

MSU INVESTMENT PROPOSAL FOR INSTITUTIONAL PRIORITIES

PROPOSAL OVERVIEW

Title	Shakespeare in the Parks Administrative Support	Request Date	12/16/11
Department	Shakespeare in the Parks/School of Film/Photo	Email	jjahnke@montana.edu
Requestor	Joel Jahnke	Phone	994-3903

STRATEGIC ALIGNMENT

Core Themes and Objectives
(check all that apply)

Educate Students

- Our graduates will have achieved mastery in their major disciplines
- Our graduates will become active citizens and leaders
- Our graduates will have a multicultural and global perspective
- Our graduates will understand the ways that knowledge & art are created and applied in a variety of disciplines
- Our graduates are prepared for careers in their field
- We will provide increased access to our educational programs
- Communities and external stake holders benefit from broadly defined education partnerships with MSU

Create Knowledge and Art

- Students, faculty, and staff will create knowledge and art that is communicated widely

Serve Communities

- We help meet a fundamental need of the citizens of Montana by providing degree programs for our students
- We help meet the educational needs of the citizens of Montana by providing a wide range of educational opportunities to a variety of students
- Our students, faculty, staff, and administrators reach out to engage and serve communities
- Our students, faculty, staff, and administrator reach in to build the university community

Integrate Learning, Discovery, and Engagement

- Each graduate will have had experiences that integrate learning, discovery and engagement
- Outreach activities will educate students and address the needs of the communities we serve
- Students, faculty, and staff will create knowledge and art that addresses societal needs
- MSU is a community that will be characterized by synergy within and across disciplines, roles and functions.

Stewardship

- The public trusts the institution to operate openly and use resources wisely
- The faculty and staff are well-qualified and supported
- MSU will support Native American students, programs, and communities
- MSU will be an inclusive community, supporting and encouraging diversity
- Our publicly provided resources are used efficiently and effectively
- Natural resources are used efficiently and sustainably
- MSU nurtures a culture of resource conservation and ecological literacy among students, faculty and staff
- Our physical infrastructure (e.g., building, equipment, open spaces) will be well-maintained and useful

INSITUTIONAL BENEFIT

Campuses X Bozeman X Billings X Havre X Great Falls FSTS Extension MAES

Cross Depts Please List:

TIMEFRAME

Proposed Dates Start: 07/01/2013 End: Ongoing

COST AND REQUIREMENTS

Funding Type	One-Time (\$)	Multi-Year (\$)			Base (\$)	FTE
		Year 1	Year 2	Year 3		
Personnel (w/benefits)					\$69,268	.67
Materials & Supplies						
Travel						
Contracted Services						
Capital						
Other Operations						
TOTAL					\$69,268	.67

This cost represents the amount necessary to convert the Shakespeare in the Parks artistic director's position from .33 to a position of full time responsibility effective July 1, 2013. An estimate of benefits is included in this figure.

Please comment, if necessary, regarding cost and requirements.

PROPOSAL SCOPE

Describe the Proposal

Montana Shakespeare in the Parks (MSIP) opened its first season in the summer of 1973. A company of 16 amateur actors comprised of a mixture of students and community members under the direction of Dr. Bruce Jacobsen performed Shakespearean scenes thirteen times in seven cities in Montana. The goal was to bring Shakespeare directly to the people of Montana who would not otherwise have the opportunity with an emphasis on under-served rural communities. The following summer, two full productions (*The Taming of the Shrew* and *The Merchant of Venice*) were mounted by a paid professional company and staff performing 26 times in 18 cities and the Montana Shakespeare in the Parks Company as we have come to know it was born.

Since that time, MSIP has performed over 2,000 times to nearly three quarter of a million people and in so doing has become a mainstay of Montana culture. The company's contribution to the cultural fabric of Montana and its unique ability to serve the most remote rural areas of the region has been chronicled by Montana PBS, NBC Nightly News, The Wall Street Journal, The New York Times and many others. In 1991, the company was named the recipient of the Montana Governor's Award for the Arts, the highest honor that can be bestowed on an arts organization in our state.

In 1993, MSIP launched its first educational outreach program in response to a growing interest from schools throughout the state. *Shakespeare in the Schools* (SIS) has grown from an initial pilot project featuring a presentation of Shakespearean scenes by a team of only two actors literally performing in front of two sticks and a banner to a full 75-minute production of a Shakespearean play performed by eight professional actors, complete with full costumes and set. SIS offers a 10-week tour to middle schools and high schools in communities throughout Montana and northern Wyoming. The company's educational mission is to expose students to Shakespeare as he intended; in a live theatrical performance. Post-show workshops complete the experience by helping students to better understand his language and themes and how they are relevant and vital to today's students. SIS is the *only* professional theatre company that brings an educational Shakespeare program directly into Montana's schools and serves over 10,000 students, teachers and community members each year with an emphasis on small, under-served rural communities. The company also performs on or near six of Montana's seven Indian reservations.

In the spring of 2008, MSIP initiated a 3-week pilot project specifically designed for elementary schools entitled MONTANA SHAKES!. This program introduced Shakespeare's language to K-5th grade students in an interactive, non-threatening, entertaining format with a 30-minute play featuring scenes from *A Midsummer Night's Dream* performed by a company of three professional actors. Following the performance, students took part in a "talk back" session with the acting company before breaking into age appropriate hands-on workshops in the areas of design using a costume trunk and puppetry, verse in a workshop entitled "Green Eggs and Hamlet" and a stage combat/movement workshop that complemented the performance. Based on the extraordinary success of the first season, in the spring of 2010 the company remounted it as an 8-week tour serving 40 elementary schools in Montana and northern Wyoming. The response again was enthusiastic and the tour is now an annual event with the 2012 tour in the final stages of booking.

From its humble beginnings in 1973, Shakespeare in the Parks has grown from a very small and manageable summer tour with an annual budget of less than \$15,000 to a year round

touring company managed by five permanent staff members and a small army of seasonal employees whose annual budget is now nearly \$700,000. The company serves the entire state of Montana as well as communities in the surrounding states of North Dakota, Wyoming, Idaho and Washington and has become one of MSU's best known and most effective outreach programs. MSIP satisfies a great many of the objectives in all five of the core themes in MSU's strategic plan. The company's ability to reach communities in Montana is one of MSU's indicators of success. MSIP is coincidentally undergoing its own strategic planning and is positioning itself to move to a new level of production and to ensure a sustainable future. This request for proposals for MSU to invest in the company's future could not have come at a better time and offers a unique opportunity for both MSU and MSIP.

Although most Shakespeare companies have both a full-time executive director and artistic director, Shakespeare in the Parks has always been managed by a part-time artistic director. For the first 14 years, this position also served as Head of the Department of Theatre Arts and effectively managed the affairs of this growing company. However, by 1987, when the Department merged with Film and Television to become the Department of Media and Theatre Arts, the company had already grown to a size that was placing stressful demands on the part-time artistic director position.

By the early 1990's the company had grown considerably and Joel Jahnke, who was named artistic director in 1980 when Dr. Jacobsen left MSU, applied for and was granted a sabbatical to assess MSIP's current situation and future potential. It proved to be a year of much growth and change including the founding of Shakespeare in the Schools and a summer drama camp entitled Young People's Theatre (YPT). Most significantly, the amount of work necessary to successfully administer this growing program during the academic year was officially recognized by a reduction in Joel's teaching load. While a MOU wasn't initiated and signed until just recently, it was agreed that one third of his academic year responsibility would be dedicated to administering Shakespeare in the Parks.

This proved to be a very positive step for the company and with stable leadership and the time to effectively manage the company's year round activities MSIP continued to grow artistically and in productivity. A National Endowment Advancement Grant was instrumental in taking the company to a new level of sophistication as well as a reassessment of priorities and an administrative restructuring that resulted in MSIP being given its own identity as an outreach program of the College of Arts and Architecture, separate from the Department of Media and Theatre Arts. However, it wasn't long before the increased growth and popularity of the programs and the resultant pressures of fundraising and administration began to become increasingly more difficult to maintain due to the part-time nature of this position.

In the last few years, with the addition of the elementary school tour, MSIP has reached a new level of programming excellence and output. The company is either in production or touring for ten months out of the year and all three programs are operating at a high level of productivity and looking to expand. As a part of its strategic planning, the company has reorganized and added a director of educational programs to manage the educational tours and work together with the community relations director and the artistic director to explore areas of growth and to seek funding for sustaining the programs. No Shakespeare festival or professional theatre in America is performing at this level of output and sophistication with a part time artistic director and MSIP cannot continue to do so and still continue to grow. In order to provide stability for the company, to permit time to seek solutions and to conduct critical long range planning, the School of Film and Photography has provided a short term solution by allowing MSIP to buy out

Joel's teaching responsibility for a short period of time. While this has been extremely advantageous, it is obviously a short term solution and the School is understandably anxious to make long term plans of its own regarding this position.

As a part of the research in its strategic planning, the company has compiled a year by year budget comparison for the past 39 years. Not surprisingly, in the early years quite a large percentage of the overall budget came directly from MSU; 40% in 1974. As the program has grown, the financial support from MSU has remained pretty much unchanged while the overall budgets have increased significantly. Over the last ten years, only 6.5 % of the overall income has come from MSU. The timing of the strategic planning for both MSIP and the university and this request for proposals represents a window of opportunity for MSU to reinvest in Shakespeare in the Parks to solidify its administration and ensure its future growth and stability that will be mutually beneficial to the company and the university.

Currently, the artistic director's contract for the academic year is approximately \$75,000 with a .33 SIP responsibility and a .67 academic responsibility. The summer months are paid in full by Shakespeare in the Parks on a summer research contract. This proposal respectfully requests MSU to convert the current .67 academic year contract to a full 1.00 FTE faculty research contract assigning a full responsibility as artistic director of Shakespeare in the Parks. This would provide a dual benefit, first by freeing up \$50,000 for the School of Film and Photography to replace that .67 academic responsibility and secondly, to provide MSIP with the full-time administration and leadership which is critical to its long range plans, its growth and stability.

The MSIP long range plan currently under development includes, among other things, several key projects that will enhance the company's output and ensure a sustainable future. These include a new campaign to build audiences (and also donations) all across the summer tour, the creation of an Artistic Director's Circle to encourage sustained long-term giving, a campaign to expand the company's endowment that will provide for the sustainable future of the company, investigating new opportunities for increased earned income and enhanced educational opportunities including distance learning and a summer drama program for young people. While plans are being made to make these a reality, none of it will be possible without full-time leadership.

In 2012, Shakespeare in the Parks will celebrate its 40th anniversary season and plans are being made for several special events to commemorate the company's rich history. MSIP will also use this as a platform to launch the campaign and initiatives described previously. The success of this proposal to reinvest in Montana Shakespeare in the Parks during this critical time of transition would be a significant step toward ensuring the success of this campaign and providing for the long range stability of perhaps MSU's finest outreach effort for the next forty years.

PROPOSAL SCOPE

Describe the broader impacts and benefits of this proposal

Recently, MSIP received one of the highest rankings and a very positive recommendation from the Cultural and Aesthetic Grants Committee in response to a statewide granting competition conducted every other year in the Montana legislature. Their summary response prepared for the legislative sub-committee clearly describes the impact Shakespeare in the Parks has on the communities it serves. The committee's comments follow:

This is an excellent, stellar, statewide core program. Their capacity, based on past performance, is excellent. The application is creative and innovative. They are unique in the state. The program is good and excels at cultural impact in the state. They have lots of good partnerships with schools, universities and local festivals. They have quite a diversity of funding sources. It is well supported. They have good city and local funding. In-kind donations are substantial. The very nature of their organization, as a traveling program to all size towns, means great outreach. They identify and exemplify their ability to fill a high need. This is an important project throughout the state. It is a model of how to run a successful program.

Montana Shakespeare in the Parks' positive impact on the state of Montana has been widespread and long lasting. For 39 years this award-winning company has utilized its statewide network and unique ability to travel to the most remote areas to provide a high quality theatrical and educational outreach effort literally to the entire state of Montana and surrounding areas with a primary focus on people who would not otherwise have the opportunity. The impact of the company and this proposal cannot be understated. The company has grown from humble beginnings to become a unique, nationally recognized program and the company has taken significant steps along the way that were instrumental in its success. This proposal addresses the most significant challenge the company is currently facing and represents a critical next step in the maturation of this excellent program. As Shakespeare in the Parks prepares to celebrate its fortieth year, the time has arrived to move the company to a level of professional administration that is appropriate; one that will secure the future and, through its unique partnership with MSU, explore ways together to serve the people of Montana more effectively.

ADDITIONAL INFORMATION

Implementation Plan *(Please describe with timelines)*

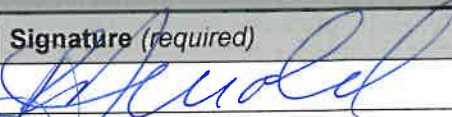
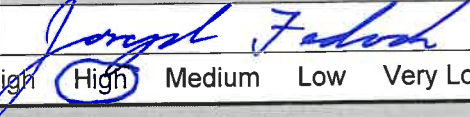
If funded, the plan is to seek a new MOU for the artistic director's position effective July 1, 2013. This MOU would convert the position from a part-time academic position to a full research position assigned full-time to Shakespeare in the Parks.

Assessment Plan *(Please describe with indicators)*

As a part of the company's strategic planning, all key projects outlined earlier under scope of the project will be assigned specific goals and assessment evaluators with measurable outcomes and ongoing timelines. The format will be created by the strategic planning committee comprised of advisory board members, staff, tour coordinators and other stakeholders. These will then be used to evaluate the success of this proposal as well.

If assessed objectives are not met in the timeframe outlined, what is the plan to sunset this proposal?

If the objectives are not met in the timeframe, the company will need to reassess its financial situation and determine whether the position of artistic director can be funded from other sources. If it is determined that it cannot be, in a worse case scenario, the position will be reduced to whatever FTE is appropriate and programming, likely affecting the two educational programs first, will be either reduced or eliminated.

SIGNATURES					
Department Head (please print)	Signature (required)			Date	
ROBERT ARNOLD				12/22/11	
Dept Head Priority (please circle one):	Very High	High	Medium	Low	Very Low
Dean/Director (please print)	Signature (required)			Date	
Joseph Fedock				12/30/11	
Dean/Director Priority (please circle one):	Very High	High	Medium	Low	Very Low
Executive/VP (please print)	Signatures (required)			Date	
Executive/VP Priority (please circle one):	Very High	High	Medium	Low	Very Low