

# Y511 / Performing Arts Center Management Course Syllabus - Fall 2008

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“The Auditorium and the Library both are near the center of the greater university campus of today. These buildings...are truly the aesthetic as well as the physical center of the greater campus.”

Herman B Wells, *Being Lucky*

“Today we honor the traditions and ponder the future of Indiana University. We do so in this auditorium that is symbolic of IU’s historic commitment to the performing and fine arts. Over the last century, voices raised in poetry and song, exposition and debate have filled this hall and enlivened the ongoing dialogue that is the very lifeblood of this community of scholars.”

Adam W. Herbert, *Extending the Reach of Knowledge*

## **Instructor**

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## **Class Location**

Woodburn Hall 002

## **Course Description**

This course focuses on the aspects of managing a performing arts center program and facility. Indiana University Auditorium and other performing arts facilities will serve as laboratories to provide you with a balance between academic and real-world issues.

## **Course Objectives**

By the end of this course, students will understand:

1. The process of contracting and marketing a performance series
2. The issues involved with operating a performing arts center facility
3. The marketing forces at work in the live performance industry
4. The legal and ethical issues involved in the industry

## **Course Texts**

Running Theaters: Best Practices for Leaders and Managers by Duncan Webb

Booking and Tour Management for the Performing Arts by Rena Shagan

Theatre Management by David M. Conte

## **Readings You May Find Interesting**

1. NFPA 101: Life Safety Code, 2000 Edition. ISBN: 9990005591 (Available through National Fire Protection Assoc., <http://catalog.nfpa.org> or 1-800-344-3555)
2. Americans with Disabilities Act: Accessibility Guidelines, Checklist for Buildings and Facilities. (1996). ISBN# 1557011532
3. Producing Theatre: A Comprehensive Legal and Business Guide. Farber, Donald C. (1997). ISBN# 0879101032
4. This Business of Music: The Definitive Guide to the Music Industry. Krasilovsky, M. William (2000). ISBN# 0823077578
5. The Experience Economy: work is theatre & every business a stage. Pine, B. Joseph (1999). ISBN# 0875848192
6. Standing Room Only: strategies for marketing the performing arts. Kotler, Philip (1997). ISBN# 0875847374
7. The Performing Arts in a New Era. McCarthy, Kevin (2001). ISBN# 0833030418
8. Managing a Nonprofit Organization in the Twenty-First Century. Wolf, Thomas (1999). ISBN# 0684849909
9. Entertainment Industry Economics: A guide for financial analysis. Vogel, Harold (1994). ISBN# 0521470706

## **Course Method**

This course is a combination of lecture and seminar. Regular attendance and participation is critical. There are few right or wrong answers to the problems that will be studied. You will continually be challenged to develop your own personal opinions concerning event selection and management while being able to defend those personal views in context with standard practices in the industry. To succeed in this course, you must attend, participate, comprehend and analyze the issues surrounding a problem, formulate a course of action, and defend your position.

## **Handouts**

We will have handouts at some class sessions. All handouts will be three-hole punched. Most students find it helpful to purchase a large (2" or 3") three-ring binder to keep the handouts organized.

## **Grading Criteria**

Grades will be based on the accumulation of points as set forth by the following chart:

- (A+) 100
- (A) 93-99
- (A-) 90-92
- (B+) 87-89
- (B) 84-86
- (B-) 80-83
- (C) 70-79
- (D) 60-69
- (F) 00-59

### Attendance and Participation (20 points)

Active attendance and participation is required to pass this course. Upon the third absence, four points will be deducted for each absence. Students more than 20 minutes late to a class will be considered absent. The instructor reserves the right to deduct points if in his opinion a student is not making an effort to participate in the class discussions, is not prepared to discuss the weekly problems (see below), is tardy or is not present for class discussions for any other reason. If you expect to miss classes often, for any reason, you should drop this course.

#### *Weekly Problems*

A written problem will periodically be presented to the class. The problem will encompass a real-world situation that does not have an absolute or obvious answer. You should be prepared to discuss a solution to the problem at the start of the next class.

There are no right or wrong answers to these problems. The primary goal is for you to develop skills in (a) understanding the multitude of complex issues involved in everyday situations and (b) formulating a well-considered course of action.

You should demonstrate a clear understanding of the major issues surrounding the problem and an awareness of the ramifications that the student's proposed course of action will have on the situation.

### Shadowing Event Staff (10 points)

Each student is required to spend four hours shadowing one or more of the staff members at the IU Auditorium during event this semester. The shadowing exercise must be completed by November 20, 2008.

You should dress appropriately and business attire is preferred. Because of the work involved, it is unlikely students will see an actual show.

### Group Booking Exercise (25 points)

During the week of October 2, 2008, students will form groups to complete a group booking exercise. The exercise will include three major facets: show selection, offer preparation, and marketing plan. A planned interface with industry agents and marketers will occur during the week of November 11, 2008. Student scores will be based on preparation and participation.

### Written Report and Oral Presentation (45 points)

At the end of the semester, each student is required to hand in a written report and give a presentation discussing their experience and findings from the Group Booking Exercise as they relate to course readings and lectures. Details regarding the report and presentation will follow later in the semester.

## Y-511 PAC Management Schedule – Fall 2008 (subject to change)

<b>Date</b>	<b>Readings</b>	<b>Topic</b>	<b>Presenter</b>
Tues 9/2/2008		No Meeting	
Thurs 9/4/2008	Webb 1, 12 Conte 1	Why is the Performing Arts Center Relevant in Today's Community	Doug Booher
Tues 9/9/2008	Conte 9	Building a Season: Philosophy	Doug Booher
Thurs 9/11/2008	Shagan	Patience: The Key to Successful Show Negotiation and Deal Cutting	Doug Booher
Tues 9/16/2008	Conte 10	Scaling and Pricing the House	Doug Booher
Thurs 9/18/2008	Handout	Making an Offer	Doug Booher
Tues 9/23/2008	Shagan, Ch. 8, Handout	Contracting the Show	Doug Booher
Thurs 9/25/2008	Webb 4 Conte 14, 16	Event Marketing	Cheryl Crouch and Maria Talbert
Tues 9/30/2008	Webb 4 Conte 15	Media Relations	TBD
Thurs 10/2/2008		Backstage at a PAC	John DeLong
Tues 10/7/2008	Webb 7, 9 Conte 17	Front of House, Guest Services, ADA and Crowd Management	Doug Booher
Thurs 10/9/2008	Webb 9, 2 Conte 17	Front of House, Guest Services, ADA and Crowd Management	Doug Booher
Tues 10/14/2008	Webb 6, Handout Conte 13	Corporate Sponsorships	Jayne Averitt
Thurs 10/16/2008	Webb 6, 10 Conte 13	Annual Giving	Jeff Lindauer
Tues 10/21/2008	Webb 5 Conte 10, 11	Operational Budgets and Staffing	Doug Booher
Thurs 10/23/2008	Webb 9	Unions and Negotiation	Maurice Smith
Tues 10/28/2008	Webb 4 Conte 12	Box Office (subscriptions, singles, holds, approvals, etc)	Doug Booher
Thurs 10/30/2008	Webb 4 Conte 12	How Ticketing, Marketing and New Technology Intersect	Marc Johnson and Stacy Brown
Tues 11/4/2008	Handout	Ancillary Income Opportunities	Doug Booher
Thurs 11/6/2008	Conte 5	Profit vs. Non-Profit and Public vs. Private Management	Doug Booher

Tues 11/11/2008		Group Booking Exercise	Doug Booher
Thurs 11/13/2008		Group Booking Exercise	Doug Booher
Tues 11/18/2008	Handout	Post Mortem: Evaluating for Event Success	Maria Talbert
Thurs 11/20/2008		Group Work Session	
Tues 11/25/2008		Group Work Session	
Tues 12/2/2008		Presentations *Written Report Due*	Student Groups
Thurs 12/4/2008		Presentations	Student Groups
Tues 12/9/2008		Presentations	Student Groups
Thurs 12/11/2008		Presentations	Student Groups