

AMGT 405 Seminar in Arts Management Fall 2017 Syllabus

Tuesdays & Thursdays, 1:30 – 2:45 p.m.
David King Jr. Hall 2054

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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 managers, 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. Analyze models and structures of actual arts organizations.
6. Apply assessment and management skills to form and/or improve the sustainability of arts organizations.
7. Synthesize the components and intricacies of arts organizations.
8. Improve presentation and speaking skills.

Required Texts and Readings:

- Byrnes, William J. (2015) *Management and the Arts*. Fifth Edition. Oxford: Focal Press.
- ArtsJournal Articles: Subscribe to daily or weekly email digest: www.artsjournal.com
- Arts Management Lexicon Terms: Posted on Blackboard (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. Roll will be taken. Be prepared to discuss a *new* ArtsJournal article on your assigned weeks throughout the semester.
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. **October 5**
3. **Written Assignments (10% of Grade):** You will write two essays based on readings and lectures. **September 28 & November 9**
4. **Organization Profile Report and Presentation (20% of Grade):** You will profile one DC metro area arts organization and present your findings to the class.
5. **Your Own Arts Organization Plan and Presentation (30% of Grade):** You will create a plan for your own arts organization and present it to the class.

Grading Scale:

A+	100
A	99-94
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.
- You should consider this syllabus as your contract for the course. 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 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 negatively affect your participation grade.
- Cell phones must be turned on silent for the duration of the class period. Texting will not be permitted.
- Laptops and tablets are permitted in class and will be required for some in-class activities. Engaging in activities not related to the course (e.g., playing games, Facebooking, Twittering, and emailing) will not be tolerated. If you engage in these activities, you will be marked absent for the day. Absolutely no gadgets should be out during guest speakers or classmate presentations.

University Policies

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>

Mason Diversity Statement

George Mason University promotes a living and learning environment for outstanding growth and productivity among its students, faculty and staff. Through its curriculum, programs, policies, procedures, services and resources, Mason strives to maintain a quality environment for work, study and personal growth. An emphasis upon diversity and inclusion throughout the campus community is essential to achieve these goals. Diversity is broadly defined to include such characteristics as, but not limited to, race, ethnicity, gender, religion, age, disability, and sexual orientation. Diversity

also entails different viewpoints, philosophies, and perspectives. Attention to these aspects of diversity will help promote a culture of inclusion and belonging, and an environment where diverse opinions, backgrounds and practices have the opportunity to be voiced, heard and respected.

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

August 29 – *Introduction and review of syllabus*

August 31

- Chapter 1 & Chapter 2 (pp. 31-48)

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

September 5

- Chapter 5

September 7

- The Pillars of Planning: Mission, Values, Vision by Don Adams (Blackboard)
- Find the mission, vision, and values statements for a U.S. not-for-profit arts organization in each of the four disciplines (dance, music, visual arts, and theatre). Bring to class for discussion.

Week 3: Finance and Budgeting

September 12 & 14

- Chapter 9 (pp. 347-364) and Chapter 10 (pp. 405-422)
- Register for GuideStar.org (it's free)

Week 4: Fundraising and Development

September 19 & 21

- Chapter 12
- Ten Principles of Fundraising: <http://www.arts.texas.gov/resources/tools-for-results/fundraising-development/ten-principles-of-fundraising/>

Volunteer Opportunity: Arts by George! CVPA Annual Fundraiser, September 23, 5-8 pm

Week 5: Public Relations, Marketing, and Audience Development

September 26 & 28

- Chapter 11
- How would you explain theatre to someone who's never been?:
<http://www.theguardian.com/stage/theatreblog/2015/may/29/how-would-you-explain-theatre-to-somebody-whos-never-been>
- **ESSAY #1 DUE ON THURSDAY, SEPTEMBER 28**

Week 6: Mid-Term Exam Week

October 3

October 5 – MID-TERM EXAM

Week 7: Board of Directors and Governance

October 10 – NO CLASS (FALL BREAK)

October 12

- Creating a Superb, Self-Managed Board:
http://www.artsconsulting.com/pdf_arts_insights/insights_july_2014.pdf

Week 8: Leadership

October 17 & 19

- Chapter 8 (pp. 269-285)
- Michael Kaiser: The 'Turnaround King' becomes a teacher of arts management:
http://www.washingtonpost.com/entertainment/theater_dance/michael-kaiser-the-turnaround-king-becomes-a-teacher-of-arts-management/2013/08/01/1db33fb2-efc3-11e2-9008-61e94a7ea20d_print.html

Friday, October 20, Time TBA – Field Trip to TBA

Week 9: Organization Profile Presentations

October 24 & 26

Week 10: Organization Profile Presentations

October 31 & November 2

Week 11: Human Resources

November 7 & 9

- Chapter 7
- **ESSAY #2 DUE ON THURSDAY, NOVEMBER 9**

Week 12: Copyright and Careers in Arts Management

November 14

- Copyright Basics: <http://www.copyright.gov/circs/circ01.pdf>

November 16

- Chapter 14

Week 13

November 21

November 23 – NO CLASS (THANKSGIVING)

Week 14: Your Own Arts Organization Presentations

November 28 & November 30

Week 15: Your Own Arts Organization Presentations

December 5

December 7

December 19 (1:30 p.m.) – FINAL EXAM CLASS (if needed)

Please Note: This schedule is subject to change.