Finding Aid of the Paciolan Systems records 6124

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Finding Aid of the Paciolan Systems records

Contributing Institution: USC Libraries Special Collections
Title: Paciolan Systems records
Creator: Kleinberger, Jane C.
Creator: McQuade, Thomas J.
Creator: McQuade, Donna
Creator: Paciolan Systems
Creator: Thomas, Cary
Identifier/Call Number: 6124
Physical Description: 11.5 Linear Feet20 boxes + computer and keyboard
Date (inclusive): 1978-2020
Abstract: Paciolan Systems, Inc. began as a small computer software development company specializing in ticketing for college athletics. In its past four decades of history, the company grew, developed, and merged with other companies-- and now is once again known as Paciolan as part of Learfield. Paciolan's role in Learfield is providing ticketing, fundraising, marketing, and analytics solutions to athletic and entertainment events. Paciolan's earlier history is documented in this collection of records preserved by Jane [Couch] Kleinberger, Thomas McQuade, and other founders of the company. The records consist of administrative manuals, client contracts, industry newsletters, financial information, and company scrapbooks providing a snapshot of a small corporation in its formative years. An early (1989) Wyse computer terminal and keyboard are included in the collection.
Language of Material: English

Historical Background

Paciolan Systems was a small computer software development company cofounded by two innovative entrepreneurs, Thomas McQuade and Cary Thomas. It was in 1980 that San Diego State called upon them as contract programmers to purchase the ticketing software they had previously written and installed for the University of Southern California, as well as have them program accounting modules for them. At that point, the decision was made to incorporate and name the company after the father of accounting. Since most business accounting relies on the double-entry method, it was thought proper in naming the corporation to credit the author of the first treatise on double-entry bookkeeping, Luca Paciola. This remarkably modern man published his work in 1494.

With Cary Thomas acting in a sales role as well as design, and Thomas McQuade as the chief designer and programmer, two more employees were hired within the first year. The first two employees—Jane Couch and Kathleen Kern—performed quality assurance, technical writing, customer installations, training, and support. Cary Thomas left in 1981 to start his own venture and returned in 1984 as PSI's one and only sales person until 1988. Also part of PSI's earliest staff were Brian J. Gladish and Donna McQuade

In 1982 Paciolan entered into a contract with USC to develop and implement a campus-wide financial system using the Athletics Business Office software as a base. And thus a new corporation was formed: Paciolan Financial Systems.
At the time, Paciolan's principal product was a computer system for university athletics (The Athletics System). The Athletics System included packages for Ticketing, Accounting and Budgeting, Purchasing, Payables, Receivables, Payroll, Support Group, Sports Information, Financial Aid, Academic Eligibility, Strength Training, Summer Camps, Recruiting, Scouting, Athletics Management, and Inventory Control. And because Paciolan was chiefly associated with university athletics, it had its own mascot—an alley cat named Howard Knockwurst, from the unofficial School of Hard Knocks. (Aside from its alley cat logo, Paciolan also created a more formal logo—the Paciolohedron.) Besides USC, Paciolan’s earliest clients consisted of San Diego State University, the University of Illinois, the University of Washington, and the University of Nebraska.

Thomas McQuade was a highly influential personality of the company. His world view was influenced by the economics philosopher Andrew Joseph Galambos. In the early years, the company employees were encouraged to attend classes which taught this philosophy that featured a heavy emphasis on free market principles and individual responsibility and effort. Someone who puts forth a large effort should themselves receive the fruits of their labor. This philosophy led to Paciolan's development of the Royalty Distribution (RD) system. Each employee received an advance on a base salary. All the revenues that came into the company from sales or maintenance were then appropriated to those individuals within the company that had a part in bringing in that revenue. In addition, 10% of the sale price of every software product that was sold went back to the designers, programmers, and technical writers. A certain percentage of the maintenance revenue went to the account manager who supported that client. Commissions were shared by sales reps with those who had a part in assisting the sale (including people external to the company)—providing leads, demos, cultivating the customer, and negotiating the close. However, as the company grew and matured, the system became unworkable, and by

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1989 McQuade and Jane Couch (Kleinberger) declared all the advances paid in full and switched to a salary and bonus pay plan, linked to employee performance reviews every six months.

Over the years, Paciolan sold a few institutions its accounting packages without Ticketing, but Ticketing remained the mainstay of the organization. Paciolan's first venture out of the athletic ticketing marketplace was in 1986 when they automated the first of three racetracks owned by the International Speedway Corporation—Daytona Raceway; many other racetracks then became automated. This was quickly followed in 1988 by another diversification—PSI modified the Ticketing system so that it would fit the needs of the Polynesian Cultural Center in Hawaii. In 1989-90, PSI developed and installed a new product, Ticket Reservations, at Atlantis Submarines of Hawaii.

Since that time, Paciolan has gone through buy-outs, mergers, subsidiaries, etc. involving Ticketmaster New Ventures Holdings, Inc.; Freeway Merger Sub, Inc., etc. In 2004, Comcast Spectator made an equity investment in Paciolan and acquired the right to use its technology platform. In 2010, the company acquired the remaining percentage of Paciolan from a subsidiary of Live Nation Entertainment and became sole owner of Paciolan's ticketing platform and other technology.

In 2015, Comcast Spectator unified the business of its three long-standing and renowned divisions—Global Spectrum, Ovations Food Services, and Paciolan into one brand: Spectra. Spectra then consisted of three divisions: Venue Management, Food Services and Hospitality, and Ticketing and Fan Engagement. In 2017 the leading college sports marketer, Learfield, acquired Spectra's Ticketing and Fan Engagement division—Paciolan—from Comcast Spectator and decided that the division would once again be known as Paciolan. As of 2017, Dave Butler is the Chief Executive Officer of Paciolan and Kim Damron its President and Chief Operating Officer. Jane (Couch) Kleinberger, one of the original founders of Paciolan and co-founder of Spectra Ticketing and Fan Engagement, has remained with Paciolan for the past 37 years. She served as the company's President from 1992 to 2000 when she assumed the position of CEO. Though she retired in 2004, Kleinberger returned in 2005.

Scope and Contents
The collection consists of 20 boxes of records documenting the history of Paciolan Systems Inc. and its evolution through the years into Comcast Spectator's ticketing division known as Spectra, and then to Learfield's ticketing and fan engagement division— and once again known as Paciolan. The records include newsletters, users meeting booklets, administration and training manuals, photographs, scrapbooks, and stakeholder documentation.

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Preferred Citation
[Box/folder no. or item name], Paciolan Systems records, Collection no. 6124, , Special Collections, USC Libraries, University of Southern California

Immediate Source of Acquisition
Gift of Thomas J. McQuade and Jane C. Kleinberger, July 6, 2016.

Subjects and Indexing Terms
Accounting -- Computer programs -- Archival resources
Bookkeeping -- Computer programs -- Archival resources
Computer programs -- Archival resources
Computer software -- Archival resources
Corporations -- Investor relations -- United States -- Archival resources
Corporation reports
Newsletters
Printed ephemera
Scrapbooks
Tickets
Kleinberger, Jane C. -- Archives
McQuade, Thomas J. -- Archives
Paciolan Systems -- Archives
Comcast Corporation -- Archival resources
Learfield Sports -- Archival resources
National Association of Women Business Owners (U.S.) -- Archives
Pacioli, Luca, approximately 1445-1517 -- Archives
Thomas, Cary -- Archives

Paciolan Newsletters 1982-2001

Box 1, Folder 1   Paciolan Systems Newsletter 1982-1983
Box 1, Folder 2   PSI Newsletter 1983-1985
Box 1, Folder 3   PSI For Your Information 1989
Box 1, Folder 4-9 Interface 1990-2001
Box 1, Folder 10-14

Financial Statements 1981-1999

Box 1, Folder 15

Paciolan Systems Character Study 1990

Clients and Client Contracts 1991-2011

Box 1, Folder 16   Client Contract--San Diego State University 1991
     Scope and Contents
     Data Processing System Purchase Contract
Box 1, Folder 17   Client Contract--University of Nebraska 1992
     Scope and Contents
     Data Processing System Purchase Contract
Box 1, Folder 18   Client Contract--University of Illinois 1998
     Scope and Contents
     Software Support and Services Contract
Box 1, Folder 19   System Contract with San Diego Padres 2000-2007
Box 1, Folder 20   College Athletics Product Roadmap for University of Iowa 2011

PACnet Users Meeting Booklets 1985-2016

Scope and Contents
This series is comprised of materials generated by and for Paciolan/ Spectra users meetings. They include ticketing users meeting booklets, software systems enhancement booklets, accounting systems users meeting booklets, PACnet users meeting books, etc.

Box 2, Folder 1   Ticketing Users Meeting Booklet 1985
Box 2, Folder 2   Ticketing Enhancements Preliminary Document Booklet 1985
Box 2, Folder 3   Ticketing Users Meeting Booklet 1986
Box 2, Folder 4   Ticketing Enhancements Preliminary Document Booklet 1986
Box 2, Folder 5   Ticketing Users Meeting Booklet 1987
Box 2, Folder 6   All Systems Users Meeting Booklet 1987
Box 2, Folder 7   Software Systems Enhancements Booklet 1987
Box 2, Folder 8   Ticketing Users Meeting Booklet 1988
Box 2, Folder 9   Ticketing Users Meeting Booklet 1989
Box 2, Folder 10  Accounting Systems Users Meeting Booklet 1989
Box 2, Folder 11  Systems Operations Users Meeting Booklet 1989
Box 2, Folder 12  Ticketing Users Meeting Booklet 1990
Box 2, Folder 13  Accounting Systems Users Meeting Booklet 1990
Box 2, Folder 14  Systems Operations Users Meeting Booklet 1990
Box 2, Folder 15  Specialty Systems Meeting Booklet 1990
Box 2, Folder 16  Support Group Enhancements Booklet 1990
Box 2, Folder 17  Ticketing Users Meeting Booklet 1991
Box 2, Folder 18  Users Meeting Breakout Sessions Booklet 1991
Box 2, Folder 19  Accounting Users Meeting Booklet 1991
Box 2, Folder 20  Systems Operations Meeting Booklet 1991
Box 3, Folder 1   Users Meeting Booklet (Update) 1993
Box 3, Folder 2   PACnet Users Meeting Resource Materials 1996
Box 3, Folder 3   PACnet Users Meeting Resource Materials 1998
Box 3, Folder 4   PACnet Executive Forum Resource Materials Booklet 2001
Box 3, Folder 5   Executive Forum and Marketing Workshop Brochure 2003
Box 3, Folder 6   PACnet Conference Booklet 2009
Box 3, Folder 7   PACnet Conference Booklet 2010
Box 3, Folder 8   PACnet Conference Booklet 2013
Box 3, Folder 9   PACnet Conference Booklet 2014
Box 3, Folder 10  PACnet Conference Booklet 2015
Box 3, Folder 11  PACnet Conference Booklet 2016

Paciolan Administration Manuals 1981-2007

Box 4, Folder 1   Athletic Department Information System 1981
Box 4, Folder 2   Athletic System 1983
Box 4, Folder 4   Ticketbuilder 1990
Box 4, Folder 5   Programming Standards 1992
Box 4, Folder 6   PSI: Basic Operations 1994
Box 4, Folder 7   Customer Support Training Manual 1998
Box 4, Folder 8   TX/ SG Reporting Manual 1998
Box 4, Folder 9   System Administrators Manual 1999
Box 4, Folder 11  Introduction to TX2 Ticketing Manual 2000
Box 4, Folder 12  Paciolan Executive Summary [Prepared for investment community] 2001
Box 4, Folder 13  System Administration Manual 2003
Box 4, Folder 14  Post-PACnet Training--Reporting with ODBC/Crystal 2006
Box 4, Folder 15  Employee Survey Results 2006-2007
Box 5, Folder 1-4 TX2 Ticketing Reference Manual 1999
Box 5, Folder 5   Online Ticketing Book of Knowledge circa 2005

Awards and Ephemera

Box 5, Folder 11  Business Card File
   Scope and Contents
   Plastic card case with pocket pages for business cards. All the cards in it are of Paciolan employees with their names, job titles, and contact information. Included are cards for Thomas McQuade, Cary Thomas, Jane Couch [Kleinberger], William Dodson, Christine Harding, etc.

Box 5, Folder 14  Sports and Miscellaneous Tickets 1970-2012
   Scope and Contents
   30 sports and other tickets for the Orange Bowl, Rose Bowl, other football and basketball games, some concert and movie tickets.
Box 1, Folder 22  
**Piece of Cake Award 1992-1997**  
**Scope and Contents**  
The "Piece of Cake" award was an annual award begun in 1992 with Thomas McQuade as its first recipient. The award was bestowed upon the Paciolan employee who displayed a spirit of innovation as nominated by his colleagues. This folder does not contain the actual awards (plaques), but correspondence and news articles regarding it.

Box 5, Folder 12  
**Holiday Cards from Teams, Clients, and Business Partners**

Box 5, Folder 13  
**Cards and Notes to Jane Kleinberger**

Box 5, Folder 15  
**Paciolan Systems Stationery**

Box 8, Folder 1  
**Jane Kleinberger: National Association of Women Business Owners Awards Luncheon Program 2002 October 25**

Box 8, Folder 2  
**Jane Kleinberger: National Association of Women Business Owners Congratulations Package 2002 October**

Box 8, Folder 3  

Box 13, Folder 2  
**The Ultimate Calendar Fiscal 1992**

Box 20  
**Hard Knocks vs. Nebraska Framed Souvenir Ticket 1991**  
**Scope and Contents**  
Framed souvenir joke ticket for Game 7 of the Hard Knocks vs. Nebraska football game at Memorial Stadium in Lincoln, Nebraska.

Box 5, Folder 4  
**Paciolan Preferred Stock Financing Documents 2000**

Box 5, Folder 6  
**5-Year Arts Business Plan by Charles Woodard 2010**

Box 5, Folder 7  
**Positioning Paper Analyzing All Competitors 2009**

Box 5, Folder 8  
**PACnet Attendee List 2011**

Box 5, Folder 9  
**PACnet Internal FAQ Document 2011**

Box 5, Folder 10  
**SB+ Software System Documentation**

Box 6, Folder 1  
**Acquisition of Paciolan Systems, Inc. by Robert F. Brown 1991**

Box 6, Folder 2-3  
**Management Buyout/ Robert F. Brown 1992**

Box 6, Folder 4  
**Acquisition of Paciolan Systems, Inc. by Robert F. Brown [Plaque]**

Box 6, Folder 5  
Awards and Ephemera

Box 7, Folder 1
Royalty Distribution Program-- General Correspondence and Royalty Statements 1998

Box 7, Folder 2
Paciolan Shareholder Documents, UB/CEDLI Loan Guarantys, PSI-Kern Stock Redemption Agreement 1998

Box 7, Folder 3-5
Paciolan Preferred Stock Financing Documents 2000

Box 7, Folder 6
Paciolan Sale/Merger-- Ticketmaster New Ventures Holdings, Inc. and Freeway Merger Sub, Inc. 2007

Articles and Publications About Paciolan

Box 7, Folder 7
Street & Smith's Sports Business Journal 2007-2010
Box 7, Folder 8
Venues Today 2007, 2012
Box 7, Folder 9
The Globe 2007
Box 7, Folder 10
Paciolo Articles and Related Ephemera 2007, 2012

Scrapbooks

Box 9
Scrapbook #1 1978-1984
Scope and Contents
Materials prepared by Carey E. Thomas and Thomas J. McQuade describing the Ticket Enterprise and Athletic Management (TEAM) system, its features, and functional capabilities. Documentation manual for the Fund Accounting Subsidiary Ledger System (FASL). Correspondence and invoices between Paciolan Systems and USC (Jane Couch, Pat Tyner). Bylaws of Paciolan Systems, Inc. Short history of Luca Pacioli. Interviews with key members of the Ultimate Corporation (John Keogh, Ted Sabarese). Correspondence from the athletics department at San Diego State University, Paciolan Systems newsletters, hardware and software price lists, photographs of a computer convention (National Association of Collegiate Directors of Athletics) (NACDA), customer lists, photographs of the 1983 ticketing class in Los Alamitos, etc.

Box 9
Scrapbook #2 1985-1989
Scope and Contents
Photographs of users meetings, ticketing classes, NACDA conventions, the move from Los Alamitos to Signal Hill... lists of current customers using the "Athletics System" software on mini-computers and personal computers, PSI newsletters, financial statements, copies of checks from PSI to individuals for design royalties, sales commissions, etc. Correspondence, letter (1989) from Cary E. Thomas to the McQuades thanking them for making the scrapbooks, several issues of the magazine "Pick World."

Box 9
Scrapbook #3 1990-1991
Scope and Contents
Newsletters (with new name "Interface" beginning in January 1990), correspondence between Cary Thomas and Thomas McQuade, correspondence between Paciolan Systems and various clients, photographs of meetings and conventions, financial statements, 10th anniversary ephemera and photos, many thank-you notes from various clients for the coffee mugs, sale of stock papers between Thomas McQuade and Robert Brown (1991), photocopies of stock certificates.
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<th>Box 10</th>
<th><strong>Scrapbook #4 1992-1999</strong></th>
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<tr>
<td></td>
<td><strong>Scope and Contents</strong></td>
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<tr>
<td></td>
<td>Correspondence between Paciolan and clients; 1992 correspondence and ephemera regarding Thomas McQuade's departure from Paciolan; newsletters (&quot;Interface&quot;); Correspondence between Thomas McQuade and Bob Brown regarding profit-sharing (&quot;Bob Brown Saga&quot;); stock transactions and copies of certificates.</td>
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**Photographs and Photograph Albums**

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<th>Box 10</th>
<th><strong>Photo Album (Users Meeting/ PACNET--Hyatt, Long Beach)</strong> 1991</th>
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<td>Box 10</td>
<td><strong>Photo Album (Staff; Christmas Party)</strong> 1991</td>
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<tr>
<td>Box 10</td>
<td><strong>Photo Album (Christmas Party)</strong> 1992</td>
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<tr>
<td>Box 10</td>
<td><strong>Photo Album (Users Meeting/ PACNet, Cocktail Party)</strong> 1993</td>
</tr>
<tr>
<td>Box 11</td>
<td><strong>Photo Album (Users Meeting/ PACnet; Tribute to Thomas [McQuade])</strong> 1992-1993</td>
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<tr>
<td>Box 11</td>
<td><strong>Photo Album (Users Meeting/ PACnet)</strong> 1994</td>
</tr>
<tr>
<td>Box 11</td>
<td><strong>Photo Album (Users Meeting/ PACnet)</strong> 1995</td>
</tr>
<tr>
<td>Box 11</td>
<td><strong>Photo Album (Staff; Users Meeting/PACnet)</strong> 1996</td>
</tr>
<tr>
<td>Box 12</td>
<td><strong>Photo Album (Users Meeting/ PACnet)</strong> 1997</td>
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<td>Box 12</td>
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<tr>
<td>Box 12</td>
<td><strong>Photo Album (Users Meeting/ PACnet)</strong> 2000</td>
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**Audiovisual Materials**

**Videotapes**

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<tr>
<th>Box 14</th>
<th><strong>PACnet [19?]</strong>: Spoofs on Paciolan circa 1995</th>
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<tbody>
<tr>
<td></td>
<td>&quot;Property of Christine Harding&quot;</td>
</tr>
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</table>

| Box 14 | **Paciolan: The Movie (2 copies)** 1994 |
|        | **A Tribute to Thomas [McQuade]; Paciolan Systems: Users Meeting** 1992 |
| Box 14 | **Programming Class #2, McQuade; PSI 1988 February 18** |
| Box 14 | **Programming Class #1, McQuade; PSI 1988 February 11** |
| Box 14 | **Luca Pacioli: Unsung Hero of the Renaissance 1990** |

**CDs and DVDs**

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<th>Box 14</th>
<th><strong>PACnet: Live from Long Beach--It's Wednesday Night! (DVD)</strong> circa 1996</th>
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<tr>
<td>Box 14</td>
<td><strong>Paciolan: The Movie (DVD) (2 copies)</strong> 1994</td>
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<tr>
<td>Box 14</td>
<td><strong>Luca Pacioli: Unsung Hero of the Renaissance 1990</strong></td>
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<tr>
<td>Box 14</td>
<td><strong>Tribute to Thomas [McQuade]</strong> 1992</td>
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<tr>
<td>Box 14</td>
<td><strong>PSI PACnet Users Meeting Resource Materials (CD)</strong> 1999</td>
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**Realia**

| Box 13, Folder 1 | **Paciola California License Plates (2) 1987** |
| Box 15 | **Paciolan Souvenir Coffee Mugs (8 items) 1990-1996** |
| Box 16 | **Paciolan Souvenir Coffee Mugs (11 items) 1998-2001; undated** |
| Box 17 | **Mouse Pads [3 Generations of Branding]** |
|        | **Scope and Contents** |
|        | 3 computer mouse pads: PSI--Paciolan Systems; Paciolan Systems--Integrated Ticketing Solutions; Paciolan--Your Tickets, Your Way |

| Box 17 | **PSI Paciolan Systems Ruler 1998** |
|        | **Scope and Contents** |
|        | Ruler designed for laying out ticket stock specifications: 170 characters for Data Products, 102 characters for Printronix. |

| Box 17 | **Paciolan Branded Solar Calculator** |
| Box 17 | **Paciolan Branded Playing Cards** |
| Box 17 | **Paciolan Branded Ball-point Pen** |
Blog posts by the founders for 40th anniversary of Paciolan’s founding 2020 July

Scope and Contents

[Facebook post by Thomas McQuade, July 1, 2020:]

July 1 is the 40th anniversary of the founding in 1980 of Paciolan (https://www.paciolan.com/), a company created by Cary Thomas and me to develop and market ticketing and accounting computer systems. Cary has posted an account of the founding in his blog at http://research-game-book.blogspot.com/2020/07/40th-anniversary-of-founding-of-paciolan.html, and I have provided him with an additional post (at https://research-game-book.blogspot.com/2020/07/paciolan-first-five-years.html) which goes into some detail about the people involved and the products produced during the first 5 years of the company’s life.

Cary left the company in 1988 for a career in research institute management; I left in 1992 to read economics at Auburn. Jane Kleinberger, who was the company’s second full-time employee, took over as CEO after a rough year or so when my initial replacement didn’t work out. (The first employee was my good friend Brian J. Gladish, to whom I owe the impetus to think about entrepreneurship in the first place.)

If there is one person most responsible for the company’s long-term success, it is Jane. Although she was not a cofounder (despite being represented as such from time to time in company literature), she was associated with the company from its earliest days as a contractor before coming on full time. She has been the face of Paciolan for most of its 40 years.

Existence and Location of Copies

The blog posts referenced in the Scope and Contents note above are also included as Digital Objects linked to this record. The textual contents of these posts have also been saved offline and added to the collection’s accession files.