Performing Arts Management

A Handbook of Professional Practices

Tobie S. Stein
Jessica Bathurst
Additional Praise for
Performing Arts Management: A Handbook of Professional Practices

“This book presents clear, succinct explanations of key topics necessary for performing arts leaders to understand, all delivered firsthand from some of this country’s most knowledgeable experts in the field.”
—Todd Haimes, Artistic Director, Roundabout Theatre Company

“This is a very comprehensive and clear presentation of the many aspects of performing arts management and best practices. It will provide an extremely useful tool for professionals in the field at all levels.”
—Katherine E. Brown, Chief Operating Officer, WNYC Radio

“Performing Arts Management: A Handbook of Professional Practices delivers exactly what the title suggests and more. The interviews and resources utilized throughout capitalize on the authors’ own connections to the arts management field, and provide real-world models that both current and future arts managers will no doubt find invaluable. Specifically, Chapter Eight: Performing Arts Education, clearly outlines the relationship possible between arts organizations and schools, and underlines the immense rewards both will experience when a well planned and executed Arts Education program is put in place. Performing Arts Education is an important component of many organizations’ missions, and the practices discussed in this book provide more than a jumping off point for any manager charged with either creating or refining his or her organization’s education programs.”
—Sarah Stevens, Manager of Education Programs, The Chamber Music Society of Lincoln Center

“Chapter Two: Mission, Vision, and Strategy, is a terrific resource for the budding arts manager as well as for those of us with many years in the field. There are many golden nuggets of advice scattered through the text, and the case studies add immeasurable value. The authors’ presentation is savvy, well-organized, and clear, with a dual perspective that reflects their estimable track record of both running arts organizations and teaching and mentoring hundreds of arts managers-in-the-making.”
—Jonathan Hollander, Artistic Director, Battery Dance Company

“Performing Arts Management: A Handbook of Professional Practices offers a comprehensive and wide-ranging overview of our industry. A great resource not only for students, young professionals, and artists wanting to establish their own company, but an invaluable refresher course for the experienced manager. In Chapter Two: Mission, Vision, and Strategy, the authors provide specific examples from leading performing arts institutions in this country about how to create and maintain a mission and vision for an organization, along with the strategy and planning needed to implement it. The discussion questions at the end of each section are ideal to ignite conversation amongst colleagues, whether it be in a classroom or boardroom setting.”
—Margo Saulnier, Assistant Director of Artistic Planning for the Boston Pops, Boston Symphony Orchestra, Inc.
Praise for Performing Arts Management: A Handbook of Professional Practice

"There’s the dictionary. There’s the thesaurus. There’s Wikipedia. And there’s Stein and Bathurst’s Performing Arts Management. Any professional working in a performing arts setting would be wise to keep Stein and Bathurst’s book at their side, first and foremost." — Reynold Levy, President, Lincoln Center and Author of Yours for the Asking: An Indispensable Guide to Fundraising and Management

“This volume admirably reflects Tobie Stein’s ten years of experience as director of the outstanding Brooklyn College performing arts management program. It covers every aspect of performing arts management—nonprofit and for-profit—thoroughly and accurately. An excellent addition to all our libraries.” — Charles Dillingham, Managing Director, Center Theatre Group of Los Angeles

“Today’s leaders are constantly seeking solutions to the increasingly complex internal and external challenges involved in producing and presenting the performing arts. The field can never have too many explorations of the principles and practices involved in bringing artists and audiences together, especially one as rich in detail and current experiences as Performing Arts Management. This book should be part of every manager’s library.” — Dan J. Martin, Director, Institute for the Management of Creative Enterprises, Carnegie Mellon

“Performing Arts Management: A Handbook of Professional Practices is an easy-to-read and intelligent exploration of performing arts from its most strategic to the nitty-gritty of implementation. The authors have the confidence and common sense to let arts leaders speak directly to the reader in their own words. From comments by arts managers, to compelling case studies, to well-organized narrative, this is a book that professionals and students will refer to over and over in their careers. It is a ‘how to’ of the highest quality.” — Sibyl Jacobson, President and CEO, MetLife Foundation

“Performing Arts Management: A Handbook of Professional Practices gives an excellent introduction to the business behind the show.” — Jed Bernstein, Executive Director, Commercial Theatre Institute

Performing Arts Management is a must-read for every student and manager of performing arts, from theater to classical music, opera to dance. This comprehensive volume is the most authoritative and up-to-date source for anyone in the field seeking the wisdom and expertise of more than 150 nonprofit and commercial performing arts professionals. Uncover the realities of running a performing arts organization today, as the authors offer extensive, in-depth information on:

- Organizational Structures and Managerial Positions
- Establishing a Mission Statement and Executing a Vision
- Nonprofit Formation and Legal Considerations
- Producing a Commercial Production
- Managing Finances
- Developing a Funding Base
- Ticket Selling Strategies
- Performing Arts Education
- Labor Relations
- Touring Productions
- Facility Management
- Career Development Strategies
- Internships

Tobie S. Stein, Ph.D. holds the Koppelman Professorship at Brooklyn College, The City University of New York, and is the director of its graduate program in performing arts management. Her articles focusing on executive coaching, workforce development, career transition, and diversity have appeared in the Journal of Arts Management, Law and Society; National Business Employment Weekly; New York Newsday; and The Wall Street Journal. Her work has been profiled in American Theatre, DramaBiz, Variety, Boston Globe, Boston Herald, and Boston's Playbill. She lives in New York City.

Jessica Bathurst teaches undergraduate theater management at Brooklyn College. She also produces professionally in New York City with her company, Geek Ink, and has worked in a variety of management positions, including programming coordinator at the Brooklyn Academy of Music and development associate at the Brooklyn Center for the Performing Arts. She lives in Brooklyn, New York.

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