

## LEADERSHIP AND MANAGEMENT IN CULTURAL ORGANIZATIONS

January 17-19, 2014

2 credits.

Instructor: Kris Tucker

SYLLABUS (draft as of 12/1/13)

### Class Description:

In this weekend course we will explore the dynamics of leading and managing nonprofit and public sector cultural organizations today, including two of the major challenges facing cultural organizations: participation trends and sustainability. We will examine some of the key roles of cultural leaders, public-private partnerships, and creating community in and through arts and culture. Sessions will focus on building support and working with a board; strategic planning and setting priorities; fundraising and allocating resources; evaluation, accountability, and monitoring results. The course will include required readings, video presentations, small group work, conversations with cultural leaders, and other activities.

Class Meetings: Friday 5-9 pm; Saturday and Sunday 9 am-5 pm (20 hours total)

### Learning Objectives:

In this course, students will develop knowledge and skills in:

- Understanding the roles, identity, and structures of nonprofit and public sector cultural organizations
- Determining how and why cultural participation trends are changing
- Developing and sustaining financial and political support
- Working effectively with a board or commission
- Designing a planning process and implementing a strategic plan
- Assessing impact and tracking results

### Reading List (Books and Articles)

***Creating Public Value Through State Arts Agencies***, by Mark H. Moore and Gaylen Williams Moore. Arts Midwest, 2005. (This publication is available at <http://www.wallacefoundation.org/knowledge-center/audience-development-for-the-arts/state-arts-policy/Pages/Creating-Public-Value-Through-State-Arts-Agencies.aspx>)

***Research into Action: Pathways to new opportunities***, by Greater Philadelphia Cultural Alliance, 2009. (This publication is available at <http://www.philaculture.org/research/reports/research-into-action>)

***Engaging Art: The next great transformation of America's cultural life***, edited by Steven J. Tepper and Bill Ivey. Taylor & Francis Group, 2008.

- o Chapter One: "Engaging Art: What counts?" Tepper and Yang Gao. Pages 17-47.
- o Chapter Three: "Multiple Motives, Multiple Experiences: The diversity of cultural participation." Francie Ostrower. Pages 85-101.
- o Chapter Fourteen: "The Crisis in Culture and Inequality." Bonnie H. Erickson. Pages 343-362.
- o Conclusion: "The next great transformation: Leveraging policy and research to advance cultural vitality." Tepper. Pages 363-385.

## Assignments

Prior to the course:

- Read *Creating Public Value Through State Arts Agencies* by Mark H. Moore and Gaylen Williams Moore. Arts Midwest, 2005. (at minimum, read pages 9-19 and 101-107). (This publication is available at <http://www.wallacefoundation.org/knowledge-center/audience-development-for-the-arts/state-arts-policy/Pages/Creating-Public-Value-Through-State-Arts-Agencies.aspx>)
- Read *Research into Action: Pathways to new opportunities* by Greater Philadelphia Cultural Alliance, 2009. (This publication is available at <http://www.philaculture.org/research/reports/research-into-action>)
- Read *Engaging Art: The next great transformation of America's cultural life*, edited by Steven J. Tepper and Bill Ivey. Taylor & Francis Group, 2008.
  - o Chapter One: "Engaging Art: What counts?" Tepper and Yang Gao. Pages 17-47.
  - o Chapter Three: "Multiple Motives, Multiple Experiences: The diversity of cultural participation." Francie Ostrower. Pages 85-101.
  - o Chapter Fourteen: "The Crisis in Culture and Inequality." Bonnie H. Erickson. Pages 343-362.
  - o Conclusion: "The next great transformation: Leveraging policy and research to advance cultural vitality." Tepper. Pages 363-385.
- Complete a preliminary analysis of one cultural organization (nonprofit or public sector):
  - o Mission statement
  - o Budget for a recently completed year, as reported in their annual report or 990 Form filed with the IRS (Viewable online on the Foundation Center's website): Revenue (total contributed and total earned) and Expenses (major categories)
  - o Key programs/projects/services (from their website)
  - o Staffing structure; total FTEs; key roles

After-class assignment: A 6-8 page paper (typed, double-spaced, 10 or 12 point font) is due two weeks after class (Sunday, February 2, 2014). Paper topic and details will be discussed in class.

## About the instructor:

Kris Tucker has been the Executive Director of the Washington State Arts Commission since 1999, appointed to this position by Governors Jay Inslee (2013), Chris Gregoire (2005), and Gary Locke (1999). She is a leader in the state and national arts community and a tenacious advocate for the arts. Her role includes executive leadership, cultural policy, program development and implementation, and agency management and oversight. Kris was formerly Executive Director of the Boise City Arts Commission and served as Arts & Entertainment Editor for the Boise Weekly. She holds an undergraduate degree from Oregon State University and a Masters in Whole Systems Design from Antioch University Seattle. She serves on the Board of the Olympia Artspace Alliance and is a Trustee of the Western States Arts Federation (WESTAF); she also is active with the National Assembly of State Arts Agencies.

Required for credit in this class:

1. Complete all the assigned readings.
2. Attend the Friday evening (5 to 9 p.m.) and weekend (9 a.m. to 5 p.m.) classes, January 17-19, 2014.
3. Actively participate in class discussions and small group work.
4. Complete written: A 6-8 page paper (typed, double-spaced, 10 or 12 point font) is due Sunday, February 2, 2014). Paper topic and details will be discussed in class.
5. Consistent with MPA program requirements, students will prepare a self-evaluation and an evaluation of the instructor. Students should include in their self evaluation at least one important lesson or idea that has influenced their thinking relative to the course's learning objectives. Student/faculty evaluations are held only upon request and can be held in person, over the phone or via email exchange as mutually agreed; this must be determined in keeping with the college's established evaluation deadlines. It is the responsibility of the student to schedule and come to agreement with the instructor regarding the method for conducting the evaluation by end of class on January 19, 2014.

MPA Standards of Conduct:

Having respect for others is fundamental to an open, free, and educational dialogue. All students are expected to support and contribute to a well functioning MPA classroom learning community. Behavior that disrupts the learning community may be grounds for disciplinary action, including dismissal from the MPA program. All students will be held accountable for maintaining the highest of academic standards; plagiarism will result in a full loss of credit for the class.