Chapter 2

The Evolving Role of Arts Managers
Chapter Overview

Arts managers, although not so named, have been part of a long history of facilitating and supporting arts activities from the early days of tribal gatherings to sophisticated events staged for world-wide audiences.

Whether the event was a Greek drama or comedy, a medieval church sponsored pageant, or a getting an audience seated for a Noh play, people have been carrying out the actions we associate with an arts manager for more than 2000 years.

Chapter 2 briefly convers part of this history, then examines the steps needed to start an organization, profiles the many types of jobs covered under the title of arts manager, and closes with a review of the role of the National Endowment for the Arts has had in shaping the field of arts management.
Time Lines for Overview of Historical Developments

Dance History: 
http://www.contemporary-dance.org/dance-history.html

Performing Arts Timeline: http://www.infoplease.com/ipea/A0153763.html

Music Timeline: 
http://www.infoplease.com/ipea/A0151192.html

Theater History: 
http://www.glencoe.com/theatre/Timeline/timeline_content.html
The Context for Arts Managers

Arts services organizations  (sampling)

Dance: http://www.danceusa.org/

Festivals: http://www.festivals.com/

League of American Orchestras:  
http://www.americanorchestras.org/

Museums: http://aam-us.org/

Opera:  
http://www.operaamerica.org/content/research/quick1112.aspx
Forming an Arts Organization

Arts Managers and the Incorporation Process

Check the Secretary of State website for incorporation rules and fees

The essential elements that will be needed to incorporate as a nonprofit:

- Official name of the organization
- Purpose or purposes of the organization
- Scope of activities (if you are filing for tax exemption, it will limit what you can and cannot do with the profits or losses)
- Membership provisions (if any)
- Name of the person registering the incorporation and the place of business
- Names and addresses of the incorporators and the initial board of directors (if any)
- How any assets will be distributed when the corporation is dissolved

Filing for tax-exemption is a separate process. See next slide.

Other options include starting for-profit Limited Liability Corporation (LLC) or a Low-profit Limited Liability Corporation (L3C)
Tax-Exemption Process in USA

Filed with Internal Revenue Service under code 501(c)(3)

The Fine Print (Updated: 28-Aug-2014 by IRS)
The exempt purposes set forth in section 501(c)(3) are charitable, religious, educational, scientific, literary, testing for public safety, fostering national or international amateur sports competition, and preventing cruelty to children or animals. The term charitable is used in its generally accepted legal sense and includes relief of the poor, the distressed, or the underprivileged; advancement of religion; advancement of education or science; erecting or maintaining public buildings, monuments, or works; lessening the burdens of government; lessening neighborhood tensions; eliminating prejudice and discrimination; defending human and civil rights secured by law; and combating community deterioration and juvenile delinquency.

Link to Step-by-step filing process:
http://www.irs.gov/Charities-&-Non-Profits/Application-Process
Tax-Exemption Process in USA

Arts and culture typically file under the educational exempt purpose. There is no specific designation for filing as an arts organization.

Other Elements of starting a business (nonprofit or for-profit) is a business plan and organizational bylaws.

Business Plan - Provides an outline of how the organization will become a going concern. See page 43 in the text for the framework for a nonprofit business plan.

Bylaws – Depending on state laws, bylaws are the formal rules by which the organization will be operated. Page 48 lists the basic elements found in organizational bylaws. Links to more resources are provided.
The Arts Manager’s Context

An arts manager needs to understand the incorporation process, the filing steps, and if requesting tax-exempt status, the requirements for successfully completing the application. Integral to all these steps is having a solid business plan.

When it comes to creating a sustainable organization, nonprofit incorporation does not mean the arts organization will make no profit. In fact, the business plan should be created estimating income to support from ticket sales or admissions and gifts and grants from board members, members of the community or other granting entities.

Based on the assumption that an arts manager needs to have a wide range of knowledge, skills and abilities, what does the job profile look like?
Profile of an Arts Manager

Many people who hold management and leadership positions in the arts were first artists, performers, directors, designers, stage managers, technicians or they came from an entirely different field. Many people learned to be an arts manager by doing the job with little or no training.

The artist-manager or the manager-artist can be a very fluid field of employment. There are no entrance requirements or published employment standards or certifications required to become an “arts manager.”

In fact, nearly anyone can be designated a “manager” in a vast number of work settings around the world. As Mintzberg points out, “managing…is a practice, learned primarily through experience, and rooted in context.” (Managing, p. 9)

How does this translate into the title of arts manager?
The Arts Manager’s Context for Managing

DiMaggio identified key areas that make up the context in which an arts manager often work: ¹
✓ Planning and development
✓ Marketing and public relations
✓ Personnel management
✓ Fiscal management
✓ Board relations
✓ Labor relations
✓ Government relations and advocacy

This expansive list of functions requires the arts manager acquire specialized knowledge in order to be effective in multiple areas. The growth of arts and culture management undergraduate and graduate degree programs world wide has helped prepare managers for the growing field.

Profile of an Arts Manager

Despite the increase in the number of college graduates with advanced degrees in the field of arts management, there are still are a great many people working as arts managers with on-the-job training and who have some professional training, when it’s available.

The number of women arts managers has also increased over the decades. More women are moving into executive level positions once dominated by men. Gender inequities in women’s salaries often mirror those of the private sector.

Since it’s founding in 1965, the National Endowment for the Arts (NEA) has been a catalyst for helping enhance the status and importance of having effective arts managers and leaders working in all aspects of the creative industries. The impact of the NEA has been felt across the national and particularly in state and local arts agencies.
The NEA and Arts Managers

The impact of introducing the NEA to the arts and culture community in the USA cannot be underestimated. It helped to foster a culture of better management, more accountability, and improved fiscal practices in arts organizations. Its ongoing research, publication, and national funding initiatives fundamentally changed the public dynamic of how people interacted with the arts.

Although the funding for the NEA has never been significant when compared to other Federal programs in America, its approach of using matching grants stimulated giving and greatly expanded the fundraising effectiveness of arts organizations.

The NEA, while not without its problems, continues to promote active dialogs about the arts, artists, arts education, community engagement and it has elevated the role arts managers in these conversations.