

**Performing Arts Management**  
**Mondays 4:30-7:10 pm**  
**Fairfax Campus - Performing Arts Building - Room A405**  
**Syllabus**

**Instructor:** Debra H. Smyers

College of Visual and Performing Arts (CVPA)

703-609-5469 (cell phone) [dsmyers@gmu.edu](mailto:dsmyers@gmu.edu)

Office Hours: By Appointment and on Mondays 3:00-4:15 p.m. prior to class and 7:10-8:10 p.m. after class. Meeting Location is A405.

**Course Description: MAM 599 Performing Arts Management (3:3:0).** Open to graduate and undergraduate students. *Undergraduate Prerequisite: Junior standing, admission to the arts administration minor, or permission of instructor. Graduate Prerequisite: Master of Arts Management student, College of Visual and Performing Arts Students, or permission of instructor.* **The Performing Arts Management** course offers students the opportunity to study the principles and practices of the disciplines of the performing arts: music, theater, and dance. Networking with other arts organizations, the student will compare and contrast successful performing arts organizations. Through case studies, field trips, guest lecturers, and up to the date resources, students will learn to assess and improve arts organizations in the areas of: visibility, growth, sustainability, audience development, artistic programming, arts education, outreach and operational management. Students will be immersed in the excitement where the business side of the arts creatively meets the artistic side!

**Course Overview and Desired Outcomes:**

Students will learn how performing arts organizations have their own special needs, organizational structure, and strategies to succeed. The student will learn what it takes to be an arts manager in theater, dance, and music disciplines. In addition, students will learn to multi-task manage in performing arts centers and how the artistic and business sides work together for success.

**Framing Question as an Evaluation Tool:** Does the arts organization reflect clear alignment with its mission, vision, and values and will its goals and objectives strategically obtain successful sustainability?

**Texts:**

1. Stein, Tobie S. and Jessica Bathurst. *Performing Arts Management*. New York: Allworth Press, 2008.
2. Kaiser, Michael M. *The Art of the Turnaround: Creating and Maintaining Healthy Arts Organizations*. Brandeis University Press, 2008.
3. Book of the student's own choosing (and instructor approval) on management, strategic planning, finance, fundraising, marketing, or public relations.

**Additional Materials and Resources:**

Internet publications and articles

Library Resources and Instruction

Field Trips (2 at Mason, 2 off campus) and Guest Speakers

Kennedy Center Performance Plus online:

<http://www.kennedy-center.org/programs/plus/home.html>

**Learning Objectives and Measurable Outcomes for Students:**

Gain knowledge and understanding of the management of performing arts organizations.

Comprehend mission, vision, and value statements and their core importance.

Understand the importance of internal and external environments as to how they relate to performing arts organizations.

Apply assessment, management, and leadership skills to form and/or improve the sustainability of performing arts organizations. Role playing different management job positions will further assess different decision making and team communications.

Analyze models and structures of actual performing arts organizations and the disciplines of theater, music, and dance.

Synthesize the components and intricacies of performing arts organizations.

Understand the role of partnerships and collaborations with other arts organizations.

**Course Requirements and Responsibilities:**

1. **Assigned Readings** - All assigned readings are to be completed weekly. Attendance is importance, and roll will be taken weekly. 10% of grade.
2. **Field Trips and Guest Lecturers** – 5 field trips are planned: 3 are at Mason, 1 is in McLean, and 1 is in Arlington. Students are expected to attend 4 of the 5. Field trips include: The American Century Theater; George Mason Dance Recital; The McLean Symphony; Arts by George Event at George Mason; and Center for the Arts for a performance, a guest lecturer, and a back stage tour. Back up venues are: Theater of the First Amendment; GMU Players; Voce Chamber Singers; Lecturer Michael Kaiser, President of the Kennedy Center; and Hylton Performing Arts Center. Participation and asking good questions is encouraged. A written two page analysis on each field trip will aid in getting the most out of the experience. 20% of grade.
3. **Book Presentations** -A student will read one book approved by the instructor, and make a presentation and facilitate discussion. Written three page analysis required. 20% of grade.
4. **Article Presentations** – Depending on class size, each student will read one to two articles approved by the instructor, and make a 10 minute presentation and facilitate a 10 minute discussion. Each class will begin with an article presentation. Written three page summary and comparison and contrast analysis required. 10% of grade.

5. **Individual Projects** - Conduct an assessment of an arts organization that needs improvement including assessment of mission statement, vision statement, values statement, staffing chart, board of directors, budget, marketing plan, program, artistic product, and community connectiveness. 10 page paper required. 25% of grade. Note: Please use The MLA Style Guide for writing and citations: [www.mla.org/style\\_faq1](http://www.mla.org/style_faq1)
6. **Final** - Exam on the core content of the course: 15% of grade.

### **Schedule**

**1. *Week 1 (08/31/09) INTRODUCTION – OVERVIEW MISSION, VISION AND VALUES, SWOT ANALYSIS AND ORGANIZATIONAL ASSESSMENTS***

Introduction to course.

Student introductions, skill sets, and goals

Center for the Arts events and model

Mission Statements

Prepare for next week: Read PAM Chapter 2 (for review): “Mission, Vision, and Strategy”, Chapter 1: “Organizational Structures and Managerial Positions”, and Chapter 4: “Commercial Producing.”

**2. *Week 2 (09.07.09) NO CLASS – LABOR DAY – KEEP UP THE READING***

**3. *Week 3 (09.14.09) EMPHASIS ON THEATER – ORGANIZATIONAL STRUCTURES AND COMMERCIAL PRODUCING***

Prepare for next week: Read PAM Chapter 5: ‘Financial Management’ and Chapter 6: ‘Developing a Funding Base.’

**\*FIELD TRIP: THE AMERICAN CENTURY THEATER**

Shirley Lauro’s *Piece of My Heart* (1991), Sept 11–October 10

**4. *Week 4 (09.21.09) EVENTS - ENTERTAINING TO RAISE MONEY, FINANCIAL MANAGEMENT, AND DEVELOPING A FUNDING BASE***

Prepare for next week: Read PAM Chapter 8: “Performing Arts Education.”

**\*FIELD TRIP - ARTS BY GEORGE SEPTEMBER 26<sup>th</sup> AT MASON**

**5. *Week 5 (09.28.09) PERFORMING ARTS EDUCATION***

Prepare for next week: Read PAM Chapter 7: “Strategies for Selling Tickets.”

6. ***Week 6 (10.05.09) EMPHASIS ON MUSIC - STRATEGIES FOR SELLING TICKETS, SUBSCRIPTIONS, AND GAINING AUDIENCE***

Prepare for next week: Read AOTT: Acknowledgments, Introduction and “Ten Rules.”

7. ***Week 7 (10.12.09) NO CLASS – COLUMBUS DAY***

8. ***Week 8 (10.19.09) MOTIVATION, STRATEGIES , COLLABORATIONS, PARTNERSHIPS, AND PROGRAMS***

Prepare for next week: Read AOTT: Case Study One: Kansas City Ballet, Case Study Two: Alvin Ailey Dance Theater Foundation, and Case Study Three: American Ballet Theatre.

***\*FIELD TRIP - OCT 20<sup>TH</sup> THE MCLEAN SYMPHONY AT THE ALDEN THEATER***

9. ***Week 9 (10.26.09) EMPHASIS ON DANCE***

Prepare for next week: Read PAM Chapter 10, “Touring Productions.”

10. ***Week 10 (11.02.09) TOURING PRODUCTIONS***

Prepare for next week: Read PAM Chapter 11, “Facilities Management.”

***\*FIELD TRIP – NOVEMBER 7<sup>th</sup> – VIRSKY UKRAINIAN NATIONAL DANCE COMPANY CENTER FOR THE ARTS AT MASON AT 2 P.M. AND 8 P.M.***

11. ***Week 11 (11.09.09) PERFORMING ARTS AT UNIVERSITIES AND FACILITY MANAGEMENT – CENTER FOR THE ARTS***  
***Special Guest Speaker: Dave Baylor at The Center for the Arts***

Prepare for next week: Read AOTT: Case Five – The John F. Kennedy Center for the Performing Arts, and Conclusion.

***\*FIELD TRIP – NOVEMBER 14<sup>th</sup> – GMU DANCE COMPANY FALL CONCERT AT MASON – HARRIS THEATER 8 P.M.***

12. ***Week 12 (11.16.09) EMPHASIS ON PERFORMING ARTS CENTERS***

Prepare for next week: Model Projects Due and Presentations

**13. *Week 13 (11.23.09) CAREER DEVELOPMENT STRATEGIES AND STUDENT PROJECTS***

Prepare for next week: Model Projects Due and Presentations

**14. *Week 14 (11.30.09) STUDENT PROJECTS  
Review and Assessment of Students' Class Achievements***

Prepare for next week: Model Projects Due and Presentations

**15. *Week 15 (12.07.09) STUDENT PROJECTS***

Prepare for next week: Prepare for Final

**16. *Week 16 (12.14.09) FINAL EXAM***

**Misc Information:**

Last Day to Add (Full-Semester Course)      September 15, 2009  
Last Day to Drop (Full-Semester Course)      October 2, 2009

**Policies and Practices:**

GMU Honor Code: <http://www.gmu.edu/catalog/apolicies/index.html#Anchor12>  
Honor Code: To promote a stronger sense of mutual responsibility, respect, trust, and fairness among all members of the George Mason University community and with the desire for greater academic and personal achievement, we, the student members of the university community, have set forth this honor code: *Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work.*

**GMU student information and resources:** <http://www.gmu.edu/mlstudents/>

**If you are a student with a disability and you need academic accommodations** please see me and contact the Disability Resource Center (DRC) at 703.993.2474. All academic accommodations must be arranged through that office. Students must inform the instructor at the beginning of the semester, and the specific accommodation will be arranged through the Disability Resource Center.

**An incomplete grade (IN)** is used only if the student requests it in writing. An IN counts as a failing grade until completed, and it automatically turns into an F if a grade is not turned in by the deadline in the Schedule of Classes.

2009 Syllabus DHS