



O'NEILL
SCHOOL OF PUBLIC AND
ENVIRONMENTAL AFFAIRS

Y511 / Performing Arts Center Management Course Syllabus - Fall 2024

"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

Instructor

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Class Location

SPEA PV 273

Course Description

This course focuses on the aspects of managing a performing arts center program and venue. Indiana University Auditorium and other performing arts venues 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 venue
3. The marketing forces at work in the live performance industry
4. The legal and ethical issues involved in the industry

Course Texts

Public Assembly Venue Management: Sports, Entertainment, Meeting, and Convention Venues, Second Edition by Kim Mahoney, Ph.D.

Performing Arts Center Management by Patricia Dewey Lambert (Editor), Robyn Williams (Editor)

Course Method

This course is a combination of lecture and seminar. Regular attendance and participation are 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 philosophy 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

There will be additional materials made available through Canvas for some class sessions.

Academic Integrity

Academic misconduct is defined as any activity that tends to undermine the academic integrity of the institution. The university may discipline a student for academic misconduct. Academic misconduct may involve human, hard-copy, or electronic resources. Examples of academic misconduct include but are not limited to cheating, fabrication, plagiarism, interference, violation of course rules, and facilitating academic dishonesty.

Policies of academic misconduct apply to all course-, department-, school-, and university-related activities, including field trips, conferences, performances, and sports activities off-campus, exams outside of a specific course structure (such as take-home exams, entrance exams, or auditions, theses and master's exams, and doctoral qualifying exams and dissertations), and research work outside of a specific course structure (such as lab experiments, data collection, service learning, and collaborative research projects). The faculty member may take into account the seriousness of the violation in assessing a penalty for acts of academic misconduct. The faculty member must report all cases of academic misconduct to the dean of students, or appropriate official.

Several commercial services have approached students regarding selling class notes/study guides to their classmates. Selling the instructor's notes/study guides in this course is not permitted. Violations of this policy will be reported to the Dean of Students as academic misconduct (violation of course rules). Sanctions for academic misconduct may include a failing grade on the assignment for which the notes/study guides are being sold, a reduction in your final course grade, or a failing grade in the course, among other possibilities. Additionally, you should know that selling a faculty member's notes/study guides individually or on behalf of one of these services using IU email, or via Canvas may also constitute a violation of IU information technology and IU intellectual property policies; additional consequences may result.

The faculty member teaching this course holds the exclusive right to distribute, modify, post, and reproduce course materials, including all written materials, study guides, lectures, assignments, exercises, and exams. While you are permitted to take notes on the online materials and lectures posted for this course for your personal use, you are not permitted to re-post in another forum, distribute, or reproduce content from this course without the express written permission of the faculty member. Any violation of this course rule will be reported to the appropriate university offices and officials, including to the Dean of Students as academic misconduct.

For more information refer to the Code of Student Rights, Responsibilities, and Conduct by visiting <https://studentcode.iu.edu>.

Grading Criteria

This course is based on a maximum total of 100 points earned by completing assignments as listed below. Grades will be based on the accumulation of points as set forth by the following scale:

(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

IU's grading policies can be found at: <https://policies.iu.edu/policies/aca-66-grades-and-grading/index.html>

Attendance and Participation (10 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. You are strongly advised to SAVE YOUR ABSENCES. The only exceptions are: religious holidays per IU policy; when students request accommodation approved by Disability Services in advance using the appropriate form; extended illness, and possibly extended family emergency, which will also require documentation.

If you have a positive COVID-19 test, have COVID-like symptoms, or have been instructed to quarantine you should not attend class. To ensure that you can do this, attendance in this class will be taken but will be prorated and will not lower a student's grade when that student was absent due to compliance with campus isolation expectations. For those students, alternative assignments or make-ups will be offered on a case-by-case basis. Please work with your instructor to determine a path to continue your progress in the class during these absences, in whatever way the instructor determines fits within course objectives.

Weekly Problems (10 points)

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.

During the semester, two of these Weekly Problems will require the submission of a formal written response of no more than 500 words. Those that require a submission will be announced when they are distributed to the class. A rubric for these submissions will be posted on Canvas. Each will be assigned a score of up to 5 points toward the participation point total.

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 21, 2024. You should dress appropriately in business attire. Because of the work involved, it is unlikely students will have time to watch as an audience member.

Group Booking Exercise (25 points)

During class on August 29, 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 will occur during the class periods of October 17 and October 19. Student scores will be based on preparation, participation, and peer evaluation. Your assigned group time may exceed the actual scheduled class time during one of these dates. Please plan accordingly.

Written Report and Oral Presentation (45 points)

At the end of the semester, each student is required to hand in a formal written report at the beginning of class on December 5, 2024 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.

Important Information for Students

O'Neill School Expectations of Civility and Professional Conduct

These expectations are excerpted from the O'Neill School Honor Code which can be found at:
https://oneill.indiana.edu/doc/undergraduate/ugrd_student_honorcode.pdf

The O'Neill School takes matters of honesty and integrity seriously because O'Neill is the training ground for future leaders in government, civic organizations, health organizations, and other institutions charged with providing resources for the public, and for members of society who are vulnerable and who are lacking in power and status. Precisely because O'Neill graduates tend to rise to positions of power and responsibility, it is critical that the lessons of honesty and integrity are learned early.

O'Neill requires that all members of its community – students, faculty, and staff – treat others with an attitude of mutual respect both in the classroom and during all academic and nonacademic activities outside the classroom. A student is expected to show respect through behavior that promotes conditions in which all students can learn without interruption or distraction. These behaviors foster an appropriate atmosphere inside and outside the classroom:

- Students are expected to attend class regularly and to be prepared for class.
- Students must be punctual in their arrival to class and be present and attentive for the duration of the class. Eating, sleeping, reading the newspaper, doing work for another class, wandering in and out of the classroom, and packing up or leaving class early are not civil or professional behaviors.

- Students must abide by the course policy regarding use of electronic devices in the classroom.
- Students must responsibly participate in class activities and during team meetings.
- Students must address faculty members, other students, and others appropriately and with respect, whether in person, in writing, or in electronic communications.
- Students must show tolerance and respect for diverse nationalities, religions, races, sexual orientations, and physical abilities.
- Students must not destroy or deface classroom property nor leave litter in the classroom.

Use of AI (such as ChatGPT)

Using AI (such as ChatGPT) to assist in completing assignments in this class is prohibited. If you do use AI, you will be committing plagiarism* and will be subject to penalties in this class and sanctions by Indiana University.

*Plagiarism: Plagiarism is defined as presenting someone else's work, including the work of other students, as one's own. *Any ideas or materials taken from another source* for either written or oral use *must be fully acknowledged* unless the information is common knowledge. What is considered "common knowledge" may differ from course to course. <https://studentcode.iu.edu/responsibilities/academic-misconduct.html>.

Late Withdrawal

PLEASE NOTE: The auto-W deadline is NO LONGER THE LAST DAY OF CLASS (as it was during and post-Covid). After the auto-W deadline, withdrawal will be significantly limited and you will need permission to withdraw and must meet requirements established by O'Neill.

Well-Being

I care about the well-being of all students in my class. If you need assistance, please ask me. I will help to the best of my ability. The University also has many resources available for students, including these listed below.

TimelyCare

Indiana students have free, 24/7 access to virtual mental health care services with TimelyCare. Students do not need insurance to access TimelyCare services. <https://www.iu.edu/mental-health/find-resources/timely-care.html#0>

Counseling and Psychological Services

For information about services offered to students by CAPS:
<http://healthcenter.indiana.edu/counseling/index.shtml>.

Religious Observation

In accordance with the Office of the Dean of Faculties, any student who wishes to receive an excused absence from class must submit a request form available from the Dean of Faculties for each day to be absent. This form must be presented to the course instructor by the end of the second week of this semester. A separate form must be submitted for each day. The instructor will fill in the bottom section of the form and then return the original to the student. Information about the policy on religious observation can be found at the following website: <https://policies.iu.edu/policies/aca-59-accommodation-religious-observances/index.html>

Accessible Educational Services

Securing accommodations for a student with accessibility needs is a responsibility shared by the student, the instructor and the AES Office. For information about support services or accommodations available to students with disabilities, and for the procedures to be followed by students and instructors:

<https://studentaffairs.indiana.edu/student-support/iub-aes/index.html>.

Sexual Misconduct & Title IX

As your instructor, one of my responsibilities is to create a positive learning environment for all students. IU policy prohibits sexual misconduct in any form, including sexual harassment, sexual assault, stalking, sexual exploitation, and dating and domestic violence. If you have experienced sexual misconduct, or know someone who has, the University can help. If you are seeking help and would like to speak to someone confidentially, you can make an appointment with the IU Sexual Assault Crisis Services at 812-855-5711, or contact a Confidential Victim Advocate at 812-856-2469 or cva@indiana.edu.

It is also important that you know that University policy requires me to share certain information brought to my attention about potential sexual misconduct, with the campus Deputy Sexual Misconduct & Title IX Coordinator or the University Sexual Misconduct & Title IX Coordinator. In that event, those individuals will work to ensure that appropriate measures are taken and resources are made available. Protecting student privacy is of utmost concern, and information will only be shared with those that need to know to ensure the University can respond and assist. I encourage you to visit <http://stopsexualviolence.iu.edu> to learn more.

Commitment to Diversity: Find your home and community at IU

Asian Culture Center

Address: 807 East Tenth Street, Bloomington, IN 47408

Phone: 812-856-5361

Email: acc@indiana.edu

Website: <https://asianresource.indiana.edu/index.html>

First Nations Educational & Cultural Center

Address: 712 E 8th St., Bloomington, IN 47408

Phone: 812-855-4814

Email: fnecc@indiana.edu

Website: <https://firstnations.indiana.edu/contact/index.html>

Jewish Culture Center

Address: 730 E 3rd St., Bloomington, Indiana 47401

Phone: 812-336-3824

Website: <https://iuhillel.org/iu-jewish-culture-center>

LGBTQ+ Culture Center

Address: 705 E 7th St., Bloomington, Indiana 47408

Phone: 812-855-4252

Email: gbltserv@indiana.edu

Website: <https://lgbtq.indiana.edu/contact/index.html>

La Casa Latino Culture Center

Address: 715 E 7th St., Bloomington IN, 47408

Phone: 812-855-0174

Email: lacasa@indiana.edu

Website: <https://lacasa.indiana.edu/>

Neal-Marshall Black Culture Center

Address: 275 N Jordan Ave Bloomington, Indiana 47405

Phone: 812-855-9271

Email: nmgrad@indiana.edu

Website: <https://blackculture.indiana.edu/index.html>

Y-511 PAC Management Schedule – Fall 2024

The schedule below is subject to limited change in the event of extenuating circumstances.

Date	Readings	Topic	Presenter
Tues	Lambert 1, 13	Why is the Performing Arts Center Relevant in Today's	Doug Booher
8/27/24	Mahoney 1	Community	
Thurs	Lambert 2-4	Building a Season: Philosophy	Doug Booher
8/29/24	Mahoney 4		
Tues	Handout	Relationship: The Key to Successful Booking	Doug Booher
9/3/24	Canvas		
Thurs	Handout	Deal Types	Doug Booher
9/5/24	Canvas		
Tues	Handout	Group Work Session	Student Groups
9/10/24			
Thurs	Handout	Building an Offer - Income	Ben Harris
9/12/24			
Tues	Handout	Building an Offer-Expenses	Doug Booher
9/17/24	Canvas		
Thurs	Handout	Negotiation	Doug Booher
9/19/24			
Tues	Mahoney 3	Contracting the Show	Doug Booher
9/24/24	Mahoney 8		
Thurs	Mahoney 6	Ticketing and Box Office Operations	Doug Booher
9/26/24			
Tues	Handout	Media Relations	Doug Booher
10/1/24	Canvas		
Thurs	Handout Canvas	Event Marketing	Ryan Sheets
10/3/24	Mahoney 5		
Tues	Lambert 5, 6	Designing the Guest Experience	Doug Booher
10/8/24	Mahoney 9		
Thurs	Handout	Post-Mortem: Evaluating Event Success	Erin Wylie
10/10/24			
Tues	Handout	Accessibility	Doug Booher
10/15/24	Canvas		
Thurs		Group Work Session	Student Groups
10/17/24		Prep for Booking Exercise	

Tues		Group Booking Exercise @ 4-4:35 or 4:35-5:10 PM	
10/22/24			
Thurs		Group Booking Exercise @ 4-4:35 or 4:35-5:10 PM	
10/24/24			
Tues	Mahoney 10	Safety, Security, and Emergency Planning	Doug Booher
10/29/24			
Thurs	Handout	Annual Giving and Corporate Sponsorship	Heather Dies
10/31/24			
Tues		Backstage at a PAC	Jacob Lish
11/5/24		Meet at IU Auditorium Lobby	
Thurs	Mahoney 7	Ancillary Income Opportunities	Doug Booher
11/7/24			
Tues	Webb 9	Legal Issues and Collective Bargaining for PAC's	Doug Booher
11/12/24	Mahoney 3		
Thurs	Lambert 8	Operational Budgets and Staffing	Doug Booher
11/14/24	Mahoney 3		
Tues	Mahoney 2	Typical Governance Models	Doug Booher
11/19/24	Lambert 7		
Thurs	Lambert 9-11	Importance of Collaboration	Doug Booher
11/21/24			
Tues		Presentations	Student Groups
12/3/24			
Thurs		Presentations	Student Groups
12/5/24		*Written Reports Due*	
Tues		Presentations	Student Groups
12/10/24			
Thurs		Presentations	Student Groups
12/12/24			