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An Arts Administration internship with the Arts Council of New Orleans

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AN ARTS ADMINISTRATION INTERNSHIP WITH
THE ARTS COUNCIL OF NEW ORLEANS

A Report

Submitted to the Graduate Faculty of the
University of New Orleans
in partial fulfillment of the
requirements for the degree of

Master of Arts
in
Arts Administration

by

Susan C. Williams
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VITA
INTRODUCTION

On May 6, 2002 I began my internship with the Arts Council of New Orleans. The Arts Council of New Orleans is a private, nonprofit organization that provides a variety of cultural planning, advocacy, public art, economic development, arts education, and grant initiatives to the city of New Orleans and surrounding areas. Since its creation in 1975, the Arts Council has been the official arts agency for the City of New Orleans. My role at the Arts Council was to work in the Marketing and Development Department, with the major task of updating the annual Arts Directory. Besides work on the directory, my time was spent working for other divisions of the Arts Council, including the Entergy Arts Business Center, the Grants Department and Louisiana ArtWorks.

The following report is the analysis of a three-month internship with the Arts Council of New Orleans. It begins with a look at the organization's history, staff and programming and then focuses on the internship's assignments. The purpose of the internship was to gain experience working in a nonprofit arts organization, tying together all of the concepts that are studied in the courses of the Arts Administration Program. My internship at the Arts Council of New Orleans was an overall learning experience of the many facets of a nonprofit arts organization.
CHAPTER I
THE ARTS COUNCIL OF NEW ORLEANS

History

In 1970, Mayor Moon Landrieu established a Cultural Resources Committee for the City of New Orleans. In 1975, the committee was awarded $150,000 by the Zemurray Foundation to be used exclusively for the creation and operation of the Arts Council of Greater New Orleans. The Mayor and City Council then designated the Arts Council of Greater New Orleans the city’s official arts agency. Brown Bag Concerts, the Mayor’s Arts Awards and an annual Arts Fest in downtown New Orleans were just a few of the programs initiated by the newly formed council.

Shortly after the incorporation of the Arts Council of Greater New Orleans, Mayor Ernest “Dutch” Morial, appointed a group of citizens to begin a Task Force on Arts Policy as an affirmation of his commitment to the arts. The Task Force was composed of thirty-six diverse citizens who recommended policies to help guide the city government in their support and promotion of the arts in New Orleans. Although the Task Force was dissolved in May 1979, many of their ideas formed the basis for current City and Arts Council structure.

With one of the Task Force’s recommendations, the Mayor appointed a Committee for Arts and Cultural Development. Eventually it became evident that supporting arts development for the City of New Orleans was too large a task for the
local government. In 1981, the Arts Council of Greater New Orleans and the Mayor’s Committee on Arts and Cultural Development were merged to form the Arts Council of New Orleans.

The Arts Council of New Orleans remains a private, nonprofit organization that serves as the primary arts funding source and advocate for the region, as well as the city’s official arts agency. Located in the downtown business district of New Orleans, the Arts Council of New Orleans continues to grow and flourish, incorporating innovative programming to further its mission of supporting and promoting the arts in New Orleans. In 1983, the Arts Council joined the Louisiana Division for the Arts and seven other area arts councils to form the Louisiana Partnership for the Arts, which is devoted to the advancement of the arts in Louisiana. In 1996, the Arts Council received the Governor’s Award for “Outstanding Arts Organization in Louisiana.” Over twenty-five years after its creation, the Arts Council of New Orleans continues to work in partnerships with the City of New Orleans, local and state government agencies, community groups and other nonprofit arts organizations to make the arts matter in New Orleans.

**Mission**

“The statement of mission should succinctly define the organization’s purpose and programs. The statement should be carefully thought out; it is an important tool for planning, recruiting board members, raising funds and communicating with the public” (Freidman & Hopkins 2). The Arts Council of New Orleans’ mission is to support and expand the opportunities for diverse artistic expression and to bring the community together in celebration of New Orleans’ rich multi-cultural heritage. The
Arts Council provides a variety of cultural planning, advocacy, public art, economic development, arts education and grant and service initiatives focused on its vision of New Orleans as a flourishing cultural center. The Arts Council successfully answers the following questions found in a well-developed mission statement: (1) What are the services and programs of the organization (2) For whom are the services and programs intended? (3) Which geographic areas are served by the organization? (Freidman & Hopkins 3).

Stemming from the mission statement is an organization's vision statement. The vision statement is an internal document that should spell out what success would look like for the organization. In this case, the Arts Council’s vision of making New Orleans a flourishing cultural center is evident in their mission statement.

**Programming**

Having just celebrated its twenty-fifth anniversary, the Arts Council of New Orleans remains the primary arts funding source and advocate for the region. Besides funding, the Arts Council also provides programs and services to the New Orleans community, designed to reach across economic, racial and class lines. The Arts Council believes that the arts are essential to the life of the community. Their commitment to the community is displayed through numerous arts programs and services, including the Arts Directory, *Arts Update*, the Entergy Arts Business Center, the Fresh Art Festival, Louisiana ArtWorks, the Mayor’s Arts Awards and the Percent for Art Program.
Arts Directory

The Arts Council of New Orleans actively works to connect the community to the arts by compiling a list of arts and cultural organizations and listing them in their annual Arts Directory. The Arts Directory is published annually in a fall edition of *Gambit Weekly* or can be accessed on the Arts Council’s website, arts-council-of-new-orleans.org.

Arts Update

*Arts Update* is a quarterly publication of the Arts Council designed to share information about local artists, arts organizations and upcoming events concerning the arts community of New Orleans. Each department of the Arts Council is invited to submit articles to Scott Hutcheson, the Director of Operations for the Arts Council, who serves as the editor for each issue of *Arts Update*.

Entergy Arts Business Center

The Arts Council of New Orleans initiated the Entergy Arts Business Center in 1992 to provide educational business support to nonprofit arts organizations and artists. The Arts Council believes that a keen understanding of markets and business management are the keys to future success of artists and arts organizations. To help artists manage their careers and function as entrepreneurs, the EABC offers forums and workshops to educate and assist over three hundred artists and art organizations in and around the New Orleans area. In addition to skills and training, the EABC also offers business resources, such as affordable workspace, health insurance and monthly legal clinics, to working artists in order to further promote the city’s cultural economy.
Through the EABC, nonprofit arts organizations can apply to be tenants of the Arts Council of New Orleans. Tenants receive assistance with organizational assessment and planning, affordable workspace, full use of a library/resource center and access to office equipment. Current EABC tenants include, Chandler Image, Inc., Dog and Pony Theatre Company, Junebug Productions, Inc. and the Musical Arts Society of New Orleans. The EABC has been recognized by Forbes Magazine, with the 1994 Innovation Award, and by the National Business Incubation Association, with the 1999 Business Incubator of the Year Award.

**Fresh Art Festival**

The Arts Council produced the first New Orleans Fresh Art Festival on the third weekend of October 2000. The idea for the festival grew out of the success of the public party thrown to announce the Capital Campaign to build Louisiana ArtWorks. The festival is now held for an entire weekend each October in the New Orleans Warehouse District. Fresh Art is a free, public arts festival that showcases unique works of art and contemporary crafts by over eighty juried visual artists. With a combination of food, art and fun, the Fresh Art Festival attracts over eight thousand participants each year. This year, the festival will be held the weekend of October eighteenth on St. Joseph Street, between St. Charles Avenue and Carondelet Street.

**Grants**

The Arts Council of New Orleans is the primary arts funding source for the region. The Arts Council works to gain funds in which they allocate to (1) help support established programs of high-quality, (2) stimulate new projects and (3) preserve local organizations that represent New Orleans' cultural diversity. The first
of the Arts Council’s funding programs is the Louisiana Decentralized Arts Funding Program, made possible through state funds, which helps support artistic endeavors in Orleans, Jefferson, St. Bernard and Plaquemine Parishes. The second funding program is the Community Arts Grant Program, made possible by the City of New Orleans, which distributes grant money throughout Orleans Parish. The Grants Department sets a deadline each year and then assembles diverse panels that represent the arts community to read, discuss and score the grants. The grant money is then appropriately allocated to the highest scoring applicants.

**Louisiana ArtWorks**

Louisiana ArtWorks is the latest project of the Arts Council of New Orleans, scheduled to open in 2003. Located on 918 Carondelet Street, Louisiana ArtWorks will be a 90,000 square foot visual arts complex in the New Orleans Warehouse Museum District. The facility will give Louisiana visual artists access to affordable workspace, equipment, public exposure and business education. The programs of Louisiana ArtWorks will provide the unique opportunity for the visiting public to experience artists at work using state-of-the-art equipment in the major studios of ceramics, glass, metal and printmaking. Over fifty individual studios will be available to artists from all disciplines. The Louisiana ArtWorks facility will employ one hundred and fifty-five permanent jobs and will generate over six million dollars annually in local and state tax revenues. The total annual impact of visitor spending is estimated at over seventy-one million dollars. The Arts Council has truly found a niche in the New Orleans arts market with this exciting project.
Mayor's Arts Awards

The Mayor's Arts Awards is an annual event held to honor artists and art supporters for their great contributions to the New Orleans arts community. The 2002 Mayor's Arts Awards Patron Party was held at the Windsor Court Hotel. The Awards Luncheon was held at the New Orleans Hilton. Mayor Ray Nagin presented awards to recipients Mr. and Mrs. Moise Steeg, Jr., Bellsouth, Willie Birch, Adella Gautier, Judith Newman and the Tennessee Williams/New Orleans Literary Festival.

Percent for Art Program

In 1987, the Arts Council entered an agreement with the City of New Orleans to establish the Percent for Art Program, in which the proceeds from bonds of most city capital projects would be used to fund public art commissions. The Percent for Art Program helps improve and enhance the urban landscape of New Orleans. It stems from the Arts Council's Public Art Program, which places art in public locations throughout the city.

Management Structure

The management structure of the Arts Council of New Orleans is set up in a hierarchal manner. At the top of the organization is a thirty-five member Board of Directors representative of the local arts and business communities. A Board of Director's key responsibilities are developing sound management policies and practices, participating actively in fundraising, recruiting qualified board members, hiring qualified senior staff and representing the organization in the community (Freidman & Hopkins 14). The board is also "expected to carry out their duties as volunteers, for the public good, and to exercise, on behalf of the public, a legal and
fiduciary responsibility. They must make sure that the organizations they serve are carrying out their missions as articulated in the articles of incorporation and that their financial activities are both legal and proper given federal and state requirements" (Wolf 47). The Arts Council’s Board of Directors is extremely diverse, consisting of business men and women and community leaders from a multitude of different backgrounds who have the knowledge and power to continue guiding the council towards great growth.

Directly under the Arts Council’s Board of Directors is the President/CEO, Shirley Trusty Corey. Because of the timing of Mrs. Trusty Corey’s annual leave, I was unable to thoroughly experience her managerial style. Effective management means, “management that provides the leadership and guidance necessary to direct growth of the organization and to achieve its potential” (Freidman & Hopkins 4).

From what I have seen, Mrs. Trusty Corey is an effective manager, hiring qualified employees and leading them by her strong example. She has set up management so that the Administrative Assistants report directly to their department’s Directors, who report directly back to her for all final approvals.

“The nonprofit executive must look for several qualities in prospective employees. In order of importance, these may be summarized as follows: (1) Management skills related to the job to be performed, (2) Character traits that reflect creativity, flexibility, an enthusiasm for solving problems and an ability to work with others, (3) An understanding of the need for authority in an organizational structure and (4) A knowledge, sensitivity and enjoyment of the nonprofit field in which they will be employed” (Wolf 90). Mrs. Trusty Corey seems to have followed these
guidelines astutely in hiring qualified Directors and Administrative Assistants for each of the Arts Council’s Departments.

During her leave, Scott Hutcheson, the Arts Council’s Director of Operations, oversaw the day-to-day operations of the council. If Mr. Hutcheson’s leadership ability is indicative of Mrs. Trusty Corey’s, then the Arts Council has extremely effective management. Mr. Hutcheson’s own high level of personal effort proves to his employees his legitimacy. “Legitimacy increases acceptance, and acceptance is key to personal influence” (Whetton & Cameron 264). Since “a leader’s behavior or leadership style may influence subordinates’ job satisfaction,” an important managerial strategy is leading by example (Pool 1997). Mr. Hutcheson set a great example of professionalism the entire duration of my internship. He was usually the first person to the office each morning and often the last to leave. Besides serving as Director of Operations, Mr. Hutcheson is also a friend to each of the Arts Council’s employees. The staff not only respects his impeccable work ethic, but enjoys his stories and jokes in the luncheon room. His dedication to the mission of the Arts Council is a true inspiration.

**Staff**

“It is characteristic of all really successful, exciting organizations that their staff is driven by a powerful sense of mission and by a clear-headed awareness of what they are good at and what they are not” (Andreasen 18). This is definitely the case at the Arts Council of New Orleans, where every member of the staff lives the mission on a daily basis. It is the staff that handles that day to day programming and
services to further fulfill the Arts Council’s mission. The Arts Council currently employs sixteen full-time staff members and two part-time staff members.

“Unlike large corporations that are highly structured and in which roles are carefully defined and largely unchanging, the nonprofit organization is usually small enough and sufficiently understaffed that a single person may be called on to fill a number of roles and perform a variety of tasks. Volatility and change is common among nonprofits, and as a consequence, flexibility in employees is an asset” (Wolf 89). At the Arts Council of New Orleans, each employee has a well-defined role to which they devote their time and energy, but are also flexible enough to alter their job requirements as needed. The Arts Council of New Orleans’ staff is as follows:

President/CEO- Shirley Trusty Corey

Director of Operations- Scott Hutcheson

Executive Assistant to the President/CEO- Gloria Dauphin

Receptionist/Secretary- Christine Jones

Director of Development- Robbie Denny

Membership Coordinator- Dolita Brown

Special Events Coordinator- Barbara Workman

Director of Louisiana ArtWorks Development- Jackie Cerise Richard

Louisiana ArtWorks Project Manager- Karen Kersting

Grants Director- Joycelyn L. Reynolds

Grants Associate- Karen Kern

Entergy Arts Business Center Director- Martha Little

Entergy Arts Business Center Administrative Assistant- Gene Meneray
Public Art Director- Mary Len Costa

Public Art Administrative Assistant- Morgana King

Fresh Art Festival Coordinator- Martha Landrum

Accounting Manager- John Vigo

Accounting Assistant- Laura Lee Joiner

Most departments of the Arts Council consist of a Director and an Assistant, who each have the opportunity to offer reports of their department activity at monthly staff meetings. This sharing of information aids in the atmosphere around the Arts Council of mutual respect. Every staff member understands the importance of individual departments and how they work towards furthering the Arts Council’s mission. People from different departments were often working together on projects or discussing ideas for program improvements. It was nice to see everyone working, both individually and together, for the good of the organization.
CHAPTER II
THE INTERNSHIP

Arts Directory

My internship assignment for the Arts Council of New Orleans was to work under Scott Hutcheson, the Director of Operations. My specific task was to update the Arts Directory for the Marketing and Development Department. The Arts Directory contains listings for a variety of arts related organizations, businesses, funding sources and service providers. It is distributed annually through a fall edition of Gambit Weekly and can also be accessed through the Arts Council’s website. The idea for an arts directory stemmed from the Arts Council’s belief is that the arts are essential to the life of a community. The directory provides the means to connect the community to the arts. Not only can tourists visiting the New Orleans area use the directory to find local art galleries, museums or theatres, but locals can also benefit from the updated information. The directory serves as a great resource for finding local entertainment, new artistic venues and arts and humanities resources. Although the directory will not be printed until the fall, every year the directory information is updated in the early summer months.

The job entailed compiling a current, updated list of all the arts organizations in and around New Orleans to be listed in the Arts Directory. My job was updating
the current listings and finding organizations that were not currently, but
should be, listed in the upcoming directory.

Since organizations would find out about the directory throughout the year and
call or email requests to be included in the following year’s directory, my first step
was to add and change the information requests that had piled up over the past few
months. My second step was studying the 2001-2002 Arts Directory to ascertain the
types of organizations the council had previously listed and then make notes as to
similar organizations I was familiar with that were not currently listed. I started a
running list of newly established, as well as older organizations that I knew of, that
needed to be added to the new directory. I then searched numerous New Orleans phone
books, the Times Picayune Living Section, the Tribune, Preservation in Print and
Gambit Weekly for ads, performance listings and reviews which might list new arts
organizations or information to update current listings.

Because the Arts Council’s services are directed towards not only the city of
New Orleans, but also surrounding areas, I aimed to locate more organizations outside
of the New Orleans city limits for the new directory. My major concern was the
Northshore area, or St. Tammany Parish. Having grown up in Mandeville and
Covington, I am very familiar with the area and their growing arts community. I
searched St. Tammany Parish phone books, newspapers and magazines to find arts
organizations from the Northshore to add to the new directory.

My next step in the update process was obtaining a copy of the Arts Council’s
grant recipients from the Grants Department. I made sure that all of the Arts Council’s
grant recipients were currently listed and that their contact information was correct in the database.

Finally, I simply asked around. I spoke with Gene Meneray, the Administrative Assistant for the Art Council’s EABC, who knew of some obscure artists and venues that were new to the city and needed to be added. I continued to speak with friends and family in the arts community to try and discover any arts organizations they might know about that were not listed. All of these outlets were very helpful, acquiring several new and old arts organizations that were not included in the previous directory.

To further update the current database information, I had to update the Arts Directory response form. Changes included the Arts Directory year, the response form due date, my name added as a contact person and new category listings. The next step was to print out the response forms on colored paper bright enough to stand out in the mail, but light enough to be readable after a journey through a fax machine. After choosing a light blue, five hundred and sixty copies were printed, as well as two sets of labels for all of the organizations in the database. I placed one of an organization’s labels on the one side of the form, for delivery purposes, and the other on the flip side of the form to be checked and updated by the organization. The forms were then sent to Metairie Printing, Inc. to be folded, stamped and bulk mailed. “By specifying to the post office that you want returns on undeliverable mail you will be able to clean out your list to some degree, but this system is by no means totally effective” (Horwitz 95). Since the response due date on the forms was three weeks
away, I then had some free time before they started returning to help out in other departments.

Only a few days after the mailing had gone out, the responses started flowing into my office. I would immediately enter the information into the database and stamp the form, “ENTERED,” with the date of the entry and my initials. I also began receiving phone calls from organizations with questions regarding the response form, namely the category choices. These organizations were not sure which category they should be listed under. I helped them by naming other organizations in the category they were suggesting to see if they fit into that grouping. I would then give them my suggestion of the category they should be listed under. In almost all circumstances, the organization trusted my knowledge of the categories and went with my suggestion. Because some of the organizations fit into more than one category, they too would call for help in deciding which category to be listed under. In several circumstances, it was only fair to allow organizations to be listed in more than one category.

One week after the three-week due date had passed, I printed out a list of all organizations that had not yet responded and began faxing the response sheet to them asking for a reply as soon as possible. Although I found many of the fax numbers to be no longer in service, this approach was very successful overall. I found that organizations were thankful for the second chance/reminder. Because the organizations received the fax and realized they had forgotten to respond on time, they felt obligated to respond immediately.

My final effort to contact the unresponsive organizations was calling them while their current information was pulled up on my computer screen, to either verify
or correct their information. This step in the process was an interesting one. Although most people were extremely thankful for this service and more than willing to help, a few seemed leery of anyone calling and claiming to be a free service. These organizations reluctantly gave me their organization’s mailing address, email and web address. I found that if I read the information to them and simply asked for verification, the organizations were more likely to feel comfortable with the phone call.

Quite a few organizations’ phone numbers had been disconnected. These were almost always the organizations whose mail was returned by the post office marked “undeliverable” or “address not found”. I made sure that the organizations were not listed in the most current phone book before I deleted them from the database.

From working on the directory, I learned the importance of persistence. The arts organizations were each given numerous chances to respond, by mail, fax and phone. My persistence in contacting and updating all of the arts organizations has paid off by the existence of a thoroughly updated directory, listing the contact information of the arts organizations in and around the New Orleans area.

Working on the directory was also beneficial to me because it familiarized me with the numerous arts organizations and resources around the city. Talking with many of the organizations helped me better understand how multi-faceted many of the local arts organizations in the city are. As an Arts Administrator, it is extremely important to be aware, as well as familiar with, all of the city’s available arts resources.
Other Assignments

Each day when I completed my work on the Arts Directory, I would assist in other Arts Council departments. The departments I spent time in, besides Marketing and Development, were Grants, the EABC and Louisiana ArtWorks. My experience in these various departments of the Arts Council of New Orleans has better shaped my overall knowledge of the infrastructure of a nonprofit organization.

On my first day of work at the Arts Council, I traveled with Scott Hutcheson and Robbie Denny to listen to a grants panel at the Louisiana Association of Nonprofit Organizations in Baton Rouge. The Louisiana Division of the Arts congregated the panel to allocate funding for local arts agencies. It was very exciting to see an actual grants panel discussing and comparing grants from arts organizations around the state. In AADM 6501, Development Strategies for Arts Organizations, we were required to write a foundation grant, as well as a (Florida) state grant. After individually completing the grant applications and supplying all the required supplemental material, the class was divided into grant committees who studied and graded other student grants. As educational as the class was to our knowledge of grants and panel discussions, experiencing the real thing proved to be tremendously educational and exciting. The Arts Council’s grant was ranked second overall, meaning a good portion of their asking price was funded.

After expressing interest into the grants process, the Grants Department of the Arts Council asked me to help them with their own grants panels. The grants panels will read, discuss and then score the submitted grants, thus deciding the amount of money each organization will receive from the Decentralized Arts Funding Program.
and the Centralized Arts Grants. Besides brainstorming to help find panelists, I attended panel discussions and tabulated the scores the panelists gave to the grants. With my interest in the grants process, and this added experience in the Grants Department, I hope to be able to aid friends in the arts community write better grants.

Another project I spent time learning more about was Louisiana ArtWorks. When the Louisiana ArtWorks facility opens in the summer of 2003, the Marketing and Development Department and the EABC will merge their memberships. Robby Denny invited me to sit in on the merge meetings with the Marketing and Development and EABC staffs. Since “the goal of marketing is optimization of the relationship between companies and customers and maximization of their mutual satisfaction,” finding ways to satisfy both departments’ consumers is detrimental to the success of the merge (Colbert 8). The two departments analyzed ways to keep each of their constituents happy after the merger. They began by discussing ways not to confuse current members of the Arts Council or current artists that are members of the EABC. Appropriate incentives and levels for both groups had to be negotiated. Mrs. Denny and Ms. Little each laid out levels and incentives that satisfy their own constituents, which they felt needed to remain intact. They also found ones they were willing to part with, in order to successfully combine the two memberships. Many drafts of new membership brochures were designed and reworked and remain in a developing stage. After these meetings, my curiosity was peaked by the EABC and I found myself asking many questions about their programs.

One of the programs of the EABC is Business Smarts for the Arts, which is a series of lunchtime briefings for artists, on business education topics. For one of the
luncheons, Gene Meneray conducted a lecture on Internet Smarts. Mr. Meneray asked me for specific questions and topics I would be interested in learning more about, not only for his current presentation, but also for future luncheon topics. My suggestion to him was to expand the lecture topics to reach performing artists in the city, as well as visual artists. Performing artists would benefit from topics on grant opportunities, copyright laws and collaboration ideas with other arts media.

On the day of the Internet Smarts Luncheon, I checked people in, collected money and then enjoyed the lecture. I learned a lot of shortcuts and research ideas that have since made my time on the internet shorter, easier and more productive.

For the Department of Marketing and Development, I had several responsibilities. One of them was that of updating and adding membership information in the database. I searched through local art, theatre and music event programs to find donors to the New Orleans art community. I would then either update their information in the Arts Council’s database or locate their addresses in the phone book and add them to the database. The updated and new entries I added to the database will receive the newly merged membership brochures in the upcoming fall.

Another job of mine was sorting through and choosing photographs to be part of a power point presentation done by the Arts Council for the City Council and new mayor, Ray Nagin. Mr. Hutcheson was the presenter of the presentation, exhibiting all of the Arts Council’s many programs and outreach. An educational perk of this assignment was receiving a lesson on power point from the Public Art Administrative Assistant, Morgana King. The ability to work with power point will definitely be a great asset to me for future jobs.
In addition to the said tasks, I also wrote a brief article for *Arts Update* about the Arts Directory, helped merge letters for Louisiana ArtWorks, researched arts impact and advocacy information on the internet for Mr. Hutcheson, helped with the Mayor’s Arts Awards Patron Party and Luncheon and took front desk shifts when Christine Jones was on annual leave.
CHAPTER III
CHALLENGES AND RECOMMENDATIONS

My biggest challenge as an intern for the Arts Council of New Orleans pertained to their annual Arts Directory. Not only did the arts organizations listed in the directory need their contact information updated, but the directory itself needed new and improved categories for easier use by the general public.

Before I could send out response forms to begin updating the arts organizations to be listed in the directory, I faced the challenge of redefining and simplifying the category listings in the directory. The past problem was too many similar categories, resulting in double, triple and sometimes even quadruple listings for a single organization. Another problem was ambiguous categories making it difficult to locate organizations in the directory. These problems also confused organizations as to which category they should be listed under.

Mrs. Corey had suggested that the Knight Foundation’s Boulder City and County Arts and Culture Profile be studied for categorization ideas. The Profile used extremely simplified categorizations that Mrs. Corey felt could help simplify our directory. The problem I found with the Boulder City Profile was that it was too simplified for the New Orleans area’s diverse arts community. For example, the Boulder City Profile had basic categories like Dance, Music and Theatre, but rounded itself out with a category labeled, “Other.” A festival, a music school, a presenting
facility and an art institute were all lumped together under the “Other” category. In the New Orleans area, there are so many cultural festivals, presenting facilities and educational resources that it would be a huge mess to lump them all under one category labeled “Other.” However, simplifying all music-like categories under the heading, “Music,” would work in this situation. The Boulder City Profile was helpful in showing that different cities have different types of organizations and also how organizations more prevalent in some than others. My conclusion is that universal categorizations for art organizations around the country would be extremely difficult to establish.

After reviewing the Boulder City and County Arts and Culture Profile, compiled by the Knight Foundation, my recommendation was to simplify the Music, Museums, Historic Homes and Preservation and Arts Resources categories of the Arts Directory. Overall the simplification narrowed down the categories from eighteen to fifteen. I also think I the simplification helped in better defining the categories. I then formally made these suggestions for the category simplifications and had them approved by Mr. Hutcheson and Mrs. Trusty Corey. The response form was then changed and made ready for printing.

Although the categories were simplified from the previous year, I still had organizations call with questions regarding the categories. I would offer these organizations suggestions as to the category I felt would best suit them. In almost every instance, they would agree. Although the category problem was not completely solved, I believe it was moved closer to clarity.
Looking back at my experience working on the Arts Council of New Orleans’ 2002-2003 Arts Directory, my suggestions for the 2003-2004 Arts Directory would be to add two new categories. The first category I would suggest is “Studios.” Studios are a great resource for local artists and continue to grow in number around the city. Currently, local studios are listed under the “Galleries” category. Although there are not a large number of studios around New Orleans, they are different from galleries and deserve their own category. The second category I would suggest is “Multi-Disciplinary.” Many arts organizations and resources in the directory are multi-disciplinary and find it difficult to decide on two defining categories to be listed under. Many could easily fit under three or four different categories. An example is the Contemporary Arts Center, who asked to be listed under, “Museum,” but could also fall under the “Presenting Facilities,” “Music,” and “Theatre” categories. A “Multi-Disciplinary” category would lesson the number of listings of many organizations, thereby condensing and further simplifying the directory.

Another suggestion I have concerning the Arts Council of New Orleans’ directory would be to post the Arts Directory Response Form on the Arts Council’s website. This would make the process even more convenient for the organizations and would therefore shorten the response time. I believe that the ability to update their information quickly, privately and at their convenience would not only make organizations more eager to comply, but also make the process more efficient for Arts Council staff members.

My final recommendation concerning the Arts Council’s Arts Directory regards distribution. Besides distributing the directory in a Fall edition of Gambit...
Weekly, the directory information is also available throughout the year via the Arts Council of New Orleans’ website. Due to the valuable resource I believe the Arts Directory is everyone living in and visiting the New Orleans area, I suggest that the Arts Council of New Orleans make the directory even more available to the public. By placing copies in hotels and restaurants for tourists and at local schools for dance, music and theatre teachers, the directory can reach even more of the community, thereby further promoting and expanding the arts in the city.
CHAPTER IV

SHORT-TERM EFFECTS ON THE ARTS COUNCIL OF NEW ORLEANS

My biggest short-term effect on the Art Council of New Orleans is the 2002-2003 time period in which the Arts Directory is in public circulation. My work simplifying categories and persistently contacting local arts organizations has successfully culminated in a directory presenting the most recent and correct contact information of the city’s arts organizations and resources. For the 2002-2003 time of circulation, the Arts Directory’s will serve as an excellent resource to the staff of the Arts Council, the New Orleans community and visiting tourists. The Arts Council’s staff can be sure that the information they are using and presenting to the general public is not only presented more efficiently than the year before, but is also completely updated with the most current information.
CHAPTER V

LONG-TERM EFFECTS ON THE ARTS COUNCIL OF NEW ORLEANS

My long-term effects on the Arts Council of New Orleans concern the direction in which I have guided the Arts Directory, suggestions I have made to the Entergy Arts Business Center and the positive relationship further established between the Arts Council of New Orleans and the Arts Administration Program at the University of New Orleans.

My work on the Arts Directory will not only benefit the Arts Council during the 2002-2003 time of circulation, but also in years to come. I am confident that the time I spent simplifying and defining the directory's categories will be studied and reworked even further in the upcoming years. As new organizations emerge and well-established organizations expand, the Arts Council has an obligation to change with the times in order to present the most efficient directory of local art organizations and resources. My firsthand experience working on the directory has taught me many lessons and I have thus made suggestions to the Arts Council concerning ways for improvement. Many of my suggestions have already been implemented and are benefiting the efficiency of the Arts Council's Arts Directory.
Another long-term effect I will have had on the Arts Council of New Orleans is in suggestions I have made to the Entergy Arts Business Center. After attending numerous lectures sponsored by the EABC, I realized that their target audience was visual artists. Although the lectures were very informative, I spoke with Gene Meneray, the Administrative Assistant for the EABC, about expanding topics to reach performing artists. After questioning numerous performing artists in the city about topics they would be interested in learning more about, I suggested several business topics that might better lure artists from the New Orleans performing arts community into his lectures and possibly into a membership with the EABC. Mr. Meneray said I was a great help to him, because thus far, all of their lecture topics had been targeted at visual artists. He believes that my suggestions on topics for performing artists could further help the EABC develop a new audience of performing artists.

Another long-term effect I hope I have had regards the relationship between the Arts Council of New Orleans and the University of New Orleans’ Arts Administration Program. This internship has been a very positive, educational experience and I hope that the other Arts Administration students will continue to use and benefit from the resource that is the Arts Council of New Orleans.
REFERENCES


APPENDIX A

2002-2003 ARTS DIRECTORY RESPONSE FORM
As a free service, the Arts Council of New Orleans is compiling a list of arts and cultural organizations for the 2002-2003 Arts Directory. This year's directory will be published in a Fall edition of Gambit Weekly.

To be included in the directory, please verify the following information and return your response by June 21, 2002 (Late replies cannot be accommodated) to:

Arts Council of New Orleans
225 Baronne Street, Suite 1712
New Orleans, LA 70112-1712

or
FAX (504) 529-2430
ATTN: Susan

Please check here if the above information is correct.
Please PRINT any changes or corrections below.

CONTACT PERSON: _____________________________
NAME OF ORGANIZATION: _______________________
ADDRESS: ______________________________________
TELEPHONE: ___________________________________
FAX: _________________________________________
E-MAIL: _______________________________________
WEB ADDRESS: _________________________________

Please circle one category that best describes your organization:

GALLERIES  MUSEUMS
HISTORIC HOMES & PRESERVATION  CHILDREN'S RESOURCES
EDUCATIONAL RESOURCES  ARTS MEDIA
ARTS & ARTISTS' ASSOCIATIONS  ARTS & HUMANITIES RESOURCES

QUESTIONS?? Contact Susan Williams or Dolita Brown at 523-1465
2001-2002 Arts Directory Categories

1. Galleries
2. Arts Media
3. Arts and Artists' Associations
4. Arts and Humanities Agencies/Funding
5. Arts Resources, Service Orgs. & Commissions
6. Cultural Festivals
7. Dance
8. Educational Resources
9. Historic Preservation
10. Literature
11. Multi-Cultural
12. Museums and Historic Homes
13. Music Resources and Organizations
14. Music Concert Series
15. Presenting Facilities
16. Theatre
17. Children's Resources

Knight Foundation’s Categories

1. Art Museums
2. Other Museums
3. Dance
4. Theater
5. Orchestras
6. Choral/Vocal Groups
7. Other Music Groups
8. Other
9. Umbrella Organizations

Proposed Categories for the 2002-2003 Arts Directory

1. Galleries
2. Arts Media
3. Arts & Artists' Associations
4. Arts & Humanities Resources
5. Dance
6. Music
7. Theatre
8. Presenting Facilities
9. Museums
10. Historic Homes & Preservation
11. Children's Resources
12. Cultural Festivals
13. Educational Resources
14. Literature
15. Multi-Cultural
APPENDIX C

THE KNIGHT FOUNDATION BOULDER CITY REPORT
APPENDIX A

ARTS ORGANIZATIONS IN BOULDER COUNTY

Organizations are organized below within the categories that are (as used in the remainder of the report). Organizations in italics are those in the in-depth sample that participated in extensive interviews and provided materials. Organizational size is coded according to the following annual budget sizes: A = less than $25,000; B = between $25,000 and $100,000; C = between $100,000 and $500,000; D = between $500,000 and $1,000,000; E = larger than $1,000,000. Note that budget size information is not available for all organizations. Organizations that have been Knight Foundation grantees are noted with an asterisk (*).

Art Museums
Colorado University Art Galleries
Boulder Museum of Contemporary Art C

Other Museums
Boulder Museum of History C
Collage Children's Museum* C
Longmont Museum C
Women of the West Museum D

Dance
Ballet Arts Theater B
Blue Moon Dance Company A
Boulder Ballet* C
Boulder Dance Alliance C
Boulder Jazz Dance Workshop A
Community Dance Collective A
Colorado Dance Festival C
Colorado Friends of Old Time Music and Dance
Danca Nova A

Dance (Continued)
Dance for Diversity A
Dance West, Inc. B
Deafinite Motion Dance Company
Frequent Flyers Productions C
Helander Dance Theatre B
Interweave Dance Company A
No Name Dance Company B
Postoley Dance Ensemble
Storybook Ballet A
Youth Ballet Colorado

Theater
Actors Ensemble A
Boulder Conservatory Theater B
Boulder Repertory Company A
Cheshire Canopy
Coal Creek Community Theatre B
Colorado Shakespeare Festival D
Director's Theatre B
Theater (Continued)
Goddess Theatre  A
Guild Theatre  C
*Imagination Makers Theater Company*  B
Lafayette Community Players  A
Longmont Theatre Company  A
Nomad Theatre  B
Peanut Butter Players  A
Mystik Hande Theatre Company
Story Cleaner  B
Trouble Clef  A
The Upstart Crow Theatre Company  B

Orchestras
*Boulder Philharmonic Orchestra*  E
Boulder Youth Symphony  B
Colorado Music Festival*  D
Longmont Symphony Orchestra  C
Timberline Symphony Orchestra  A

Choral/Vocal Groups
*Ars Nova Chamber Singers*  B
Boulder Chorale*  A
Boulder Songmakers  A
Boulder Youth Choir  A
Broomfield Civic Chorus  A
Cantabile Singers
Iris  A
Longmont Chorale  A
Measure for Measure
Rocky Mountain Chorale
Sound Circle  B

Other Music Groups
*Boulder Bach Festival*  C
Boulder Brass  A
Boulder Concert Band  A
*Boulder Friends of Jazz*  A
Boulder International Music Festival  A
Boulder Suzuki Strings  A
Colorado MahlerFest  B
*Early Music Colorado*  A
Rocky Mountain Ragtime Festival  B
Takacs String Quartet

Other
Boulder County Community Music School
*Colorado Chautauqua Association* and Festival*  C
Naropa Institute
Open Studios  B
Tara Institute

Umbrella Organizations
The Arts and Humanities Assembly of Boulder*  C
Boulder Art Association
Broomfield Council on the Arts and Humanities
*The Dairy Center for the Arts*
(formerly Flatirons Center for the Arts)
Historic Boulder
Indian Peaks Council on the Arts (Nederland)
Lafayette Cultural Arts Commission*
Longmont Artists Guild
Longmont Council for the Arts
Louisville Art Association
Louisville Arts and Humanities Council
APPENDIX D

LETTER OF THANKS FROM NOMA
Thanks for your follow-up listing.
I just received it this afternoon and we do need some changes and additions.
If you have any questions please feel free to contact me.

Thanks,

[Signature]
APPENDIX E

COVER OF 2001-2002 ARTS DIRECTORY
The Arts Matter—and information matters! Part of the mission of the Arts Council is the belief that the arts are essential to the life of a community, and this directory provides a means to connect the community to the arts. Compiled as a free service of the Arts Council of New Orleans, the 2001-2002 Arts Directory has listings for a variety of arts related organizations, businesses, funding sources, and service providers. The Arts Directory is one of the many ways the Arts Council of New Orleans has worked for over 25 years to make the arts matter!
APPENDIX F

COVER OF SUMMER 2002 ARTS UPDATE
In other places, culture comes down from on high. In New Orleans it bubbles up from the street.
— Ellis Marsalis

The 2002 Mayor’s Arts Award recipients join in welcoming Mayor Ray Nagin to his first ceremony. See page 3 for more on the awards.

As tourists across the nation finalize their summer vacation plans, many are looking for ways to experience culture in their favorite arts destinations in America. New Orleans has made the list EVERY year! This year the magazine reports their largest response to date.

According to the National Assembly of State Art Agencies, more tourists are becoming special-interest travelers, ranking the arts, heritage and/or other cultural activities as one of the top five reasons for traveling. Statistics show that cultural tourists contribute almost twice as much financially to the local economy as do business travelers or family vacationers.

Wendy Rosen, AmericanStyle publisher, applauds arts supporters in all of the destinations, saying, “Mayors, governors and city residents realize that cultural tourists bring big dollars into cities and towns where the arts are a big asset. Many cities rely heavily on the arts to keep their cities vibrant, beautiful and exciting.”

This is an honor that everyone involved in the New Orleans arts scene can take pride in. For a complete list of the Top 25 Destinations visit www.americanstyle.com.

You can help! The New Orleans Fresh Art Festival will be held the weekend of October 18th on St. Joseph Street, between St. Charles Avenue and Carondelet Street. Over 80 juried artists, many of whom will be making their New Orleans debut, will be showcasing fine art and contemporary crafts.

“The success of the festival depends heavily on volunteers,” explains Cynthia Fransen, who is stepping up to chair the volunteer committee again. “Over 150 volunteers are needed beginning Friday morning, October 18 through Sunday, October 20, 2002.”

Sister Joy Manthey, who volunteered for last year’s Preview Party along with her three out-of-town houseguests said, “It was so much fun booth-sitting for the artists so that they could join the party!”

Dawn Miller, an enthusiastic volunteer from Kingsley House who helped run the Artist Hospitality Tent, said, “It was so exciting to meet artists from all over the country, and people could not have been nicer. The weather is always great in New Orleans in October.”

(continued on page 4)
APPENDIX G

ARTICLE ABOUT ARTS DIRECTORY IN SUMMER 2002 ARTS UPDATE
Grants to be Reviewed

Grant review panels composed of volunteers representative of the arts community will review all grant proposals submitted to the Arts Council of New Orleans funding cycle for 2003. These review bodies will make funding recommendations and their meetings are open to the public. Applicants and other interested parties are welcome and encouraged to attend. All meetings will be held at the Arts Council of New Orleans, 225 Baronne Street, Suite 1712. Please note, however, that audience members will not be allowed to make remarks at these meetings. Questions should be addressed to the Arts Council's grants department at 523-1465.

2002 GRANTS REVIEW COMMITTEE MEETINGS

MONDAY, JULY 25, 2002
8:30 A.M. - 5 P.M.
Category: Project Assistance (Arts-In-Education, Dance & Theatre)
Program: Louisiana Decentralized Arts Grants
Parish: Orleans

WE NEED YOU!
(continued from page 1)

October, and you’re outside with all this beautiful art.”

What kind of person makes the perfect volunteer? YOU! If you like working with people and enjoy perusing great art, then please consider volunteering for the New Orleans Fresh Art Festival. There is a volunteer get-together a few days before the event to orient you with the festival location, parking and other pertinent information. Volunteers are needed in the following categories: information booths, artist hospitality, Miller beer and Coke sales, children’s area, and the Preview Party.

To sign-up as a volunteer for the weekend of October 18th, please visit the Arts Council of New Orleans web-site (www.arts councilofneworleans.org) or call Martha Landrum at 523-1465 for more information.

ARTS UPDATE • SUMMER 2002 • PAGE 4
APPENDIX II

EABC BUSINESS SMARTS FOR THE ARTS POSTCARD
Business Smarts for the Arts
Lunchtime Briefings on Interesting topics

Learn, eat & network at the Arts Council of New Orleans!

Arts COUNCIL
OF NEW ORLEANS

Entergy Arts Business Center
1999 Randall Whaley National Business Incubator of the Year
Member of the National Business Incubation Association

Business Smarts for the Arts
Thursday meetings will be held from 11:45 am to 1 p.m. at the Arts Council on the following topics:

June 6: Marketing Smarts featuring Jerry Goolsby, Ph.D. and Hilton/Baldridge Chair and Music Industry Studies at Loyola University. 225 Baronne, Suite 1712

June 13: Money Smarts featuring Denise Dusom of Professional Business Solutions. 225 Baronne, Suite 1712

June 20: Internet Smarts featuring Mimi Zarsky of Creative Juice Consulting and Gene Meneray of the Arts Council of New Orleans. 225 Baronne, Suite 620

The cost of these sessions is $5 for members, and $10 for non-members. Lunch will be provided, and pre-registration is required. Please call 523-1465 to RSVP
APPENDIX I

LOUISIANA ARTWORKS FACT SHEET
Opening in 2003, Louisiana ArtWorks will be a millennium celebration. Construction is scheduled to begin in 2001.

- **Tourism**: Experience the creation of art and purchase original Louisiana products; family tourist destination; total annual impact of visitor spending of $71.8 million
- **Urban Revitalization**: Gateway to the Warehouse Arts District provides tourist traffic to the emerging Howard Avenue Corridor, increasing critical mass to this area
- **Education**: Discover and interact with visual artists in various media; public access to lectures, workshops, demonstrations, forums, visiting artist residencies, master classes; year-round activities for the youth and families of New Orleans
- **Economic Development**: 155 permanent jobs in Louisiana ArtWorks; total annual economic impact of $74 million; over $6 million annually in local and state tax revenues
- **Arts**: Provide Louisiana's visual artists access to state-of-the-art equipment; create a unique marketplace for Louisiana's artists; provide visiting artists the opportunity to collaborate with local artists

**Facility:**
- 90,000 sq. ft.
- 4 shared studio spaces fully equipped for glass, metal, ceramics and printmaking
- Art yard for outdoor workspace
- Studios for individual artists
- Art retail store featuring the best of Louisiana artists and an art store for kids
- Multi-purpose spaces designed for educational and public use
- Offices and meeting rooms for Arts Council of New Orleans and other arts organizations
- Café and art supply store

**Rental Space available:**
- Lobby
- Exhibition Space
- Learning Room
- Roof top Community Room and terrace
- Roof top Board Room/terrace

**Site:**
- Corner of Howard Avenue, Carondelet and St. Joseph Streets.
- Three street access - Howard Avenue, Carondelet Street and St. Joseph Street.
- Two stops on the St. Charles Avenue Streetcar line at Carondelet and St. Joseph Streets.
- Conveniently accessible parking within a 3 block radius
APPENDIX I

ARTS COUNCIL OF NEW ORLEANS AD AND POSTCARD
Louisiana ArtWorks
a project of the Arts Council of New Orleans
VITA

Susan Williams was born in Covington, Louisiana and graduated with honors from Mandeville High School in 1996. After attending Auburn University for two years, where she was a Corporate Journalism Major, Susan transferred to the University of New Orleans to study theatre. While in New Orleans, Susan appeared in community theatre productions of Annabelle Broom the Unhappy Witch, Oklahoma!, The Wizard of Oz, Cahoots!, Blizarro, Words Between and the award winning Lot’s Daughters at UNO. In August 2000, she received her B.A. from the University of New Orleans in Drama and Communications. In January of 2001, Susan began the Arts Administration Program at UNO. She did her practicum hours as Box Office Manager for the Shakespeare Festival at Tulane and her internship in the Marketing and Development Department of the Arts Council of New Orleans.