

TPA TPA 4400_CMB_18 Fall 00144
Instructor: Cynthia White
Office: Performing Arts Center /T218
Office hours: T/Th 2-3 pm
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9 am - 10:15 am
Class TPA T0244A
PAC Large Design Studio

Course Description: The objective of this course is to explore concepts and principles of business management and organization and to apply them to the subject of Theatre Management.

Course Objectives

In this course, students will

- Plan the first year of a new hypothetical theatre company for the Orlando area.
- Plan the first season of plays and events, for this theatre including 2 plays in a local theatre space, 1 fundraising event, and 1 play in the Orlando Fringe Festival.
- Understand and create a SWOT analysis for theatre company.
- Understand basic principles of development, fundraising, and marketing and apply these principles in the development of their hypothetical theatre project.
- Understand basic budget principles and apply this knowledge in the creation of show and event budgets and an annual operating budget for their hypothetical theatre project.

Required Texts

1. *How to Run a Theatre* by Jim Volz (Methuen version)
2. *Theatre Management: Producing and Managing the Performing Arts* by Stephen Langley and David M. Conte

DRESS: On days when we have guest professionals as visitors to class – and on days when you are making a professional presentation – you are expected to present yourself as a professional in appropriate dress.

ATTENDANCE AND TARDINESS POLICIES:

Class periods will involve discussion and clarification of the day's reading, and will also consist of instruction found nowhere in the readings. It is my aim to fill each class period with useful information and discussion and never to waste your time in class. There are twenty-nine class periods in this term.

If you do not miss any class meetings, you receive 25 points of extra credit.

If you miss only one class meeting, you receive 15 points of extra credit.

If you miss only two class meetings, you receive 5 points of extra credit.

If you are tardy (not in class when roll is taken), and do not connect with me after class to make sure that I have noted your presence, then you will be considered absent that day.

Two tardies equal one absence.

Please be on time to class. Coming late to class disrupts discussion.

Some students may wish to take part in religious observances that occur during this academic term. If you have a religious observance that conflicts with your participation in the course,

please meet with me before the end of the second week of the term to discuss appropriate accommodations.

If you are ill and have to miss a class due to illness, that counts toward your missed classes.

Everything apart from your religious observance (see above) counts toward your missed classes. I recommend saving your absences for unexpected and unforeseeable illnesses.

Meet with me during office hours to discuss in advance any class attendance issues that you have.

Make-Up Assignments for Authorized University Events or Co-curricular Activities

Students who represent the university in an authorized event or activity (for example, student-athletes) and who are unable to meet a course deadline due to a conflict with that event must provide the instructor with documentation in advance to arrange a make-up. No penalty will be applied. For more information, see the UCF policy at

<http://policies.ucf.edu/documents/4-401.1MakeupAssignmentsForAuthorizedUniversityEventsOrCocurricularActivities.pdf>

Religious Observances

Students must notify their instructor in advance if they intend to miss class for a religious observance. For more information, see the UCF policy at

<http://regulations.ucf.edu/chapter5/documents/5.020ReligiousObservancesFINALOct17.pdf>.

Deployed Active Duty Military Students

Students who are deployed active duty military and/or National Guard personnel and require accommodation should contact their instructors as soon as possible after the semester begins and/or after they receive notification of deployment to make related arrangements.

GRADING

This class contains a cumulative points structure of about 1000 points. Final grade will be determined by total accumulated points, subject to attendance and participation evaluation.

WRITTEN ASSIGNMENTS: Since theatre management is largely concerned with organization and preparation, all assignments must be typed, carefully proofread, and turned in on time. If, for the most serious reasons an exam must be missed, it is the student's responsibility to contact the professor within 24 hours to arrange a makeup. In efforts to assist you in class planning, students should also contact me within 24 hours after missing a class. Late papers and assignments will be assigned a maximum grade of 50 % and must be turned in within two weeks of the due date. Technical errors on written

- **Midterm**
- **Final**
- **THEATRE project notebook containing following components**
- **Oral Three-Minute presentation of Final Theatre Project**
- **Component parts of Theatre Project:**
 - **Organizational Chart**
 - **Script of Elevator Speech about your Theatre Mission/Vision/Values**
 - **SWOT Analysis**
 - **Mission, Vision, Values Statements**
 - **Theatre Name and Logo**
 - **Three-Play Production Season**
 - **Performance Locations**
 - **Strategic Five-Year Plan**
 - **Fundraising Ask Letter**
 - **One-Hundred-Word Ask Script**
 - **Fundraising Event Paper**
 - **One-Page Press Release**
 - **Poster or Postcard**
 - **Fringe Application**
 - **Annual Operating Budget including Component Budgets**

Notes

You should be taking notes! Please have a dedicated spiral notebook where you can take notes and also record the occasional class-writing-journal entries. Notes in class need to be handwritten.

Laptops and Phones

Please keep your laptops closed and your cell phones quiet and dark during class. *You can check your email and respond to texts from your grandmother after class is over.* You will want to take notes in class; please do not use a laptop for this activity. I recommend a spiral notebook where your notes can be kept in orderly fashion and you can also keep notes for rehearsals that you watch and questions that you have about your reading.

There will be occasions when we are working on your projects in class and you will need to use your laptop to share some of your developing budgets, graphs, logos, etc. However, as a general rule, you will have your devices turned off and stowed during our class presentations and discussions. You will take handwritten notes.

Scholarship and Integrity

UCF faculty members support the UCF Creed. Integrity – practicing and defending academic and personal honesty – is the first tenet of the UCF Creed. This is in part a reflection of the second tenet, Scholarship – honoring learning as a fundamental purpose of membership in the UCF community. Course assignments and tests are designed to have educational value; the process of preparing for and completing these exercises will help improve your skills and knowledge. Material presented to satisfy course requirements is therefore expected to be the result of your own original scholarly efforts.

Academic Integrity

Students should familiarize themselves with UCF's Rules of Conduct at

<<http://osc.sdes.ucf.edu/process/roc>>. According to Section 1, "Academic Misconduct," students are prohibited from engaging in

1. Unauthorized assistance: Using or attempting to use unauthorized materials, information or study aids in any academic exercise unless specifically authorized by the instructor of record. The unauthorized possession of examination or course-related material also constitutes cheating.
2. Communication to another through written, visual, electronic, or oral means: The presentation of material which has not been studied or learned, but rather was obtained through someone else's efforts and used as part of an examination, course assignment, or project.
3. Commercial Use of Academic Material: Selling of course material to another person, student, and/or uploading course material to a third-party vendor without authorization or without the express written permission of the university and the instructor. Course materials include but are not limited to class notes, Instructor's PowerPoints, course syllabi, tests, quizzes, labs, instruction sheets, homework, study guides, handouts, etc.
4. Falsifying or misrepresenting the student's own academic work.
5. Plagiarism: Using or appropriating another's work without any indication of the source, thereby attempting to convey the impression that such work is the student's own.
6. Multiple Submissions: Submitting the same academic work for credit more than once without the express written permission of the instructor.
7. Helping another violate academic behavior standards.

For more information about Academic Integrity, consult the International Center for Academic Integrity

<<http://academicintegrity.org>>.

For more information about plagiarism and misuse of sources, see "Defining and Avoiding Plagiarism: The WPA Statement on Best Practices" <<http://wpacouncil.org/node/9>>.

Responses to Academic Dishonesty, Plagiarism, or Cheating

Students should also familiarize themselves with the procedures for academic misconduct in UCF's student handbook, *The Golden*

Rule <<http://goldenrule.sdes.ucf.edu/docs/goldenrule.pdf>>. UCF faculty members have a responsibility for students' education and the value of a UCF degree, and so seek to prevent unethical behavior and when necessary respond to academic misconduct. Penalties can include a failing grade in an assignment or in the course, suspension or expulsion from the university, and/or a "Z Designation" on a student's official transcript indicating academic

dishonesty, where the final grade for this course will be preceded by the letter Z. For more information about the Z Designation, see <<http://goldenrule.sdes.ucf.edu/zgrade>>.

Course Accessibility Statement

The University of Central Florida is committed to providing access and inclusion for all persons with disabilities. Students with disabilities who need disability-related access in this course should contact the professor as soon as possible. Students should also connect with Student Accessibility Services (SAS) <<http://sas.sdes.ucf.edu/>> (Ferrell Commons 185, sas@ucf.edu, phone 407-823-2371). Through Student Accessibility Services, a Course Accessibility Letter may be created and sent to professors, which informs faculty of potential access and accommodations that might be reasonable. Determining reasonable access and accommodations requires consideration of the course design, course learning objectives and the individual academic and course barriers experienced by the student.

Campus Safety Statement

Emergencies on campus are rare, but if one should arise during class, everyone needs to work together. Students should be aware of their surroundings and familiar with some basic safety and security concepts.

- In case of an emergency, dial 911 for assistance.
- Every UCF classroom contains an emergency procedure guide posted on a wall near the door. Students should make a note of the guide's physical location and review the online version at <http://emergency.ucf.edu/emergency_guide.html>.
- Students should know the evacuation routes from each of their classrooms and have a plan for finding safety in case of an emergency.
- If there is a medical emergency during class, students may need to access a first-aid kit or AED (Automated External Defibrillator). To learn where those are located, see <<http://www.ehs.ucf.edu/AEDlocations-UCF>> (click on link from menu on left).
- To stay informed about emergency situations, students can sign up to receive UCF text alerts by going to <<https://my.ucf.edu>> and logging in. Click on "Student Self Service" located on the left side of the screen in the toolbar, scroll down to the blue "Personal Information" heading on the Student Center screen, click on "UCF Alert", fill out the information, including e-mail address, cell phone number, and cell phone provider, click "Apply" to save the changes, and then click "OK."
- Students with special needs related to emergency situations should speak with their instructors outside of class.
- To learn about how to manage an active-shooter situation on campus or elsewhere, consider viewing this video (<<https://youtu.be/NIKYajEx4pk>>).

Campus Safety Statement for Students in Online-Only Courses

Though most emergency situations are primarily relevant to courses that meet in person, such incidents can also impact online students, either when they are on or near campus to participate in other courses or activities or when their course work is affected by off-campus emergencies. The following policies apply to courses in online modalities.

- To stay informed about emergency situations, students can sign up to receive UCF text alerts by going to <<https://my.ucf.edu>> and logging in. Click on “Student Self Service” located on the left side of the screen in the toolbar, scroll down to the blue “Personal Information” heading on the Student Center screen, click on “UCF Alert”, fill out the information, including e-mail address, cell phone number, and cell phone provider, click “Apply” to save the changes, and then click “OK.”
- Students with special needs related to emergency situations should speak with their instructors outside of class.

Community

It is my goal that this class be an accessible and welcoming experience for all students, including those with disabilities that may impact learning in this class. If, as currently designed, this course poses barriers to effectively participating or demonstrating learning in this course, please meet with me (with or without a Student Accessibility Services (SAS) accommodation letter) to discuss options or adjustments. You may also contact SAS directly to talk about the resources they provide such as note-takers and other assistance. (Ferrell Commons 185 / 407.823.2371 / sas@ucf.edu). You are welcome to talk to me at any point in the semester about course design concerns, but it is always best if we can talk at least one week prior to the need for any modifications.

Course Calendar:

GETTING ORGANIZED AND ADMINISTRATIVE MANAGEMENT

Week One: Introduction and What is a Manager?

Assignments Due		Class Activities
Tue, Aug 21		Introduction Semester Project: Plan for the First Year of a New Hypothetical Theatre Company in the Orlando Area, including first season of plays and events. Time Management and GTD
Thu, Aug 23	Read Volz: Ch 1 (1-12) Read Volz: Ch 2 (18-25) Read Langley: Ch 1 (2-18) Read Langley: Ch 3 (49-73) Quiz 1 Due Before Class Quiz 2 Due Before Class DUE (no grade) Show in class: Your task management system	Lecture and Discussion: Mission, Vision, Values, Goals, Strategies, Tactics and Actions. Organizational Charts: key positions and definitions; Top paid positions <i>Note that next reading assignment for Tuesday 8.28 is very big!!</i>

Week Two: Commercial Theatre and Not for Profit Theatre; Unions

Assignments Due		Class Activities
Tue, Aug 28	Read Langley: ch 4,5,6,7,8 & 9 (75-209) Quiz 3 Due Before Class	Discuss and Define each type of theatre and its management structure
Thu, Aug 30	Read Volz: in Ch 9 (196-214) Read Langley: in Ch 4 (100-109) Quiz 4 Due Before Class DUE (no grade) Organizational Chart with job descriptions	Discuss Unions: AEA and different contracts/USA/SDC/IATSE; associations: LORT/TCG/NNPN/STA/ATHE/URTA/BROADWAY

BUDGETING

Week Three: Budgets: Capital, Operating, Production, Estimating Income, Earned Income; Contributed Income and Fundraising

Assignments Due		Class Activities
Tue, Sep 4	Read Langley: ch 10 and ch 12 Read Volz: ch 8 Quiz 5 Due Before Class	Discuss basics of a budget; Discuss earned income/ Ticketing / concessions, rentals, merchandising, processing fees, credit cards, box office systems LOOK at annual operating budget in terms of your end-of-semester theatre
Thu, Sep 6	Read Volz: ch 6: Fundraising for the Arts Quiz 6 Due Before Class Due: Profile of a Theatre	Discuss Contributed Income: Individual donors, sponsorships, corporations/foundations, grants, government/special events

MAKING YOUR OWN THEATRE

Week Four: Physical Theatre Spaces and Budget Basics for your own Theatre/SWOT Analysis

Assignments Due		Class Activities
Tue, Sep 11	Read Langley ch 17 and Appendix E Stage Configurations DUE: Organizational Chart with Job Description Paragraphs DUE (no grade) Start of one show budget to work on in class	Discuss Space Configurations, your three plays and budgeting; work in class on show budgets; where will you produce your season?
Thu, Sep 13	Read Volz Ch 4: Strategic Planning Watch: SWOT Analysis: How to perform one for your organization: https://www.youtube.com/watch?v=GNXY110Po6A Quiz 7 Due Before Class	Discuss creating your own theatre-creating SWOT, Mission, Naming your theatre and logo, selecting a three-play season. Discuss SWOT Analysis for your theatre

Week Five: Mission, Vision, Values Statements; Naming your Theatre and LOGO

Assignments Due		Class Activities
Tue, Sep 18	Review Volz: pages 26-34 Review Langley pages 121-122 and Appendix I: 467-469 <i>Watch: How to Write a Mission statement:</i> https://www.youtube.com/watch?v=XtyCt83JLNY&list=PLFE403AC4DCD8E2BE <i>Watch: How to Write a Vision Statement that Inspires</i> https://www.youtube.com/watch?v=ioY-YSOKBtY&index=2&list=PLFE403AC4DCD8E2BE <i>Watch: How to Write a Values Statement</i> https://www.youtube.com/watch?v=NCDlozomQiY&index=3&list=PLFE403AC4DCD8E2BE DUE: SWOT ANALYSIS DUE (no grade): Draft mission, vision, values statements	Present and Discuss in Class your draft mission, vision, values statements for your theatre.
Thu, Sep 20	DUE (no grade) Bring in names of 2 theatres that you like DUE: Mission, Vision, Values Statements	What's in a theatre name? Being very specific in your name: exactly what you do Being very general - something inspiring but open

Week Six: Selecting a Season and About Fringe and Applying

Assignments Due		Class Activities
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Tue, Sep 25	<p>Review Volz: page 39 Season Selection, page 44 Notes Actors would like to offer</p> <p>DUE: Name your theatre and logo</p> <p>DUE (no grade) Draft season of 3 plays for your theatre</p> <p>QUIZ 8 Due Before Class</p>	<p>Season Selection and Planning; Selecting Season Personnel (directors, designers, etc.)</p> <p>Casting a Season: hiring actors</p> <p>Selecting a Fringe Show</p>
Thu, Sep 27	<p>DUE (no grade): Have prepared for sharing with guest Michael Marinaccio your theatre name and mission and the play that you plan to present at the Orlando Fringe Festival 2019 (A 1-2 minute elevator speech introducing yourself and your theatre and your project plan)</p>	<p>Guest in Class: Michael Marinaccio</p>

DEVELOPMENT

Week Seven: Your Five-Year Plan and Fundraising Guest Development Director

	Assignments Due	Class Activities
Tue, Oct 2	<p>Review Volz: Chapter 4</p> <p>QUIZ 9 Due Before Class</p> <p>DUE: 3-play Production Season List for your Theatre</p> <p><i>Turn in a 3 play season that indicates artistic vision, an awareness of artistic resources, an understanding of your intended audience, financial savvy, and a clear commitment to your stated mission. List the play title, author, and a short synopsis. If you are planning for another nonprofit business, provide six key events or programs with appropriate explanations that someone unfamiliar with your business would understand. (One must be a Fringe show)</i></p>	<p>Discuss Five-Year Plans in Class</p>
Thu, Oct 4	<p>Review Volz: Chapter 6: Fundraising</p> <p>QUIZ 10 Due Before Class (Fundraising Review)</p> <p>DUE: <i>Performance Locations, Physical places your theatre will take place: 1-2 pages describing where you will perform your 3 pieces of theatre, including budget, price, rental, time, and calendar.</i></p>	<p>Guest TBA: Development Director</p> <p>Discuss Development and fundraising: grants, sponsorships, individual donors, planned giving endowments.</p> <p>Writing a fundraising letter appeal</p>

Week Eight: Working with Foundations / Basic Strategies and Role Playing

Assignments Due		Class Activities
Tue, Oct 9	DUE: Strategic Five-Year Plan <i>Outline key components of a strategic plan or business plan in a three-page outline. Include name of Theatre and Logo, Mission, vision, values statements and SWOT analysis (one page). And two-page summary of five-year plan.</i>	What is a foundation? How to apply for a foundation grant and what not to do.
Thu, Oct 11	DUE: Fundraising Ask Letter <i>Write a one, one-page single-spaced fundraising letter for your theatre.</i>	Work on person to person or phone call ask. About special event fundraisers: bowlathons, poker tournaments, 5ks, Galas, kickstarters, indie-gogos, carwashes, ice bucket challenges, etc. and choosing one of your own We will also do some review for the midterm which is on Thursday, October 18.

Hot Mikado: October 11-21

MARKETING

Week Nine: Being a Marketing Director and Midterm Exam

Assignments Due		Class Activities
Tue, Oct 16	Read Langley ch 14 (323-350) Read Volz ch 7 (146-164) DUE: 100-word Ask to a donor (in person or phone call script): Prepare a 100-word oral fundraising "ask" (request) that follows John D. Rockefeller's advice on Page 129 and Page 136.	Guest Marketing Director: About being a marketing director. Markets, advertising, and promotion.
Thu, Oct 18	DUE: in class mid-term exam	MIDTERM EXAM

Week Ten: Marketing Fundamentals, Annual Operating Budgets, Publicity and Public Relations

Assignments Due		Class Activities
Tue, Oct 23	QUIZ 11 Due Before Class DUE: Fundraising Event Paper 1-2 pages describing – title of your event, description, goal, expense budget.	MARKETING FUNDAMENTALS More discussion on markets, advertising and promotion About designing your poster and postcard ANNUAL OPERATING BUDGETS Study VOLZ pages 174-185; review budget reading from earlier in semester. Get ready

Thu, Oct 25		for November 8 work session on budgets for your theatre projects.
	Read Langley ch 15 (351-385) QUIZ 12 Due Before Class	Read and analyze structure of sample press releases listed In Week 10 in Home Section About Press releases, interviews and other PR

First Week of PlayFest 2018 (Tuesday 10.30–Sunday 11.4)

Week Eleven: Marketing and Communications; Single Tickets and Subscriptions

Assignments Due		Class Activities
Tue, Oct 30	Read Langley ch 16 Advertising and Sales Campaign QUIZ 13 Due Before Class <i>DUE: Write a One-Page Press Release: Write a one-page press release on one show in your season.</i>	Discuss Advertising and Sales. We will revisit the final project and discuss your progress with it.
Thu, Nov 1	READ “Subscribing to the New Century” by David Snead Available via UCF Libraries ONESEARCH QUIZ 14 Due Before Class <i>DUE:Poster or Postcard for a show in your season: Includes image, name of show, playwright and other required info, dates, times, price, and way to contact.</i>	Discuss Article. We will continue to revisit the final project and your progress with it.

Second Week of PlayFest 2018 (Tuesday 11.6–Sunday 11.11)

Week Twelve: Harnessing the Power of the Social Media

Assignments Due		Class Activities
Tue, Nov 6	DUE: Annual Operating Budget Draft and Components: show budgets, fundraising event budget	Work Session on Annual Operating Budgets. Work in small groups through budgets.
Thu, Nov 8		Guest Speaker on Social Media Creating your Theatre’s Social Media Plan About Facebook, Tumblr, twitter, and other social media The ice bucket challenge, flash mobs and going viral

BOARDS OF TRUSTEES

Week Thirteen: Boards of Trustees Roles and Responsibilities

Assignments Due		Class Activities
Tue, Nov 13	<p><i>Read Volz: Chapter 3 Board of Trustee Management and the Arts - pp.66 through 91</i> <i>Review Langley : Developing a Board of Trustees – Junior Boards, pp. 124 through 126</i> QUIZ 15 Due Before Class DUE: Fringe Application for show in your theatre season DUE: Annual Operating Budget Full season budget for your theatre due for 3 shows, staff, fundraiser, etc</p>	<p style="background-color: yellow;">Possible Guest Board Member: TBA</p>
Thu, Nov 15		<p>Work Session: INDIVIDUAL MEETINGS WITH INSTRUCTOR re Annual Operating Budgets; be ready to explain and defend your budget choices and to show how you balanced it.</p>

Of Mice and Men closes November 18

Week Fourteen: Final Theatre Projects Due with Presentation

Assignments Due		Class Activities
Tue, Nov 20	Final Hard Copy of your Theatre Project DUE	Class Presentations
Thu, Nov 22		Thanksgiving XOXO

ADMIN RESUMES AND JOB NEGOTIATIONS

Week Fifteen: Resumes and Job Interviews

Assignments Due		Class Activities
Tue, Nov 27	Read Volz ch 5 and ch 9	<p>Creating and administrative business resume Job interviews Negotiations for a job – salary, health benefits, pension plan, looking for a house, moving expenses, other perks: office furniture, yearly travel, meal expenses, car, house Graduate Students: Admin Business Resume Due; Job Interview and Theatre Pitch for Board Members Due</p>

Thu, Nov 29		Review Session for Final Exam
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FINAL: Thursday, December 6, 7 am - 9:50 am

	Assignments Due	Class Activities
December 6, 7-9:50 am		FINAL EXAM

DISCLAIMER: THERE WILL BE MINOR CHANGES TO THIS SYLLABUS WITHOUT NOTICE THROUGHOUT THE SEMESTER. You will be notified in class or on Web Courses about any changes that affect deadlines and due dates.