

Brown University:
Management and funding of Cultural Institutions
AMST 2690 – S01 Spring 2016

Instructor: Gayle L. Gifford, ACFRE

Mondays, 3:00-5:30

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I will arrange office hours as you need me.

Course Overview:

This course explores cultural institutions as an organizational system that interacts with broader community systems. Students will emerge with an understanding of the realities of the managerial, governance, funding and financial structures of cultural institutions and how those structures interact with mission, programming and audience.

The course is designed to help those who work in public humanities, arts and cultural institutions – including those serving in program roles as educators, librarians, curators, interpreters, exhibit designers, public programming coordinators, grant makers, etc. – to engage more strategically with those aspects of their institutions that encompass planning, organizational behavior, revenue generation, finance, marketing, and governance. Throughout the class, students will explore the challenges and tension that can develop between fulfilling the mission and developing durable institutions. While the course is heavily biased toward exploring public charities, comparisons will be made to government and for profit institutions.

The way the class works:

The class meets on Mondays at the JNBC. Each week, please come to class having read the assigned reading – all readings will be available in assigned texts, on reserve or directly on the internet.

- This course will actively engage students in their own learning, using several teaching methods including short lectures, discussions, collaborative group work, case studies, service learning and student presentations.
- An emphasis will be placed on using real-world examples and best practices to illustrate theory and concepts.
- Guest speakers will be invited to share their experiences working in cultural institutions.

Attendance

As this course is structured around discussion and class activities, students who miss class will lose much of the learning experience. Needless to say, attendance is expected.

Student Evaluation and Service Learning

All students will work in teams on a semester long project concerning organizational challenges at the Stephen Hopkins House that will culminate in a paper and oral presentation. Throughout the course, 4 short papers/projects will be due that advance the final paper, build student skills and

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deepen understanding of readings and class work. The project will also include an oral presentation and a written report for your client organization of approximately 10 pages. Your grade is based on the short papers (40%), the final project (40%), class participation (10%) and a final short reflection paper (10%).

Fulfilling assignments competently are worthy of a B grade. Only outstanding work earns an A.

About the Instructor

Gayle L. Gifford, ACFRE

Gayle is President of Cause & Effect Inc. ® (www.ceffect.com), a consulting firm that provides governance, organization development, communications, public engagement and fundraising support to nonprofits and public sector organizations. In addition to environmental, community development, educational, and other nonprofits and government agencies, Cause & Effect's clients have included arts, humanities and cultural institutions such as the Blackstone Valley Tourism Council, Herreshoff Marine Museum/America's Cup Hall of Fame, JHC Blackstone River Valley National Heritage Corridor Commission, Essex National Heritage Commission, Rhode Island Historical Society and the Museum of Work and Culture, the House of the Seven Gables Settlement Association, Newport Restoration Foundation, Salem Athenaeum, Tomaquag Indian Museum, WaterFire Providence, and Hera Gallery/ Hera Educational Foundation.

Gayle is on the Governance Affinity Group of the Alliance for Non Profit Management and part of a team compiling research on board chair roles and preparation. She is author of *How to make your board dramatically more effective, starting today* and *Meaningful Participation, an activist's guide to collaborative policy making*. She is a contributor to *You and Your Nonprofit Board*, *The Nonprofit Consulting Playbook*, and *You and Your Nonprofit: Practical Advice and Tips from the Charity Channel Professional Community* and co-author of the monograph, *Bringing a Development Director on Board*, #3 in the AFP Ready Reference Series. Gayle is one of 102 individuals internationally who have earned the advanced fundraising credential ACFRE. She is a frequently requested speaker and trainer in the non-profit sector.

Gayle holds an M.S. in organization and management from Antioch University New England and a B.A. in geography from Clark University. Prior to starting Cause & Effect, Gayle served as Director of Development and Communications at Foster Parents Plan, as Deputy Director/Director of Development & Marketing at Save The Bay, and as Director of Development at CityYear Rhode Island.

Gayle is vice chair of WaterFire Providence and board chair at Blackstone Academy Charter School. Gayle is a past board member and chair of the Rhode Island Council for the Humanities.

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Basic Texts:

1. *Thriving in the Knowledge Age: New Business Models for Museums and Other Cultural Institutions.* John Falk and Beverly K. Sheppard
2. *Good to Great and the Social Sectors,* Jim Collins
3. *The Executive Director's Guide,* Deborah Linnell et al, United Way of Massachusetts Bay/Third Sector New England (2002), ISBN-10: 097174260X available through Third Sector New England

Project:

Stephen Hopkins House

Optional Reading:

- *Make your Board dramatically more effective, starting today.* Gayle L. Gifford, Emerson and Church Publishers, 2012.
- *The Board Members Easier Than You Think Guide to Nonprofit Finance.* Andy Robinson & Nancy Wasserman, Emerson & Church Publishers. 2012.
- *Governance as Leadership.* Chait, et al. Jossey-Bass Publishing.

Class Schedule and other assignments

Week	Date	Topic	Discussion	Readings for Discussion in this Class	Assignment	More background	Additional references
1	2/1	About the class About the project About each other Understanding the whole system	Introduction to course, cultural institutions as systems; role of money, governance, internal and external stakeholders	To read in class: Case: Wildlife World: Wyobrasca Natural History Museum	In class: Opening questions		
2	2/8	Project orientation	Tour of house	Chapters 1& 2; <i>Executive Director's Guide</i>	Project bid-		

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Week	Date	Topic	Discussion	Readings for Discussion in this Class	Assignment	More back-ground	Additional references
		Class meets at Stephen Hopkins House	and discussion of Institutional Challenges	Background papers on Stephen Hopkins House (Slavery, Domesticity) <i>Good to Great and the Social Sectors</i> , Jim Collins Chapters 1-7 <i>Thriving in the Knowledge Age</i> “What we don’t talk about when we talk about service” http://tinyurl.com/nyoyw3o	ding, team formation and review of assignments		“Effective Capacity Building in Nonprofit Organizations,” Venture Philanthropy Partners 2001; http://tinyurl.com/77v6x6r
3	2/15	Strategic Planning	Role of strategic thinking, strategic planning, and strategic management in humanities institutions.	“Age of Indigence: Can Edith Wharton’s Mount Find its Footing?” Museum, Sep-Oct 2008; on reserve Also, review the web site of The Mount and do some quick online research on this issue Chapter 5: <i>Executive Director’s Guide</i> <i>Flawless Consulting</i> , Chapter 4. Peter Block. “Strategic Thinking: A Discussion Paper.” Lawrence, Eton. Public Service Commission of Canada, April 27, 1999 .pdf file <i>Delivering on the Promise of Nonprofits</i> , Harvard Business Review December 2008 Transtheoretical Model of Change http://www.umbc.edu/psyc/habits/content/the_model/ Explore the website	Individual Reflection due		“Creating High Impact Nonprofits” Stanford Social Innovation Review, Spring 2007 <i>Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement</i> , 3rd Edition, John M. Bryson ISBN: 978-0-7879-6755 October 2004 The Nonprofit Strategy Revolution. David LaPiana
	2/23	No class but project due			Contract, re-search plan		

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Week	Date	Topic	Discussion	Readings for Discussion in this Class	Assignment	More back-ground	Additional references
					and team agreement		
4	2/29	Leadership and Organizational Structures	Managing change, learning organizations TBD	Nonprofit Legal Structures: The Basics http://www.pbrainmedia.com/library/articles/nonprofstructure.shtml Chapters 10 & 13, <i>Executive Director's Guide</i> "Essential Shifts for a Thriving Nonprofit Sector." TSNE report. "Reflections on Leadership in the Museum World from an Outsider" "Creating High Impact Nonprofits"			Understanding Organizations as Learning Systems" Nevis and DiBella "A Rising Tide Lifts All Boats: Collaboration Among Museums in Chattanooga"
5	3/7	Financial stewardship	Budgeting, 990s, audits, revenue projections, risk management, reporting	"The Looking Glass World of Nonprofit Money: Managing in For Profits Shadow Universe" Clara Miller, <i>Nonprofit Quarterly</i> . Volume 12, Issue 1. Spring 2005. "How Steppenwolf Excelled, first on the boards, then in the boardroom, and ultimately on the balance sheet." Nonprofit Finance Fund Chapter 11: <i>Executive Director's Guide</i> "Historic Fort Sustains a Breach" http://tinyurl.com/kxq337h	Interview plan Signed contracts due		The Board Member's Easier than you think guide to Nonprofit Finances. Basic Risk Management Tutorial, Nonprofit Risk Management Center Chapter 3, <i>Governance as Leadership</i> "Getting Beyond Breakeven: A review of Capitalization Needs and Challenges of Philadelphia Area Arts and Culture Organizations."
6	3/14	Marketing	Marketing, public relations,	Chapter 8 <i>Executive Directors Guide</i> "How great leaders inspire action" Simon			<i>Hands On Social Marketing: A Step by Step</i>

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Week	Date	Topic	Discussion	Readings for Discussion in this Class	Assignment	More back-ground	Additional references
			branding	<i>Sinek, TED.com 2009</i> <i>"The Role of Brand in the Nonprofit Sector"</i> <i>Stanford Social Innovation Review, Spring 2012</i> Museum Rebranding: Is it worth it? See LinkedIn discussion http://tinyurl.com/kjnpjgz Review: branding discussion in "Good to Great"			<i>Guide</i> , Nedra Kline Weinreich Sage Publications, Inc. June 14, 1999
7	3/21	Revenue Generation: overview and philanthropy	Revenue generation among public charities and humanities institutions; creating financial vibrancy and resilience	Chapter 7, <i>Executive Director's Guide</i> Chapter 8-10 <i>Thriving in the Knowledge Age</i> "The Sustainability Formula. How Nonprofits Can Thrive in the Emerging Economy" TCC Group Marilyn Struthers, Ontario Trillium Foundation, "Supporting Financial Vibrancy in the Quest for Sustainability in the Not for Profit Sector," Work in Progress, CIO Symposium, July 9, 2004	Ongoing, summary of interview learnings	Guidestar.org	
8	4/4	Revenue Generation	Membership and Fundraising	"Ten Nonprofit Funding Models" <i>Stanford Social Innovation Review</i>, Spring 2009 Vol 7 No2 "How Nonprofits get Really Big" <i>Stanford Social Innovation Review</i>, Spring 2007	Individual paper due today: 4 pp status report on your project. What have you learned so far, what are you thinking about, what are your	Revenue Generation Basics, Course site	"Guidelines for Museums on Developing and Managing Individual Donor Support" American Association of Museums, November 2002.

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Week	Date	Topic	Discussion	Readings for Discussion in this Class	Assignment	More back-ground	Additional references
					challenges?		
9	4/11	Revenue Generation (continued)	philanthropy, elements for successful grant raising; and the pros and cons of corporate, foundation and government revenues; researching funders on line	"The Competitive Advantage of Corporate Philanthropy" Porter & Kramer Harvard Business Review Dec 2002 Keith Epstein, Philanthropy Inc. "Philanthropy Inc: How today's corporate donors want their gifts to help the bottom line." Stanford Social Innovation Review, Summer 2005 Review Readings weeks 6+7		Grantwriting Basics, Course site	"Tax on Unrelated Business Income of Exempt Organizations," IRS Pub 598 http://www.irs.gov/pub/irs-pdf/p598.pdf
10	4/18	Governance	Governance, leadership, stewardship	Chapter 6 <i>Executive Directors Guide</i> "Arts Governance" <i>Nicolleen M. Willson</i> http://tinyurl.com/jww9ddm "Leading with Intent" BoardSource January 2015 "Community Engagement Governance: Systems-wide governance in Action" Judy Freiwirth, <i>Nonprofit Quarterly</i> Spring 2011 http://tinyurl.com/n8bs2v5			<i>How to make your board dramatically more effective, starting today.</i> Gayle L. Gifford. Emerson and Church.
11	4/25	Outcomes and Measurement	Outcome frameworks	M-R Jackson, et. al. "Art & Culture in Communities: a framework for measurement" 2003. The Urban Institute. Performing Arts Outcome Indicators: http://tinyurl.com/735fbhq Chapter 4: <i>Executive Director's Guide</i> "Transformed from a Cemetery of Bricks to a Brac" Stephen E. Weil in "Perspectives on	Individual reflection and team papers due today (see outline of Assignments)	<i>WK Kellogg Foundation Logic Model Development Guide</i> http://tinyurl.com/lq7lc2j	M-R Jackson and J. Herranz, Jr. "Culture Counts in communities: a framework for measurement" 2002. The Urban Institute.

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				outcome based evaluation for libraries and museums” – see library reserve		“Taking Stock: A Practical Guide to Evaluating your own programs” Horizon Research Inc http://tinyurl.com/mvc9gb7	
1 2	5/2	Presentations		Team presentations	Final project: Team presentations, see assignments		
1 3	5/9	Presentations final review; ethics	Community Development, resiliency, adapting new models to public humanities institutions	Chapter 9 <i>Executive Director’s Guide Reflecting on the Past, Looking to the Future: A technical assistance report to the John H. Chafee Blackstone River Valley National Heritage Corridor</i> Chapters 3, 6, 8	Individual reflection papers due – please send these electronically		
	5/16	Final papers due (pending date of final grades)			Team: Final reports due. Hard copy.		