George Mason University  
Arts Mgt 601 Course Syllabus  
Development and Fundraising in the Arts  
Fall Term 2014

Meeting Time: Wednesday 4:30-7:10 PM  
Place: Arlington Campus  
Founders Hall, Room 467

Instructor  
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  
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 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 and fundraising 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 call 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


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


Stevenson, Howard, Getting to Giving, Belmont, MA: Timberline LLC, 2011
Two Electronic Texts

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

1. Go to Mason home page and to Academics drop down menu
2. Click on Libraries
3. At the top of the page, click on “articles and more.”
4. On the next screen, “search for full text” and write in *Chronicle of Philanthropy*
5. On the next screen click on *Chronicle of Philanthropy*
6. The current issue of *The Chronicle* will appear

*Arts Journal*
Go to the website: [http://www.artsjournal.com](http://www.artsjournal.com) Go to the tab that says “subscribe” and then click on “subscribe AJ”

Course Requirements and Grading

1. Class participation: **25% of course grade**

2. For each class, **beginning September 3rd**, all students come to class prepared to briefly present the salient development issues raised in an arts-related article from *The Chronicle* or the *Arts Journal*, or other publications. Not all students will present at every class session. **10% of course grade**

3. Five to six 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 students 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 course grade**
Mason Policies

1. Last day to add courses: Tuesday, September 2, 2014
2. Last day to drop courses: Friday, September 26, 2014
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 2014-2015 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 Patriot Web 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

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

Week 1 (8/27/14)
- 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 (9/3/14)
“In the news”
The U.S. philanthropic tradition
  •  Historical trends
  •  Current U.S. philanthropic environment
Assignment: Text, Preface, Chapters 1, 2, 10; instructor handouts (Giving USA 2013)

Week 3 (9/10/14)
  •  “In the news”
  •  Ethics, Law and Fundraising
Assignment: Text, Chapter 35, 36, instructor handouts

Week 4 (9/17/14)
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 (9/24/14)
“In the news”
The annual fund part 1 – fundraising programs and vehicles
  •  Individuals
  •  The internet as a fundraising and development tool
  •  Direct response (phone, mail programs)
  •  Membership programs
  •  Events
Assignment: Text, Chapters 6, 18-23

Week 6 (10/1/14)
“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
Week 7 (10/8/14)
“In the News”
Annual Funds III
  • Corporations
  • Foundations
  • Special Constituencies
Assignment: Text, Chapters 12-17
SELECT GROUPS FOR SOLICITATION EXERCISE

Week 8 (10/15/14): Guest Lecturer
“In the News”
Prospect research and prospect management
Assignment: Text, Chapter 11

Week 9 (10/22/14): Guest Lecturer
“In the News”
Capital Campaigns
“In the News”
Assignments: Text, Chapter 8

Week 10 (10/29/14): Guest Lecturer
Planned giving and estate planning
Assignments: Text, Chapter 9, instructor hand-outs
Distribute information for group presentations

Week 11 (11/5/14)
GROUP PRESENTATIONS

Week 12 (11/12/14)
“In the News”
Managing the fundraising process
  • Budgeting
  • Marketing
  • Working with consultants
Assignments: Text, Chapters 27-33

Week 13 (11/19/14)
“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
NOVEMBER 26 – NO CLASS – THANKSGIVING RECESS

Week 14 (12/3/14)
INSTITUTIONAL DEVELOPMENT PLAN DUE
• “In the News”
• The future of development and fundraising in the arts