

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
Monday 7:20P – 10:00P
Van Meter Hall Rm 313

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, museums, civic centers, 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 the development of mission, vision, and organizational structure; 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.

Learning Outcomes

Through successful completion of this course, students will expand their ability to:

- evaluate the mission of a performing arts organization and compare it to the organization's management structures and practices.
- assess the effectiveness of management practices in a variety of types of venues.
- communicate research findings in a clear and compelling way, both orally and in writing.
- create management planning tools that respond to a specific artistic program.

Week Five
Sept. 30, 2019

Accessibility

Guest Speaker: Betty Siegel
Accessibility Manager
Kennedy Center for the Performing Arts
Beth Zeibarth, Director of Accessibility
Smithsonian Institution

Week Six
Oct. 7, 2019

**Box Office and Front of House
Operations**

- *Scenario #3 Posted on Blackboard*

Webb, Chapter 4
Stein, Chapter 7,11

Week Seven
Oct. 15, 2019

**Programming & Contracting Pt 2
Creating Community Based
Programming**

- *Scenario #3 due*

Guest Speaker: Paul Douglas Mischnewicz
Arts and Event Director
Reston Community Center
Blackboard: Wilson Chapter 10

Week Eight
Oct. 21, 2019

**Ancillary Services, Operations
Financial Management**

- *Scenario #4 posted on Blackboard*

Webb Chapter 5
Stein, Chapter 5
Blackboard: Donnelly Chapter 8

MODULE TWO: PERFORMING ARTS FACILITIES

Week Nine
Oct. 28, 2019

**Creation of a new Facility:
Planning, Construction**
Hylton Performing Arts Center

- *Scenario #4 due*

Webb Chapters 7 and 8

Week Ten
Nov. 4, 2019

Creation of a new Facility: The first 10 years
Hylton Performing Arts Center

Week Eleven
Nov 11, 2019

**Managing Historic and Tourism
Based Facilities**
Workhouse Arts Center at Lorton

Webb, Chapter 13

Week Twelve
Nov. 18, 2019

Managing a Purpose Driven Facilities
Woolly Mammoth Theatre Company

Week Thirteen
Nov. 25, 2019

Final Projects

Week Fourteen
Dec. 2, 2019

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, both from publicly available sources and obtained directly from the facility. Research should include in depth interviews with upper level management and/or relevant staff members 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.