

# AMGT 405 Seminar in Arts Management (*Working in the Arts*)

Fall 2019 Syllabus

Tuesdays & Thursdays, 1:30 – 2:45 p.m.

Innovation Hall 333

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Meetings by appointment

**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, among 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 and evaluate models and structures of actual arts organizations.
6. Apply assessment and management skills to form and 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](http://www.artsjournal.com)
- Arts Management Lexicon Terms: Posted on Blackboard
- Online readings as noted under “Class Meetings”

*Painting is poetry that is seen rather than felt, and poetry is painting that is felt rather than seen. Leonardo da Vinci*

*“I regard the theater as the greatest of all art forms, the most immediate way in which a human being can share with another the sense of what it is to be a human being. This supremacy of the theater derives from the fact that it is always “now” on the stage.”*

— Thornton Wilde

### 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:

#### Evaluation

*The semester grade is based on a 300-point scale that breaks down as follows:*

Attendance and in class participation with thoughtful engagement	125 points
Organizational Profile Analysis (30 points for paper/20 points for presentation)	50 Points
Guest Lecture & Site Visit Preparation	25 Points
Arts Organization Volunteer Project	100 Points
<b>300 Points Total</b>	

#### **Grading Scale:**

A+	100
A	99-94
A-	93-90
B+	89-87
B	86-84
B-	83-80
C	79-70
F	69-

1. **Participation:** This is a seminar class and your contribution and participation is essential. Roll will be taken. Students are expected to have completed 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.
2. **In Class Assignment:** You will complete several in-class group assignments during our course. You will be graded on your participation, problem solving abilities and the group dynamic.
3. **Organization Profile Report and Presentation:** You will profile one DC metro area arts organization and present your findings to the class.

4. **Guest Lecture and Site Visit Preparation:** Through thorough research and analysis, all students are expected to be fully informed of the bios, and history of all the guest lecturers and venues that we may visit as part of our course. Students will be graded on the quality of their questions and interactions with the various guest lecturers we will meet through our class.
5. **Arts Organization Volunteer Project:** You will be expected to volunteer for ten hours at a local arts organization. You will be graded on your volunteer work and the Reflection Paper that is due at the end of the semester.

**\* Extended descriptions of all assignments will be provided and discussed in class.**

*Art is standing with one hand extended into the universe and one hand extended into the world, and letting ourselves be a conduit for passing energy. – Albert Einstein*

## Class Schedule

(Subject to Change)

**All readings are to be completed by Tuesday of each week unless otherwise indicated.**

### **Week 1: Introduction to Arts Organizations and Arts Management**

August 27 – **What is your story?** *Introductions and review of syllabus & Assignments*

August 29 – **What is Arts Management?**

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

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

September 3

- Chapter 5

September 5

- The Pillars of Planning: Mission, Values, Vision by Don Adams
- 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 a hard copy to class for discussion.**
- Chapter 6

### **Week 3: Fundraising and Development**

September 10

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

September 12 - **Guest Speaker: Eileen Kennedy, Director of Development, Hylton PAC**

## **Week 4: Finance and Budgeting**

September 17

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

September 19 – ***GEO Study Abroad Fair – Location: TBD*** (Required to attend for one hour and explore Study Abroad options that are available to you.)

## **Week 5: Public Relations, Marketing, and Audience Development**

September 24

- Articles to be assigned

September 26

- Chapter 11
- **In-class Assignment**
- ***NOTE: Volunteer Opportunity: Arts by George! CVPA Annual Fundraiser, Sept. 28, 5-8 pm***

## **Week 6: Board of Directors and Governance**

October 1

- Creating a Superb, Self-Managed Board:  
[http://www.artsconsulting.com/pdf\\_arts\\_insights/insights\\_july\\_2014.pdf](http://www.artsconsulting.com/pdf_arts_insights/insights_july_2014.pdf)

October 3 – **Leadership in the Arts**

- Chapter 8

## **Week 7: Facilities Management in the Arts**

**October 8 – Field Trip to CFA Guest Lecture with Julie Thompson, Executive Director**

**October 10 – Field Trip to a Visual Arts Facility TBA**

## **Week 8:**

**October 15 – NO CLASS (Fall Schedule Adjustment)**

October 17 – Class Overview Day

## **Week 9: Community: Diversity, Accessibility, and Inclusion**

October 22 – “The Bonfire”

Doug Borwick: “One Way” <http://www.artsjournal.com/engage/2012/04/one-way/>

“Audience Development versus Community Engagement”

<http://www.artsjournal.com/engage/2012/05/audience-development-vs-community-engagement/>

**\*October 24 – Guest Lecturer: Marit Majeske, Front of House Manager, Community Inclusion Manager & Interim Education Coordinator, Hylton Performing Arts Center**

**\*Note: We will meet in the lobby of the Hylton Performing Arts Center on the Prince William Campus at 1:45pm**

**Week 10: Working in the Arts / Programming**

October 29 – **Guest Lecture with Adrienne Bryant Godwin, Programming Manager, CVPA**

October 31 - **Organization Profile Presentations**

**Week 11:**

November 5 - **Organization Profile Presentations**

November 7

*Class Research Assignment*

**Week 12: Staff & Volunteer Management**

November 12

Chapter 7

November 14

- Chapter 14

**Week 13 – Education and the Arts**

November 19 – Guest Lecture: TBD

November 21 – Guest Lecture: TBD

**Week 14**

November 26 – Project Day

***November 28 – NO CLASS (THANKSGIVING)***

**Week 15: Arts Organization Volunteer Experience Presentations**

December 3 & 5

**TBA - FINAL EXAM CLASS (if needed for presentations)**

*Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has. — Margaret Mead*

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## **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