

**Creative Manitoba: Arts Management Boot Camp, August 2018**  
**Summary Notes on *Management and the Arts*, 5<sup>th</sup> edition, William J. Byrnes**

<i>Ch</i>	<i>Title</i>	<i>Highlights</i>
1	Arts Management Overview	<ul style="list-style-type: none"> <li>- General overview of structure of arts ecology</li> <li>- Jobs and opportunities for arts managers</li> <li>- Mission, vision, values descriptions</li> <li>- Details on managerial role relative to planning, organizing, leading and controlling</li> </ul>
2	Evolving Role of Arts Managers	<ul style="list-style-type: none"> <li>- Historical role of arts managers</li> <li>- How to start an arts org (incorporation)</li> <li>- Writing a business plan</li> <li>- Details on NEA (US)</li> </ul>
3	Management History and Practice	<ul style="list-style-type: none"> <li>- Dense academic chapter on management theory</li> </ul>
4	The Adaptive Arts Organization	<ul style="list-style-type: none"> <li>- Arts organizations need to be adaptable</li> <li>- Arts and economy, environment</li> <li>- Advocacy and lobbying for the arts</li> <li>- Demography and the arts</li> <li>- Interesting bit on information sources (130)</li> </ul>
5	Planning and the Arts	<ul style="list-style-type: none"> <li>- Strategic and operational planning</li> <li>- Mission, vision, values statements</li> <li>- SWOT analysis</li> <li>- Planning processes: balanced scorecard, scenario, crisis, contingency</li> <li>- Problem solving strategies</li> </ul>
6	Organization and the Arts	<ul style="list-style-type: none"> <li>- Implementation a plan; operationalizing a goal</li> <li>- Organizational design and structure</li> <li>- Org charts</li> <li>- Control and coordination</li> </ul>
7	Human Resources and the Arts	<ul style="list-style-type: none"> <li>- Job analysis</li> <li>- Staffing basics: job postings, recruitment, orientation and training, performance appraisal, firing</li> <li>- Unions and the arts</li> </ul>
8	Leadership in the Arts	<ul style="list-style-type: none"> <li>- Leadership styles</li> <li>- Theories of motivation</li> <li>- Working with Boards</li> </ul>
9	Controls, Operations and Budgeting	<ul style="list-style-type: none"> <li>- Control process, information systems</li> <li>- Budgets – types, controls, level of detail</li> <li>- Cash flow budgeting</li> </ul>
10	Economics and Financial Management	<ul style="list-style-type: none"> <li>- Big picture economic impacts</li> <li>- Fascinating but heady; economic principles applied to arts environment</li> <li>- Accounting and bookkeeping basics</li> </ul>
11	Marketing and the Arts	<ul style="list-style-type: none"> <li>- Marketing principles and terms; good solid grounding</li> <li>- Approaches, segmentation, brands</li> <li>- Public relations, audience data</li> </ul>

12	Fundraising and Development	<ul style="list-style-type: none"> <li>- Fundraising 101; planning and implementation</li> <li>- Costs and control, techniques and tools</li> <li>- Donor engagement, corporate and foundation giving</li> </ul>
13	Integration of Managing and the Arts	<ul style="list-style-type: none"> <li>- Management styles and models (academic)</li> <li>- Intended as a wholistic guide to the chapters beforehand and integrating into management style</li> </ul>
14	A Career in Arts Management	<ul style="list-style-type: none"> <li>- Building a career plan</li> <li>- Compensation guidelines</li> </ul>