

Brown University: Management and funding of Cultural Institutions PHUM 2013 – Spring 2022

Instructor: Gayle L. Gifford, ACFRE, M.S.

Mondays, 3:00-5:30 pm

gayle@ceffect.com

401-331-2272 (office) 401-316-4695 (mobile)

I will arrange office hours on your request.

Course Overview:

This course explores cultural institutions as an organizational system. 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. – 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 relies primarily on examples from nonprofit “public charities,” comparisons will be made to government and for profit cultural institutions.

The way the class works:

The class meets on Monday afternoons. 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. Attendance is expected. With the exception of the final presentation, final project report and reflection papers, students may negotiate project due dates that align with scheduling needed by their community partners.

Time expectations

Total time: 180.5 hours over the semester. This breaks down as 32.5 hours of class time (2.5 hours per class over 13 weeks), 52 hours of reading time, 96 hours of individual and team paper and report work, including site visits, research, data analysis, other partner meetings, and writing.

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Skills Development

During the course of the semester, students will have the opportunity to acquire and practice the following skills:

- Interviewing
- Public speaking
- Systems thinking
- Working in teams and contracting
- Client diplomacy

Student Evaluation and Service Learning

All students will work in teams on a semester-long project addressing organizational challenges at a RI public humanities institution. Throughout the course, 4 short papers/projects will be due that advance the final report, build student skills and deepen understanding of readings and class work. The project will also include an oral presentation and a written report of approximately 10 pages to be shared with your community partner and the class. Your grade is based on the short papers (40%), the final project (40%), class attendance and participation (10%) and a final reflection paper (10%).

Fulfilling assignments competently equal a B grade. Only outstanding work earns an A. I encourage you to take the class S/NC to focus on deepening your learning rather than a grade award.

Accessibility and Accommodations

Brown University is committed to full inclusion of all students. Please inform me early in the term if you may require accommodations or modification of any of course procedures. You may speak with me after class, during office hours, or by appointment. If you need accommodations around online learning or in classroom accommodations, please be sure to reach out to [Student Accessibility Services \(SAS\)](#) for their assistance (seas@brown.edu, 401-863-9588). Undergraduates in need of short-term academic advice or support can [contact an academic dean in the College](#) by emailing college@brown.edu. Graduate students may contact one of the deans in the Graduate School by emailing graduate_school@brown.edu.

About the Instructor

Gayle L. Gifford, ACFRE

Gayle is co-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 conservation and the environment, community development, education, youth-serving, and other nonprofits and government agencies, Cause & Effect's clients have included arts,

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humanities and cultural institutions such as Basilica Hudson, the Blackstone Valley Tourism Council, The Cabot, Herreshoff Marine Museum/America's Cup Hall of Fame, the House of the Seven Gables Settlement Association, JHC Blackstone River Valley National Heritage Corridor Commission, Essex National Heritage Commission, Lippitt House Museum, Island Moving Company, Mass Humanities, Newport Art Museum, Providence Art Club, Rhode Island Latino Arts, Salem Athenaeum, Tomaquag Indian Museum, and WaterFire Providence.

Gayle is a member of the New England Association of Museums. She is on a member of the Governance Community of Practice of the Alliance for Non Profit Management and co-researcher on the national report *Voices of Board Chairs*. 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 just over 120 individuals internationally who have earned the advanced fundraising credential ACFRE. She is a frequently requested speaker and trainer in the nonprofit 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 in 1996, Gayle served as Director of Development and Communications at Foster Parents Plan (now PLAN USA), as Deputy Director/Director of Development & Marketing at Save The Bay, and as Director of Development at CityYear Rhode Island.

Gayle is on the board of Community Libraries of Providence, and previously served as board member and officers at Blackstone Academy Charter School, WaterFire Providence and the Rhode Island Council for the Humanities. She is on the advisory council of RI Latino Dollars for Scholars.

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Basic Texts (estimated total cost of \$36):

1. *Good to Great and the Social Sectors*, Jim Collins
2. *The Board Members Easier Than You Think Guide to Nonprofit Finance*. Andy Robinson & Nancy Wasserman, Emerson & Church Publishers. 2012.

Project:

See project guide

Optional Reading:

- *Measuring Social Change*. Ebrahim. Stanford Business Books. 2019
- *Innovation and Scaling for Impact*. Seelos and Mair Stanford Business Books
- *The Goldilocks Challenge: Right Fit Evidence for the Social Sector* Gugerty and Karlan Oxford University Press
- *Make your Board dramatically more effective, starting today*. Gayle L. Gifford, Emerson and Church Publishers, 2012.
- *Governance as Leadership*. Chait, et al. Jossey-Bass Publishing.
- *The Executive Director's Guide*, Deborah Linnell et al, United Way of Massachusetts Bay/Third Sector New England (2002), ISBN-10: 097174260X Excellent book which is out of print but you may find a used version and there is a free chapter online.

Class Schedule and other assignments

| Week | Date | Topic | Discussion | Readings for Discussion in this Class | Assignment | More background | Additional references |
|------|------|--|---|---|--|-----------------|-----------------------|
| 1 | 1/31 | 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: Wyobraska Natural History Museum | In class: Opening questions Project brainstorming | | |

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| 2 | 2/7 | Project orientation TBA | Discussion of Institutional Challenges and Service Learning | <p><i>Delivering on the Promise of Nonprofits</i>, Harvard Business Review December 2008</p> <p>“Creating High Impact Nonprofits” Stanford Social Innovation Review, Spring 2007</p> <p>“In defense of logic models” http://createquity.com/2012/06/in-defense-of-logic-models/</p> <p>Good to Great in the Social Sectors</p> <p>“What we don’t talk about when we talk about service” http://tinyurl.com/nyoyw3o</p> | If project, teams bid and review of assignments | | “Effective Capacity Building in Nonprofit Organizations,” Venture Philanthropy Partners 2001; http://tinyurl.com/77v6x6r |
| 3 | 2/14 | Strategic Planning Client contracting. | Role of strategic thinking, strategic planning, and strategic management in humanities institutions. Contracting. | <p><i>Measuring Social Change</i>. Chapter 1. Alnoor Ebrahim</p> <p>“Proposed Pittsfield Museum Art Sale Raises Core Questions regarding Nonprofit Stewardship” Nonprofit Quarterly 10/16/17 and the link in the article to the Reinvention Plan. Also, read some of the other stories in NPQ on this and review the Museum website</p> <p>“Strategic Thinking: A Discussion Paper.” Lawrence, Eton. Public Service Commission of Canada, April 27, 1999 .pdf file</p> | Individual Reflection due | | <i>The Nonprofit Strategy Revolution: Real Time Strategic Planning in a Rapid Response World</i> David LaPiana ISBN-10: 0940069652 |

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| | | | | <p>Transtheoretical Model of Change http://www.umbc.edu/psyc/habits/content/the_model/ Explore the website</p> <p><i>Flawless Consulting</i>, Chapter 4. Peter Block.</p> | | | |
| | 2/21 | No class but project due | | | Contract, research plan and team agreement | | |
| 4 | 2/28 | Leadership and Organizational Structures | Managing change, learning organizations TBD | <p>“The Leadership Ethos: How what we believe can inform our leadership practice.” Nonprofit Quarterly Jan 17, 2018 http://tinyurl.com/y7cxnxdx</p> <p>Museum Board Leadership: http://www.aam-us.org/docs/default-source/press-releases/download-the-report pp1-14</p> <p>“Structuring Leadership: Alternative Models for distributing power and decision making in nonprofit organizations.” https://www.buildingmovement.org/pdf/bmp_structuringleadership_1.pdf</p> <p>“Race to Lead: Confronting the Nonprofit Racial Leadership Gap” http://www.buildingmovement.org/pdf/Racetolead_NonprofitRacialLeadershipGap.pdf</p> <p>“Reflections on Leadership in the Museum World from an Outsider”</p> | | <p>Nonprofit Legal Structures: The Basics http://www.pbrainmedia.com/library/articles/nonprofstructure.shtml</p> | <p>Understanding Organizations as Learning Systems” Nevis and DiBella</p> <p>“A Rising Tide Lifts All Boats: Collaboration Among Museums in Chattanooga”</p> |

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| 5 | 3/7 | Financial stewardship | Budgeting, 990s, audits, revenue projections, risk management, reporting | <p><i>The Board Members Easier than you think Guide to Financial Management.</i></p> <p>“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.</p> <p>“Essential Shifts for a Thriving Nonprofit Sector.” TSNE report.</p> <p>“Historic Fort Sustains a Breach” http://tinyurl.com/kxq337h</p> | <p>Interview plan</p> <p>Signed contracts due</p> | <p>“How Steppenwolf Excelled, first on the boards, then in the boardroom, and ultimately on the balance sheet.” Nonprofit Finance Fund</p> | <p>Basic Risk Management Tutorial, Nonprofit Risk Management Center</p> <p>Chapter 3, <i>Governance as Leadership</i></p> <p>“Getting Beyond Breakeven: A review of Capitalization Needs and Challenges of Philadelphia Area Arts and Culture Organizations.”</p> |
| 6 | 3/14 | Marketing | Guest: TBA public relations, branding | <p>“Cultural Organization Confusion: The ‘Market’ vs ‘Marketing’” Know your Own Bone blog</p> <p>http://tinyurl.com/ybjbokp9</p> <p>“How great leaders inspire action” Simon Sinek, <i>TED.com 2009</i></p> <p>“The Role of Brand in the Nonprofit Sector” <i>Stanford Social Innovation Review</i>, Spring 2012</p> <p>Review: branding discussion in “Good to Great”</p> | | | <p><i>Hands On Social Marketing: A Step by Step Guide</i>, Nedra Kline Weinreich Sage Publications, Inc. June 14, 1999</p> |
| 7 | 3/21 | Nonprofit sustainability | Creating financial vibrancy and organizational resilience | <p>Nonprofit Capacity Building: a Multiple Capitals Approach</p> <p>https://nonprofitquarterly.org/nonprofit-capacity-building-a-multiple-capitals-approach/</p> | <p>Ongoing, summary of interview learnings</p> | <p>Guidestar.org</p> | |

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| | | | | <p>“The Sustainability Formula. How Nonprofits Can Thrive in the Emerging Economy” TCC Group</p> <p>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</p> | | | |
| | 3/28 | No class | | | | | |
| 8 | 4/4 | Revenue Generation | Membership and Fundraising | <p>Donor Bill of Rights https://afpglobal.org/donor-bill-rights</p> <p>“Ten Nonprofit Funding Models” <i>Stanford Social Innovation Review</i>, Spring 2009 Vol 7 No2</p> <p>“Why effective membership programs are more important than ever before: https://www.colleendilen.com/2019/01/02/effective-membership-programs-important-ever-data/ “What are the most important membership benefits?” https://www.colleendilen.com/2018/07/25/important-membership-benefits-data/</p> | 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 challenges? | Revenue Generation Basics, Course site | “Guidelines for Museums on Developing and Managing Individual Donor Support” American Association of Museums, November 2002. |
| 9 | 4/11 | Revenue Generation (continued) | Philanthropy, elements for successful grant raising; and the pros and cons of corporate, | Review Readings weeks 6+7 Slides to be presented in class | | Grantwriting Basics, Course site | “Tax on Unrelated Business Income of Exempt Organizations,” IRS Pub 598 |

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| | | | foundation and government revenues; researching funders on line | | | | http://www.irs.gov/pub/irs-pdf/p598.pdf |
| 10 | 4/18 | Governance | Guest: TBA Governance, leadership, stewardship | <p>“Arts Governance” <i>Nicolleen M. Willson</i> http://tinyurl.com/jww9ddm</p> <p>“Leading with Intent: Museum Board Leadership” BoardSource 2017 http://ww2.aam-us.org/docs/default-source/press-releases/download-the-report?sfvrsn=0</p> <p>“Community Engagement Governance: Systems-wide governance in Action” Judy Freiwirth, <i>Nonprofit Quarterly</i> Spring 2011 http://tinyurl.com/n8bs2v5</p> | | | <i>How to make your board dramatically more effective, starting today.</i> Gayle L. Gifford. Emerson and Church. |
| 11 | 4/25 | Outcomes and Measurement | Guest: TBA Outcome frameworks | <p>Chapters 2 and 3: <i>The Goldilocks Challenge: Right fit evidence for the social sector.</i></p> <p>M-R Jackson, et. al. “Art & Culture in Communities: a framework for measurement” 2003. The Urban Institute. Performing Arts Outcome Indicators: http://tinyurl.com/735fbhg</p> <p>“Transformed from a Cemetery of Bric a Brac” Stephen E. Weil in “Perspectives on outcome based evaluation for libraries and museums” – see library reserve</p> | Individual reflection and team papers due today (see outline of Assignments) | <p><i>WK Kellogg Foundation Logic Model Development Guide</i> http://tinyurl.com/lq7lc2j</p> <p>“Taking Stock: A Practical Guide to Evaluating your own programs” Horizon Research Inc</p> | M-R Jackson and J. Herranz, Jr. “Culture Counts in communities: a framework for measurement” 2002. The Urban Institute. |

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| | | | | | | 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 | <i>Final questions and review of course materials</i> | Individual reflection papers due – please send these electronically | | |
| | 5/ 13 | Final papers due (pending date of final grades) | | | Team: Final reports due. Hard copy. | | |