

ARTS ADMINISTRATION

Course Call Number: [Click here to enter text.](#)

Course Title: **Facilities Management**

Term & Year: [Click here to enter text.](#)

Instructor: [Click here to enter text.](#)

Office Location: [Click here to enter text.](#)

University Email Address: [Click here to enter text.](#)

Phone Number: [Click here to enter text.](#)

Office Hours: [Click here to enter text.](#)

COURSE INFORMATION

Course Location and Time

[Click here to enter text.](#)

Description and Prerequisites

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.

Textbooks and Required Materials

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

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 to the course website on a regular basis

Technology Requirements

COURSE OUTCOME & OBJECTIVES

Program Outcomes	Course Objectives
Demonstrate advanced knowledge of the history, structure and institutional behavior of arts organizations in the nonprofit, public and private sectors in the U.S. and, in a global context, including international cultural policy.	Understand the role of performing arts facilities and their role in culture and society.
Demonstrate proficiency with a sophisticated skill set emphasizing best practices with regard to: fundraising and financial management; setting goals in a mission driven (as well as a revenue driven) organization; understanding the important legal issues inherent in managing (either) performing or visual arts organizations; marketing within arts organizations; and engaging communities with the arts.	Develop skill and knowledge of all aspects of facility management including presentations by guest speakers and site visits in order to gain first-hand knowledge of this important aspect of arts administration.
Demonstrate competence sufficient to successfully obtain a position in the field of arts administration and/or nonprofit management.	Acquire professional-level knowledge of facility management and build relationships with facilities management personnel through case studies and introduction to guest speakers.

CLASS SCHEDULE

NOTE: Readings are listed for the class in which they will be discussed

MODULE ONE: FUNDAMENTALS OF FACILITY MANAGEMENT			
	Topic	Readings	Assignments
1	Course Overview Introduction to facilities		
2	Scheduling, Booking, and Contracts Guest Speaker	Russo, Ch. 3, Appendix C Webb, Ch. 3 Stein, Ch. 1	
3	Mission of the Facility: Artistic Direction Organization and Management Guest speaker	Webb, Chapters 1 Russo, Chapters 1, 2 Stein, Ch. 2	Scenario #1 Posted to course website
4	Event Management Production Scenario assignment #1 Due	Read: Russo, Ch. 8 Webb Ch. 2 (Shagan, Ch. 13) Stein, Ch. 9, 11	Scenario #1 due Scenario #2 posted to course website
5	Accessibility Guest speaker		Scenario #2 due
6	Box office and front of house operations	Russo Ch. 4, 5 Webb Ch. 4	Scenario #3 posted on course website
7	Tour management Guest speaker	Shagan Ch. 3, 190 Stein Ch. 10	Scenario #3 due
8	Ancillary services, operations Financial management	Read Russo Ch. 6, 7, 9 Webb Ch. 5 Stein Ch. 5	Scenario #4 posted to course website
MODULE TWO : PERFORMING ARTS FACILITIES			
9	Campus-based facilities— include site visit	Read Webb Ch. 11 and 14	Scenario #4 due
10	Creation of a new facility: planning and construction Include site visit if possible	Read: Webb Ch. 7, 8	
11	Creation of a new facility: the first four years		
12	Managing historic and tourism- based facilities Include site visit if possible	Webb Ch. 13	

13	Final projects		
14	Final projects		
15	Final projects		
16	Final Exam		

ASSIGNMENT & ASSESSMENTS

Assessment	Weight
Classroom participation	20
Facility Management Scenario Assignments (4 x 10 points each)	40
Final Presentation-Performing Arts Facility Case Study	40
Total	100 points

INSTRUCTOR POLICIES

Class Participation

(Sample text)

I expect you to attend every class. You are responsible for completing all of the required assignments. I expect all students to participate in class discussions, contributing ideas and perspectives on topics or art. All your work should incorporate aspects or issues addressed in class in relation to your personal or professional interests.

You are expected to assist in maintaining a classroom environment that is conducive to learning. In order to assure that everyone has an opportunity to gain from time spent in class, unless otherwise approved by the instructor, you are prohibited from using cellular phones or beepers, checking your email or surfing the internet, updating your social networking sites, eating or drinking in class, making offensive remarks, reading newspapers or magazines, sleeping or engaging in any other form of distraction. Inappropriate behavior in the classroom shall result in, minimally, a request to leave class, which will be counted as an unexcused absence

Attendance Policy

(Sample text)

- After three absences your entire final grade will drop one letter grade per additional absence.
- If you miss more than six class meetings, you will fail the course.
- Two tardies, leaving early, excessive breaks will count as one absence.
Any student that misses more than 5 classes for either personal or medical reasons will be encouraged to drop the course.
- If you miss role call, it is your responsibility to see that the record is corrected from an absence to a tardy if you are late.
- If you miss a class please ask another classmate for information on the material we covered that day. If your absence is excused by the instructor (documented medical or documented emergency), please make an appointment to review missed material.

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- Missing a critique day will lower your letter grade for the semester by one.

Late Work/Make-Up Work Policy

(Sample text)

Students may write a 2-page précis on the day's assigned readings in order to make up for discussions missed due to absences, but only for the first three absences. NO extra credit will be given to make up for excess absences.

Late work may be subject to a penalty of 10% deducted from the assignment's value per day the work is late, unless the student provides proof of an acceptable mitigating circumstance: serious illness, death of a family member, or other circumstance if approved by the instructor.

Grading

(Sample text)

A = Excellent (100-90%)

B = Above Average (89-80%)

C = Average (79-70%)

D = Inferior (69-60%) [passing but not necessarily satisfying degree requirements]

F = Failure (59% or below)

UNIVERSITY & DEPARTMENT POLICIES

Academic Integrity

Accommodations/Disabilities

Library Support

Course Content and Schedule Changes

Incomplete Grade Policy

STUDENT RESOURCES

Document Formatting

(Sample text)

All written materials and assignments must be typewritten or word-processed utilizing the following format. NO handwritten papers will be accepted.

- 1-inch margins
 - Times New Roman, size 12
 - Double spaced
 - Heading: your full name, the date, and the assignment title at the top of the first page
 - Correct use of citations, if applicable
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- Included illustrations, if any, must be located at the end of the document (not in line with text), accompanied by correct citations, and DO NOT count towards total page length of the assignment.

Discussion Guidelines

(Sample text)

1. Comments should address the idea under discussion, not the person who proposed the idea.
2. Whether discussing a work of art, idea, or other topic, every evaluative statement should be accompanied by a rationale.
“_____ [specific aspect] was _____ [good/bad/other value judgment] because _____ [rationale or criterion].”
3. Use disciplinary-specific vocabulary whenever possible.
4. If commenting on a fellow student’s paper or presentation, lead with a positive statement before offering a negative criticism. “I liked ___ because ___, but I don’t think that your _____ was as successful because _____.”

Discussion is among the most important activities in any class, so your attention should remain undivided. Absolutely, positively no cell phones or other electronic devices may be used during class. Electronics must be powered off, unless you have a unique personal reason for which you have received prior approval by the instructor.

Web Links

Web links will be provided on the course website.

Bibliography or Recommended Readings

Additional readings will be provided on the course website.

Attachments-1

Written directions for 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.

Attachments-2

Grading Rubrics for Assignments

(Sample text)

Written Assignment Rubric

	5 excellent	4 good	3 satisfactory	2 unsatisfactory	1 very poor	0
Text adequately addresses assigned question or topic						
Use of additional resources						
Use of proper English/overall quality of writing						
Meets due date						
Correct format						
Length meets assignment specifications						

Total Points = ____ / 30