George Mason University  
Graduate Course Approval/Inventory Form

Please complete this form and attach a copy of the syllabus for new courses. Forward it as an email attachment to the Secretary of the Graduate Council. A printed copy of the form with signatures should be brought to the Graduate Council Meeting. Complete the Coordinator Form on page 2, if changes in this course will affect other units.

Please indicate:  
___x__ NEW  
____ MODIFY  
____ DELETE

Local Unit:  CVPA: Master of Arts Management  
Graduate Council Approval Date:

Course Abbreviation: MAM  
Course Number: 760

Full Course Title: Current Issues in Arts Management  
Abbreviated Course Title (24 characters max.): Issues in Arts Management

Credit hours: 3  
Program of Record: Master of Arts Management

Repeatable for Credit?  
___ D=Yes, not within same term  
___ T=Yes, within the same term  
_x__ N=Cannot be repeated for credit

Up to hours

Activity Code (please indicate):  
___x__ Lecture (LEC)  
___ Lab (LAB)  
___ Recitation (RCT)  
___ Studio (STU)  
___ Internship (INT)  
___ Independent Study (IND)  
___ Seminar (SEM)

Catalog Credit Format 3 : 3 : 0  
Course Level: GF(500-600) x__ GA(700+) x____

Maximum Enrollment: 20  
For NEW courses, first term to be offered:

Prerequisites or corequisites: Admission to CVPA Graduate program or by permission of instructor.

Catalog Description (35 words or less)  Please use catalog format and attach a copy of the

The purpose of this course is to give students a perspective on strategic decision making as it occurs within the complex web of social, political, economic, personal and ethical dimensions; dimensions both internal and external to our organizations. By engaging in strategic analysis of real world cases, students will integrate ethical frameworks to solve current arts management dilemmas.

For MODIFIED or DELETED courses as appropriate:

Last term offered:  
Previous Course Abbreviation: MAM  
Previous number: 704

Description of modification: The course is changing from a 4 credit to a 3 credit course. We have also set up a 3 credit course sequence to manage the other 1 credit and provide additional finance and budget information.

APPROVAL SIGNATURES:

Submitted by:  
Meg Brindle email: mbrindle@gmu.edu

Department/Program:  
Date:

College Committee:  
Date:

Graduate Council Representative:  
Date:
**GEORGE MASON UNIVERSITY**  
**Course Coordination Form**

**Approval from other units:**

Please list those units outside of your own who may be affected by this new, modified, or deleted course. Each of these units must approve this change prior to its being submitted to the Graduate Council for approval.

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Graduate Council approval: ___________________________ Date: ___________

Graduate Council representative: ______________________ Date: ___________

Provost Office representative: ________________________ Date: ___________
GEORGE MASON UNIVERSITY

MAM 760
Current Issues in the Arts

M/W 6-9PM
Sat 9-12 PM

Professor: Stephen Richard
Arlington Campus
Office: 202-554-9066
Cell: 202-255-5287
srichard@arenastage.org

Office hours: ½ hour before each class
Additional times by appointment

Course Overview:

The purpose of this course is to give students a perspective on strategic decision making as it occurs within the complex web of social, political, economic, personal and ethical dimensions; dimensions both internal and external to our organizations. By engaging in strategic analysis of real world cases, students will be required to utilize their previously developed skills in planning, financial analysis, strategic analysis, human resource allocation and fund raising. This course is intended to utilize the various functional areas of arts management that the students have mastered in their course work to date and to demonstrate the interdisciplinary nature of arts management.

Objectives:

- To develop the skills to recognize and map the complex weave of social and political forces that are brought to bear on our institutions as we make key policy decisions;
- To understand the role of organization leaders and the capacity and limits we have to direct and influence change;
- To develop the skills to recognize and grid internal and external constituencies and their role in setting organizational direction;
- To understand the centrality of values and ethics to organizational effectiveness;
- With an understanding of situational analysis and the concept of leverage, to select the most appropriate tools from the arts management tool kit for each new problem;
- By exploring real world cases, to see the strategic and tactical implications of several concepts, including messaging, key publics, branding, leverage, influence, types of leadership and crisis management;
- To examine the role of boards, staff leadership, artists and other stakeholders within the often stressful set of problems facing our organizations.
Schedule of Reading and Activities

Class 1, Monday May 23: Introduction
  • Introduction, Course Outline
  • Explanation of mid term and final projects
  • Case: Small/Smithsonian

  Reading: Prior to the first class, read the material on the Smithsonian and its fund raising exploits.

Class 2, Wednesday May 25: Founders Legacy
  • Case: Martha Graham - articles
  • Case: Barnes Collection - articles
  • ((possible article on founders and their legacies))

Class 3, Monday May 30
  • holiday

Class 4, Wednesday June 1: Earned Income Streams vs. Mission
  • Harvard Business School Case – Mark Taper forum
  • Business Plan – Camp Arena Stage

Class 5, Saturday June 4: Team case presentations
  • Each of the 3 teams present “their” cases

Class 6, Monday June 6: Brand
  • Harvard Business School Case – Roundabout Theatre
  • Branding article to be selected

Class 7, Wednesday June 8: Alternative Organizational Models in Classical Performing Arts
  • Harvard Business School Case – Utah Symphony and Opera Merger
  • Harvard Business School Case – The London Symphony Orchestra

Class 8, Saturday June 11: Team Case Analysis
  • Each team case is analyzed by another team
  • Each analysis is critiqued by the group

Class 9, Monday June 13: Ethics: Creating the Ethical Organization
  Organizational structures; strategy and decision making frameworks to support values

  Gortner, Hal, Ethics in Public Administration, Chapter 3 (to be distributed).

Class 10, Wednesday June 15: Ethical Dilemmas
  The “right v. right” dilemma and communication ethics
Exercise: Working through ethical dilemmas

Class 11, June 20: Defining Decisions
- Smithsonian – Enola Gay
- Washington Opera and Woodies

Class 12, June 22: The Board at Critical Moments
- LATC
- ACT Seattle
- Article “The New Work of the Board”

Class 13, June 27: Final presentation and critiques

Class 14, June 29: Final presentation and critiques

Course Requirements:

1. Class participation. Active and thoughtful participation that demonstrates familiarity with the cases and concepts. This counts as 20% of your final grade.

2. Team presentation and critique. Each of the three teams will select a case to develop and present to the other teams, preferably a real world case from one of your organizations. The case will be presented orally to the class although an outline or power point presentation could be of assistance to effective explaining your case. This will count as 20% of your final grade.

3. Final presentation. Each of the three teams will be assigned one case. Each group will be acting as a consultant team, making recommendations to the decision making body of the organization in question. The remainder of the class and the instructor will be empanelled as that decision-making body, and ask questions of the consultant group after the formal presentation.

   The presentations should include both a mapping and interpretation of the forces at work on these key decisions and a recommendation on the decision facing the organization taking into account the facts as they are known. Additional research on these two subjects is permitted, but not required.

   As consultants, the effectiveness and clarity of your presentation is important. The presentation is 30% of your final grade.

4. Final paper: As individuals, each student will be asked to analyze one of the three final cases (not the case presented by your team). These papers of no more than 8 pages should include your findings on the issue at hand and include recommendations. Both the findings and recommendations should reflect your thinking about the web of internal and external issues relating to the decision at hand. The paper should be in the form of a consultant’s final recommendation to the organization. Papers will be due by June 29. The paper will be 30% of your final grade.

Class Policies

♦ Management is an active skill. Students are expected to participate and contribute in class.
♦ The class meets 13 times (class #3 falls on a holiday). If you need to miss, let me know. Some accommodation can be made for work/family conflicts, but please note that more than 3 missed classes results in a lowered grade.

♦ Papers should be presented when they are due. Late papers drop by 1/3 grade per day late (i.e. an A becomes an A-; a B a B-, etc.).

♦ The University policy on plagiarism is enforced and all work is conducted on the honor system consistent with expectations for graduate students.

♦ I am happy to meet with you at anytime. Take advantage of the resources here at Mason and please do not wait until there may be difficulties before consulting with me. Don’t hesitate to call me, rather than be frustrated.