Course Description:

The course provides students with a comprehensive overview of the many facets involved in managing and operating a performing arts facility - in general and more specifically in Pittsburgh. Lectures include detailed information about the Pittsburgh Cultural Trust - the form of organization; budgeting detail, facility cost studies, construction, day-to-day operations, security box office issues, resident companies, small arts groups, collective bargaining, ticketing, shared services and more. Onsite theater visits and introduction to senior facility personnel are included. Students are expected to complete two class projects - one being an attempt to resolve an actual theater operations-related problem, and the other to critique a particular facility. Students are given the opportunity to attend a Trust presented performance for this assignment. Guest lecturers include members of the Trust's senior staff who lend their expertise and enrich the learning experience and the local president of the International Alliance of Theatrical Stage Employees (IATSE) who addresses topics related to collective bargaining contracts and multiple union contracts.

October 26

Overview of Contracts / Facility Backstage Tour

- The settlement
- The structure of “the deal”
- Rate sheets
- Backstage Tour

Guests: Gene Ciavarra, Vice President Operations, Theaters & District Amenities – Pittsburgh Cultural Trust

Berne Bloom, Director of Production – Pittsburgh Cultural Trust
Overview of the Pittsburgh Cultural Trust

- Form of organization
- 501(C)3
- Whose facility is it?
- Traditional vs. real estate model
- Board oversight
- Facility Committee tension: government vs. private and implications for use
- The market for PAC commercial vs. non-profit
- Organization Charts
- Review of class projects / current issues in arts facility management

November 9

Numbers and Budgeting / Structural Considerations

- The Business Office
- Budgeting, depreciation, facility cost studies
- Insurance issues
- Unique design concerns
- Special equipment
- Way finding
- “Naming” rights
- Presentation / modernization / adaptive reuse
- ADA / Accessibility
- Scheduling, landlord vs. tenant, contracts, resident companies
- Landlord presenting, small arts groups, rental rates, collective bargaining
- House rules vs. tenant rules, multiple union contracts in one venue?
- Security, box office—if there is a will there is a way

Guests: Rona Nesbit, Executive Vice President - Pittsburgh Cultural Trust

November 16

Day-to-Day Operation

- Front of house
- Back of house
- Fire codes / emergencies
- Maintenance, cleaning services
- Liability issues, insurance waivers
- Union Personnel

November 23

Happy Thanksgiving -- NO CLASS

November 30

Facility Operation Critique Assignment Due and Class Discussion

Union Representation

- Labor union and management issues
- Right to work states
- Arbitration
- Outsourcing of work

Guest: Robert Olinger, President - IATSE, Local No. 3

December 7

Customer Service, Box Office Assignment Due and Class Discussion

- CRM, ticketing systems, ticket master, online ticketing
- Ushers, managing volunteers, parking, the art district experience
• Shared Services, collaborations, Is big better?
• Future Trends, how the facilities market is changing

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