

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

AMGT 609: Performing Arts Management
Instructor: Julie Thompson
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3 Credit Hours
Thursday 7:20P – 10:00P
Founders Hall Rm 467

Course Overview and Description

Performing Arts 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 Performing Arts 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 Performing Arts 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 performing arts management, such as operations, production and event management, box office and front of house, scheduling and contracts and accessibility. The second module links performing arts 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:

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

Stein, Tobie, Bathurst, Jessica, Performing Arts Management, A Handbook of Professional Practices, New York: Allworth Press, 2008

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) Performing Arts Management Scenario Assignments	40%
Final Presentation – Performing Arts Facility Case Study	40%

MODULE ONE: FUNDAMENTALS OF PERFORMING ARTS CENTER MANAGEMENT

Week One: August 31, 2017	Course Overview and Syllabus Introduction to Performing Arts Facilities	Review Syllabus
Week Two: Sept. 7, 2017	Mission of the Facility: Artistic Direction Organization and Management	Webb, Chapters 1 and 12 Stein Chapter 1 and 2 Guest Speaker: Rick Davis, Dean, College of Visual and Perf. Arts
Week Three Sept. 14, 2017	Box Office and Front of House Operations <ul style="list-style-type: none"><i>Scenario Assign. #1 Posted On Blackboard</i>	Webb, Chapter 4 Stein, Chapter 7,11
Week Four Sept. 21, 2017	Accessibility <ul style="list-style-type: none"><i>Scenario Assign. #1 Due</i>	Guest Speaker: Betty Siegel Accessibility Manager Kennedy Center for the Performing Arts Beth Zeibarth, Director of Accessibility Smithsonian Institution
Week Five: Sept. 28, 2017	Event Management Production <ul style="list-style-type: none"><i>Scenario Assign. #2 Posted On BlackBoard</i>	Webb Chapter 2 (Shagan, Chapter 13) Stein, Chapter 9
Week Six Oct. 5, 2017	Tour Management <ul style="list-style-type: none"><i>Scenario Assign. #2 Due</i>	Guest Speaker; Charmaine McVicker Director of Booking and Engagement Mgmt NETworks Presentation Shagan, Chapter 3, 10 Stein, Chapter 10
Week Seven Oct.12, 2017	Scheduling, Booking, And Contracts <ul style="list-style-type: none"><i>Scenario Assign #3 Posted On Blackboard</i>	Webb, Chapter 3 Guest Speaker: Sara Beesley, Director of Programming Wolf Trap Foundation for the Perf.Arts

Week Eight Oct. 19, 2017	Ancillary Services, Operations Financial Management <ul style="list-style-type: none"> • <i>Scenario Assign #3 Due</i> • <i>Scenario Assign #4 Posted On Blackboard</i> 	Webb Chapter 5 Stein, Chapter 5
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MODULE TWO: PERFORMING ARTS FACILITIES

Week Nine Oct. 26, 2017	Creation of a new Facility: Planning and Construction Hylton Performing Arts Center <ul style="list-style-type: none"> • <i>Scenario Assign #4 Due</i> 	Webb Chapters 7 and 8
Week Ten Nov. 2, 2017	Creation of a New Facility: The First Nine Years Hylton Performing Arts Center	Webb Chapters 14
Week Eleven Nov. 9, 2017	Managing Historic and Tourism Based Facilities Workhouse Arts Center at Lorton	Webb, Chapter 13
Week Twelve Nov. 16, 2017	Managing a Purpose Driven Facilities Woolly Mammoth Theatre Company	
Week Thirteen Nov. 30, 2017	Final Projects	
Week Fourteen Dec. 7, 2017	Final Projects	
Final Dec. 14, 2017	Final Projects	

CLASS ASSIGNMENTS

Performing Arts Management Scenario Assignments

Four Performing Arts 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 and a written report. The written report 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.