

AE 401/601: NONPROFIT ARTS MANAGEMENT WINTER 2006

AE 401 Instructors: Rachel Shane E-mail: shane.27@osu.edu
Chris Burgess burgess.100@osu.edu

AE 601 Instructor: Dr. Margaret Wyszomirski wyszomirski.1@osu.edu

Office Hours: by appointment
Mailbox: 258 Hopkins Hall, 128 N. Oval Mall
Phone: 688-8139 (401 Students)
292-5757 (601 Students)

Course Description

Welcome to Art Education 501 – Nonprofit Arts Management. This syllabus is your guide to the course and should be kept for reference.

This course seeks to provide a conceptual framework for students to understand the functions and operations of nonprofit arts organizations. Students will gain knowledge about such topics as organizational structure, program planning, marketing, and fundraising while also developing understanding of approaches to issues of sustainability, capacity building, and ethical practices.

Course Objectives

This course is designed to facilitate student learning by providing an opportunity to:

- Understand the construction of non-profit organizations and how they differ from both private and governmental organizations
- Understand what nonprofit arts organizations do in the United States and how they are affected by their social, political, and economic context;
- Identify and examine issues and skills vital to managing non-profit arts organizations;
- Apply basic skills and concepts to practical management task exercises;
- Investigate conditions of change impacting non-profit arts organizations;
- Appreciate both similarities and differences among nonprofit arts organizations in different fields (e.g., theatre, dance, museums, orchestras, etc)

- Improve critical thinking skills through description, analysis, interpretation and evaluation of readings, presentations, arts events; and
- Refine skills in researching, writing and oral communication as well as familiarity with select computer software programs.

Required Texts

One textbook is required:

Management and the Arts (3rd Edition) by William J. Byrnes

Other readings will be distributed through the course website on www.carmen.osu.edu.

Undergraduate and Graduate Course Requirements

1. Attendance and participation - - Regular and timely attendance is required. More than two unexcused absences will result in the loss of a half-letter grade. Active participation in classroom activities and discussions is a course requirement and counts for a significant portion of the final course grade. Class participation is evaluated daily.
2. The midterm exam will be given on Tuesday, February 7th and will cover course material to that point.
3. Arts Event - - Each student will be required to attend one arts event of their choosing and write a 4 page paper detailing the event itself as well as audience demographic analysis. The paper is due Thursday, February 9th by email.
4. Topical assignments as indicated in the course outline (specific guidelines to be handed out separately)
5. Final project (guidelines to be handed out separately)

Additional Graduate Student Course Requirements

1. Build a discipline specific topical annotated bibliography (guidelines to be handed out separately). This is due March 2nd and will substitute for the midterm exam. Graduate students will *not* take the midterm exam.

Undergraduate Grading

Performance in this class will be measured using the standard university grading scale and the cumulative points system. In the interest of fairness, late assignments cannot be accepted. If there is a valid reason which may force such an occurrence, please see us beforehand.

Participation (10%)

In class – 5%, online discussion board/chats – 5%

Arts Event Paper (10%)

Topical assignments (25%)

Midterm (25%)

Final Project and Presentation (30%)

Graduate Grading

Performance in this class will be measured using the standard university grading scale and the cumulative points system. In the interest of fairness, late assignments cannot be accepted. If there is a valid reason which may force such an occurrence, please see us beforehand.

Participation (10%)

In class – 5%, online discussion board/chats – 5%

Arts Event Paper (10%)

Topical assignments (25%)

Annotated Bibliography (25%)

Final Project and Presentation (30%)

Statement of Academic Misconduct: In accordance with Faculty Rule 3335-5-487, all instances of alleged academic misconduct will be reported to the department chairperson and the Committee on Academic Misconduct (The University's rules on academic misconduct can be found at <http://oaa.osu.edu/coam/home.html>). Academic misconduct is grounds for failing the course and may be grounds for further sanctions. Academic misconduct includes, but is not limited to, giving or receiving information during an exam and submitting plagiarized work for academic requirements. The University provides guidelines for research on the web at <http://gateway.lib.ohio-state.edu/tutor/>.

Students with Special Needs/Disabilities: If you need an accommodation based on the impact of a disability, you should contact us to arrange an appointment as soon as possible. At the appointment, we can discuss the course format, anticipate your needs, and explore potential accommodations. We rely on the Office of Disability Services for assistance in verifying the need for accommodations and developing accommodation strategies. If you have not previously contacted the Office of Disability Services, we encourage you to do so by calling 292-3307.

Calendar

January 3 Introduction to Course

Topics: What topics will be covered in the course? What are the course assignments and objectives?

January 5 Defining a Nonprofit Organization

Topics: What is the nonprofit sector? Why do we have a nonprofit sector? What does it mean to be nonprofit? What role do the arts play in the nonprofit sector? How are the arts spread across nonprofit, for-profit and government sectors?

Readings:

1. Salamon, L. (1999). *America's Nonprofit Sector: A Primer* (pp. 11-13)
2. Grobman, G. (2004). *Defining and Describing the Nonprofit Sector* (pp. 273-283)

January 10 Context and Environment

Topics: What are the political, economic and social environments for the arts? How has the U.S. government supported for the arts? What is the federal and local governmental system for supporting the arts? How can artists and arts organizations influence public policy and advocate for the arts? What are the dominant factors influencing arts participation? What are the key dimensions of nonprofit cultural economics?

Readings:

1. Byrnes, W. (2003). *Chapter 2* (pp. 31-44)
2. Byrnes, W. (2003). *Chapter 4* (pp. 67-75)
3. NEA (2004). *How the United States Funds the Arts*

January 12 Creating Nonprofit Arts Organizations

Topics: What are mission statements? How do you create a mission statement? What are nonprofit incorporation requirements? What does a 501(c)(3) application look like?

Readings:

1. Byrnes, W. (2003). *Chapter 2* (pp. 24-27)
2. Steps: http://www.mapnp.org/library/strt_org/strt_np/strt_np.htm#anchor168029
3. *Applying for 501(c)3 Tax-Exempt Status*-IRS brochure (pp. 9-11)

Topical Assignment 1 (due January 17): Find a mission statement for an arts organization. Describe the organization. Analyze how the mission fits the organization. How would you improve the mission statement? Write a mission statement for your arts organization.

January 17 Organizational Structure and Staffing

Topics: What is an organizational chart? How does the organizational structure vary across disciplines? What are the roles of the board of directors, staff, and volunteers in a nonprofit arts organization? What are the major professional associations and unions in the arts? What are the roles of these associations in nonprofit arts organizations? What is human resource management?

Readings:

1. Byrnes, W. (2003). *Chapter 6* (pp. 108-135)
2. Byrnes, W. (2003). *Chapter 7* (pp. 136-157)

January 19 Boards and Governance

Topics: What is governance? What does a board look like? How do you develop a board? What is the relationship between the board, executive director, and staff?

Readings:

1. Drucker P. F. (1990). *The Effective Board* (pp. 171-179)
2. Wolf, T. (1999). *The Board*
3. Duca, D. J. (1996). *Chapter 1 – Models of Governance and Leadership*. (pp. 3-15)

Topical Assignment 2 (due January 24): Examine the board of directors list provided on the course website (or find your own). Analyze the choices made by the organization for the board membership. Make recommendations for changes to the board based on your analysis. Create a board (with a minimum of 8 members) for your arts organization with explanations for your choices.

January 24 Program Planning

Topics: What types of programs do arts organizations plan? What are the motivations for programming choices? What do you need to know before program planning? What is the program planning cycle? Who is involved in planning? When does planning occur?

Readings:

1. Webb, D. (2004). *Chapter 3 – Programming Theaters*
2. Korza, P. (2003). *Program Development: Connecting Art with Audiences* (pp. 117-149)

January 26 Program Planning

Topics: How do arts professionals implement these planning techniques? How does planning vary across disciplines?

Possible Guest Speakers: Bill Conner, President and CEO, CAPA
Gerard Charles, Artistic Director, BalletMet
Marybeth Kiser, Education Department, Columbus Museum of Art

* Review the organizational websites of our guest speakers. Come prepared with at least 2 questions per speaker regarding programming and planning at their organization. These will be collected.

Topical Assignment 3 (due January 31): Examine an arts organization's seasonal offerings. Is the season consistent with organizational mission? How can you tell? What types of changes or programs might you suggest? Describe the program which you are creating and how it fits with your organization's mission.

January 31 Arts Financial Management

Topics: What are the key terms? How do you read a budget? What are the different types of budgets? How is cash flow management important to an arts organization? What are projections? What is an IRS Form 990? Are audited financial statements required?

Readings:

1. Byrnes, W. (2003) *Chapter 9* (pp. 205-221)
2. Burdett, C. (2003) *Financial Management: The Basics for Non-Financial Managers* (pp. 369-396)

February 2 Event Budgeting & Midterm Review

Topics: How do you budget for a fundraising event? For a specific production or exhibition? What types of items do you need to consider?

Readings:

*****February 7 Midterm Exam*****

February 9 Arts Event Assignment Due by email (No Class)

Arts Event Assignment: Attend an arts event in the community. Consult the event list on the course website or find your own. Write a 4-page paper which 1) describes the event, 2) describes the organization presenting the event, 3) analyzes the programming choice and 4) analyzes the audience demographics.

February 14 Marketing – Understanding the Audience

Topics: What is marketing and what part does earned income play in the finances of nonprofit arts organizations? Who is the arts audience and how does it differ from one artform to another? How and where do you find information about arts audiences? What are some basic considerations in audience building? What is the different between audience building and audience education?

Readings:

1. Byrnes, W. (2003) *Chapter 11* (pp. 252-277)

February 16 Marketing Techniques & Public Relations

Topics: Reaching the potential audience: advertising, marketing, and partnerships. How do marketing and public relations relate to one another? Knowing your product and finding your niche. What is a SWOT analysis?

Readings:

1. Smith (2003). *Chapter 3 - Communication theory and persuasion*
2. Kotler, P. and J. Scheff (1997). *Standing Room Only, Chapter 12: Formulating the Communication Strategy* (pp. 299-320).
3. Byrnes, W. (2003) *Chapter 13* (pp. 313-314)

Topical Assignment 4 (due February 23): Define the target audience for your arts organization. What techniques and mechanisms might you incorporate to reach this audience? How does your programmatic proposal reach the desired demographic?

February 21 Application of Marketing

Topics: How do you write a press release? A public service announcement? A newsletter? A season brochure? A direct mail piece? A print advertisement?

Readings:

1. Kotler, P. and J. Scheff (1997). *Standing Room Only, Chapter 13: Developing Effective Advertising and Sales Promotion* (pp. 321-343).
2. Kotler, P. and J. Scheff (1997). *Standing Room Only, Chapter 14: Employing Direct Marketing and Database Management* (pp. 345-373).

February 23 Fundraising

Topics: Why do organizations fundraise? How important is contributed income to nonprofit arts organizations? What are the different types of contributions? How do you fundraise? Where do you find information about potential contributors?

Readings:

1. Byrnes, W. (2003) *Chapter 12* (pp. 278-303)
2. Hopkins & Friedman (1997). *Successful Fundraising for Arts and Cultural Organizations* (pp. 52-61, 70-86)

February 28 Fundraising

Topics: What is a fundraising campaign? What is a fundraising plan? What do you create a fundraising campaign? What is planned giving? How are marketing and fundraising related? And how are they different? Is advocacy another form of fundraising?

Readings:

1. Hopkins & Friedman (1997). *Successful Fundraising for Arts and Cultural Organizations* (pp. 64-68, 114-122, 123-140)

Topical Assignment 5 (due March 2): Write two letters for your arts organization requesting funding. The letters can either part of your individual campaign, to a major donor, to a corporation, or to a foundation.

March 2 Technology and the Arts

Topics: What do arts organizations websites look like? What types of software do arts managers use? What types of online marketing do arts organizations do? What types of online fundraising do arts organizations do? What are some useful online resources?

March 7 Project Presentations

March 9 Project Presentations

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