

Principles and Practices in Performing Arts Administration

Fall 2022

NYU Steinhardt, Department of Music and Performing Arts Professions
Performing Arts Administration Graduate Program

Course Code: MPAPA - GE 2131

Number of Credits: 3

Instruction Mode: In-Person

Class Time & Location: 19 West 4th Street, Room C-8

Section 001 – Wednesdays, 4:55 PM-6:35 PM ET

Section 002 – Wednesdays, 6:45 PM-8:25 PM ET

Instructor: Professor Timothy J. McClimon

Student Hours: By Appointment

Instructor Contact Information: timothy.j.mcclimon@gmail.com

Instructor Preferred Contact Procedure: I will respond to emails Monday through Friday, 9 AM-5 PM

Course Description

As a companion course for “Environments,” Principles and Practices provides students the opportunity to understand what is happening in the field today, and to learn what it takes to run a successful performing arts organization.

Course Outcomes

At the end of the course, students will be able to:

- Identify current best practices in various aspects of performing arts administration.
- Create a nonprofit organization, obtain a certificate of incorporation, and create by-laws for a nonprofit organization.
- Write a compelling mission and vision statement for an arts organization.
- Understand the roles and responsibilities of a nonprofit board of directors, including the duties of care, loyalty, and obedience as well as a process for recruiting and utilizing board members.
- Embrace the role of accessibility, diversity, and inclusion in the performing arts.
- Understand the basic practice of marketing and promoting an arts organization and its programs.
- Understand the basic practice of fundraising for an arts organization and its programs.
- Analyze an organization’s financial and audited statements and 990 form.
- Read and comprehend an arts organization’s production schedule and understand performing arts union guidelines and restrictions.
- Evaluate and analyze a performing arts organization using the case study method.
- Summarize in writing and oral presentation an organization’s strengths, weaknesses, opportunities, and threats.
- Prepare a competitive analysis for an arts organization.
- Deliver a comprehensive written and oral case study report as part of an assigned group.
- Actively participate as a member of a project team.

Texts and Readings

Performing Arts Management: A Handbook of Professional Practices, Tobie S. Stein and Jessica Bathurst, Allworth Press, 2008. (The Kindle version is fine.)

Grading, Classroom and Attendance Policies, and Other Information

Course Requirements

There are three elements to the grade for this course, as follows:

Class Participation	20%
Group Case Study Interim Report	30%
Group Case Study Final Report	50%

The Case Study

The class will be split into groups, and each one will conduct a case study on an existing arts organization, which will be assigned. Results will be delivered as interim and final written reports in addition to oral presentations to the class. As a part of this assignment, groups will make an interim presentation on their progress in class, and also deliver a list of questions to be asked of their organizational contacts. The final report and presentation should include the history of the organization, its mission, description of the business and competitive environments, audience profile, financial analysis, funding history, staff and board composition and role, organizational plans and direction, SWOT analysis, and a sense of how and why they have succeeded or struggled. At the end of the semester, group members will be asked to evaluate each other's contributions to the case study.

ASSIGNMENT COMPLETION & LATE WORK

The interim and final papers should be submitted directly to me via email. All assignments are expected to be handed in by the stated deadline.

FORMAT

Please double-space your written work for readability. Add page numbers and include your name on all assignments. You are free to use your preferred citation style. Please use it consistently throughout your writing.

GENERAL DECORUM

Our class is designed to meet in person to best meet the learning objectives articulated and to create a shared learning environment for all of us. This will enable us to discuss your questions deeply, identify any challenges you are running into, and to maximize collaboration. Your attendance is therefore highly encouraged.

STATEMENT ON ACADEMIC INTEGRITY

The relationship between students and faculty is at the heart of the educational experience at NYU Steinhardt. This relationship takes an honor code for granted. Mutual trust, respect and responsibility are foundational requirements. Thus, **how you learn is as important as what you learn**. A university education aims not only to produce high-quality scholars, but to also cultivate honorable citizens.

Academic integrity is the guiding principle for all that you do; from taking exams, making oral presentations to writing term papers. It requires that you recognize and acknowledge information derived from others, and take credit only for ideas and work that are yours.

You violate the principle of academic integrity when you:

1. **Cheat on an exam;**
2. **Submit the same work for two different courses without prior permission from your professors;**
3. **Receive help on a take-home examination that calls for independent work;**
4. **Plagiarize.**

DISCIPLINARY SANCTIONS

When suspected of cheating, plagiarism, and/or other forms of academic dishonesty, appropriate disciplinary action may be taken following the department procedure or through referral to the Committee on Student Discipline. Please be sure to read the full [Statement on Academic Integrity](#).

GRADING SCALE

A-/A (Excellent) – These are exceptionally good papers that demonstrate substantial effort and achievement in critical thinking and scholarship. They demonstrate a high level of analysis and offer a consistent point of view with appropriate examples. In papers graded A- and A previous scholarship is consistently acknowledged, organization is sound, writing is clear, polished and free of grammatical errors.

B/B+ (Good) – These are very good papers. Papers at the **B/B+** level offer a clear point of view and a fairly consistent argument. They are thoughtful, logical, and well-organized responses to the assignment that demonstrate critical thinking. Minor grammatical and editorial errors may be present, but do not impede clarity in the paper.

C/C+ (Satisfactory) – These are average papers that demonstrate some success in analysis, critical thinking, and the use of sources in response to the assignment. However, weakness in formulating and supporting an argument, in structure and organization, and significant grammatical errors impede the reader's understanding of the author's intention.

D (Minimum Passing Grade) – The paper adheres only minimally to the general guidelines of the assignment in terms of subject addressed, page length, and formatting. Written work receiving a **D** grade may be a simple restatement of fact or existing scholarship, contain obviously contradictory points of view and contain serious organizational and grammatical errors.

F (Failure) – The failing grade is given for required work that is not submitted, or for incomplete assignments.

STATEMENT ABOUT INCLUSIVITY AND ACCESSIBILITY

I am committed to creating an inclusive and accessible classroom environment for students of all abilities and identities. Please let me know how I can support your needs in this course. Students who may need academic accommodations are advised to reach out to the Moses Center for Student Accessibility as early as possible in the semester for assistance. Knowing that ability status may shift during our time together, please let me know if your circumstances have changed during the semester. If you need support in connecting with the [Moses Center for Student Accessibility](#), [Office of Global Inclusion, Diversity, and Strategic Innovation](#) (OGI), [Center for Multicultural Education and Programs](#) (CMEP), [LGBTQ+ Center](#), [Bias Response Line](#), or other resources, please also let me know.

Writing Help -- If you need to improve your writing skills, please utilize the services of the Steinhardt Writing Center. [The Steinhardt Writing Center](#) provides judgment-free, one-on-one sessions throughout the semester with a professional writing consultant via Zoom to help students organize and clarify their ideas, revise, and edit their own work, and write with confidence and style. [Make an appointment](#).

COMMUNITY AGREEMENTS

Let's create and maintain an inclusive learning environment by following these discussion guidelines:

- Listen respectfully without interrupting.
- Listen actively with an ear to understanding others' views.
- Constructively critique ideas, not individuals.
- Allow everyone to speak: share space. Use WAIT (why am I/am I not talking?)
- Avoid assumptions about any member of the community and generalizations about social groups.
- Assume good intent, but acknowledge impact.

Class Meetings, Lectures & Assignments

Lectures, Readings, and Assignments are subject to change and will be announced in class within a reasonable time frame.

Plan of Study

Week 1 - Wednesday, September 7, 2022

Topic/Objective: Projects Defined, Groups Formed, Case Studies Assigned

Distribution and examination of syllabus; explanation of assignments; introductory activity; themes of the class

Discussion:

What Makes a Successful Arts Organization?

Week 2 - Wednesday, September 14, 2022

Topic/Objective: Learning About Starting an Organization

Discussion:

How to Form a Not-for-profit Organization

Reading Assignment Due:

Chapters 1 and 3 (up to "Board of Directors") in Textbook

Week 3 - Wednesday, September 21, 2022

Topic/Objective: Learning About Mission, Vision, and By-laws

Discussion: Case Study Mission and Vision Statements

Reading Assignment Due: Chapter 2 in Textbook

Class Assignment Due: Bring Case Study Mission and Vision Statements to Class

Week 4 - Wednesday, September 28, 2022

Topic/Objective: Learning About Boards of Directors

Discussion: Board Roles and Responsibilities

Reading Assignment Due: Chapter 3 (“Board of Directors”) in Textbook

Week 5 - Wednesday, October 5, 2022

Topic/Objective: Working in Case Study Teams

Discussion: Preparing Interview Questions for Organization Contacts

Class Assignment Due: Brief Group Updates on Case Study Progress

Week 6 - Wednesday, October 12, 2022

Topic/Objective: Learning About Marketing the Arts (Guest Speaker)

Discussion: Marketing an Arts Institution: Mark Morris Dance Group Case Study

Reading Assignment: Chapter 7 in Textbook

Week 7 - Wednesday, October 19, 2022

Topic/Objective: Learning About Accessibility and Inclusion in the Arts (Guest Speaker)

Discussion: Accessibility and Inclusive Practices in the Arts

Reading Assignment Due: TBD

Week 8 - Wednesday, October 26, 2022

Topic/Objective: Mid-term Reports and Presentations on Case Studies

Discussion: Presentations and Feedback on Case Studies

Class Assignment Due: Mid-term Case Study Written Reports and Oral Presentations

Week 9 - Wednesday, November 2, 2022

Topic/Objective: Learning About Facilities and Production Management (Guest Speaker)

Discussion: Facility and Production Management

Reading Assignment Due: Chapter 11 in Textbook

Week 10 - Wednesday, November 09, 2022

Topic/Objective: Learning About Budgeting and Finance (Guest Speaker)

Discussion: Budgeting and Financial Management for Arts Organizations

Reading Assignment Due: Chapter 5 in Textbook

Week 11 - Wednesday, November 16, 2022

Topic/Objective: Learning About Fundraising and Development (Guest Speaker)

Discussion: Private and Public Sector Support of the Arts

Reading Assignment Due: Chapter 6 in Textbook

Class Assignment Due: Brief Group Updates on Case Study Progress

Week 12 - Wednesday, November 23, 2022

NO CLASS - Case Study Groups Meet Individually

Week 13 - Wednesday, November 30, 2022

Topic/Objective: Learning About Labor Relations and Human Resources

Discussion: Collective Bargaining and Unions

Reading Assignment Due: Chapter 9 in Textbook

Week 14 - Wednesday, December 7, 2022

Topic/Objective: Final Presentations

Discussion: Final Presentations and Feedback on Case Studies

Class Assignment Due: Final Case Study Written Reports and Oral Presentations