Principles of Folk Festival Management  
01-050-449  
Fall Semester: 3 Credits  

2021: Monday 5pm-8pm Food Science Building 101  
Canvas Site: TBD  

Dr. Maria Kennedy  
maria.kennedy@rutgers.edu  
Office Hours: Ruth Adams 203D - Mon/Tues 2-3pm or by appointment  

Course Description  
This 3-credit fall semester course is a pre-requisite for the 3 credit spring semester course, “Folk Festival Management” (01-050-450). Through both courses, students contribute to the planning of the New Jersey Folk Festival, held every spring on the last Saturday in April, concurrent with Rutgers Day. This course builds on work in the Folk Festival Curation class, where students conduct background and exploratory research on folk festival topics. In this class, students move to the next phase of planning and ethnographic research, working with material which will be directly incorporated into the festival program.  

In this fall course, students will be introduced to the core principles of festival and non-profit management, providing a practical and theoretical foundation for their contributions to the New Jersey Folk Festival. The course provides an introduction to the specific operating procedures for the New Jersey Folk Festival, including organizational structure, specific technical skills, and topical information relevant to the cultural theme for the year. They will also become familiar with the scope of their individual internship positions within the festival and create project plans to envision how they will create new content or operational innovations, building on the core knowledge and experience contributed by past festival interns and staff. Project plans developed in this course will form the outline of their spring semester work in the festival management course. Some internship positions require the completion of specific fall tasks while others will require planning or acquisition of technological skills.  

The fall component of the course also introduces ethnographic methodologies and requires students to conduct ethnographic research and oral history interviews with the artists and community members who will contribute to the festival program in the spring. Students will produce recorded interviews which will be deposited into University Archives and which will form the backbone of multimedia and performance projects carried out in the spring semester.  

Learning Goals  
1) Understanding and practice of ethnographic research methods  
2) Understanding and practice of non-profit management principles  
3) Understanding and practice of program development for public arts and humanities  

Technology Requirement
The course will be conducted via Canvas learning management system. Students are expected to follow modules on the Canvas site and submit materials as directed through the Canvas site.

Students will also be required to use our project management system on Airtable and Google Drive.

For the fieldwork and podcast projects, students will be required to use recording and editing technology. They may borrow equipment from the department or use their own.

Please visit the Rutgers Student Tech Guide page for resources available to all students. If you do not have the appropriate technology for financial reasons, please email Dean of Students deanofstudents@echo.rutgers.edu for assistance. If you are facing other financial hardships, please visit the Office of Financial Aid at https://financialaid.rutgers.edu/.

Books and Materials


Course Readings included on the Canvas Site

Pre-requisites and Course Repetitions
Students must apply to Dr. Kennedy for admission to the class. No courses are pre-requisite, and all majors are welcome. The course does fit into the department’s Curation and Cultural Programming Certificate for those wishing to incorporate the course into a comprehensive certificate program. Students may take the course multiple times, but only 6 credits of 050:449 may count towards the major. Additional readings and responsibilities are added for students repeating the course.

Internship Teams
Students are divided into teams to facilitate their internship tasks and the development of their project plans.

Admin and Stage Management Team
- Volunteers and Alumni:
- Finance and Sponsorship
- Craft Vendors Coordination
- Food Vendor Coordination
- Tech / Logistics
- Stage Management

PR Team and Curatorial
- Editorial
- Web Design and Social Media
- Graphic Design
- Audio /Visual
- Curatorial
• Interactive Experiences
• Community Outreach

Evaluation
- **30% Participation** and completion of discussion posts, required tasks, team meetings. The participation grade will be calculated based on graded discussion posts (30%), Attendance (30%) and completion of tasks in our project management system (30%).
- **30% Ethnographic Project:** You will complete a portfolio to be deposited in our archive consisting of a recorded audio interview, appropriate visual material (original photographs or documentary or archival images), logs, and permission forms.
- **30% Project Plan report:** Based on your Internship Role, create a plan for the project you will carry out throughout the Spring Semester. You have specific tasks and duties assigned to your role, but you should also approach your role with a creative goal in mind. Research how this role has been carried out in the past at NJFF, or what approaches other organizations have taken to this kind of work. From among your assigned tasks, find an area where you think you can make a creative contribution to the festival, where you can contribute an operational innovation, or where you have the opportunity to create new content. Identify what training or research you need to do to carry out this plan. Identify resources you will need to consult. List the steps you plan to take to carry out this project. This project plan will be your guide for your work in the Spring Semester. You will discuss your project plan with Dr. Kennedy at the end of the fall semester. You do not need to wait until the spring semester to start acting on this plan. Midway through the Spring semester, you will submit a report on how your project plan in progressing, and what changes you may have had to make to your tasks and your project plan as work progresses.
- **10% Final Presentation:** You will make a final presentation of your project plan to fellow students, directors, faculty, board members, and artists (per invitation of the director) as part of your team. Each team will have 15-20 minutes to present collectively. Final presentations should demonstrate not only your individual plan, but how it connects to the team’s overall plan to function cohesively.

Course Calendar

**Introductory Unit**

**Week 1 – Introduction to the Course**
Introduction to the structures of the Festival Internship, roles and responsibilities, and our administrative systems.
- Student Manual

**Week 2 – Folklore 101**
Introduction to the study of folklore and the ways in which we encounter folklore in public spaces.
- Sciorra "Yard shrines and sidewalk altars of New York’s Italian-Americans."

**Week 3 – Virtual and In-Person Event Planning**
To frame the rest of our work in the class and internship, students will begin to consider the different kinds of presentation formats we will use for the festival and how we can choose or adjust formats to fit the needs of circumstances, communities, and art forms.


**Week 4 – Festival Themes / Fieldtrip**
Students will engage with the cultural theme for this year’s festival by participating in an activity organized in cooperation with our community partners. This will also be an opportunity for students to engage in team-building activities to strengthen internal cooperation.

• Readings related to the particular year’s cultural theme. In 2020, readings included:

**Ethnographic Research Unit**

**Week 5 – Ethnographic Method**

• Book: Chapters 1-4: Gilman, Lisa, and John Fenn. 2019. *Handbook for Folklore and Ethnomusicology Fieldwork* Bloomington, Indiana: Indiana University Press. (Links to an external site)

• Websites: Library of Congress, American Folklife Center
  - [http://www.loc.gov/fo](http://www.loc.gov/fo)lklife/edresources/ed-cultdocmethods.html (Links to an external site.)
  - [http://www.loc.gov/fo](http://www.loc.gov/fo)lklife/fieldwork/

**Week 6 – Developing Your Research Plan**


Week 7 – Audio Recording / Oral History
• Website: American Folklife Center, Library of Congress, Digital Collections
• Website: American Folklife Center, Library of Congress Field Surveys 1977-1998
• Website: American Folklife Center, Library of Congress: "Working in Patterson Digital Collection"
• Website: Rutgers Oral History Archive

Week 8 – Visual Storytelling
• Library of Congress: Dorothea Lange's "Migrant Mother" Photographs in the Farm Security Administration Collection
• Library of Congress: Migrant Mother Series of Images
• MoMA: Piecing Together Dorothea Lange’s Migrant Mother
• Supplemental: Film: Stranger With A Camera by Appalshop Films

Week 9 – Archives, Managing Data, Responsible Representation
• Article: Miner, Horace. "Body ritual among the Nacirema." American anthropologist 58, no. 3 (1956): 503-507

Festival Planning Unit

Week 10 – Developing Public Programs
  o “Birth of a New Tradition: A City Folklorist for Baltimore”

Week 11 – Grant Applications
• https://www.arts.gov/grants
• https://nj.gov/state/njsca/
• Previous NJFF Grant Applications

Week 12 – Project Management, Administrative Systems, and Budgets
Introduction to overall project management strategies, with emphasis on integrating project vision and organizational mission into actionable goals and tasks. Technological approaches to project management. Presentation by NJFF Treasurer, explanation of financial reporting and student responsibilities, festival budget
• Visiting Speaker: Slow Food USA Interim Director Anna Mulé on Festival Management strategies


**Week 13 – Public Relations and Marketing**

Introduction to how our PR strategy works and why it is important. Festival Brand Standards and technologies, including Constant Contact, Adobe programs, working with professional contractors


• Trainings for individual PR interns on Adobe Programs, A/V equipment, Website as needed

**Week 14 – Project Proposal Workshops**

Student Teams meet to discuss completion of fall tasks. Workshop final Project Plan proposals and practice for the Final Presentation.

**Week 15 – Public Presentations and Course Wrap-Up and Prep for Spring Semester**

Students will present their project plans to the class and to invited board members, directors, faculty, and artists.

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**STUDENT WELLNESS SERVICES**

**Counseling, ADAP & Psychiatric Services (CAPS)**

(848) 932-7884 / 17 Senior Street, New Brunswick, NJ 08901/ http://health.rutgers.edu/medical-counseling-services/counseling/

CAPS is a University mental health support service that includes counseling, alcohol and other drug assistance, and psychiatric services staffed by a team of professionals within Rutgers Health services to support students’ efforts to succeed at Rutgers University. CAPS offers a variety of services that include: individual therapy, group therapy and workshops, crisis intervention, referral to specialists in the community, and consultation and collaboration with campus partners.

**Crisis Intervention**: http://health.rutgers.edu/medical-counseling-services/counseling/crisis-intervention/

**Report a Concern**: http://health.rutgers.edu/do-something-to-help/

**Violence Prevention & Victim Assistance (VPVA)**

(848) 932-1181 / 3 Bartlett Street, New Brunswick, NJ 08901 / www.vpva.rutgers.edu/
The Office for Violence Prevention and Victim Assistance provides confidential crisis intervention, counseling and advocacy for victims of sexual and relationship violence and stalking to students, staff and faculty. To reach staff during office hours when the university is open or to reach an advocate after hours, call 848-932-1181.

**Disability Services**

(848) 445-6800 / Lucy Stone Hall, Suite A145, Livingston Campus, 54 Joyce Kilmer Avenue, Piscataway, NJ 08854 / [https://ods.rutgers.edu/](https://ods.rutgers.edu/)

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: [https://ods.rutgers.edu/students/documentation-guidelines](https://ods.rutgers.edu/students/documentation-guidelines). If the documentation supports your request for reasonable accommodations, your campus’s disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: [https://ods.rutgers.edu/students/registration-form](https://ods.rutgers.edu/students/registration-form).

**Current Academic Integrity Policy:**

Summary: [http://nbacademicintegrity.rutgers.edu/home-2/academic-integrity-policy](http://nbacademicintegrity.rutgers.edu/home-2/academic-integrity-policy)

Resources for Students: [https://nbprovost.rutgers.edu/academic-integrity-students](https://nbprovost.rutgers.edu/academic-integrity-students)