

BUS 115 Introduction to Arts Management

Spring 2000

Tuesdays 5:30-8:30 p.m., Eddy 308

3 credits

Cazenovia College

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5:00-6:00 p.m.; Tuesdays 4:00-5:00 p.m.

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Course Description

Introduction to Arts Management explores issues relevant to and models of arts organizations, as well as management strategies and goals. Central to the course is each student's individual project. Students will learn how to develop his or her own organization, through which each step of the management process will be carried out as students discover methods to do so. Through readings, class discussion, guest speakers, research on issues and study of existing organizations, students will gain an understanding organizational planning, roles of people within organizations, relationships with community, fundraising, and day-to-day operations of non-profit and for-profit arts organizations.

Objectives

In this course, students will learn both practical management skills and discuss general questions facing arts organizations. Students will:

- be introduced to issues surrounding arts in society, such as relationships to community
- understand different types of arts organizations and their roles
- create an organization that addresses individual interests and needs of a community
- use business skills learned in the course to develop an organizational plan
- learn to effectively carry out a project, from conception to follow-up and evaluation
- present various aspects of your organization
- participate in class discussion and provide feedback to student presentations
- research and write about specific issues

Course Policy

Assignments

Course assignments include reading, writing two 3-5 page issue papers, and written assignments in relation to various steps of developing your organization.

Class Presentations

Throughout the course, students will be required to present to the class each step of the project on which they are working. You are responsible for providing photocopies for each student in the class and the instructor. In addition, it is expected that students will use these presentations to critique, advise, and discuss each other's projects.

At the end of this course, you will have an organizational plan, including its mission, funding strategy, budget, grant application, programming project, press release, market strategy and evaluation of your project. It is geared so that students will gain knowledge of how to organize and carry out projects, business, or community organizational programs.

Deadlines

Assignments are due on the date given. Work handed in late will receive a lowered grade. Assignments must be presented in class and must be turned in to the instructor at the end of the class on the due date. These materials will be returned to the student within one week. After grading, any assignment can be reworked and resubmitted for a new grade. Incomplete projects will receive an F.

Grading

Students will be graded on his or her level of participation in class and with others, as well as his or her ability to create a vision for an organization and carry out assignments in a manner that displays an understanding of course material as well as individual goals. The ability to effectively communicate ideas, initiate thoughtful dialogue, and display organizational skills will be important factors in the evaluation of each student's work.

Course grades will be determined as follows:

- 20% class participation
- 20% issue papers
- 60% organizational development assignments

Attendance

Attendance and punctuality are mandatory. Lectures, workshops and discussion are central to the course, therefore missing any part of the class will diminish your learning opportunity. Please contact the instructor ahead of time if you must be absent. You will be allowed two absences, and further absences will lower your grade. Three late arrivals will count as an absence, as will coming unprepared for a class. If you have more than five absences, you should withdraw from the course, as you will not be able to complete the course.

Readings

- Fundamentals of Local Arts Management, Craig Dreeszen and Pam Korza, editors. Amherst, MA: Arts Extension Service. 1998
- Photocopied material, to be given out in class.

Academic Honesty Policy

Cazenovia College is committed to academic honesty. The Committee on Academic Honesty reviews reported cases of alleged plagiarism, cheating on examinations, undocumented copying or art, and similar forms of academic dishonesty. At the beginning of each full academic term all students receive a comprehensive orientation on the college's expectation regarding academic honesty.

Special Needs

Special needs students who require accommodations in classroom or outside work or test-taking procedures should notify the instructor and the Office of Special Services (ext. 7176).

Spring 2000
Course Schedule

January 25

INTRODUCTION

- overview of arts organizations
- defining community, defining the role of arts within community
- reading for 2/1: Fundamentals of Local Arts Management, p. 3-19; Martha Rosler, "Lookers, Buyers, Dealers and Makers: Thoughts on Audience" p. 311-323

February 1

AUDIENCE / MISSION

- what is audience?
- developing a mission statement (in class workshop)
- reading for 2/8: Rosler, "Lookers, Buyers, Dealers..." p. 323-339; Fundamentals of Local Arts Management, p 31-48

February 8

AUDIENCE / PROGRAMMING

- programming policy, overview of aims and criteria
- cooperation with organizations and affiliations
- culture and community
- reading for 2/15: Fundamentals of Local Arts Management p. 67-89
- assignment: mission statement due for in class presentation

February 15

PROGRAMMING

- developing a project
- researching artists, consultants, etc.
- reading for 2/22: Fundamentals of Local Arts Management p. 89-117
- assignment: programming policy due for in class presentation

February 22

PROGRAMMING / FUNDRAISING

- developing a budget
- making a funding plan
- researching funding sources
- reading for 2/29: Fundamentals of Local Arts Management , "The Art of Fundraising" p 269-295; (Appendix) 298-307
- assignment: project plan due for in class presentation

February 29

FUNDRAISING

- grantwriting workshop
- discussion of funding strategies: membership, special events, self-sufficiency

March 7 MIDTERM

FUNDRAISING

- peer review of grants
- assignment: grant applications due for in class presentation

March 14

SPRING BREAK

March 21

PROJECT MANAGEMENT

- Guest Speakers
- strategic planning and logistics
- project budget, production schedule
- follow-up and documentation
- reading for 3/28: Fundamentals of Local Arts Management p. 233-257
- assignment: Issue Paper 1 due

March 28

ORGANIZATIONAL MANAGEMENT

- organizational composition and personnel management
- legal issues: contracts, copyright, 501(c) 3
- reading for 4/4: Handouts, Fundamentals of Local Arts Management p 190-194, Board of Directors p. 165-190
- assignment: production schedule and budget due for in class presentation

April 4

ORGANIZATIONAL MANAGEMENT

- reading for 4/11: Handouts
- assignment: sample contract, organization structure (including board of directors) due for in class presentation

April 11

MARKETING

- press release writing workshop
- reading: Fundamentals of Local Arts Management p. 121-131, p. 138-150

April 18

MARKETING

- marketing strategies
- building audience
- reading for 4/25: Fundamentals of Local Arts Management p. 131-138, 150-157, p. 160-162
- assignment: press release due for in class presentation

April 25

ASSESSMENT / MODELS

- issues in contemporary arts management
- assessment surveys
- reading for 5/2: Fundamentals of Local Arts Management p. 56-64, Handout
- assignment: marketing plan due for in class presentation

May 2 LAST CLASS

ASSESSMENT / MODELS

- issues in contemporary arts management
- alternative models
- long-range planning
- assignment: evaluation of project, rewrite mission statement

FINALS WEEK

- Issue Paper 2 due
- Final Organizational notebook due

Introduction to Arts Management

Assignments

Throughout the semester, you will be developing your arts organization by creating the following:

- Mission Statement
- Long-range planning
- Board Development
- Staff development: how many needed, job descriptions/ role; volunteers
- Programming: selection policy, criteria, frequency (examples: resumes, images, etc.)
- Budget: General, Operating, Project
- Fundraising: researching funders
- Grants, memberships, events
- Written grant proposal to relevant funder
- Funding plan / strategies
- Marketing: "outreach"
- Publicity strategy
- Write a press release
- Education
- Project Management: Production Schedule, staff, follow-up, documentation
- Assessment and Evaluation

In addition, 2-4 paper is due for each of the following issues/units

- Audiences
- Programming
- Funding
- Assessment
- Models of Organizations

QUESTIONARE

What types of arts organizations exist (local, regional, national, international)?

What are the biggest problems facing the arts in this country, state, community?

What is art for? Who is art for? Does it serve different functions for different people? (If so, give examples)

Why should there be arts organizations?

Why are you in this class? What interests you most about art (making, seeing, dialogue, meeting artists, education, new experiences)

What are the cultural resources in this community?

What is lacking, or needed (and who needs what)?

What would strengthen your community? What would you like to see available?

What are your strengths?

What resources can you draw upon? What facilities are available to you?

DEVELOPING AN ORGANIZATION

In this class, you will be developing an organization as well as a project within that organization. For example, you could plan for an art gallery (an organization), and then develop an exhibition (a project) for the gallery. Before the next class (2/1), please think about what you would like to do, and remember that you will be living with this organization for the entire semester.

Some questions to ask yourself:

- What am I interested in?
- What would I like to see in this community?
- Is there a need (either my own or a community need) for something?
- Who else would have the same interest?

Some examples:

- student or community publication
- theater group
- concert series
- exhibition
- film screening
- studio space or residency for artists
- speakers' series
- poetry readings
- conference
- arts festival
- arts advocacy organization (i.e. increase visibility for the arts, issues related to arts, networking of artists and arts professionals, work with government and business leaders to foster opportunities)
- service organization (i.e. health insurance for artists, equipment access, legal counseling)
- website
- media production (video, radio)
- public arts projects
- educational organization

We will be working in class on developing your idea into a mission. Please come to class with some ideas. I am happy to meet with you to discuss with you any interests or concerns you may have, if you are having trouble, or would like feedback.