FOLK FESTIVAL MANAGEMENT
New Jersey Folk Festival 2010
American Studies 01:050:450

Mondays, 6:30 to 9:45 pm
(Except first class meets Friday, January 22, 2-5pm)
All classes meet at Ruth Adams 018, unless otherwise indicated.
hp://njfolkfest.rutgers.edu

Prof. Angus Kress Gillespie, Director
Ms. Erin Clarke, Associate Director
Catherine Rossi, ’10 Festival Manager

“The most common mistake of all is a tendency for organizers to underestimate
the amount of planning and preparation needed to produce a folk festival.”
--Joe Wilson, National Council for Traditional Arts

Note that room changes are NOT posted by scheduling on classroom doors - all such posted
changes are bogus. Room changes are announced electronically only.

COURSE DESCRIPTION

Congratulations again on being selected to be a part of this unique class...and thank you for
accepting this exciting and extraordinary challenge! You, the student staff, are the backbone of
this festival, and we’d like you to know right up front how much your hard work is appreciated
by all involved...by your fellow students, faculty, volunteers, performers and other participants
and, of course, the audience.

The mission of the New Jersey Folk Festival (NJFF) is to celebrate the folk traditions of the
diverse communities of New Jersey. Our festival is one of only a handful of large-scale, multi-
arts folk festivals in North America organized and managed by undergraduate students. This
year’s student staff is composed of fourteen coordinators, each with a designated role. The
faculty is committed to providing you with hands-on, service-learning experience. Students in
this course develop management and leadership skills and written and verbal communication
skills. The course encourages initiative and student ownership of the festival. Our task is one
of applied folklore. We assemble the folklore and folklife of all ethnic groups and classes in
New Jersey and present their cultural traditions with respect.

The Monday night class is divided into two parts: formal classroom instruction and
business meeting. You should plan on arriving at the office at 6:15 to hang up your coat, check
your mailbox, greet fellow coordinators, and get settled. The class begins promptly at 6:30 pm
and continues until 7:45 pm, and the focus will be on the academic study of folk music, folk
festivals and folk arts. We will discuss course materials including musical performances,
scholarship on folklore, and leadership development. At 8:00 pm, we will begin the business
portion of the class over which the Festival Manager will preside. This portion represents the service-learning component of the course in which students will apply their knowledge to produce and manage the folk festival. A complete description of the business meeting can be found in the NJFF Manual.

Although every effort is made to keep the meetings within the scheduled class time, be prepared to spend as much time as necessary to get your job done. Do not schedule outside appointments or responsibilities you might be anxious to get to after Monday night class; we will not always end promptly at 9:45 pm.

The folk festival class is a team: you -- the students/coordinators -- are the team players, and the Festival Manager is your Team Captain. Ms. Clarke and Professor Gillespie are your coaches, offering encouragement, instruction, and advice -- all to guide you toward success. Individual problems or questions should be brought to the attention of the Festival Manager or the faculty advisors. Don’t wait until it's too late!

Plan your time carefully with regard to your other class schedules, exams, outside jobs and social lives to accommodate the unusual demands of the NJFF. This is an extraordinary class/internship for which you receive academic credit as well as an extraordinary experience that will help you prepare for your professional lives. Treat your festival responsibilities as such, not as "homework" that can wait till the night before class.

(Please note: Cell phones may not be used during class and must be turned off prior to start of class. Food may not be eaten during the class except during the 15-minute break; beverages are permitted at all times.)

OFFICE HOURS

Ms. Clarke: Immediately after class on Mondays and by appointment
Cell phone: 732.991.3966. Email: eclarke@rci.rutgers.edu

Prof. Gillespie: Mondays and Thursdays, 1:00 to 2:00 pm (RAB 024) and by appointment
Office: 732-932-1630, and Email: agillespie@amst.rutgers.edu

REQUIRED READING

New Jersey Folk Festival Manual 2010
Smithsonian Folklife Festival Official Program 2009

Performers bios (handout, also will be available on the NJFF web site)
Quiz on this material at the midterm exam.

Weekly quizzes, chapter by chapter, for the first six weeks.
COURSE REQUIREMENTS

Attendance (50%)
Prompt attendance at weekly classes is required. Because the production of the NJFF is a team effort as well as an internship, it is different from most other courses at Rutgers. Your role in this class affects your classmates in the overall efficient management of the Festival. The academic portion of the class will provide essential insight for you to effectively do your jobs. You should stay current with the reading assignments. You will note that everyone is required to make oral presentations and reports to the class. You should prepare carefully for these public speaking assignments. An internship is service-learning experience, one you will benefit from for years to come. Only the faculty advisors can excuse you from class should you encounter an extraordinary circumstance. Plan ahead if snow is in the forecast; because we only have a limited number of classes prior to the festival and each one is crucial. We generally hold class in spite of snow.

Job Performance (50%)
Your grade here will be based on the timeliness, thoroughness and efficacy with which you carry out your responsibilities. This means knowing your job, taking initiative, appropriately implementing your task and interacting effectively with fellow team members. In addition, a brief final critique of the festival will be due in lieu of the last class (see final class date info for details). There will be a number of quizzes along the way, which will count toward your final grade. However, the most crucial portion of your job performance grade is your ability to complete your assigned responsibilities effectively and on time. Failure to meet the deadlines listed in the manual will result in a reduction of grade, especially if you fail to notify the faculty advisors that there will be a problem meeting a deadline. So, too, incomplete or shoddy work on your tasks, even if they are complete, will result in grade reduction. Considering this, it is very important that you reach out for guidance from the faculty advisors if you find yourself having a problem effectively completing one of your responsibilities.

OTHER CLASS REQUIREMENTS

Computer skills.
You must be able to carry out your responsibilities fully and efficiently utilizing:
- Windows operating system
- Email (please provide us with your most frequently used address.)
- Microsoft Word (word processing)
- Microsoft Access (database management)
- InDesign (desktop publishing) (required for Program Book & Graphics Coordinators, limited knowledge needed for all others)
- Acrobat Distiller and Reader 5.0 (portable document file converter, from Word and PageMaker) (required of most coordinators)
- QuickBooks (simple accounting) (required for Finance Coordinator)
- Internet Explorer for web browsing and research using search engines
- McAfee Anti-Virus (virus scanning of files, floppy disks, zip disks, CD-ROMs)
- Zip disk backup using “Copy to” command
You are required to check your email on a daily basis. But phones are not obsolete! Email is our primary method of communicating with each other. Webmail (http://webmail.rutgers.edu) is good for checking your Eden account as it allows you to check from any computer with Internet access, including the Gatehouse computer, American Studies computers, those in the RUCS labs or from your homes or dorms. We encourage everyone to have an outside “backup” account, however everyone should have a designated primary email account. If this changes during the year, you should let the faculty advisors know. Also, do not rely exclusively on email. When time is of the essence, pick up the phone.

**Media appearance.**

Participation in one or two radio or TV shows to talk about and promote the festival is an important learning experience. It is natural to be anxious about this assignment, but we will provide training prior to your media appearance. We usually do this during the last two-three weeks leading up to the festival. The shows we schedule are all no more than an hour from New Brunswick and air on various days and times, day or evening, including weekends; you must leave your weekends open.

**Mailbox and other correspondence.**

You must check your mailbox in the American Studies office at least 2-3 times a week throughout the semester for mail, phone messages from your contacts and other materials. Since the festival has its own dedicated phone line with voice mail, 732-932-5775, rather than using your personal local phone numbers, it is preferred that we primarily use the festival number for contact with any and all vendors and performers; messages will be passed along appropriately and in a timely fashion, usually via email. You must respond to messages promptly and persistently (if unable to reach a contact). Remember to give and get area codes when taking or leaving messages since 10-digit dialing is standard.

**LEARNING GOALS:**

Department Learning Goals Met by this Course:

Students will be able to synthesize an interdisciplinary dialogue among the different methodologies that comprise the study of American culture across time and space in the history, literature, and folk arts of the peoples of the United States, as well as the Americas, with special reference to the Andean nations of Columbia, Ecuador, Peru, Bolivia, and Chile. Students will be able to write well, speak articulately, and think critically, analytically, and creatively.
Additional Learning Goals Met by this Course:
“Folk Festival Management” will focus on providing students with preliminary training in event planning. We will address matters of administration such as staffing, site, budget, legal considerations, funding, and IRS requirements for non-profit organizations. We will also deal with establishing a programming concept, identifying festival participants, and planning workshops. We will study matters of publicity, hospitality, transportation, housing, and food. Finally, we will plan for festival production including site preparation, sound, documentation, stage management, safety and security, communication during the festival, concessions, festival breakdown, and festival recap meeting. Among other things, students will learn how to:

- Get cost estimates for production expenses
- Get recommendations for musicians and crafters
- Get bids for design and printing
- Create sponsorship amounts and levels
- Get written contracts for musicians and craft demonstrators
- Create a logo for the event with a graphic designer
- Set marketing and public relations schedules
- Develop press releases and calendar listings
- Investigate the need for special permits, licenses, and insurance
- Obtain radio and television sponsors
- Plan public service announcements and promotions
- Set menus with food vendors for food and beverage
- Secure permits and insurance
- Print and distribute posters
- Release press announcements about the event
- Confirm setup and tear down times with event site
- Hold training sessions with volunteers and finalize assignments
- Establish amount of petty cash needed for change and emergencies
- Write checks for payments to be made for the day of the event
- Check sound equipment, staging, and tents before the event
“Traditions are guideposts driven deep in our subconscious minds. The most powerful ones are those we can’t even describe, aren’t even aware of.”
--G.K. Chesterton

***Friday, January 22, 2-5pm INTRODUCTION TO FOLK FESTIVAL MANAGEMENT***

*Today’s class will meet at RAB 018 and then move to the Gatehouse, 183 Ryders Lane.

Assignments due today:
First “read-through” of NJFF Manual should have been completed prior to class.

Handouts: Syllabus, Manual updates and Appendix materials, Computer Guidelines

--Student re-introductions
--Intro/explanation of course requirements and NJFF Manual (EC)
--Discussion of NJFF Manual (EC)
--PowerPoint on the Andes by Michael Thompson
--Bringing you up to speed: Status report on 2010 festival, what’s ready, what’s not (AKG)
--In class DVD “Presenting at the Festival” by the Smithsonian Folklife Festival
--Keeping on track: Festival TimeLine and Deadlines (site map visual aid) (EC)
--Intro to using Gatehouse and festival computers, and procedures.
--Intro to Access
--Brief “start-up” meetings (10-15 min. each) with each management team (break-out session)

Monday, January 25 PUBLIC SECTOR FOLKLORE

Assignment due today
Create a written position-specific timeline and keep a copy for yourself.

Read NJFF Manual: Preface, Timeline & Chapters 1-7, 11-12, plus chapter(s) specific to your position

--In Class DVD “Early 20th Century Roots of Public Folklore” & “Genesis of Smithsonian FAF”
--Executive administration presentation/overview (EC)
--Lesson on public speaking with confidence (AKG)
--Student coordinator presentations: overview of individual positions, responsibilities and interactions. Be informative and descriptive. (10-minutes each, Q&A following each) Tonight: Festival Manager
--Intro and overview of weekly business meeting structure --First formal business meeting: What deadlines are already upon us? How do you handle stressful deadlines? How do you interact with each other?
Monday, February 1, THE FOLK FESTIVAL AS A BUSINESS
Presentation by Mark DiGiovanni, President of the Board of Trustees
Assignment due today:
   Read NJFF Manual: Chapters 13-15
   Student presentations as noted below:
--Student coordinator presentations: overview of individual positions, responsibilities and interactions. Be informative and descriptive. (10-minutes each, Q&A following each) Tonight: Finance, Food, and Crafts

Monday, February 8 PERFORMANCE-RELATED ACTIVITIES
Assignment due today:
   Read NJFF Manual: Chapters 8, 9, 16-21
   Student presentations as noted below:
--Student coordinator presentations: overview of individual positions, responsibilities and interactions. Be informative and descriptive. (10-minutes each, Q&A following each) Tonight: Skylands Stage, Shore Stage, Pinelands Stage, Heritage Area, and Children’s Specialist.

Monday, February 15, FESTIVAL PUBLICITY
***PHOTO SESSION: DRESS FOR SUCCESS, 7:45 pm
Photography by Paul Turner
Assignment due today:
   Read NJFF Manual: Chapters 10, 22-25
   Student presentations as noted below:
Handouts: Performer bios
--Student coordinator presentations: overview of individual positions, responsibilities & interactions. Be informative & descriptive. (10-min. each, Q&A following each) Tonight: Media, Program Book, Graphics, Web, --Brief review of how to write a press release (EC)

Monday, February 22, THE SMITHSONIAN'S FESTIVAL AS A MODEL
Assignment Due Today:
   Write a press release about your appointment to the NJFF committee to be sent to your local papers (must be turned in on NJFF press release letterhead as if ready to be mailed).

   Read all performer bios; read Program for Smithsonian Folklife Festival 2009
   ---Lecture on Smithsonian Festival, Guest Lecture by Dr. James Deutsch, Folklorist

Saturday, February 27, EVENING OF GOSPEL CHOIRS
Sign up for tasks in connection with this annual event celebrating Black History Month, presented by Douglass College at 7:00 pm in the Voorhees Chapel, featuring the Lumzy Sisters of Mississippi and the Highway QC’s of Chicago.
Unless specifically excused, everyone should sign up for at least one task.
Monday, March 1, PUBLIC CULTURAL REPRESENTATION
Assignment due today: -
  --Read NJFF Manual: Chapters 26-32

  --“Folk Music Instrumentation” Guest Lecture by Dan O’Dea, Multi-instrumentalist
  Introduction to fiddle, mandolin, flat-picking guitar, banjo, standup bass, and harmony vocals

  ---Discussion of Midterm quiz (EC)

Monday, March 8, MIDTERM QUIZ
Assignment due today:
  Review all performer bios
--Midterm objective quiz, covering Manual and your positions
- --Evaluation of festival planning process, student feedback and constructive criticism (EC)

Monday, March 15, DEADLINE FOR CRAFT APPLICATIONS

Monday, March 15, SPRING BREAK, NO CLASS

Monday, March 22, THIS YEAR’S PERFORMERS
Assignment due today:
  Read performer bios
--Discussion on this year’s performers by Kathy DeAngelo, Music Director

Tuesday, March 23, CRAFT JURY, 6-9:30PM,
Gatehouse, includes buffet dinner
Optional attendance except Crafts and Heritage Coordinators,
Advance space reservation for buffet dinner required

Monday, March 29, REASONS NOT TO HAVE A FOLK FESTIVAL
Guest Speaker: Folklorist Charles Camp

Tuesday, March 30, INFORMATION SESSION 7:00 pm
We need at least two volunteers to be on hand to answer questions and share the festival experience with prospective NJFF officers for 2011. We will be explaining the application and interview procedures.

Friday, April 2, EAST BRUNSWICK TELEVISION STUDIO 2:00 pm
We need at least two from Media Team to tape a public service announcement and brief promotional interview at the library located at 2 Jean Walling Civic Center, East Brunswick, New Jersey 08816.
Monday, April 5, MOCK RADIO INTERVIEWS, PART 1
Assignment due today:
  Read/review NJFF Manual: Chapters 28-30
  Review all festival publicity materials to prepare for radio interviews; interviewees will be
  chosen in random order during class (NJFF web site is a good source!)
--How to prepare and be at ease for your radio interview

Monday, April 12, MOCK RADIO INTERVIEWS, PART 2
Assignment due today:
  Review all festival publicity materials to prepare for radio interviews; interviewees will be
  chosen in random order during class (NJFF web site is a good source!)
--How to prepare and be at ease for your radio interview

Monday, April 19, FINAL PLANNING SESSION
***Tonight's class will meet at the Gatehouse
Assignment due today:
  Review/read NJFF Manual: Chapters 12.43 (Festival Day section), Chapters 16, 29, and 30, review site maps; also review Chapters 28-30
--Overview of field setup and site lines, stage setups and management, interaction with
participants, radio communications, check-in procedures
--Site walk-through
--Phone Duty, assignments to be announced.
--Final/last-minute details and staffing assignments (coordinators & volunteers) for April 24,
25, and 26.

Thursday, April 22, PRE-FESTIVAL SETUP
--Partial field setup; two 2-hour shifts minimum required of all (will be assigned), 9am-6pm.
  Second shift required for everyone is 6-8pm. Keep the day as open as possible. See Manual
29.1

Friday, April 23, PRE-FESTIVAL SETUP
--Field setup, 9am until we’re done. All coordinators on field all day except when you are in
class. See Manual Section 29.2. Work excuses not accepted on this day.

Saturday, April 24, 36th NEW JERSEY FOLK FESTIVAL: THE ANDES
Be available 6am-9pm; shifts and staffing assignments will be determined as semester
progresses and as your position requires. See Manual Section 30.
  Crafts run from 10:00 am to 6:00 pm; Music runs from 11:00 am to 6:00 pm.
Monday, April 26, FINAL CLASS MEETING and BANQUET
--Session starting promptly at 6:00 pm at the Presidents Room of the Rutgers Club
  Please be prepared to report on your most satisfying experience in managing the festival. For
  you, what was the high point of the day? See Manual 31.3
---Final Assignment (See Manual 31.2) to be distributed at this meeting and completed prior to
  Exit Interview. (See Manual 31.4)

Week of May 3, INDIVIDUAL EXIT INTERVIEWS
---To be scheduled. The purpose of these interviews for seniors is to provide us with feedback
  on what you liked or did not like about your work on the festival. For underclassmen, you
  should be thinking about whether or not you would like to return to the festival next year and in
  what position you would be most suitable. At your exit interview, you will have to present your
  Final Assignment. See Manual 31.4

Sunday, May 9, MOTHER’S DAY You’re on your own; just don’t forget it.