

## MAPSI

# Managing Art Projects with Societal Impact

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**MAPSI**  
Managing Art Projects with Societal Impact

**WORLD ACADEMY**  
IN MANAGEMENT

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## For a Start

**Key concepts**

**societal** relates to aspects of human interactions and is commonly used to refer to activities in the context of various minorities, such as the elderly and different genders and cultural groups, and is also used in the context of well-being practices that relate, for example, to health.

**societal** refers to various human activities in communities. Societal has a broader perspective than 'social', encompassing, for instance, social activities (e.g. urban development).

The general objective of societally influential art projects is to do good: to reduce poverty and suffering, bring change and development to society and help people and society locally or on a wider level.

## How different policies might make an impact

**The core of the management**  
Facilitating the dialogue, communication and interaction among actors with the aim of societal impact

- Cultural Policy**
  - Subsidies
  - Programs
  - Legislative acts for arts and culture
- Social Policy**
  - Labor market acts
  - Employment
  - Social guarantees
  - Health services
- Educational Policy**
  - Legislative acts for the educational system and institutions
  - Normatizing of professions
- Economic Policy**
  - Legislative acts to preserve natural resources
  - Regulations for ecological behavior
  - Norms for urban planning
- Environment Policy**
  - Fiscal and monetary actions of the state
  - Regulative actions of trade and industry
  - Redistribution of income

**Figure 1** Policies affecting art projects and their management.  
Source: Authors

## The role of manager in projects with societal impact

The phases of project	The role of manager	The tasks	The aim of the manager in management
<b>1 Initiating:</b> What task is being a project?	Customer entrepreneur	The understanding of the project landscape, context, main actors, audience, needs, risks, values and opportunities	Understanding of the context of actors, organizers, audience and stakeholders for better knowledge for the art's influence with societal impact
<b>2 Planning:</b> How do you want to do it?	Broker cultural entrepreneur	Creating meetings, planning and planning the practice, acting in the area of co-creating communication of practice and mapping the interests for the art's influence with societal impact	A perspective to create structure and facilitation of the interactions of different practices with explicit manner towards the art of good
<b>3 Implementing:</b> What is the task?	Active supporter of diversity building	To bring different people and groups together to create knowledge, to foster learning, understanding and networking, to facilitate the collaboration and co-creation	Creation of a sense of trust to enable collaboration with self-organizing and activities among team members
<b>4 Control:</b> How is it going?	Analyst and monitoring	To create structure and facilities for joint activities to minimize the distance between original plans and actual progress with relevant measures	Overall ability to anticipate the quality and social impact of art project with relevant measures
<b>5 Finishing:</b> What is the result?	Impact assessment	Evaluation of project and external impact (short and long-term) and outcomes with the system of practice	The assessment of the societal impact (short and long-term) and outcomes with the system of practice

**Figure 4** Managing Societally Influential Art Projects  
Source: Authors

## Ethics

**MACROSYSTEM**  
Culture, economy, education, etc.

**ECOSYSTEM**  
Institutions, media, social services, etc.

**MESOSYSTEM**  
Organizations, institutions

**MICROSYSTEM**  
Family, peers, teachers, etc.

**INDIVIDUAL**  
Personal, Social, Health, etc.

**MECHANISMS OF ART IMPACTS**

- Values**: Moral, ethical, and artistic
- Community**: Social, cultural, and artistic
- Individual**: Personal, social, and artistic

**Figure 2** Individuals: Interactions with value systems  
Source: Adapted from Broome/Brown (1970), Clark (2002) and Tschida (2007)

## Necessary leadership in projects with societal impact

### Evaluation What? Why? How?

Personal work	Activities	Outputs or products	Outcomes or results	Impact
What resources go into a project?	What activities the project undertakes	What is produced through those activities	The changes or benefits that result from the project	Fundamental changes that occur in individuals, organizations, communities or systems as a result of a project after its completion
e.g. money (staff and equipment)	e.g. development of materials and training programmes	e.g. number of workshops produced, leading to long-term effects	e.g. increased skills/knowledge/confidence, leading to long-term effects	e.g. sustainable change in individuals' behaviour/attitudes or organizations' practices

**Table 1** An example: Evaluation criteria in the GSOI model  
Source: Authors

Alvina-Amorim et al. 2016, Managing Art Projects with Societal Impact, Study Book for Students, Stakeholders and Researchers, Silkeon Art