

George Mason University
College of Visual and Performing Arts
Master of Arts in Arts Management Program

AMGT 609: Facilities Management

3 Credit Hours

Instructor: Julie Thompson

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Office Hours:

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Course Overview and Description

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.

Course Structure

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:

Russo, Frank, Lee Eskilsen and Robert Stewart. Public Assembly Facility Management: Principles and Practices 2nd Edition. Coppel, Texas: International Association of Assembly Managers, 2009

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:

Classroom Contribution	20%
(4) Facility Management Scenario Assignments	40%
Final Presentation – Performing Arts Facility Case Study	40%

MODULE ONE: FUNDAMENTALS OF FACILITY MANAGEMENT

Week One: Sept. 1, 2011	Course Overview and Syllabus Introduction to Facilities	Review Syllabus
Week Two: Sept. 8, 2011	Mission of the Facility: Artistic Direction Organization and Management	Webb, Chapters 1, 3 Russo, Chapters 1, 2 Guest Speaker: Rick Davis, Executive Director, Hylton Center for the Pert. Arts
Week Three Sept. 15 2011	Event Management Production <ul style="list-style-type: none">• <i>Scenario Assign. #1 Posted on BlackBoard</i>	Russo, Chapter 8 Webb Chapter 2 (Shagan, Chapter 13)
Week Four: Sept. 22, 2011	Scheduling, Booking, And Contracts <ul style="list-style-type: none">• <i>Scenario Assign. #1 Due</i>• <i>Scenario Assign. #2 Posted on BlackBoard</i>	Russo, Chapter 3, Appendix C Webb, Chapter 3 (Shagan, Chapter 6-8) Guest Speaker: Barbara Parker, Director Operations & Artistic Initiatives Wolf Trap Foundation for the Perf. Arts
Week Five: Sept 29, 2011	Box Office and Front of House Operations <ul style="list-style-type: none">• <i>Scenario Assign. #2 Due</i>	Russo, Chapter 4, 5 Webb, Chapter 4
Week Six Oct. 6, 2011	Accessibility <ul style="list-style-type: none">• <i>Scenario Assign. #3 Posted on Blackboard</i>	Guest Speaker: Betty Siegel Accessibility Manager Kennedy Center for the Performing Arts Beth Zeibarth, Director of Accessibility Smithsonian Institution
Week Seven Oct. 13, 2011	Tour Management <ul style="list-style-type: none">• <i>Scenario Assign. #3 Due</i>• <i>Scenario Assign. #4 Posted On Blackboard</i>	Guest Speaker; Dianne Burell Tour Manager, CAMI Shagan, Chapter 3, 10
Week Eight Oct. 20, 2011	Ancillary Services, Operations Financial Management <ul style="list-style-type: none">• <i>Scenario Assign. #4 Due</i>	Russo Chapter 6, 7, 9 Webb Chapter 5

MODULE TWO: PERFORMING ARTS FACILITIES

Week Nine Oct 27, 2011	Campus Based Facilities GMU Center for the Arts	Webb, Chapter 11 and 14
Week Ten Nov 3, 2011	Creation of a new Facility: Planning and Construction Hylton Performing Arts Center	Webb Chapter 7 and 8
Week Eleven Nov 10, 2011	Creation of a New Facility: The First Year Hylton Performing Arts Center	
Week Twelve Nov, 17, 2011	Managing Historic and Tourism Based Facilities	Workhouse Arts Center at Lorton Webb, Chapter 13
Week Thirteen Dec. 1, 2011	Renovation of an Existing Performing Arts Institution	Arena Stage Guest Speaker: Brian Beirne, Director of Operations, Arena Stage
Week Fourteen Dec. 8, 2011	Final Projects	
Final Exam Period Dec. 15, 2011	Final Projects, continued	

CLASS ASSIGNMENTS

Facility Management Scenario Assignments

Four Facility Management Scenarios will be assigned through the semester (see syllabus for breakdown). Each scenario will outline an issue existing in a fictional Performing Arts Center. You will be asked to analyze the situation and make a recommendation on a proposed solution to the problem. Assignments must be submitted by the beginning of class on the assigned due date. Graded Elements and Assignments may be lowered one full letter grade if turned in on or before the next class date after the due date. Graded Elements and Assignments will not be accepted beyond the following class date, resulting in a zero (0).

Performing Arts Facility Case Study

Research and analyze an existing Performing Arts Facility. Research and analysis should include information regarding facility mission statements, annual budgets, staffing and organization, and 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 class sessions. An outline and bibliography is to be turned in on the day of presentation.

GMU Honor Code:

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.*

Disability Resources

If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Services 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 ODS.

Mason Alert System

Sign up for the Mason Alert System by visiting the website <https://alert.gmu.edu>, and please place this information on course syllabi. Students can also be reminded that an emergency poster exists in each classroom explaining what to do in the event of crises and that further information about emergency procedures exists on <http://www.gmu.edu/service/cert>.

GMU Email Accounts

Students must use their Mason email accounts—either the existing “MEMO” system or a new “MASONLIVE” account to receive important University information, including messages related to this class. See <http://masonlive.gmu.edu> for more information.

Campus Resources

WRITING CENTER: A114 Robinson Hall; (703) 993-1200; <http://writingcenter.gmu.edu>

UNIVERSITY LIBRARIES “Ask a Librarian”

<http://library.gmu.edu/mudge/IM/IMRef.html> COUNSELING AND PSYCHOLOGICAL SERVICES

(CAPS): (703) 993-2380;

<http://caps.gmu.edu>

UNIVERSITY POLICIES

The University Catalog, <http://catalog.gmu.edu>, is the central resource for university policies affecting student, faculty, and staff conduct in university academic affairs. Other policies are available at <http://universitypolicy.gmu.edu/>. All members of the university community are responsible for knowing and following established policies.