

**AMGT 602: Seminar in Arts Management**

George Mason University  
College of Visual and Performing Arts  
Master of Arts Management Program  
Fall 2017: 3 credit hours

Professor Sarah (Denhardt) Cissna, CSEP  
Email: [sdenhard@gmu.edu](mailto:sdenhard@gmu.edu)  
Office hours: T/Th 2:00-4:00pm, Metropolitan 5052  
Office: 703.993.8791; Mobile: 703.855.8364 (10am-7pm)  
T 7:20-10:00pm, Arlington: Founders Hall 477

---

**Course Description and Objectives**

This course provides an introduction to management issues in the arts. Our objective is to identify common management structures, concepts, and issues and to critically examine how management functions in the arts.

Students taking this course will gain knowledge of the key organizational structures that enable arts organizations to function effectively. Students will learn to identify common issues that managers face within their organizations, from leadership and mission-related struggles to financial, technological, and community-based concerns. In writing an Organizational Profile, a Case Study Abstract, and a final Case Study, students will exercise research, analytical, and problem solving skills. A series of detailed book reports will give students an understanding of diverse approaches to and philosophies of management. By the end of the course, students will have expert knowledge of one arts organization.

**Course Content****Required Texts:**

*Enabling Creative Chaos*, Katherine Chen (University of Chicago Press, 2009)

*How to Start and Run a Commercial Art Gallery*, Edward Winkleman (Allworth Press 2009)

*Performing Arts Management: A Handbook of Professional Practices*, Tobie S. Stein and Jessica Bathurst (Allworth Press, 2008)

**Recommended Texts:**

*The Elements of Style: Fourth Edition*, William Strunk, Jr. and E.B. White (Longman, 1999)

*A Manual for Writers of Research Papers, Theses, and Dissertations: Eighth Edition*, Kate L. Turabian (University of Chicago Press, 2013)

*MLA Handbook: Eighth Edition*, The Modern Language Association of America (The Modern Language Association of America, 2016)

**Required Weekly Readings:**

*ArtsJournal Daily Newsletter*. Subscribe at [www.artsjournal.com](http://www.artsjournal.com). Each daily newsletter aggregates both blog and news items from around the world.

*The Washington Post*: Arts and Style section (print edition: Sunday)

*The New York Times*: Arts section (print edition: Sunday)

**Other Helpful Resources:**

Americans for the Arts ([www.artsusa.org](http://www.artsusa.org))

Createquity ([www.createquity.com](http://www.createquity.com))

GuideStar ([www.guidestar.org](http://www.guidestar.org))

National Endowment for the Arts ([www.nea.gov](http://www.nea.gov))

## **Evaluation Process**

Final grade is calculated out of a 1000 point total:

Class Participation	200 points
Organizational Profile	300 points
Case Study Abstract	100 points
Case Study	300 points
Management Book Report	100 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-

## **Class and University Policies**

### **Assignments and Due Dates**

All homework assignments are due at the beginning of class, in hard copy format unless otherwise specified for the assignment. Failure to appear in class on the day of a scheduled presentation will result in failure of the presentation, unless I have approved the absence in advance and an alternate presentation date has been set. ***I will not accept electronic submissions or late assignments.***

### **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 email me to ask what you missed in class if you were absent.* Please note that although participation points are waived for this “freebie” 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 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-.*

### **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 (beyond the one freebie absence). Full participation points can be earned by arriving to class on time and not departing early, voluntarily contributing to questions directed at the whole class, and accurately responding to questions directly asked. Class Participation includes sharing reactions to arts-related news of the week as well as any in-class activities. Students who frequently contribute to class discussion and have zero absences will receive an A in Participation.

### **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. ***I will only use Mason email accounts for class communications.*** Please remember that email is a form of written communication that should be treated with professionalism. I make every effort to reply to emails within 48 business hours. If you have not received a response or have an urgent need, pick up the phone and call me. Please use texting only in extreme circumstances (like being late to class).

### **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>.

## Final Grade

Please note that although the Arts Management program permits two final letter grades of “C,” a B or better in Seminar is required for admission into several core classes.

## 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.

## 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 me 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). To read more about the Honor Code, please visit <http://oai.gmu.edu/the-mason-honor-code-2/>.

*Honor Code: Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work.*

## Privacy

Federal law (FERPA) requires faculty and staff to protect the privacy of student information. Faculty will not speak about a student’s record with anyone outside GMU 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 just rude and unfair. **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. \* To maintain the quality of the classroom, no food is allowed except for instructional purposes. Water and other beverages are permitted in closed containers only. Please throw away all trash and put recycling in the hall by the elevators. \* **Class lectures and discussions may NOT be recorded.** Reproduction or distribution of these materials without permission will be acted upon as a violation of the Honor Code.

## Research Sources

Please use critical sources – essays or articles appearing in peer-reviewed professional journals – 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 disability and you need academic accommodations, please contact the Disability Resource Center (DRC) at 703.993.2474. The specific accommodation will be arranged through the DRC. 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).

## 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 – please use MLA format in this class.

## Course Outline

**Please note: This Course Outline is subject to modification by the instructor with advance notice.**

<u>DATE</u>	<u>TOPICS COVERED</u>	<u>READING/ASSIGNMENT DUE</u>
T 8/29	Introduction and Goals for the Course	None.
T 9/5	Mission and Strategic Planning	Bathurst: Chapter 2: "Mission, Vision and Strategy" Winkelman: Chapter 2: "Identity: Defining Your Program" * Select Management Book Club books
T 9/12	Management Structures and Business Models	Bathurst: Chapter 1: "Organizational Structures" and Chapter 4: "Commercial Producing" Winkelman: Chapter 3: "Business Models and Customary Practices" and Chapter 4: "Secondary Market" Articles (on Blackboard): National Endowment for the Arts, <i>How the US Funds the Arts</i> Gupta, Anurag, "L3Cs and B Corps" Larocca, Amy, "Etsy wants to crochet its cake and eat it, too" Miranda, Carolina, "LA's Hauser Wirth & Schimmel is out to upend the definition of a gallery" * Select Organizational Profile/Case Study organizations
T 9/19	Budgets and 990s	Bathurst: Chapter 5: "Financial Management" and Chapter 6: "Developing a Funding Base" Winkelman: Chapter 8: "Managing Cash Flow" Bring the 990 and annual report or budget (if available) for your Org Profile/Case Study organization.
T 9/26	HR and Organizational Charts	Bathurst: Review Chapter 1: "Organizational Structures" Winkelman: Chapter 10: "Staffing and Mgmt Practices" Bring in the Staff and Board lists of your Profile/Case Study organization. Bring in one or two job postings you find interesting or would like to apply to.
T 10/3	<b>Organizational Profile presentations</b>	<b>Organizational Profile Due</b>

T 10/10	<b>NO CLASS (MONDAY CLASSES MEET TODAY)</b>	
T 10/17	<b>Organizational Profile presentations, continued</b>	
T 10/24	Community: Diversity, Accessibility, and Inclusion	Articles posted on Blackboard TBA
T 10/31	Global Arts Management, Part 1	Articles posted on Blackboard TBA
		<b>Case Study Abstracts Due</b>
T 11/7	Global Arts Management, Part 2	Articles posted on Blackboard TBA
T 11/14	Life Cycles of Organizations and Evolving Management	Katherine Chen, <i>Enabling Creative Chaos</i>  Articles posted on Blackboard TBA
T 11/21	Case Study Peer Evaluations	<b>Case Study (Draft) Due</b> – bring two copies to class
T 11/28	Entrepreneurship + the Nuts and Bolts of Starting an Arts Organization	Bathurst: Chapter 3: “Nonprofit Formations and Legal Considerations”  Winkelman: Chapter 6: “Writing a Business Plan”  * Case Study Drafts returned.
T 12/5	Class Wrap Up	TBA
T 12/19	By 10:30pm	<b>Case Study Final Paper Due – PDF form, via email</b>

**IMPORTANT DATES:**

Tuesday, September 5, 2017: Last day to Add/Drop (no tuition penalty)

Friday, September 29, 2017: Final Drop Deadline (67% tuition penalty)

**FOR MORE INFORMATION:**

GMU student information and resources: <http://www.gmu.edu/mlstudents/>

GMU Arts Management: <https://artsmanagement.gmu.edu>