AMGT 640: Programming and Project Management in the Arts	Professor Sarah (Denhardt) Cissna, CSEP
George Mason University	Email: sdenhard@gmu.edu
College of Visual and Performing Arts	Office hours: T/Th 2:00-4:00pm, Metropolitan 5052
Master of Arts Management Program	Mobile Phone: 703.855.8364 (10am-9pm)
Fall 2017: 3 credit hours	T 4:30-7:10pm, Arlington: Founders Hall 476

Course Description

Arts managers make decisions about what services to offer, and these decisions must balance artistic mission, available resources, and community needs and wants. *Programming and Project Management in the Arts* provides students with the knowledge and tools necessary to guide an arts organization through this decision-making, and through the development and implementation of programs and projects that deliver arts services. Programs provide these services over the long-term and are meant to integrate fully into an organization. Projects, on the other hand, have a beginning and an end, and should be able to fulfill specified goals within a given lifespan. The course provides both a theoretical framework for thinking about and assessing the value of various programming options, and practical examples of the potential partners, audiences and resources necessary for implementation.

Course Objectives

Students will develop an understanding of:

- How mission is expressed and advanced through artistic vision and programming

- How to integrate mission and artistic vision into every organizational project and program, and balance "art vs. money"

- How to organize and align staff, artists and volunteers to effectively implement artistic programs and projects that advance organizational goals

- How and why to choose between a program model and a project model, and understand the steps needed to effectively implement each

- How to conceptualize, identify and engage audiences for arts programming, projects and services

- How to identify and manage relations with a range of program and project partners

- How to identify, manage and maximize outside resources

- How to identify and analyze program and project goals

- How to evaluate the effectiveness of a given program or project

In short, students will gain an understanding of how arts programming and projects activate the mission of an arts organization and connects it to the community and audience it seeks to attract and serve, and how to effectively plan, implement and evaluate programming and projects.

Course Content
Required Texts:

Arts and Cultural Programming, A Leisure Perspective, edited by Gaylene Carpenter and Doug Blandy, Human Kinetics, 2008, ISBN-13: 9780736065641

Project Management for the Unofficial Project Manager, Kory Kogon, Suzette Blakemore, and James Wood, 2015, ISBN: 978-194163110-2

Required Weekly Readings:

ArtsJournal Daily Newsletter. Subscribe at 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)

Evaluation Process
Final grade is calculated out of a 1000 point total:

Design-A-Season	300 points
Programming Project	400 points
Class Participation	300 points

Design-A-Season
Using a given set of circumstances to include financial restrictions, students will work in pairs to design a season of programming for an existing arts organization.

Programming Project
Students will study and evaluate an existing organization and propose a new artistic program or project that will a) be consistent with or expand upon the artistic vision, b) engage a new audience or deepen connections to an existing audience, c) be supported within the existing infrastructure of the organization or provide opportunities to strengthen additional infrastructure that may be needed, and d) provide feasible funding to support the new program or project, whether that is earned, contributed, or both. A more detailed description will be handed out and discussed in class.

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 will include a weekly discussion of current readings, blogs, and/or current events, discussion of assigned readings, and discussion of case studies.

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.

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.

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 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 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.

For more information:

GMU student information and resources: http://www.gmu.edu/mlstudents/
GMU Arts Management: https://artsmanagement.gmu.edu

IMPORTANT DATES:

Tuesday, September 5, 2017: Last day to Add/Drop (no tuition penalty)
Friday, September 29, 2017: Final Drop Deadline (67% tuition penalty)

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

DATE	TOPICS COVERED	READING/ASSIGNMENT DUE
T 8/29	Introductions and Course Overview	(none)
T 9/5	Overview of arts and cultural programming Mission, vision, values Concepts of Program Theory Basic programming tasks and functions	A&CP Chapters 1-3
T 9/12	Performing Arts, Dance and Theatre: Programming and project implementation	A&CP Chapter 14
T 9/19	Pulling the pieces together: program planning and execution	A&CP Chapter 4
T 9/26	Budgeting and Marketing Your Program	A&CP Chapters 7 and 8
T 10/3	Community Arts and Cultural Programming	A&CP Chapters 11 and 12
T 10/10	**NO CLASS; Monday classes meet today**	
T 10/17	**Design-A-Season Presentations**	**Design-A-Season Paper Due**
T 10/24	Project Management 101	*Project Management for the Unofficial Project Manager*
T 10/31	Cultivating Program Audiences Program/Project Evaluation	A&CP Chapters 5 and 6
T 11/7	Programming for Festivals and Special Events	A&CP Chapters 9 and 10
T 11/14	Programming for Museums	A&CP Chapter 13
T 11/21	The Future of Arts & Cultural Programming	A&CP Chapter 15
T 11/28	**Programming Project Presentations**	**Programming Project (written)**
T 12/5	**Programming Project Presentations**, continued	