

2013-2014 Academic Year Administrative Assessment Report

Theatre Management and Programming Office

Mission Statement: The mission of the Theatre Management and Programming Office is to present professional cultural programs to supplement the intellectual life of the classroom, increase opportunities for community and university interaction, and provide affordable access to the arts for central and northern New Jersey students and residents. In addition, TMPO is responsible for maintaining, scheduling and staffing the performing arts venues on campus for student and community use)

Vision Statement: The vision of the Theatre Management and Programming Office is to achieve regional and statewide recognition as a performing arts venue)

Goals and Objectives

A) KU 2013-2020 Strategic Plan Goal 2--To attract and retain more full-time, first-time undergraduate, transfer and graduate students.

KU 2013-2020 Strategic Plan Goal 5--To provide world-class external opportunities to members of the Kean University community, thereby widening our community beyond the physical campuses, by substantially augmenting our academic, cultural, economic and community partnerships at three distinct levels: the local; regional and national; and international.

Kean Mission Outcomes fulfilled through this goal: KU MO 1, KU MO 2, KU MO 3

1. SMART Objective A.1 To enhance the cultural experience of Kean students, and provide an introduction to music, theatre and dance presentations from across the globe, the Theatre Management and Programming, under the direction of Lindsay Gambini, will initiate/implement new actions to increase participation by Kean University students in 2014 Kean Stage events from 15% to 25%, demonstrating a significant increase in student interest for arts events at Kean.

- a) Responsible Individual: Lindsay Gambini, Director of the Theatre Management and Programming Office, will oversee Jennifer Milone-Clapp (Coordinator of Box

Office and Operations) and Cory Lees (Director of Operations, Enlow Hall) in attaining this objective.

- b) Measures: The Theatre Management and Programming Office will review all ticket sales data collected with box office software.
- c) Timeline with milestones: The Theatre Management and Programming Office will collect ticket sales data for the entire fiscal year. Data will be analyzed in January and July.
- d) Implementation plan for this objective: The Theatre Management and Programming Office will offer discounted rush tickets for all 2014 Kean stage performances through campus announcements, postings on social media and flyer distribution. The Coordinator will monitor and tally all purchases made using the Rush tickets category and, using sophisticated Vendini software, will assess the degree to which student attendance has increased. Rush tickets will be offered for all Kean Stage events for the Spring 2014 semester.
- e) Data collected: The Theatre Management and Programming Office increased by 10% the number of Kean students attending performances in FY 2014 (6,411) when compared with the number attending in FY 2013 (5886).
- f) Action taken based on data collected: The Theatre Management and Programming Office will continue offering discounted rush tickets in FY 2015 and targeting students via campus announcements, flyer distribution and social media.

2. SMART Objective A.2 To increase attendance and diversify the baseline of a strong but segmented audience for Kean Stage events, a crossover of segmented pools of audiences to attend multiple performances as part of the Kean Stage 2014 season calendar of events will be developed. The percentage of audiences who attended more than one event as part of the 2013 season was 4%. Through targeted crossover efforts, this percentage is estimated to increase to 8%.

- a) Responsible Individual: Jennifer Milone-Clapp (Coordinator of Box Office and Operations) and Cory Lees (Director of Operations, Enlow Hall) will be responsible in attaining this objective.
- b) Measures: The Theatre Management and Programming Office will review all

ticket sales data collected with box office software.

- c) Timeline with milestones: The Theatre Management and Programming Office will collect ticket sales data for the entire fiscal year. Data will be analyzed in January and July.
- d) Implementation plan for this objective: The Coordinator of Box Office and Operations will instruct box office staff to offer specific discounts to all patrons who call to order tickets for multiple events and will offer a special 2 for 1 offer for all patrons who have purchased one event as part of the 2014 season to attend another performance of their choice). The Coordinator will monitor and tally all purchases made using the tickets category and, using sophisticated Vendini software, will assess the degree to which crossover attendance has increased.
- e) Data collected: The Theatre Management and Programming Office increased the percentage of audiences who attended more than one event as part of the 2014 season by 5% in FY 2014 (1,598) when compared with the number attending in FY 2013 (1,525).
- f) Action taken based on data collected: The Theatre Management and Programming Office will continue offering discounted tickets in FY 2015 and targeting crossover patrons through mailings, emails, news articles, announcements, postings on social media, curtain speeches, and flyer distribution.

B. KU 2013-2020 Strategic Plan Goal 7—To establish a revenue flow, and financial planning and resource allocation processes that are sufficient, dependable, and consistent to support Kean University's ongoing financial obligations and future ambitions, in light of ongoing reductions in public funding.

Kean Mission Outcomes fulfilled through this goal: KU MO 2, KU MO 3, KU MO 4

SMART Objective B.1 To increase earned revenue, decrease reliance on University funds, attract the most seasoned artists to Kean Stage and Enlow Hall, and maintain the state-of-the-art equipment in all Kean University arts venues/facilities, the Theatre management and Programming Office staff and staff from Conference Series to increase rental income to maximum space usage on campus.

a) Responsible Individual: Lindsay Gambini, Director of the Theatre Management and Programming Office, will oversee Mickey Kaufman (Production/Technical), Jennifer Milone-Clapp (Coordinator of Box Office and Operations) Cory Lees (Director of Operations, Enlow Hall) and Andy Bove in attaining this objective.

b) Measures: Departmental budgets will provide data to analyze increases. All equipment and supplies are carefully inspected prior to each performance

c) Timeline with milestones: This year we expect to complete purchasing equipment to completely professionalize the recording studio in Enlow Hall, select and purchase a new box office software system and complete plans for the construction of a new lighting/sound/video booth in Wilkins Theatre).

d) Implementation plan for this objective: Inventory to be purchased for Enlow Hall will be selected during the summer of 2013. Purchasing and installation will be completed by the end of the fall semester. Box office software will be selected, purchased and operational at the beginning of the Fall 2013 season. The Theatre Management and Programming Office Director, working with the Enlow Hall Director of Operations and sound consultants will develop a planning document that allows for the careful professionalization and enhancement of a state-of-the-art recording studio in Enlow Hall.

With the projected completion of the new scene shop in late 2015, the Theatre Management and Programming Office Director will devise a plan for the enhanced and expanded use of the Wilkins Theatre and new dance rehearsal facilities in Vaughn Eames to increase offerings and diversity of existing dance programming and establish a dance series that increases interest in both the crossover of audiences and incentives for purchasing season packages. The new dance package will be marketed in Spring, 2016 brochure, curtain speeches and box office scripts and is projected to begin in January 2015. The Director will reach out to NJ dance companies in Spring, 2015 to specifically gauge interest in collaborating to make Kean University a cultural hub and center for professional dance presenting.

e) Data collected: All recording equipment for Enlow Hall has been purchased and installed. New box office software has been in use since Fall, 2013.

f) Initiate marketing efforts for recording studio

2. SMART Objective B.2 To ensure that marketing strategies initiated and implemented by the Theatre Management and Programming Office successfully capitalize on new trends in marketing technology, Lindsay Gambini, Director of the Theatre Management and Programming Office, will oversee Jennifer Milone-Clapp (Coordinator of Box Office and Operations) and Cory Lees (Director of Operations, Enlow Hall) will increase social media efforts while simultaneously reducing marketing expenses by phasing out expensive print advertising

a) Responsible Individual: Lindsay Gambini, Director of the Theatre Management and Programming Office, will oversee Jennifer Milone-Clapp (Coordinator of Box Office and Operations) and Cory Lees (Director of Operations, Enlow Hall) in attaining this objective.

b) Measures: Box office traffic (by phone, online and at the window) will be tracked relative to the timing of each promotional initiative)

c) Timeline with milestones: New box office software will provide much of this information and will be analyzed in March by Gambini and Lees.

d) Implementation plan for this objective: Lindsay Gambini, Director of the Theatre Management and Programming Office, will create a survey that will be used by all Box Office personnel. Every patron who calls to purchase tickets or inquires about a performance will be asked to identify how they heard about the performance) The survey will include a long menu of options that the Box Office staff member will be required to check. Data will be updated weekly and accessible to all arts programs on campus.

Lindsay Gambini, Director of the Theatre Management and Programming Office, will oversee Jennifer Milone-Clapp (Coordinator of Box Office and Operations) and Cory Lees (Director of Operations, Enlow Hall) will work to enhance existing social media efforts (Facebook, Twitter), incorporate new social media (Instagram) and double Vendini patron mail blasts, while simultaneously cutting back on print advertising, and in the process reducing the overall marketing budget by 10%. The Executive Director will initiate this new model in Spring 2014 and evaluate success based on the increase/decrease in audiences through this new approach.

e) Data collected: Reduced spending for print advertising by 100%. Ticket sales increased 8% from prior year.

f) Action taken based on data collected: Continue and increase social media efforts.