (20%)

Ongoing participation in Gallery Management (10%)
WRITTEN ASSIGNMENTS: 30%

Short written assignments will be required throughout the semester and include

2-3 page Art Reflection (based on a gallery visit): DUE March 4

2-3 page Professional Development Assignment DUE March 25

2-3 page Research Assignment DUE April 15

FINAL GROUP PROJECT: 30% (Written materials – 15%; presentation 15%) Due April 29

FINAL REFLECTION PAPER 10%. Due April 29

GRADING MATRIX

Final grade is calculated out of a 100
Point total:
Short Assignments 25 points
Presentations 10 points
Gallery Management 10 points
Case study 10 points
Final individual project 10 points
Final Reflective paper 10 points
Class Participation 25 points

Grading Scale
A+ 99-100
A 94-98
A- 90-93
B+ 87-89
B 84-86
B- 80-83*
C 70-79
F 69 or below
*Please note that students must receive a B or better (84 out of 100 points) for matriculation, and to take other high level classes in the AMGT program. A B- (80 to 83 points) will require the student to retake the class in a future semester. Students who receive a C (79 points) or below will not be able to continue their study in the AMGT program.

Summaries of assignments will be available on Blackboard; extended descriptions will be provided and discussed in class.

**COURSE OUTLINE**

Subject to Change

Every week come prepared to:
- Present on an arts issue based on a current article you have read in past week
- Discuss the required readings as outlined on blackboard and in class.
- Report on your activities in the arts
  Also: Check blackboard for instructions and links to readings and any additional weekly assignments.

**Week 1: January 22.**

**Week 2: January 29.**
Issues in Visual Arts/Museum Management- case study The New Rijksmuseum;
Introduction to Founders Gallery and Latitude projects.

Reading/viewing/assignments due:
- Weekly reading in the visual arts

*Class Trip: TBC: Monday Feb 3 1-5pm. Gillespie Gallery, School of Art, GMU, Fairfax. Meet with Don Russell, University Curator, view Exhibition.*

**Week 3 February 5.**
**Latitude Project & Founder’s Gallery:** What are these spaces? Name/Identity. Framing the programs and the projects. Building a business plan/Defining our program.
Discuss film: The Artist is Present

*Class Trip: TBC: Monday Feb 10 1-5pm. Arlington Arts Centre Executive Director Holly Koons & Curator Blair Murphy*
Week 4 February 12.

**Artists and Audience.** What is our program? Who do we serve? Who do we want to welcome into the space? What happens if we take Access, Equity and Diversity as essential principles and what does that mean?

Special Artist Visit: Lloyd Wolf and participating artists in the Columbia Pike exhibition upcoming in the Founders Gallery. Students assigned to tasks for this exhibition.

Week 5 February 19

**Organizational Models in the visual arts.** Where does the university gallery fit in the visual arts world? The dematerialization of the Museum & the Gallery from bricks and mortar and permanence, to pop ups and nomadic museums with super light structures. How can these new trends of emerging new models inform our projects?

Week 6 February 26.

**Stakeholders & Building Consensus:** Who has a stake in our galleries? Who determines the program and mission? How do we develop definition and consensus? Who shall we consult and how?

*TBC: Founders Gallery Reception, artist talk and deinstall*

Week 7 March 4.

**INSTALLATION DAY**

Installation of Lloyd Wolf/Columbia Pike show in Founder’s gallery.

**March 11 Spring Break**

Week 8 March 18

**Context and Community.** The landscape of the Visual Arts. Where do we fit within the Arlington arts environment? What might our role be within the community?

**Guest Dianne Beal,** gallerist and dealer, to talk about gallery management and her international career between Paris and DC

Week 9 March 25  **Planning day**

Preparing for 1. our April exhibition 2. for final presentation day.

Week 10 April 1  **Deinstallation**

Deinstall Lloyd Wolf Show in Founder’s Gallery

Week 11 April 8.  **Community Partnerships**

Why partner? Different models for partnership. The potential benefits and challenges of collaboration with community partners. The question of funding.

*Install new show in Founder’s Gallery*

Week 12 April 15  **Art for Social Good: Can art save the world?**
What is the potential for an art space to contribute to the social good? Consider different models and examples in terms of programming and partnership. Consider how art is often instrumentalized (eg gentrification) and marginalized, AND also how can it be a powerful agent for transformation and a site of actual community building, view film: Wasteland

Week 13 April 22
Rehearsal of final presentation.

Week 14 April 29
Final presentation, a special report to special guests.

Class and University Policies

Assignments and Due Dates
All homework assignments are due by 1pm EST on the day of our class. All assignments should be uploaded to Blackboard. Failure to appear in class on the day of a scheduled presentation will result in failure of the presentation, unless your Professor has approved the absence in advance and an alternate presentation date has been set. Late assignments will not be accepted.

Attendance
Since we meet just once per week, regular attendance is essential to successfully complete the course objectives. Participation points and presentations may not be made up outside of class.

Each student is permitted one absence per semester, no questions asked. Students are expected to check with fellow classmates and/or Blackboard to find out what was missed; please do not call or ask your instructor(s) to ask what you missed in class if you were absent. Please note that although participation points are waived for this penalty-free absence, grades for any assignments or presentations due are not.

Each subsequent absence will result in the lowering of the Class Participation grade by one-half letter per absence.
Example: Student misses two classes and has an A- Class Participation average at the end of the semester. As a result of the second absence, recorded Class Participation grade is a B, the following absence lowers it to a B-, etc.

Class Participation
Students are expected to have done the reading prior to each class and contribute to class discussion. Participation points cannot be made up in the event of an absence. Full participation points can be earned by arriving to class on time and not departing early, voluntarily contributing to the weekly discussion on current events in arts management, responding to questions directed at the whole class, and accurately responding to questions directly asked. Class Participation includes any weekly presentations or writings and in-class activities. To promote full engagement
by students during class time, students will not be permitted to use their smart phones; students who engage in activities during class time that are unrelated to class (internet browsing, shoe shopping etc.) will not be able to get full participation points (20% of overall grade.)

Communication
Mason uses electronic mail to provide official information to students. Students are responsible for the content of university communication sent to their Mason email account and are required to activate that account and check it regularly. Mason email accounts will be used exclusively for class communications. Please remember that email is a form of written communication that should be treated with professionalism and treat your instructor(s) as your “boss.” Please use spellcheck and proper grammar and punctuation. Instructors should be contacted during normal business hours (9 am to 5 pm) unless otherwise arranged. **Text messages are not an acceptable form of communication with your instructor.** We will strive to respond within 48 business hours.

Emergencies
Please sign up for the Mason Alert System by visiting the website https://alert.gmu.edu, An emergency poster exists in each classroom explaining what to do in the event of crises and further information about emergency procedures exists on http://www.gmu.edu/service/cert.

Incomplete Grades
An incomplete grade (IN) is only considered if a student requests it in writing, in advance. 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.

**Honor Code:** Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work. To read more about the Honor Code, please visit http://oai.gmu.edu/the-mason-honor-code-2/.

Plagiarism
In accordance with the George Mason University Honor Code, plagiarism of any kind will not be tolerated. Taking someone else’s words or ideas and passing them off as your own without proper citation is prohibited. Please see your professor if you have questions about how to properly cite another’s words within your own work. Plagiarism is a serious offense; students caught doing so will automatically receive a failing grade for the assignment(s). Note: students will be given one warning for plagiarism; a second occurrence will lead to automatic dismissal from the program.

Privacy
Federal law (FERPA) requires faculty and staff to protect the privacy of student information. Faculty should not speak about a student’s record with anyone other than the student. The record includes how a student is doing in a course, whether a student has attended class, information about performance or grades, whether a paper has been turned in, etc. This prohibition includes parents, siblings, and spouses.
Professional Behavior and Respect
Please be sure that all mobile phones and other communication/entertainment devices are turned OFF before class begins, and at the conclusion of any in-class breaks. Checking Facebook or surfing the internet on your laptop during class is rude, unfair to fellow classmates and instructor(s) and a waste of everyone’s valuable time. Students discovered surfing the internet, emailing, texting, or conducting business unrelated to the course at hand will be given one warning. Any subsequent violation will result in the student being considered as ABSENT for that entire class session and all class participation points will be lost. Our class time is precious; please take care of all personal business before class begins. Be prepared for class – that is, bring pen or pencil and a notebook, as well as any readings assigned. Please respect one another’s ideas and questions by paying attention and listening. Participate fully in class discussion and exercises, and be respectful of other students’ learning processes. Please throw away all trash and put recycling in the hall by the elevators. Class lectures and discussions may be recorded with instructor(s) permission only. Reproduction or distribution of these materials without permission will be acted upon as a violation of the Honor Code.

The class instructional language is English and we ask that all students use this time to work and practice our shared language.

Research Sources
Please use critical sources – essays or articles appearing in peer-reviewed professional journals, recognized and respected newspapers and magazines, and Arts Management industry-produced documents – in your research. Although the Internet is a useful information-locating tool, websites such as Wikipedia should be used for this purpose only, rather than primary research materials.

Students with Disabilities
If you are a student with a documented learning disability or other condition that may affect academic performance and you need academic accommodations, please contact the Disability Resource Center (DRC) at SUB I, Rm. 4205; ods.gmu.edu; 703-993-2474; http://ds.gmu.edu and ensure that your documentation is on file prior to the submission of any graded assignments. The specific accommodation will be determined by and arranged through the DRC and Faculty may not provide accommodations to students on their own (e.g. allowing a student extra time to complete an exam because the student reports having a disability). Once you have provided the proper documentation, please do discuss the accommodations arranged with the DRC with your professor as early as possible.

Sexual Harassment, Sexual Misconduct, and Interpersonal Violence
George Mason University is committed to providing a learning, living and working environment that is free from discrimination and a campus that is free of sexual misconduct and other acts of interpersonal violence in order to promote community well-being and student success. We encourage students who believe that they have been sexually harassed, assaulted or subjected to sexual misconduct to seek assistance and support. University Policy 1202: Sexual Harassment and
Misconduct speaks to the specifics of Mason’s process, the resources, and the options available to students.

As a faculty member and designated “Responsible Employee,” all professors are required to report all disclosures of sexual assault, interpersonal violence, and stalking to Mason’s Title IX Coordinator per university policy 1412. If you wish to speak with someone confidentially, please contact the Student Support and Advocacy Center (703-380-1434), Counseling and Psychological Services (703-993-2380), Student Health Services, or Mason’s Title IX Coordinator (703-993-8730; cde@gmu.edu).

Written Component Format
All written components should be typed, double-spaced, in a standard 10-12 point font (Times, Times New Roman, Arial, Arial Narrow, Calibri – absolutely no Courier New or Comic Sans) with 1-inch margins all around. Include, single-spaced, your name, course number, and date in the top left or right hand corner of the first page. Be sure that your pages are numbered. Indent new paragraphs rather than double-spacing an extra space between them. Use proper citations when necessary – use MLA Manual of Style (see required books list) or Chicago.

Writing Resources:
The Writing Center offers free writing support to Mason students through face-to-face tutoring, online tutoring and workshops at both Arlington (FH Room 212) and Fairfax campuses. To make an appointment visit writingcenter.gmu.edu. The Writing Center also offers workshops designed for ESL students (https://writingcenter.gmu.edu/for-graduate-students/esl-writing-groups and Opt-in Tutoring Support (https://writingcenter.gmu.edu/tutoring/esl-writing-support.) Students are encouraged to make appointments with the writing center for help during the semester as soon as possible and before end of semester assignments are due.

For more information about student support and resources at GMU visit:
http://www.gmu.edu/mlststudents/