

George Mason University
College of Visual and Performing Arts
Masters of Arts Management Program

MAM 609: Facilities Management Fall 2009
Instructor: Julie Thompson
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3 Credit Hours

Course Overview and Description

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Facilities Management addresses the complex set of skills involved in the management of both private and public performing arts venues. The course is based on the idea that facilities management includes not only the physical plant but also the human relationships involved in tasks such as contracting, scheduling, production management, ticketing and educational and event coordination. In addition, many facilities are part of a larger organizational structure and must coordinate with strategic plans, marketing and missions of institutions such as campuses and historically based organizations. The successful facilities manager needs an understanding of internal and external relationships germane to increasingly complex structures.

The course is divided into two modules. The first module will cover the fundamentals of facility management, such as operations, production and event management, box office and front of house, scheduling and contracts and accessibility. The second module links facility management to the larger construct, involving comparison of various types of facility environments. This module asks students to make more critical links between the facility and the larger external environment, considering strategy, various additional means of revenue, growth and development as well as relationship building and management among the various components of the larger facility such as boards, political, economic and contextual dependencies.

Texts:

Graham, Peter and Ray Ward. Public Assembly Facility Management: Principles and Practices
Coppell, Texas: International Association of Assembly Managers, 2004

Webb, Duncan. Running Theaters: Best Practices for Leaders and Managers. New York:
Allworth Press , 2004

Recommended Reading:

Shagan, Rena. Booking and Tour Management for the Performing Arts, 3rd Edition. New York:
Allworth Press, 2001

Additional Readings will be posted on Blackboard on a weekly basis.

Grading:

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| Classroom Contribution | 25% |
| Facility Manual | 30% |
| Final Presentation – Performing Arts Facility Case Study | 45% |

MODULE ONE: FUNDAMENTALS OF FACILITY MANAGEMENT

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| Week One: Sept.1, 2009 | Course Overview and Syllabus Introduction to Facilities | Read Syllabus |
| Week Two: Sept. 8, 2009 | Mission of the Facility, Artistic Direction Organization and Management | Webb, Chapters 1, 3 Graham, Chapters 1, 2 Guest Speaker: Rick Davis, Artistic Director GMU, Center for the Arts |
| Week Three: Sept. 15, 2009 | Scheduling, Booking, And Contracts | Graham, Chapter 3, Appendix C Shagan, Chapter 6-8 Guest Speaker: Barbara Parker, Director Operations & Artistic Initiatives Wolf Trap Foundation for the Perf. Arts |
| Week Four: Sept. 22, 2009 | Event Management and Production | Graham, Chapter 8, 9 Webb Chapter 2 |
| Week Five: Sept.29, 2009 | Box Office And Front of House | Shagan , Chapter 8,9 Graham, Chapter 4, 5 Webb, Chapter 4 Guest Speaker: David Baylor Audience Services Manager, GMU Center for the Arts |
| Week Six Oct. 6, 2009 | Accessibility | National Endowment of the Arts <i>"Design for Accessibility: A Cultural Administrator's Handbook"</i> Chapters 1-6 nea.gov/resources/Accessibility/pubs/ DesignAccessibility.html Guest Speaker: Betty Siegel, Accessibility Manager Kennedy Center for the Performing Arts Beth Ziebarth, Director of Accessibility Smithsonian Institute |
| Week Seven Oct. 20, 2009 | Ancillary Services and Operations Campus Based Facilities GMU Center for the Arts | Graham, Chapter 6,7 Webb Chapter 5 and 11 |

MODULE TWO: PERFORMING ARTS FACILITIES

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| Week Eight - Oct. 27, 2009 | The Planning and Development of a new Facility | Hylton Performing Arts Center GMU – Prince William Campus Webb Chapter 7 and 14 |
| Week Nine - Nov. 3, 2009 | The Planning and Development of a new Facility | Hylton Performing Arts Center GMU – Prince William Campus |
| Week Ten - Nov. 10, 2009 | The Planning and Development of a new Facility | Hylton Performing Arts Center GMU – Prince William Campus |
| Week Eleven Nov. 17, 2009 | Community Based Facilities | Strathmore Music Center Webb, Chapter 8, 12 Graham Chapter 9 |
| Week Twelve Nov. 24, 2009 | Managing Historic and Tourism Based Facilities | Ford's Theater or Lorton Webb, Chapter 13 |
| Week Thirteen | Final Project Presentations | |
| Week Fourteen: | Final Project Presentations | |

CLASS ASSIGNMENTS

Facility Manual

Develop a manual which will organize and structure a specific function of facility management. Assignment specifics will be distributed in class. Manuals will be due on Tuesday, October 20, 2009

Performing Arts Facility Case Study

Research and analyze a Performing Arts Facility. Research and analysis should include information regarding facility mission statements, annual budgets, staffing and organization, usage. Research should include in depth interviews with upper level management of the facility. Final projects will take the form of an oral presentation to the class during the final two class sessions. An outline and bibliography is to be turned in on the day of presentation.

Academic Integrity

It is vital that you follow accepted standards of academic integrity when preparing your assignments. Academic integrity means respecting the ideas, scholarship, and intellectual property of others, and always providing proper credit and citation when an idea or piece of information from an outside source is used. Plagiarism is an honor code offense at GMU.

