

MANAGEMENT AND THE ARTS

Chapter 1 – Arts Management Overview

The arts are part of interrelated systems designed to share forms of expression in a society

Organizations which are *collections of people working together to achieve a common purpose* support the dissemination of the forms of expression

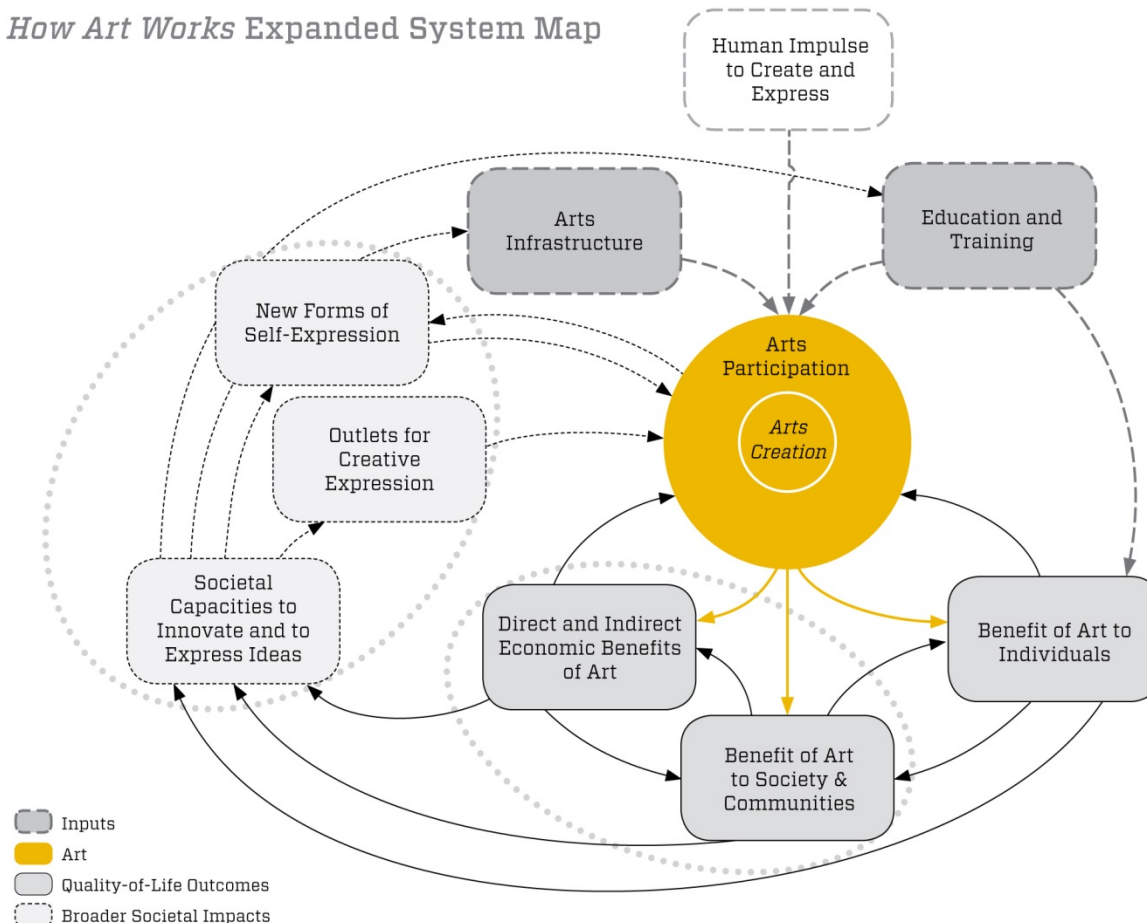
The NEA “How Art Works” study helps demonstrate the relationships between the systems and organizations engaged in the creation of the arts and the benefits to individuals, society, communities and the economy

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ILLUSTRATION 3

How Art Works Expanded System Map



Arts managers in the 21st Century are part of a global network of people working in the *Creative Industries*

The Creative Industries encompasses a wide range of activities that “combine the creation, production and commercialization of content which are intangible and cultural in nature. These contents are typically protected by copyright and to forms of goods and services.”

Books by Richard Caves, *Creative Industries* (2000), and David Throsby’s *The Economics of Cultural Policy* (2010)

Arts managers are found in a wide variety of areas

- ☐ Arts and Humanities Councils
- ☐ Recording industry
- ☐ Consulting services
- ☐ Arts and culture service organizations
- ☐ Dance companies
- ☐ Theater
- ☐ Film & TV
- ☐ Plus
- ☐ Museums & galleries
- ☐ Festivals, fashion industry, special events, theme parks, cultural tourism , etc.
- ☐ Music – popular and classical
- ☐ Opera
- ☐ Presenting organizations

Commercial, nonprofit, volunteer

The four functions of management

- Planning
- Leading
- Organizing
- Controlling

The role of the manager

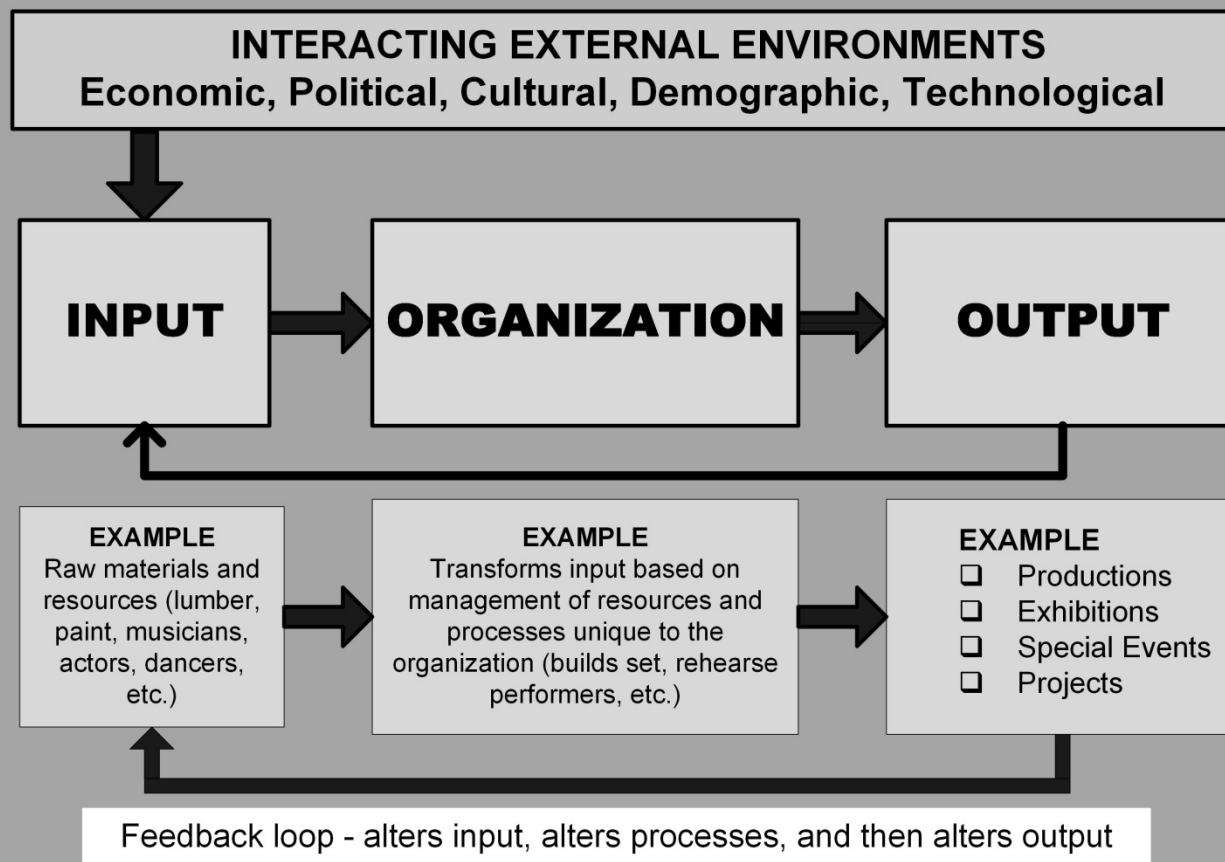
Directly support , supervise, and help activate the work efforts and performance accomplishments of others ^[1]

Organizations – Open Systems

Arts organizations interact with external environments (economic, political, demographic, etc.) in the process of creating work shared with the communities and people they serve

[1] Schermerhorn, *Management*, p 14, 2013

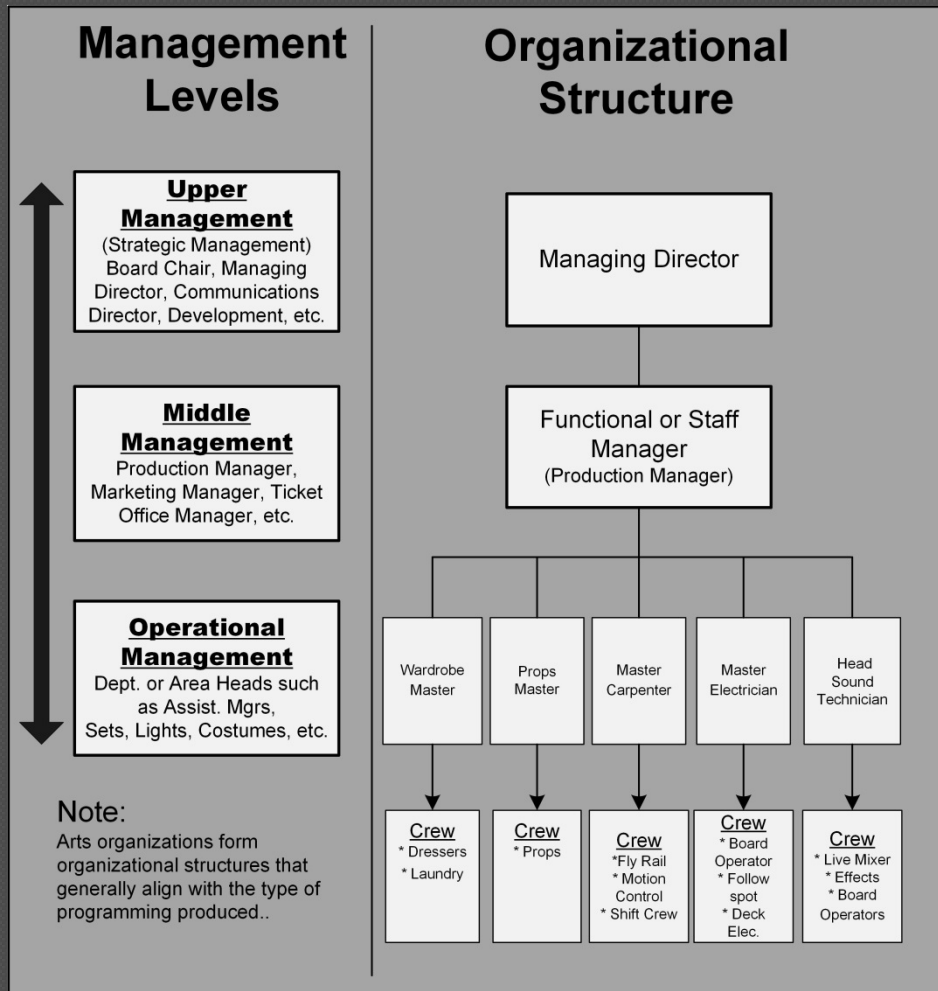
Organizations as Open Systems



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Levels of Management and Managers in Arts Organizations



Types of Manager Roles

Line manager – manages employees who are not managers (e.g. Master carpenter supervises stage crew)

Functional Manager – Leads a specific functional area (e.g. Technical director, costume shop, ticket office)

General Manager – Responsible for complex, multifunctional units (e.g. opera company GM oversees production, marketing, finance)

Management as a process



Planning – Deciding what is to be done (Ch 4,5,7,8,10-12)

Organizing – Deciding how it is to be done (Ch 6,7,9-11)

Leading – Deciding how people are to get it done (Ch 7-11)

Controlling – Deciding if it is getting done or not and what to do if it isn't being done (Ch 7-12)

Seven Basic Operational Areas in an Arts Organization Supported by the Management Process

*Planning &
Development*

Marketing & PR

*Personnel
Management*

*Fiscal
Management*

*Board
Relations*

*Labor
Relations*

*Advocacy &
Govt. Relations*



Aligned to support mission of
the arts organization