

Management of Cultural Institutions

Spring 2011 AMCV2690

Instructor: Gayle L. Gifford, ACFRE

Monday evenings starting January 31. 6:30-8:50 pm

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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 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 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 sustainable 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 Monday evenings from 6:30 to 8:50 at the JNBC. Each week, please come to class having read the assigned reading – most readings will be available on reserve, through the internet or the class hub (instructions will be given later). There are also practical worksheets and training materials on the hub to further illuminate concepts discussed during class or in the readings.

- 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 the 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 on a semester long project with a cultural institution on a strategic operations question 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 deepen understanding of readings and class work. The project will also include an oral presentation and a written report 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%).

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 John H. Chafee 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, Gloucester Heritage Society, Providence Maritime Heritage Foundation, Newport Restoration Foundation, Tomaquag Indian Museum, WaterFire Providence, and Hera Gallery/ Hera Educational Foundation.

Gayle is the author of two books: [How are we Doing? A 1-hour guide to evaluating your performance as a nonprofit board](#) and [Meaningful Participation, an activist's guide to collaborative policy making](#). She is co-author of the monograph, [Bringing a Development Director on Board](#), #3 in the AFP Ready Reference Series and a regular columnist on boards and fundraising for *Contributions Magazine*. Gayle is one of fewer than 100 individuals internationally who have earned the advanced fundraising credential ACFRE. She is a frequently requested speaker and trainer in the nonprofit sector.

Gayle has an M.S. in organization and management from Antioch University New England and a B.A. in geography from Clark University. She is an instructor at Simmons College in the Masters in Communications Management program and at Brown University in the Masters in Public Humanities and Cultural Studies. 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. She is one of fewer than 100 individuals nationwide holding the advanced fundraising certification ACFRE.

Gayle serves on the boards of WaterFire Providence and Blackstone Academy Charter School and is on the Advisory Council for Latino Dollars for Scholars. Gayle is a past chair of the Rhode Island Council for the Humanities and serves on its Tom Roberts Prize committee.

Gayle can be reached at:

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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. *How are we doing? A 1-hr guide to evaluating the performance of your nonprofit board.* Gayle L. Gifford.
3. *Good to Great and the Social Sectors,* Jim Collins
4. *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

Optional:

The Budget-Building Book for Nonprofits: A Step-by-Step Guide for Managers and Boards, 2nd Edition, Murray Dropkin, Jim Halpin
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	Skill building worksheets	Additional readings of interest
1	01/31	About the class Understanding the whole system	Introduction to class Introduction to understanding cultural institutions as systems; role of money, governance, internal and external stakeholders	To read in class: Case: Wildlife World: Wyobraska Natural History Museum Mindmapping	Begin thinking about what organization and question you would like to explore.		
2	02/7	501(c) 3 organizations, Operational challenges of smaller institutions	Nature of nonprofit institutions Overview of cultural institutions	<ul style="list-style-type: none"> ▪ Chapters 1& 2; <i>Executive Director's Guide</i> ▪ "NonProfit Sector in Brief 2008," http://tinyurl.com/az82cz ▪ Chapters 1-2 <i>Thriving in the Knowledge Age</i> ▪ "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 	Explore organizations and research questions to finalize for paper due on the 24th.		National Center for Charitable Statistics "Effective Capacity Building in Nonprofit Organizations," Venture Philanthropy Partners 2001; http://www.mckinsey.com/client-service/nonprofit

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							/ourwork/pdf/Capacity_Building_Report.pdf
3	02/14	Strategic Planning	Role of strategic thinking, strategic planning, and strategic management in humanities institutions.	<ul style="list-style-type: none"> ▪ Chapter 5: <i>Executive Director's Guide</i> ▪ "The Sustainability Formula. How Nonprofits Can Thrive in the Emerging Economy" TCC Group ▪ "Strategic Thinking: A Discussion Paper." Lawrence, Eton. Personnel Development and Resourcing Group, Research Directorate, Policy, Research and Communications Branch, Public Service Commission of Canada, April 27, 1999 .pdf file ▪ <i>Good to Great and the Social Sectors</i>, Jim Collins ▪ Chapter 3-7 <i>Thriving in the Knowledge Age</i> 	I. Due today: 4-5 pp paper outlining: <ul style="list-style-type: none"> ▪ what organization you selected and why ▪ the strategic question you'll be working on and why this question matters to the organization and to your learning ▪ a "map" of the systems/people/issues affecting the question 	Strategic Planning Basics, course site	<p>"Creating High Impact Nonprofits" Stanford Social Innovation Review, Spring 2007</p> <p>"Museums turn to strategic planning" Chapter 3 in Neil and Philip Kotler, <i>Museum Strategy and Marketing</i></p> <p>American Association of Museums Accreditation standards: Planning</p> <p><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</p>
4	02/28	Outcomes and Measurement	Outcome frameworks	<ul style="list-style-type: none"> ▪ M-R Jackson, et. al. "Art & Culture in Communities: a framework for measurement" 2003. The Urban Institute. ▪ Performing Arts Outcome Indicators: http://www.urban.org/center/met/projects/upload/Performing_Arts.pdf ▪ Chapter 4: <i>Executive Director's Guide</i> ▪ "Transformed from a Cemetery of Bricks to a Brac" Stephen E. Weil in "Perspectives on outcome based 	II. Submit 2 pp research outline on your strategic question including a list of 3-4 key informants you'll be interviewing and interview questions.	<i>WK Kellogg Foundation Logic Model Development Guide</i> http://www.wkkf.org/Pubs/Tools/Evaluation/Pub3669.pdf	M-R Jackson and J. Herranz, Jr. "Culture Counts in communities: a framework for measurement" 2002. The Urban Institute.

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				evaluation for libraries and museums” – see library reserve		“Taking Stock: A Practical Guide to Evaluating your own programs” Horizon Research Inc	
5	03/07	Administration	Managing change, learning organizations TBD	<ul style="list-style-type: none"> ▪ Chapters 10 & 13, <i>Executive Director’s Guide</i> ▪ Heroes, Liars, Founders & Curmudgeons. See class hub ▪ James O. Proschaska, et. al. “Transtheoretical Model – Stages of Change” www.uri.edu/research/cprc/transtheoretical.htm ▪ “Understanding Organizations as Learning Systems” Nevis and DiBella ▪ “A Rising Tide Lifts All Boats: Collaboration Among Museums in Chattanooga” 	III. Begin key informant interviews (need to complete at least 3 interviews for the paper) and provide me with <u>very brief</u> summaries of your interviews when they are completed.	Job planning basics, Guidelines for effective feedback Course site	
6	Mar 14	Financial stewardship	Budgeting, 990s, audits, revenue projections, risk management, reporting	<ul style="list-style-type: none"> ▪ “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. ▪ “Hidden in Plain Sight: Nonprofit Capital Structure.” Clara Miller. <i>Nonprofit Quarterly</i>. Spring 2003. ▪ “Getting Beyond Breakeven: A review of Capitalization Needs and Challenges of Philadelphia Area Arts and Culture Organizations.” TDC Corporation ▪ Chapter 11: <i>Executive Director’s Guide</i> ▪ “A bookish Contretemps in Providence,” <i>New York Times</i>, December 15, 2003 – story of Providence Athenaeum 		Financial Management, Web CT	Basic Risk Management Tutorial, Nonprofit Risk Management Center Chapter 3, <i>Governance as Leadership</i>

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7	Mar 21	Revenue Generation: overview and philanthropy	Revenue generation among public charities and humanities institutions; creating financial vibrancy and resilience	<ul style="list-style-type: none"> ▪ Chapter 7, <i>Executive Director's Guide</i> ▪ Chapter 8-10 <i>Thriving in the Knowledge Age</i> ▪ Elizabeth Merritt "Some Observations on Financial Stability" Museum News. Sept/Oct 2006 ▪ 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 class hub 		Guidestar.org	<p>"The New Nonprofit Almanac in Brief" Independent Sector,</p> <p>Key Facts on Corporate Foundations June 2006 http://foundationcenter.org/gainknowledge/research/pdf/corporatekeyfacts.pdf</p> <p>"Highlights of Foundation Giving Trends" http://foundationcenter.org/gainknowledge/research/pdf/fgt06highlights.pdf</p> <p>"Guidelines for Museums on Developing and Managing Business Support," American Association of Museums, November 2001.</p>
8	Apr 04	Revenue Generation	<p>Membership and Fundraising</p> <p>Speaker: TBD</p>	<p>"How Nonprofits get Really Big" Stanford Social Innovation Review, Spring 2007</p> <p>Chapter 5, "Community Building Through Fundraising." <i>Common Ground, The Japanese American National Museum and the Culture of Collaborations.</i></p>	IV. 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	Apr 11	Revenue Generation	philanthropy, elements for	"The State of Corporate Philanthropy" The McKinsey Quarterly, Jan 2007		Grantwriting Basics, Course	"Tax on Unrelated Business Income of

Week	Date	Topic	Discussion	Readings for Discussion in this Class	Assignment	Skill building worksheets	Additional readings of interest
		(continued)	successful grant raising; and the pros and cons of corporate, foundation and government revenues; researching funders on line	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 Phillipe DeMontebello, "How Museums Risk Losing Public Trust" Chronicle of Philanthropy, Review Readings weeks 6+7		site	Exempt Organizations," IRS Pub 598 http://www.irs.gov/pub/irs-pdf/p598.pdf
10	Apr 18	Marketing	Marketing, public relations, branding	Chapter 8 <i>Executive Directors Guide</i> Smithsonian Institution, Office of Policy & Analysis. "Marketing Exhibitions: Will they Come" June 2002 Peter Panepento "Crafting a New Role" The Chronicle of Philanthropy Gardyn, Rebecca "Recovering Together" Chronicle of Philanthropy, 8/31/06 Review: branding discussion in "Good to Great"			<i>Hands On Social Marketing: A Step by Step Guide</i> , Nedra Kline Weinreich Sage Publications, Inc. June 14, 1999
11	Apr 25	Governance	Governance, leadership, stewardship	Chapter 6, <i>Executive Directors Guide</i> <i>How are we Doing</i> American Association of Museums, "Accreditation Expectations regarding Governance"			
12	May 2	Presentations		Oral presentations	Final project: prepare a 20 minute team oral presentation and approximately 10 pp on your project		
13	May 9	Building organizational resiliency; social networks	Community Development, Financial vibrancy, community	Chapter 9 <i>Executive Director's Guide</i> <i>Reflecting on the Past, Looking to the Future: A technical assistance report to the John H. Chafee Blackstone River</i>	Final papers due.		

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		final review; ethics	resiliency, adapting new models to public humanities institutions	<i>Valley National Heritage Corridor</i> Chapters 3, 6, 8 “Accreditation Expectations regarding an Institutional Code of Ethics”			