

12-1992

A report on an Arts Administration internship : with Converse College/Twichell Auditorium Spartanburg, South Carolina, Summer 1992 : an internship paper

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A REPORT ON AN
ARTS ADMINISTRATION INTERNSHIP WITH
CONVERSE COLLEGE/TWICHELL AUDITORIUM
SPARTANBURG, SOUTH CAROLINA
SUMMER 1992

AN INTERNSHIP PAPER
PRESENTED TO
THE FACULTY OF THE GRADUATE SCHOOL
OF THE UNIVERSITY OF NEW ORLEANS

IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE
MASTER OF ARTS IN ARTS ADMINISTRATION

BY
GINDI F. VAUGHAN
DECEMBER, 1992

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CHAPTER 1.
CONVERSE COLLEGE/TWICHELL AUDITORIUM

HISTORY

Converse College is a private liberal arts college established in 1889 for the purpose of providing a thorough and liberal education for women. Moving into its second century, Converse reaffirms the founders' original conviction that a small, undergraduate, residential college of the liberal arts is a uniquely powerful environment for awakening the abilities and developing the talents of women of all ages. Although Converse is primarily a residential college for undergraduates, the College also offers graduate, pre-college, and adult education programs. Degrees are offered in humanities, language and literature, fine arts, natural and social sciences and mathematics, as well as in the professional areas of music, education, business and interior design. A distinctive feature of Converse is its professional School of Music with a separately organized faculty presided over by the Dean of the School of Music. The Converse College School of Music is a charter member of the National Association of Schools

of Music and is fully accredited by that organization as a professional school offering both undergraduate and graduate degrees.

Twichell Auditorium, located on the Converse College campus, has served Converse College and the Spartanburg community since 1898. The Auditorium is listed on the National Register of Historic Places and was also designated an historic site by the National Music Council. Although Twichell is on the Converse campus and is essential to the academic programs of the College, it also serves many of the cultural and civic organizations of the community and region. For the past forty-four years, Twichell has been the home of the Spartanburg Music Foundation Series. Through the Spartanburg Music Foundation, artists such as Itzak Perlman, Leontine Price, and the Vienna Choir Boys have displayed their artistry for both students and community members. Twichell is also the home of the Spartanburg Symphony Orchestra and Symphony Chorus. Both orchestra and symphony chorus are comprised of students and community members. Except for an enlargement in 1908, Twichell remained virtually unchanged until 1987. At that time Twichell was closed for a major renovation and refurbishing. The \$6.5 million renovation added dressing rooms, storage and rehearsal areas; enlarged the stage and

wing space; and basically redesigned the 1600-seat auditorium for better seating and sightliness. A new wing was also added to house the Converse Pre-College Department of the School of Music. Since its establishment in 1943, the Pre-College has grown from twelve students to an enrollment of over 700 and a faculty of more than 50. The Pre-College Wing now features studios, rehearsal rooms, and administrative offices. The wing also serves as a center or focal point for the Pre-College operation on campus.

Since the renovation, Twichell has shifted its focus from that of a college auditorium to a performing arts center/presenter. For the past two years Twichell has presented its own performing arts series, Twichell Presents. These two seasons have included performances by Burl Ives, the Naval Academy Glee Club, and the Buddy K Big Band. The annual Bluegrass Festival originated from the Twichell Presents series also.

The 1992-1993 season marks a change for Twichell. In an effort to maximize the potential uses of the Auditorium, Converse College has hired a Performing Arts Director to plan and oversee the Twichell concert series that previously had been organized in a haphazard manner. In response to the needs of the community, the new series, On Stage at Twichell, will offer underrepresented types of music such as

jazz and bluegrass. The 1992-1993 season includes performances by Tuck & Patti, George Winston, and Doc Watson (Appendix 1).

MISSION AND GOALS

The primary mission of Converse College since its founding in 1889 has been the education of women. Dexter Edgar Converse states in the Founder's Ideal:

It is my conviction that the well-being of any country depends much upon the culture of her women, and I have done what I could to found a college that would provide for women a thorough and liberal education, so that for them the highest motives may become clear purposes and fixed habits of life; and I desire that the instruction and influence of Converse College be always such that the students may be enabled to see clearly, decide wisely, and to act justly. . . . (Converse College Handbook, 3).

Arts Management is a new department within Converse College. After the renovation of Twichell Auditorium, it was felt that the College was not utilizing the Auditorium to its full potential. The position of Performing Arts Director was created for this reason. It was felt that a Performing Arts Director could act as a central coordinator for the marketing and public relations efforts of all performing arts presented by both Twichell Auditorium and the School of Music.

Temporary goals were set when Julie Staggs was hired as Performing Arts Director. Since that time, many goals have had to be redefined. For this reason, a complete assessment of the Arts Management mission and goals is currently being

conducted. These goals will also be structured to implement the new focus of Twichell Auditorium since the temporary goals were not clearly stated.

Upon the initial acceptance of my internship, I received the following from Julie Staggs, Performing Arts Director, as the current working goals for the Arts Management department of Converse College:

- 1) To provide quality performing arts programming to Converse students and the Spartanburg community.

- 2) To show a profit for Twichell Auditorium and the performing arts series to be presented.

- 3) To promote the School of Music and increase enrollment through awareness and recruitment.

- 4) To incorporate Converse College musical opportunities into the life of the community by making events available and convenient to the constituency.

These goals served as a framework for the plans and projects that were conducted during the term of my internship.

MANAGEMENT STRUCTURE

The management structure of Twichell Auditorium is unique in that the original organization of management was for Twichell as a college auditorium, not as a performing arts center. For this reason, the management of Twichell Auditorium is unlike the management of a typical performing arts center.

Board of Trustees

Converse College is governed by a Board of thirty Trustees. The Board is divided into nine committees that set policy for all aspects of the College.

President

Dr. Ellen Wood Hall serves as President of Converse College and oversees all operations of the College.

Arts Management

The newly created position of Performing Arts Director falls within the area of college relations. Julie Staggs, Performing Arts Director, reports to the Director of Public Relations Sally Hammond. Mrs. Hammond is also the acting Vice-President for College Relations and reports directly to the President. Reporting to the Performing Arts Director

are Amanda Golden, Administrative Assistant to Performing Arts, and Kathy Worley, Director of Business Services/Auditorium Manager.

During my internship the management structure was continually being defined and redefined. I was unable to obtain an organizational chart for the College as a whole or the Arts Management department. As stated in Thomas Wolf's Managing a Nonprofit Organization, the larger the organization, the greater the importance of an organizational chart (Wolf, 85). Departmental assessments are currently being conducted within all areas of the College so that organizational structure and reporting relationships, particularly within the Performing Arts department, will be clearly defined.

PERSONNEL POLICY

All faculty and staff of Converse College receive a personnel manual. In the past, only faculty members received a detailed manual, but following the recent update of the manual, it now distributed to all staff and faculty. The manual covers all policies and procedures of the College, including types of employment, benefits, and working hours.

FINANCIAL HIGHLIGHTS

Appendix 2 shows the 1992-1993 budget for the Arts Management department and Twichell Auditorium. Financial highlights for 1991-1992 were unavailable to me, therefore I can make no statement or observation in relation to the past financial standing of the department or of Twichell Auditorium. I do know that the change of focus for Twichell Auditorium was primarily brought about because of the debt incurred from the renovation. In an effort to turn Twichell into a profitable entity, more attention has been devoted to structuring Twichell as a money maker for the College.

FUNDING

Converse College is funded just as any other private college. Private gifts, which include individual donations, corporate donations, grants, etc., come together with student tuition to supply the proper operational income needed to carry out the mission of the College. Twichell Auditorium is included in the operational budget of Converse College which dictates the necessity of private funding. Twichell, as an auditorium, had not received any specifically designated grant monies until the time of the renovation. The College hopes that Twichell as a performing arts center will be able to receive more grant funding in

its role as a presenter. Looking ahead, Twichell hopes to establish memberships and other levels of giving, similar to any other performing arts center, that will help provide additional funding for the expanded operations of the Auditorium. In the area of long term planning, it is the hope of the College that this type of funding will be solicited by a separate Twichell development staff, and not directly through the Development Office of the College.

CHAPTER 2.

INTERNSHIP RESPONSIBILITIES AND TASKS

BASIC RESPONSIBILITIES

My internship was in the department of Arts Management; therefore I reported directly to Julie Staggs, Performing Arts Director. The Arts Management department encompasses three major area of the College: Twichell Auditorium, public relations for the School of Music, and recruiting/admissions for the School of Music. I assisted in all three area of arts management, but my duties primarily related to the marketing and development of Twichell Auditorium.

MARKETING

One of the primary marketing tasks during my internship was the development and implementation of the season brochure. Because Twichell is now being marketed as a performing arts center, it was necessary for a new logo to be designed that will eventually be used on all promotional materials for events in Twichell. It was felt that a new logo would serve to heighten the visibility of Twichell as a

performing arts center. Julie Staggs and I met with several advertising agencies to determine who would handle the logo and season brochure design. The season brochure was designed predominantly by the ad agency with copy supplied by Julie and myself (Appendix 3).

During the design and development of the brochure, I was responsible for creating a database to contain and control incoming information. Utilizing the Macintosh Filemaker Pro program, I created separate layouts within a large database for potential individual attendees, advertisers, and sponsors. The names for potential attendees were obtained from various lists such as the Spartanburg Arts Council, the Music Foundation of Spartanburg, the Spartanburg Repertory Company, and a past listing of individuals who had previously attended events in Twichell. Potential advertisers and sponsors were researched through area program books, newspaper articles relating to area business, and area businesses who had supported Converse in the past.

In conjunction with the development of the database, I was also responsible for the initial mailing of the season brochures. Using the various layouts within the Twichell database, labels were printed for the mailing. Because of time restraints, stuffing and labeling were done by an

outside mailing service.

Along with the season brochure, the ad agency also designed a program book to be used at all concerts presented in Twichell. As previously mentioned, I was responsible for the research of potential advertisers. Once the names were compiled and entered, I composed an advertising appeal letter to be sent to these potential advertisers which included a listing of our programs/events and a rate card (Appendix 4). Ms. Staggs later made individual calls and visits to follow-up our letter.

Another facet of marketing in which I obtained valuable hands-on experience was in the area of press writing and media management (Appendix 5). I was responsible not only for the creation of the initial press release that "unveiled" the new On Stage At Twichell series, but also distribution and follow-up to area newspapers and magazines. I also wrote press releases for the first two events of the series, which are to be distributed by Ms. Staggs' office at a later date. Other press duties included the upkeep of media files. During the course of the summer, many articles were written relating to our season. We also advertised the season in many local newspapers. I was responsible for keeping track of these ads and articles, as well as maintaining files of other Converse and School of Music

related events. I assisted in the placement of ads, was responsible for the proofing of all ads produced by our office, and maintained relations with our area media contacts.

DEVELOPMENT

My development duties were primarily grant related. I was responsible for extensive research of what grants would be available to Twichell Auditorium as a performing arts center/presenter. I researched local, state, federal, and foundation grants and then made recommendations of what I felt were the most feasible and/or attainable grants.

Upon my recommendation, Julie and I decided to apply for a Presenting and Commissioning grant from the National Endowment for the Arts. This particular grant is given to community-based organizations, in particular, those who have responded to the community's needs. Realizing the importance of such a grant to Twichell, much of my time went to the development and submission of our Letter of Intent for the Performance Development Initiative for Community Based Organizations grant. The Letter of Intent included a history of the organization, a brief description of the community and its performing arts resources, a description

of how our organization reflects the focus of the PDICBO, a summary of Converse's past, present, and future involvement in the presentation of the performing arts, and a brief description of the proposed project. I obtained a history of Converse/Twiche'll from many print materials put out by the College and through a book entitled The History of Converse College. Community demographics were obtained from the Spartanburg Chamber of Commerce. Other information was compiled through individuals such as myself and other Converse staff members who were familiar with the area arts organizations. The letter was submitted on July 15th. We were later told that our submission was ranked a Category One which meant we were well organized, well planned, and had submitted all necessary materials. The grant proposal itself was submitted on September 14th, two weeks following my departure from Converse. I completed the preliminary task of compiling needed information with recommendations to Julie Staggs, who later submitted the grant proposal (Appendix 6).

SCHOOL OF MUSIC

Even though the majority of my internship duties were related to Twiche'll Auditorium, there were several other

Arts Management projects that directly related to the School of Music. One such project was the development and implementation of a School of Music Alumnae Survey. This survey was a joint project of the School of Music and the Converse Alumnae office. I worked closely with Franklyn Skidmore who is the music alumnae representative to the Alumnae Council. Mrs. Skidmore gave me the format for the survey and specific questions to include within it. However, I suggested alterations to Mrs. Skidmore that changed the format to what I believed would be a more readable survey. The original survey was very wordy and included all long answer or paragraph-form questions. I submitted ideas that I believed would create a higher rate of return such as more short answer questions, an addressed return envelope, etc. Some of these ideas were included, but due to my position and the school's financial limitations, some were not. Nevertheless, I felt that the final survey suited all those involved (Appendix 7). At the completion of my internship we had received 110 replies which translated to a 12% return on our mailing. The results and ideas generated from this survey were shared with the School of Music, the Alumnae office, and the School of Music development campaign. Initial results will be published in an upcoming alumnae journal.

As Performing Arts Director, Julie Staggs is responsible for recruiting incoming music students. As an intern in the arts management department, I was Ms. Staggs' only full-time staff support. Therefore, I assisted her in coordinating auditions. A large part of music recruiting is the coordination of student auditions, both on and off-campus. This year, the off-campus auditions will be hosted by area alumnae. I corresponded with high schools and fine arts schools to confirm audition dates at nine sites across five different states. I then worked closely to coordinate area alumnae with the auditions in their area.

Another recruiting related task was my participation in an area Family Fun Day. I acted as a representative of Twichell Auditorium at an area Family Fun Day that was put on by WHYZ, a local radio station. Because the season brochure had not yet been printed, I designed a season sampler brochure to be distributed at the Converse College booth (Appendix 8). We also held a drawing for two free tickets to the concert of your choice as a promotion of Twichell's new concert season. The Family Fun Day was a good recruiting/marketing effort, but because of lack of research of this particular radio station and its target audience, the above effort proved to be noneffective in either recruiting or marketing. I suggest that extensive

market research of the radio station be conducted before another project such as this is attempted.

In keeping with my duties that related to the students, I was responsible for the development of a student organization that would serve as a support for Twichell. I created a mailout describing the organization and its goals and included this within a larger mailout to all incoming freshman (Appendix 9). Interested students were instructed to select their particular area of interest and return the enclosed form. The organization, now known as Twichell Essentials, will supply ushers, concession assistance, and technical assistance for the On Stage at Twichell events. When I left, we had already received a large number of forms from interested students, and we feel confident that this will grow into an active student organization.

One assignment that I began during my internship will be completed through recommendations included in this paper. Julie Staggs and I often spoke of Twichell's management structure, both its problems and possible solutions. Being familiar with several other organizations and their management structures, it was easier for me to see the problems and potential problems that were directly related to the management structure of Twichell Auditorium as a performing arts center. I gave verbal and brief written

recommendations to Ms. Staggs concerning board structure, volunteers, and staff. I will address this issue further in my analysis of management problems/challenges and in my recommendations for improvement.

CHAPTER 3.

A MANAGEMENT CHALLENGE:

MANAGEMENT STRUCTURE

The management challenge that I confronted during my internship is directly related to the management structure of the College. The problem is two-fold in that it encompasses both the position of the performing arts director and the entire organization of Twichell Auditorium as a performing arts center.

PERFORMING ARTS DIRECTOR

As previously mentioned, Julie D. Staggs fills the newly created position of Performing Arts Director. This job was primarily created in order to turn Twichell Auditorium into a profitable entity through its new focus as a performing arts center. As Director, Ms. Staggs makes all administrative decisions for Twichell Auditorium including contract negotiations, public relations and advertising, series planning, and community relations. However, Ms. Staggs has additional responsibilities that are unrelated to the management of Twichell Auditorium. Ms. Staggs is responsible for public relations and advertising for the

School of Music. She also acts as the School of Music admissions recruiter for Converse College.

The problem here is that each of Ms. Staggs' duties could, and at different times have been, full-time positions. Therefore, there is often not enough time to be divided among responsibilities. If the College intends to succeed in its venture of turning Twichell Auditorium into a viable performing arts center, then the Performing Arts Director should be allowed to devote the needed work hours to this goal. At present, most of Ms. Staggs time and effort is devoted to Twichell Auditorium, but in turn this often causes the other areas to suffer.

ORGANIZATIONAL STRUCTURE

Organizationally speaking, Twichell is set up as a college auditorium, not as a performing arts center. Before the position of Performing Arts Director was created, Twichell was operated by Kathy Worley, Director of Business Services/House Manager. At present, Twichell really has only two full-time employees, Ms. Staggs and Ms. Worley, each being supported by an administrative assistant. Twichell has no governing Board of Directors, only an advisory committee made up of faculty and staff members.

There is also no clear cut organizational chart, which is often the cause of miscommunication between Ms. Staggs and Ms. Worley. The mission and goals for Twichell Auditorium as a performing arts center presently do not exist, but assessment and long term planning are currently being conducted.

PERSONAL CHALLENGE

The challenge for me during my internship was organizational in nature. Because there was not enough time and staff to be divided among tasks so that they could be performed well, and because there are no clearly defined goals, it was difficult to establish priorities. I felt that time was often wasted due to this lack of organization.

There were two specific instances where problems arose directly from organizational structure. During the development of the School of Music Alumnae survey, I encountered difficulties as to who was in charge. Ms. Staggs had given the survey to me as part of my intern duties. However, Franklyn Skidmore, Music Representative to the Alumnae Council, was the originator of the survey. As the survey developed, I received recommendations and suggestions from Ms. Staggs, Mrs. Skidmore, and Carter

Smith, Director of Alumnae. All three had distinct ideas about the form and content of the survey. I finally confronted all parties involved and questioned who was ultimately responsible for the survey. It was agreed that Mrs. Skidmore was the originator of the idea, and changes to the survey should meet with her approval. Once we were all in agreement, I was able to finish the survey in a much more expedient manner. This challenge was not only organizational, but once again related to the three distinct areas of responsibility of the Performing Arts Director.

The second organizational challenge I confronted was in the relationship between Julie Staggs, Performing Arts Director, and Kathy Worley, Facilities Manager. Because of the absence of an organizational chart, it was unclear as to which position had authority over the other. My personal challenge arose over the issue of volunteers in the box office. Ms. Staggs was concerned that volunteers would need to be bonded and requested that I research this issue. I later spoke with Ms. Worley concerning volunteers in the box office and she was adamant that volunteers and students not be allowed to work in the box office because of the liability of the College. After I relayed this information to Ms. Staggs, she went to Sally Hammond, Director of Public Relations, for the answers. I am still unsure of the

outcome of this issue. This problem put me in the middle of a difficult situation and caused a great deal of tension. However, since this type of problem did arise, it is now mandatory that the proper reporting network and communication channels be developed. I feel that I encountered these challenges due to the lack of concrete organizational structure as stated throughout Chapter 3. I do believe this problem will be solved in the future as both jobs become more clearly defined, and as the structure and function of each department become more specific. My recommendations for the appropriate structure are included in Chapter 4.

Overall, the problems/challenges that I confronted that directly related to my work as an intern were minimal. Most of the challenges arose from management structure, lack of support staff, and unclear goals.

CHAPTER 4.

RECOMMENDATIONS

It is easy to recommend textbook solutions to management/organizational problems. It is harder to implement these recommendations, and harder still when there are budget constraints that withhold necessary additional staff and assistance. I do believe that Converse is on the right track in assessing the entire Arts Management department and restructuring the mission and goals of Twichell Auditorium. This mission should be structured so that it defines what the organization is and what it has been set up to do, as well as stating things in such a way that the organization can evaluate its success in carrying out this mission over time (Wolf, 8). The first recommendation that I have, after establishing a clear mission and goals, is to develop a working Board of Directors for Twichell Auditorium. This should be a group of people who believe in the mission of the organization and who are willing to work to accomplish these goals (Stolper, 8). They should be structured just as any non-profit board is structured with officers and appropriate committees. Board members should also be willing to give of their time and money. By supplying these board members with an

orientation manual, they will know what is expected of them and the seriousness of their commitment (Stolper, 11). I mentioned earlier that Twichell Auditorium does have an advisory board. Since the completion of my internship, I have discovered that this board does exist, but was never convened. If this advisory board is made up of faculty, staff, and possibly community members who share in the mission of Twichell Auditorium, I believe that Twichell can operate successfully with such an advisory board. This board can assist in programming decisions, marketing, and development efforts, as well as overseeing the implementation of the goals of Twichell Auditorium.

The second step I would recommend is to examine the management staff itself. It is obvious that as Twichell grows into a competitive performing arts center/presenter, the Performing Arts Director will need additional staff support. The commitment of the College is to make fuller use of Twichell Auditorium for both student and community use. In response to this commitment, there are plans for an entire department which will include the operation of Twichell as a performing arts center and public relations for all the performing arts events on campus. My recommendation is to divide responsibilities before any additional staff is added. Twichell is large enough to

facilitate a full-time Performing Arts Director. The Director could and ideally should handle only those duties that relate to the effective operation of Twichell Auditorium. Ms. Staggs' School of Music duties should be designated to another person in a separate position that works only for the School of Music. This person would manage all of the public relations duties that relate to the School of Music, including the organization and marketing of all School of Music-related workshops and clinics. Ms. Staggs' recruiting duties should be given to a separate music recruiter. The person in this position could then concentrate on auditions, both on and off-campus, as well as recruiting efforts in high schools and various music festivals.

I know that what I have presented here is the ideal. Realistically, all of these changes cannot take place at once. At present, it is very difficult to function in a position that operates under three separate mission statements and reports to three separate supervisors, which is what Ms. Staggs is currently doing. In order to separate these responsibilities/duties, I suggest the development of a clear organizational chart for each department and the College as a whole. By having separate people working in these separate areas, I feel that the added costs of

additional staff can be justified through time saved and money earned through the promotion of Twichell. Appendix 10 shows three sample organizational charts. The first is an ideal situation as mentioned above. All jobs are separated and report to the appropriate department heads. The second and third are alternative solutions to the current problem. Since finances are such a crucial issue, these alternatives are less expensive and more cost efficient for the College. I think that either of these alternatives could operate successfully.

My third recommendation for better organization is the development of a marketing plan. I realize that the Performing Arts Director is a new position and that the On Stage at Twichell series is still in the development phase. Yet without a comprehensive marketing plan, you are subject to second guessing by those in positions above you, overspending your budget, and improper use of funds. Planning in the marketing area organizes your thinking, maximizes the effects of your resources, and identifies your problem areas and how you will deal with them (Fedapt, 55). The marketing plan will allow for a detailed assessment of the needs in the community, what is currently being offered, how Twichell meets the current needs, and how best to respond in the future.

These are three large areas of recommendation. I am aware that the College does not agree with all of my recommendations. Although I am sure that each person has reasons for their beliefs, I hold firm to all of my recommendations and feel that Converse College, and in turn Twichell Auditorium, would greatly benefit from the implementation of my ideas. It is my hope that the assessment that is currently underway will prove to warrant the need for such plans to be implemented.

CHAPTER 5.

EFFECTS OF INTERN ON ORGANIZATION

SHORT-TERM EFFECTS

I believe that my internship came at an opportune time for the Arts Management department, specifically Julie Staggs, Performing Arts Director. I began my internship on June 1st. At that time the season brochure had not been developed, the program book had not been developed, and no research had been done as to potential attendees or advertisers for the season. With the season opening concert in September, I feel that my work as an intern was crucial in the areas of marketing and development. Without my assistance, very little research could have been done with regard to the development of the database. My work as an intern also saved money in the development and mailing of the season brochure.

Within the School of Music, my work as an intern helped to facilitate the School of Music Alumnae Survey. I believe that by acting as the liaison between Arts Management, Alumnae, and the School of Music, I was able to keep the survey from being shelved until a later date. Through my implementation of the survey, Converse College, and

particularly the School of Music, will have much needed input from the School of Music Alumnae, particularly when they begin the upcoming School of Music capital campaign.

My work in coordinating the student auditions allowed Ms. Staggs the opportunity to concentrate on pressing issues, such as advertising sales for the program booklet. On a day-to-day basis, I was able to provide the staff support that was needed for data entry, compiling of lists and surveys, and phone support for information relating to Twichell concerts.

LONG-TERM EFFECTS

I believe there will be many long-term effects from my internship due mainly to my Arts Administration degree. I often made recommendations to Ms. Staggs with regard to format and organization. She, in turn, was very receptive to my ideas. Ms. Staggs' background is in marketing, but not for a non-profit organization. I often was able to refer her to my Arts Administration textbooks such as Wolf's Managing a Nonprofit Organization and FEDAPT's Market the Arts. For this reason, I do feel that my internship will have long-term effects. As I said earlier, I made a recommendation to Ms. Staggs concerning a board of directors and how additional staff should be structured. It is my hope that both these ideas and the ideas of the "pioneer" arts administrators will help to turn Twichell into the successful performing arts center it desires to be.

It was the hope of Ms. Staggs that either her department or the development department would be able to offer me a position at the end of my internship. At that time no funds were available within the arts management department to hire me. I am sure that Ms. Staggs will keep me in mind when Twichell Auditorium has the available funds to expand its staff. I was offered a part-time job working

in the box office of Twichell Auditorium, but I chose to continue to seek full-time employment. In October Converse hired a new Vice-President for College Relations after a year of searching. I have been informed that this person will be granted permission to hire approximately two additional development staff members. I have already submitted my resume to Converse, and hope that this opportunity may develop in the near future.

APPENDIX 1
1992-1993 CONCERT SCHEDULE

ON STAGE AT TWICHELL
1992-1993 CONCERT SCHEDULE

DATE	EVENT
<u>1992</u>	
Saturday, September 26	Tuck & Patti
Wednesday, October 7	U.S. Air Force Tactical Air Command Band
Saturday, November 7	Philharmonia Quartett Berlin
<u>1993</u>	
Monday, February 1	George Winston
Friday, February 19	Bluegrass Play-Offs
Saturday, February 20	Doc Watson/The Dixie Chicks
Tuesday, March 30	Robert McDuffie
Saturday, May 8	The Duke's Men Dancing and champagne reception

APPENDIX 2

FINANCIAL HIGHLIGHTS

ARTS MANAGEMENT BUDGET.....	37
TWICHELL EXPENSES.....	38
TWICHELL INCOME.....	40

ARTS MANAGEMENT BUDGET

<u>Account #</u>	<u>Description</u>	<u>92'-93' Request</u>
	Intern *	\$1,500.00
146-6550-227	Entertainment	500.00
	Travel-Recruitment *	3,500.00
	Travel-Convention/Other *	3,000.00
146-6550-430	Association Dues	300.00
146-6550-440	Subscriptions/Resource Materials	550.00
146-6550-255	Audition Publications *	2,000.00
	Special Projects *	500.00
146-6550-215	Telephone	1,200.00
	Postage-Office *	600.00
	Postage-Bulk Mailing/brochures *	1,000.00
	Postage-Press Releases *	1,400.00
146-6550-339	Copies	150.00
146-6550-334	Office Supplies	1,350.00
146-6550-252	Photography	<u>1,500.00</u>
	TOTAL	\$19,050.00

* Account numbers need to be created

STUDENT WORKER REQUEST - (1) 10-hour per week student

TWICHELL EXPENSES

<u>Account #</u>	<u>Description</u>	<u>92'-93'</u> <u>Request</u>
149-3600-26_	Outside Ticket Sales *	\$25,000.00
149-3600-22_	Public Relations Tickets *	2,000.00
149-3600-26_	Deposit Fees *	5,000.00
149-3600-26_	Contract Fees *	45,000.00
149-3600-26_	Production Charges *	5,000.00
149-3600-12_	Converse Student Labor *	1,000.00
149-3600-12_	Converse Ushers *	1,000.00
149-3600-55_	Hospitalities *	1,000.00
149-3600-55_	Concessions *	3,000.00
149-3600-338	Box Office Supplies	3,000.00
149-3600-12_	Box Office Labor *	5,200.00
149-3600-230	Postage-Office	300.00
149-3600-23_	Postage-Tickets *	1,500.00
149-3600-23_	Postage-Advertising/NL *	3,500.00
149-3600-33_	Advertising/NL *	6,500.00
149-3600-33_	Advertising-Season brochures/flyers posters/media ads *	15,000.00
149-3600-33_	Advertising-Arts Calendar *	300.00
149-3600-33_	Advertising-General *	1,500.00
149-3600-255	Program Production	5,000.00
149-3600-241	Repairs & Maintenance	3,500.00
149-3900-245	Machine Service & Contracts	1,800.00
149-3600-65_	House Equipment *	3,000.00
149-3600-337	Maintenance Supplies	4,750.00
149-3600-215	Telephone	500.00
149-3600-334	Office Supplies	2,000.00
149-3600-65_	Office Equipment *	500.00
149-3600-339	Copies	50.00
149-3600-22_	Staff Relations *	500.00
149-3600-430	Association Dues/Convention Fees	800.00
149-3600-221	Travel	1,000.00

149-3600-47_

Seat Tax (to be determined)

TOTAL

\$148,200.00

** Account numbers need to be created***STUDENT WORKER REQUEST - (2) 10-hour per week students**

TWICHELL INCOME ***\$60,000.00**

1. Outside Gross Ticket Sales
2. Converse Event Ticket Sales
3. Personal Accounts Tickets
4. House Rental Fees
5. Converse Organizations Non-Charges
6. Gross Production Income
7. Hospitality
8. Physical Services
9. Converse Student Labor
10. Converse Ushers
11. Converse Technicians
12. Outside Stagehands
13. Outside Technicians
14. Box Office Labor
15. Box Office Supplies
16. Visa/MC Usage Fees
17. Commission on Mailings
18. Concession Income
19. PR Services
20. Grants Income
21. Sponsorship
22. Program Sales

** As income is earned, it will be put into these individual line items to help track types of sales. These categories will also balance expense line items so that profit may more readily be seen in individual areas. This will aid in developing a more efficient work plan to generate profit.*

APPENDIX 3
1992-1993 SEASON BROCHURE

Dixie Chicks Cowgirl Band

Feb. 20

Doc Watson

Feb. 20

Bluegrass Play-Offs

Feb. 19

The Dixie Chicks Cowgirl Band blends styles from the prairie, the bayou, the eclectic present and the poignant past. As one of the Southwest's most sought after acoustic quartets, they have been featured on Garrison Keillor's "American Radio Company" and have played the Texas Heritage Festival at the Kennedy Center in Washington, DC. The Dixie Chicks have opened for George Strait, Garth Brooks, Emmylou Harris and the Kentucky Headhunters.

Since his belated discovery in the early 1960s, Watson's blizzard-quick flat picking and his warm, mountain-clear baritone have graced 24 LPs, earned four Grammys and established the soft-spoken Blue Ridge Mountain native as one of America's premier acoustic musicians. Doc is best known for helping to preserve what his father called "the good music"—the traditional ballads and melodies of Southern Appalachia. When it comes to country music, Doc Watson is a jack of all genre and master of each. To attend a Doc Watson concert is to experience musical history.

Come witness the making of stars! The Friday night festivities will be a play-off of local Bluegrass bands. You, the audience, will be the judge for this evening of pickin' and singin' and will make the decision of which band will win the \$1,000 grand prize. Here in the heart of the South we have scores of talented musicians, so begin this bluegrass weekend by supporting your favorite group and enjoying the best music in the Upstate.

The emcees for the evening will be Phil and Gaye Johnson, who represent the best of the "new traditionalist" movement in today's Country Music. They have lived the country music tradition, incorporating into their sound almost all aspects of American music.



T·W·I·C·H·E·L·L
AUDITORIUM

ON STAGE AT TWICHELL
1992 • 93



Tuck &
Patti
Sept. 26

Windham Hill jazz recording artists, Tuck & Patti, give performances that cycle and swerve, settle delicately and then rush to a boil. Patti's singing moves effortlessly through a seemingly endless range of tones and emotions, from smoky depths to startling heights. Her voice has been called a combination of Ella Fitzgerald, Roberta Flack and the gospel soul of Aretha Franklin, yet uniquely her own. Tuck's guitar playing has been likened to that of Wes Montgomery and Jaco Pastorius. Together the duo's interplay creates unique shades that come only from advanced musical intimacy.

JAZZ



The
Duke's
Men
May 8

The seven virtuoso instrumentalists with one vocalist began as an alumni ensemble of former members of the Duke Ellington Orchestra. This band was so successful that they decided to stay together to further promote Duke's music, while having fun playing it.

"...an invigorating mixture of Ellington coloration, fresh approaches... adventurous repertoire"

John Wilson
New York Times



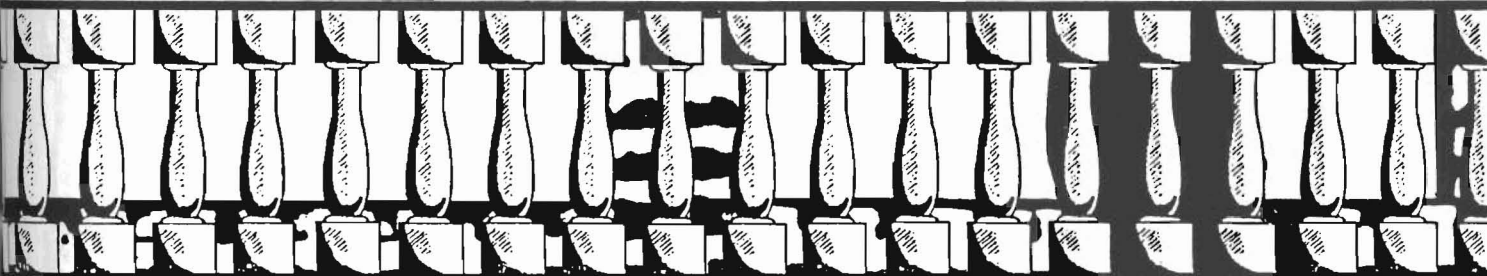
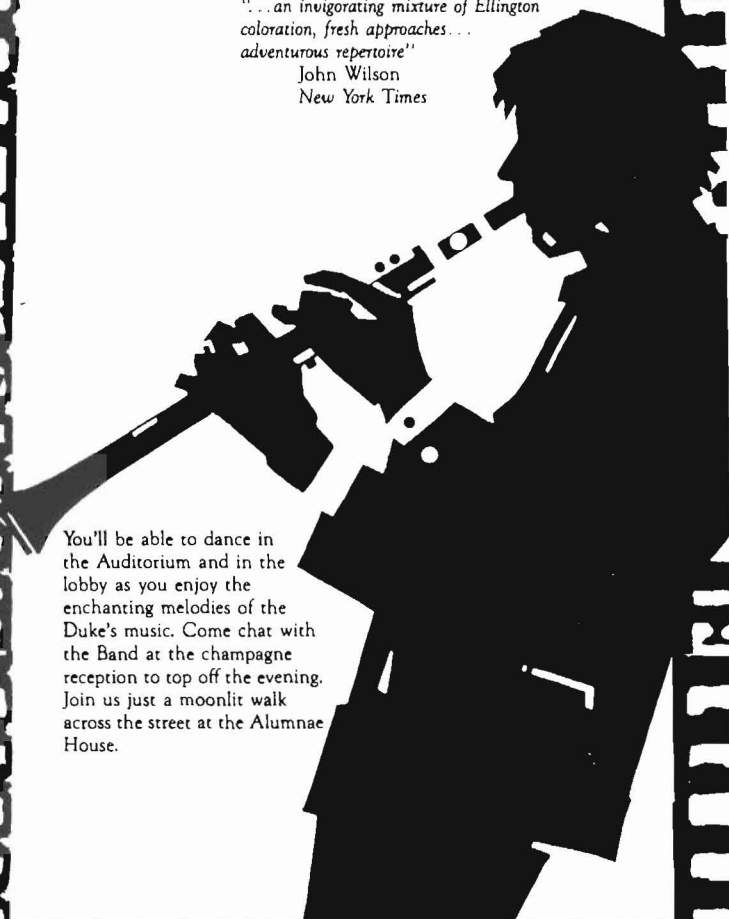
George
Winston
Feb. 1

A Solo Piano Concert

In his Winter music concert, George Winston plays rural folk selections from his well-known seasonal recordings, plus his own brand of hot music including stride, Rhythm & Blues and Vince Guaraldi "Peanuts" pieces.

Please bring a can of food to the concert and join George in supporting local food banks. The food will be distributed by Converse College student organizations coordinated by the Converse Chaplain's Office.

You'll be able to dance in the Auditorium and in the lobby as you enjoy the enchanting melodies of the Duke's music. Come chat with the Band at the champagne reception to top off the evening. Join us just a moonlit walk across the street at the Alumnae House.



DEBUT

Robert McDuffie

Mar. 30

A native of Macon, Georgia, Robert McDuffie is an Upstate favorite. He is widely known not only for his remarkable interpretation of traditional repertoire, but also for his enthusiastic desire to discover and champion important contemporary works. McDuffie is a Brevard Music Center alumnus, has appeared as soloist with North America's finest orchestras and shared in the 80th birthday celebration of Gian Carlo Menotti at the composer's request.

"... McDuffie's command of his instrument is amazing; he can make a violin do anything. Equally amazing is the superb musicianship with which this young virtuoso restrains and shapes his technique to suit the needs of the music."

Washington Post

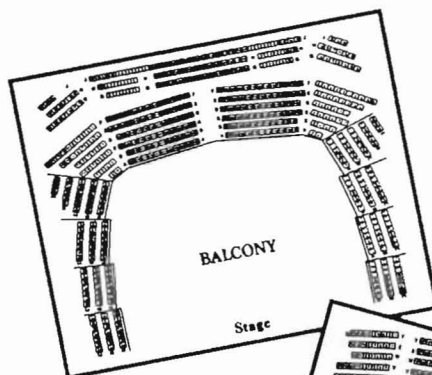
Philharmonia

**Quartett
Berlin**

Nov. 7

Founded in 1980 by the principal concert master and string section leaders of the Berlin Philharmonic Orchestra, the Philharmonia Quartett Berlin rapidly gained international acclaim for its interpretations of the great classic quartet repertoire. They appear regularly at the world's most prestigious festivals from Salzburg to London and tour in Japan. This November 1992 tour marks the North American debut of this distinguished quartet.

RECITAL



Layout of
Auditorium

Box Office

Hours: 10:00 a.m. to 6:00 p.m.

Location: Converse College

580 East Main Street

Spartanburg, SC 29302-0006

Phone: (803) 596-9724 / 9725

Tickets may be purchased at the Box Office or ordered by phone using VISA/MC.

Policies

- No refunds or exchanges.
- Program subject to change.
- Each patron must have a ticket.
- Seating is one-half hour before the show.
- Late arrivals will be seated at the discretion of the ushers.
- No cameras or recording devices permitted.
- No smoking is permitted in the concert hall.
- Please turn pagers off during performance.
- Your seat location may be left at the Box Office in the event of an emergency.
- A \$15.00 charge will be assessed for each returned check.
- Tickets will be held at the Box Office for orders received less than a week prior to performance date.

History

Twichell Auditorium has served Converse College and the Spartanburg community since 1898. It is listed on the National Register of Historic Places and is designated as an historical site by the National Music Council. Through the years Twichell, previously known as The Auditorium, has played host to some of the world's finest musicians such as Caruso, Paderewski, Van Cliburn and John Phillip Sousa. Twichell hosted one of the world's premiere music festivals, the South Atlantic States Music Festival, from 1898 until 1930. Except for an enlargement in 1908, Twichell remained virtually unchanged until 1987. At that time Twichell was closed for a \$6.5 million renovation and refurbishing. Twichell reopened in 1989 in conjunction with the Centennial celebration of Converse College. Twichell continues to serve Converse College and the surrounding community with an even greater commitment to providing an ideal venue for performance and education.

TICKET ORDER FORM

INDIVIDUAL	#	STUDENT SR. CITIZEN*	#	TOTAL
15.00		12.00		
18.00		14.50		
20.00		16.00		
47.50		38.25		
10.00		8.00		
15.00		12.00		
20.00		18.00		
15.00		12.00		
15.00		12.00		
27.00		21.50		
FREE		FREE		
92.00		73.50		

PAYMENT

☐ Check Make checks payable to:

TWICHELL AUDITORIUM
Converse College
580 East Main Street
Spartanburg, SC 29302-0006

☐ VISA

☐ MC

CARD NO.

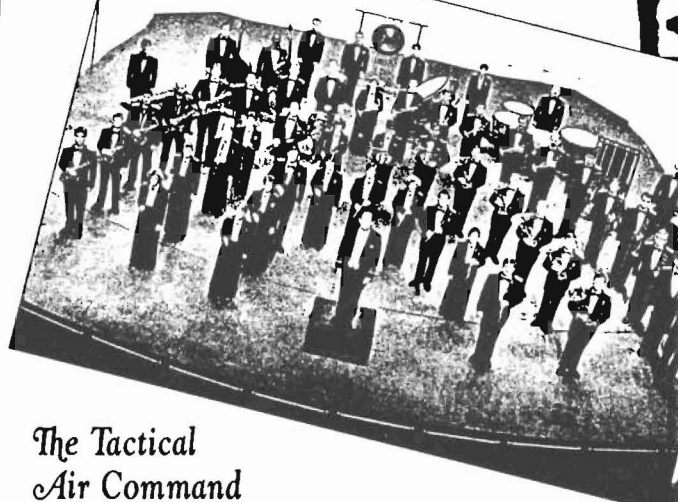
EXP.

SIGNATURE

NAME

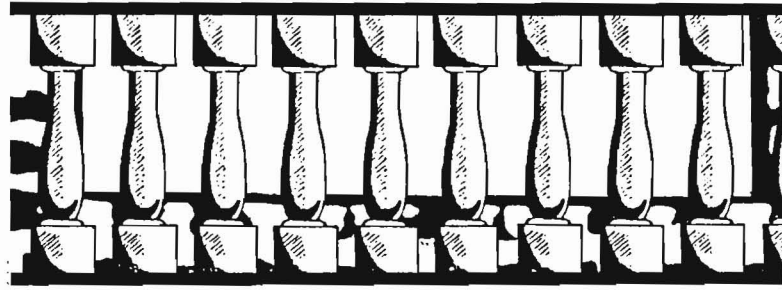
ADDRESS

PHONE



The Tactical Air Command Band Oct. 7

Since its formation in November, 1941, the TAC Band has fast become the standard by which other military bands are judged. The TAC Band has been recognized as a world caliber musical organization. In 1988 the band became the first recipient of The Colonel George S. Howard Citation of Musical Excellence for Military Concert Bands, "having demonstrated particularly significant high standards of excellence in concert band performance." The sixty-member band logs nearly 30,000 miles annually and entertains more than one million people in over 450 performances each year.



APPENDIX 4
ADVERTISING APPEAL LETTER

August 6, 1992

Dear advertiser,

Twichell Auditorium presents a new advertising opportunity! Now you can reach a select Upstate audience. With our expanded performance offerings we are initiating a Concert Program Booklet that will be distributed to EVERY concert attendee throughout the season. Your company's advertisement will be seen by an estimated 20,000 concert goers.

You are probably aware of the current national advertising trends which highlight partnerships between major corporations and the Arts. A prime example is Texaco's relationship with the Metropolitan Opera which has been successful for over 20 years. The merging of business and the arts greatly benefits both entities. Companies such as Mobil, Phillip Morris, and NationsBank have furthered their image through such funding relationships. We are happy to provide you with this same opportunity here in your own community.

Twichell Auditorium, located on the Converse College campus, has been a part of Spartanburg and the Upstate area for nearly 100 years. It has served both the College and the community in a variety of ways. As Spartanburg continues to grow and develop, Twichell Auditorium is responding to the diverse needs and interests in our community through our concert programming.

As you know, Twichell Auditorium is the home of the Spartanburg Symphony Orchestra, Symphony Chorus, Wind Ensemble, and the Music Foundation of Spartanburg Visiting Artists Series. In addition, this year's season will include Twichell Auditorium's own series - ***On Stage at Twichell***. This series will include jazz and bluegrass artists, the Tactical Air Force Command Band, and artists in the European tradition. The season will be announced in early August, but we are enclosing a preview schedule of ***On Stage at Twichell*** events just for you. Also enclosed is a rate schedule for advertising in the Concert Program Booklet.

I look forward to our joint efforts in providing the best entertainment, products, and services to the Upstate. Please feel free to call me with questions, and I look forward to speaking with you as we begin a successful partnership.

Sincerely,



Julie D. Staggs
Performing Arts Director

Enclosures

JDS/gfv

APPENDIX 5

PRESS RELEASES

ON STAGE AT TWICHELL SERIES.....	49
TACTICAL AIR COMMAND BAND.....	50
TUCK & PATTI.....	51

FOR IMMEDIATE RELEASE

Gindi Vaughan

NEW SOUNDS ON STAGE AT TWICHELL!

SPARTANBURG--Twichell Auditorium, located on the campus of Converse College, announces its new concert series *On Stage At Twichell*. In an effort to present various styles of music to the community, *On Stage At Twichell* will offer jazz and bluegrass artists, as well as artists in the European tradition.

Windham Hill jazz recording artists **Tuck & Patti** will kick off the concert series on September 26. Other jazz artists include the well known pianist **George Winston**, and the renowned big band sounds of **The Duke's Men**.

If it's bluegrass you prefer, Twichell Auditorium will offer a two-day event packed full of the best bluegrass in the region. The "Bluegrass Play-Offs" will be fought on February 19, 1993 with \$1,000.00 going to the best band in the Upstate. Bluegrass artists **Doc Watson** and **The Dixie Chicks** will perform on February 20, 1993 completing the two-day event.

In November, classic music lovers won't want to miss the **Philharmonia Quartett Berlin**. The Quartett will make a stop at Twichell on its first North American tour, and renowned violinist **Robert McDuffie** from Georgia takes the stage for a recital in March 1993. To complete this versatile series, the **Tactical Air Command Band** will present a free concert in October.

Subscriptions are now on sale for the complete season or individual series. Individual event tickets are available in advance or at the door. Tickets range in price from \$8 to \$20. Subscriptions reflect a 10% to 15% discount off individual ticket prices.

###

CONTACT: To receive a season brochure or to purchase tickets, contact the Twichell Auditorium Box Office at (800) 766-1125 or (803) 596-9724/9725 or Julie Staggs, Performing Arts Director, at (803) 596-9708.

Julie Staggs

September 25, 1992

ACC HERITAGE OF AMERICA BAND TO PERFORM FREE CONCERT

SPARTANBURG— The United States Air Force Air Combat Command Heritage of America Band will present a free evening of musical entertainment on Wednesday, October 7, 1992 in Converse College's Twichell Auditorium. The 7:30 p.m. concert will feature traditional concert band classics, marches, contemporary selections and patriotic music. Soloist staff sergeant Sarah Granger will also be featured in the concert.

The 60-member band, under the direction of Lieutenant Colonel Lowell E. Graham, travels nearly 30,000 miles and entertains more than one million people annually. The ACC Heritage of America Band has performed for international leaders such as the Queen of England, the President of France, and several Presidents of the United States.

The Band has made significant cultural contributions to communities in Maryland Virginia, North and South Carolina. They have received the Air Force Outstanding Unit Award four times and in 1988 became the first recipient of the Colonel George S. Howard Citation of Musical Excellence for Military Concert Bands.

#

Contact: For more information contact Julie Staggs, Performing Arts Director,
(803) 596-9708

Julie Staggs

JAZZ UP YOUR NIGHTLIFE!

SPARTANBURG—Jazz recording artists **Tuck & Patti** begin the 1992-1993 *On Stage at Twichell* concert series 8:00 p.m. Saturday, September 26. The guitar/vocal duo creates a unique combination that is difficult to label, yet clearly rooted in traditional jazz and gospel. Patti Cathcart's silky contralto voice blends effortlessly with the guitar magic of Tuck Address for a remarkable evening of jazz.

Tuck & Patti have been performing together for twelve years and have been married for nine of those years. Although they were approached by record companies their first year together, they opted to "...make this venture focus strictly on the music." After playing the club scene for over seven years, **Tuck & Patti** created their own recording studio. Windham Hill later approached **Tuck & Patti** with the new Windham label, and today the jazz duo continues to produce outstanding recordings with Windham Hill.

This concert is the first of eight events included in the *On Stage at Twichell* concert series. The series includes jazz and bluegrass artists, as well as artists in the European tradition. Individual tickets and season subscriptions are currently available.

Tickets for **Tuck & Patti** are \$15 for adults, \$12 for students and senior citizens. Tickets may be purchased at the box office located on the Converse College campus, or by phone at (803) 596-9724/9725. The box office is open Monday-Friday from 10:00 a.m.—6:00 p.m.

###

For further information, contact Julie Staggs, Performing Arts Director at (803) 596-9708

APPENDIX 6
LETTER OF INTENT FOR PDICBO GRANT

Converse College/Twiche'll Auditorium
580 East Main Street
Spartanburg, SC 29302-0006
Julie D. Staggs, Performing Arts Director
(803) 596-9708

53

HISTORY OF CONVERSE COLLEGE/TWICHELL AUDITORIUM

Converse College was founded in 1889 to provide a thorough and liberal education for women. It was the belief of founder Dexter Edgar Converse that a small, undergraduate, residential college would provide the proper environment for developing the abilities and talents of women of all ages.

Converse College affirms the purpose for which it was founded through both undergraduate and graduate programs. Degrees are offered in humanities, language and literature, fine arts, natural and social sciences and mathematics, as well as in the professional areas of music, education, business and interior design.

The Converse College School of Music is a charter member of the National Association of Schools of Music and is fully accredited by that organization as a professional school for undergraduate and graduate degrees. Twichell Auditorium has served Converse College and the Spartanburg community since 1898. It is listed on the National Register of Historic Places and is designated an historical site by the National Music Council. Through the years Twichell, previously known as The Auditorium, has played host to some of the world's finest musicians such as Caruso, Paderewski, Van Cliburn, and John Phillip Sousa. Twichell hosted one of the world's premiere music festivals, the South Atlantic States Music Festival, from 1898 until 1930. Except for an enlargement in 1908, Twichell remained virtually unchanged until 1987. At that time Twichell was closed for a \$6.5 million renovation and refurbishing. Twichell re-opened in 1989 in conjunction with the Centennial celebration of Converse College. Twichell continues to serve Converse College and the surrounding community with an even greater commitment to providing an ideal venue for performance and education.

***THE SPARTANBURG COMMUNITY AND ITS
PERFORMING ARTS RESOURCES***

54

Spartanburg, South Carolina is located in the northeastern portion of the state, at the foot of the Blue Ridge Mountains. With a population of approximately 230,000, Spartanburg is one of the fastest growing communities in the region, and many recent developments serve to reinforce this growth. In June of this year German automaker BMW announced a plan to locate their first American manufacturing plant in the Spartanburg area. Spartanburg is renowned for its international business community which represents 60 international companies from 11 foreign countries. Spartanburg is also the home of TW Services, the state's largest publicly-held corporation. TW Services recently built a 17-story headquarters in the downtown area which has served to further interest in downtown commercial and office development.

The Arts Council of Spartanburg has 68 member organizations that range from the Friends of the Arts to the Spartanburg Science Center. Area colleges such as Converse, Wofford, University of South Carolina at Spartanburg, and Spartanburg Methodist College provide many other cultural resources. Twichell Auditorium, located at Converse College, is known throughout the Southeast as being one of the area's finest concert halls. The Spartanburg Memorial Auditorium brings an assortment of performances to the area, as well as hosting various tradeshow, banquets, and athletic events.

Each of Spartanburg's seven school districts are firmly rooted in the arts. An Arts in Education program has been implemented to ensure each child's education in the arts.

FOCUS OF CONVERSE COLLEGE/TWICHELL AUDITORIUM

Converse College is a residential college that contributes to the community's health in a variety of ways. When approaching Converse from an educational viewpoint, Converse's students have always been the primary consideration. However, included in the educational realm are elementary and high school age children who have been influenced through the Converse College Pre-College Music Program. The Pre-

College Program serves approximately 800 students in a three state area (SC, NC, GA). In addition to students, community members are also included in the area of education due to the extensive performance opportunities that Converse provides.

Converse has touched many other community members through its performance-related services. From piano recitals to Broadway productions, Converse has been the venue for area teachers, schools, and organizations to display their artistry and talent.

Converse reaches diverse cultures through performances of its own, as well as those performances presented by community groups. Converse is involved in arts activity at all levels and continually strives to offer a variety of opportunities for the community to experience the arts. In addition to the performances presented by the College, opportunities often take the forms of workshops, such as the annual Piano Performance Clinic, or classes, such as the Kodaly music education class.

INVOLVEMENT IN THE PRESENTATION OF THE PERFORMING ARTS AND FUTURE PLANS

Converse College, more specifically Twichell Auditorium, has been presenting performances since 1898. For the past 44 years Twichell has been the venue for the Spartanburg Music Foundation Series which has included such artists as Itzak Pearlman, Leontyne Price, Barry Douglas, the Czech Philharmonic, and the Vienna Boys Choir. Twichell is also home to the Spartanburg Symphony Orchestra and Symphony Chorus. Both orchestra and symphony chorus are comprised of students and community members.

For the past two years Twichell has presented its own performing arts series, Twichell Presents. The 1990-1991 season included diverse performances by Burl Ives, gospel ensembles Fairfield Four's and the Dixie Hummingbirds, and a bluegrass festival including The Seldom Scene and Allison Krauss and Union Station. The 1991-1992 season again featured a bluegrass festival with Dale McCoury, The Dillards, and the Nashville Bluegrass Band, as well as performances by the Buddy K Big Band and the Naval Academy Glee Club.

As the College and the community continue to change and grow, it is only natural that the arts in the area should react as well. In the past, the focus of Twichell was primarily for the students. Since the renovation, Twichell has shifted the focus to expand its objective to that of a presenter. The primary purpose of Twichell today is to fill a void in the community by offering performances of otherwise unrepresented forms of music. By offering types of music such as jazz and bluegrass, Converse College will continue the commitment of providing a variety of arts experiences to the College and the community. The 1992-1993 season will continue to offer bluegrass music and will also expand to include jazz artists. These artists will not only personify excellence in their music genre, but will also educate the listeners in regard to the unique qualities and characteristics of their particular art form.

PROPOSED PLANS

Looking into the future, Converse College and Twichell Auditorium will expand to include artist residencies in addition to new programs and genres in the series. By establishing residencies with area schools, Converse will be able to further its educational mission, as well as provide artists with an ideal environment for performance and teaching. Twichell Auditorium will be used as the educational and performance outlet, as well as local schools. It is our hope that a grant from the National Endowment for the Arts will allow for a residency program to include three different genres - music, dance, and theatre. The artist's performance may be a part of the Twichell concert series, but the artist would also participate in lectures, demonstrations, and performances to area elementary, junior high, high schools, and other special interest groups.

Converse is excited about the opportunities and possibilities that can occur between the College and the community. By using Twichell Auditorium as the link to the community, the arts will continue to be cultivated and nourished in Spartanburg and the surrounding area.

APPENDIX 7
SCHOOL OF MUSIC ALUMNAE SURVEY

A COMPANY IS ONLY AS GOOD AS ITS PRODUCT!

You've heard that one before? Well, Converse is proud of its School of Music Graduates and their achievements. We would like to know where you, as Performers and Educators, are in your Process - the exciting, ongoing process towards your music related goals.

This is not the usual survey. We want to be responsive to you. You are being given your chance in this survey to tell us how well we did for you as a student at Converse and how you suggest we do it better.

1. Are you currently working in the field of your major?

☐ Yes

☐ No

☐ Full time

☐ Part time

Position: _____

2. How has your Converse degree been helpful in your career?

3. Have you taken your music interest and developed it in a totally different direction, such as jazz, rock, music-video, therapy or new-age? Explain.

4. With the tumultuous changes in the music industry today affecting the training of musicians, what changes (new programs/new degrees) do you think would enhance the School of Music?

5. Would you be interested in performing for local/national Converse/Community events to highlight Converse?

☐ Yes

☐ No

6. We would like for you to let us know, in advance when possible, of upcoming important events (i.e. a concert, debut, published articles, etc.). Do you think that reinstituting the School of Music newsletter would facilitate the announcement of such events, as well as provide an avenue for better communication between the School of Music and the alumnae network?

☐ Yes

☐ No

If yes, what would you like to see in the School of Music newsletter?

(over)

7. Would you be willing to participate in a job network/job bank of teaching and performing opportunities in local schools, churches, and universities that would be facilitated by the College?
☐ Yes ☐ No
8. Please tell us if you know of a Converse music alumna's activities that we may not be aware of and may not have heard about directly. _____
9. This past year the Alumnae Recital during the Alumnae Weekend was changed from the usual Friday afternoon time to Saturday morning at 11:00 a.m. This change increased our audience and met with favorable response from the participating alumnae. What other suggestions do you have for highlighting our Music Alumnae during the alumnae weekend? _____
10. Additional remarks (attach extra sheet if necessary) _____

NAME _____ YEAR/DEGREE/MAJOR _____

ADDRESS _____

PHONE _____

SPOUSE _____ CHILDREN _____

GRADUATE STUDIES/DEGREE _____

TEACHING _____

CURRENT/PAST POSITIONS _____

AWARDS/PERFORMANCES _____

Thank you for your response and be assured that your input will help shape the continued growth of the School of Music. Please mail your response to ATTN: Franklyn Skidmore, Converse College, 580 E. Main St., Spartanburg, SC, 29302-0006.

I look forward to receiving your response by September 30 so that we may include your latest performances, career moves, and accomplishments in an upcoming alumnae bulletin. If you have additional concerns, please feel free to contact me at (404) 237-5311 or Julie Staggs, Performing Arts Director at (800) 766-1125, ext. 9708.

Sincerely,

Franklyn Hall Skidmore

Franklyn Hall Skidmore '61

Alumnae Association School of Music Representative

APPENDIX 8
SAMPLER BROCHURE



Twichell Auditorium, located on the Converse College campus, has been a part of the Spartanburg and Upstate area for nearly 100 years. It has served both the College and the community in a variety of ways. As Spartanburg continues to grow and develop, Twichell Auditorium is responding to the diverse needs and interests in our community through our concert programming.

On Stage at Twichell

This year, Twichell Auditorium is expanding to include a series of its own, *On Stage at Twichell*. This series will include jazz and bluegrass artists, as well as artists in the European tradition. Just look inside for a sneak preview!

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George Winston

*A Solo Piano Concert
The Winter Show*



The Duke's Men

*Big Band sounds from the original
Duke Ellington band, dancing and
champagne reception!*



Tuck & Patti

Guitar-Vocal Jazz Duo



and much more!

Call for season brochure and specific
performance details.

Twichell Auditorium
Converse College
580 East Main Street
Spartanburg, SC 29302
(803) 596-9724/9725

APPENDIX 9

THE DILLETANTES/TWICHELL ESSENTIALS

DILETTANTE:

- a. a Turkish vigilante
- b. a debutante gone awry
- c. Jay Leno's musical guest on "The Tonight Show"
- d. a lover of the fine arts

I'm sorry, but answers **a**, **b**, and **c** are incorrect. However, if you answered **d** to the above quiz, we do have a special announcement for you!

Twitchell Auditorium and Converse College are embarking on a new adventure and we want you to be one of THE DILETTANTES! As part of Twitchell's new performing arts series, we invite you to join the fun and reap the benefits. As a member of THE DILETTANTES you will assist in the fabulous concerts to be presented during the year such as George Winston and Tuck and Patty. Whether your interest is ushering, promotions, concessions, or technical assistance, you can be assured that you are gaining invaluable experience in both theatre and arts management, as well as having a fantastic time in the process!

So take advantage of this special offer. Just complete the application form, return it to Julie Staggs, and join THE DILETTANTES for a great year in the arts!

THE DILETTANTES
"Lovers of Fine Arts"

NAME: _____ DATE: _____

CLASS/YEAR: _____

PHONE: _____

MAJOR: _____

I WOULD BE WILLING TO WORK IN THE FOLLOWING AREAS:

- ☐ USHER
- ☐ TECHNICAL CREW
- ☐ CONCESSIONS
- ☐ PUBLICITY
- ☐ BOX OFFICE

RELATED EXPERIENCE: _____

CAMPUS ACTIVITIES/ORGANIZATIONS: _____

Julie Staggs
Wilson 363
Converse College
580 East Main Street
Spartanburg, SC 29302

APPENDIX 10
ORGANIZATIONAL CHARTS

CHART 1

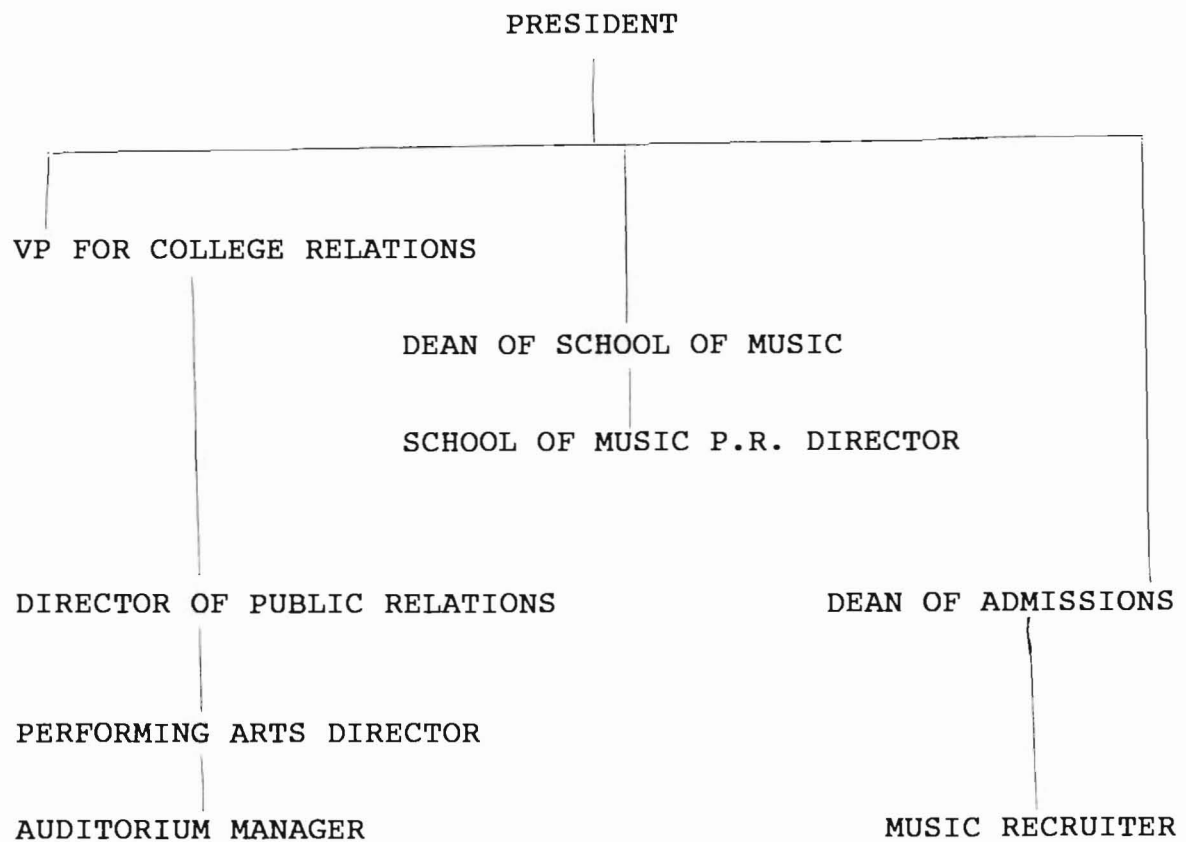


CHART 2

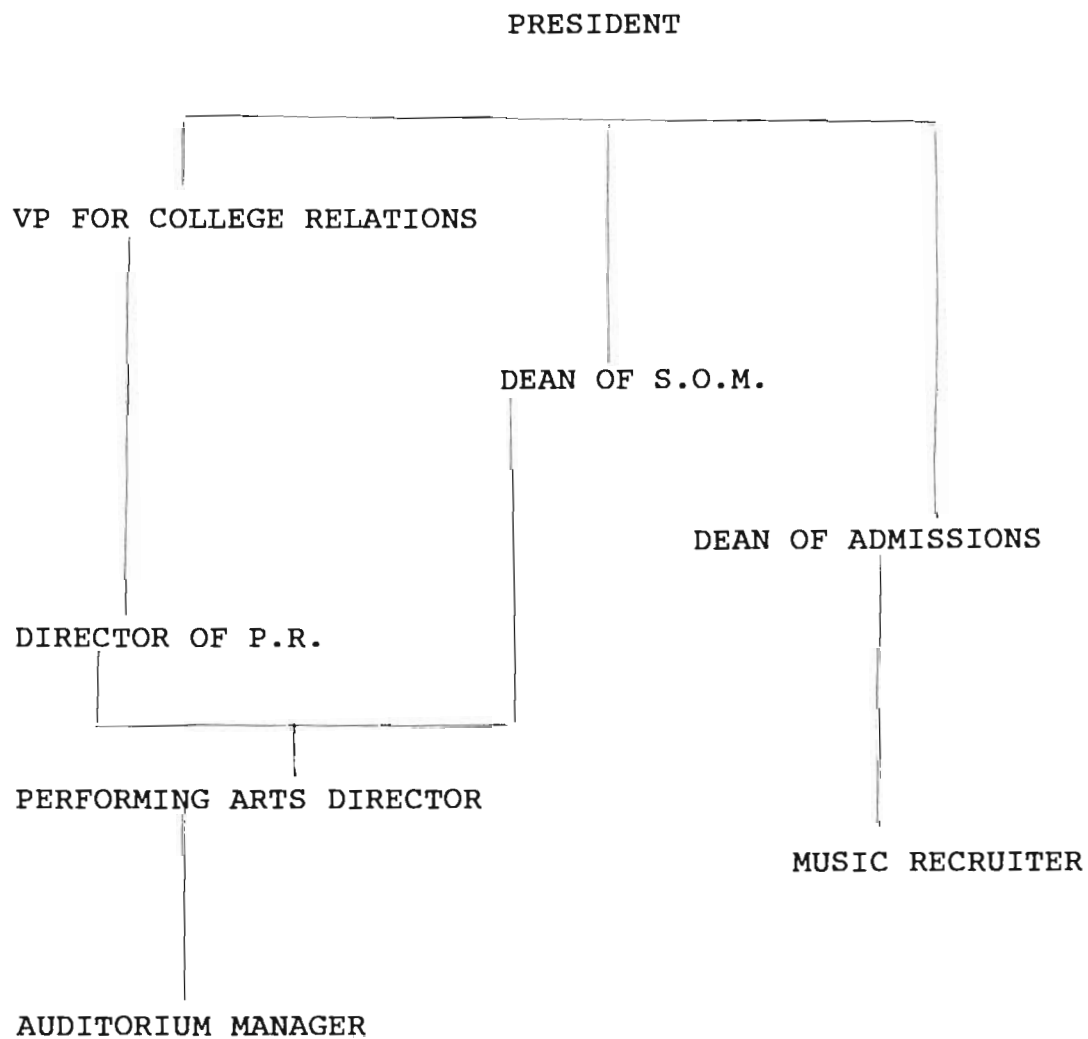
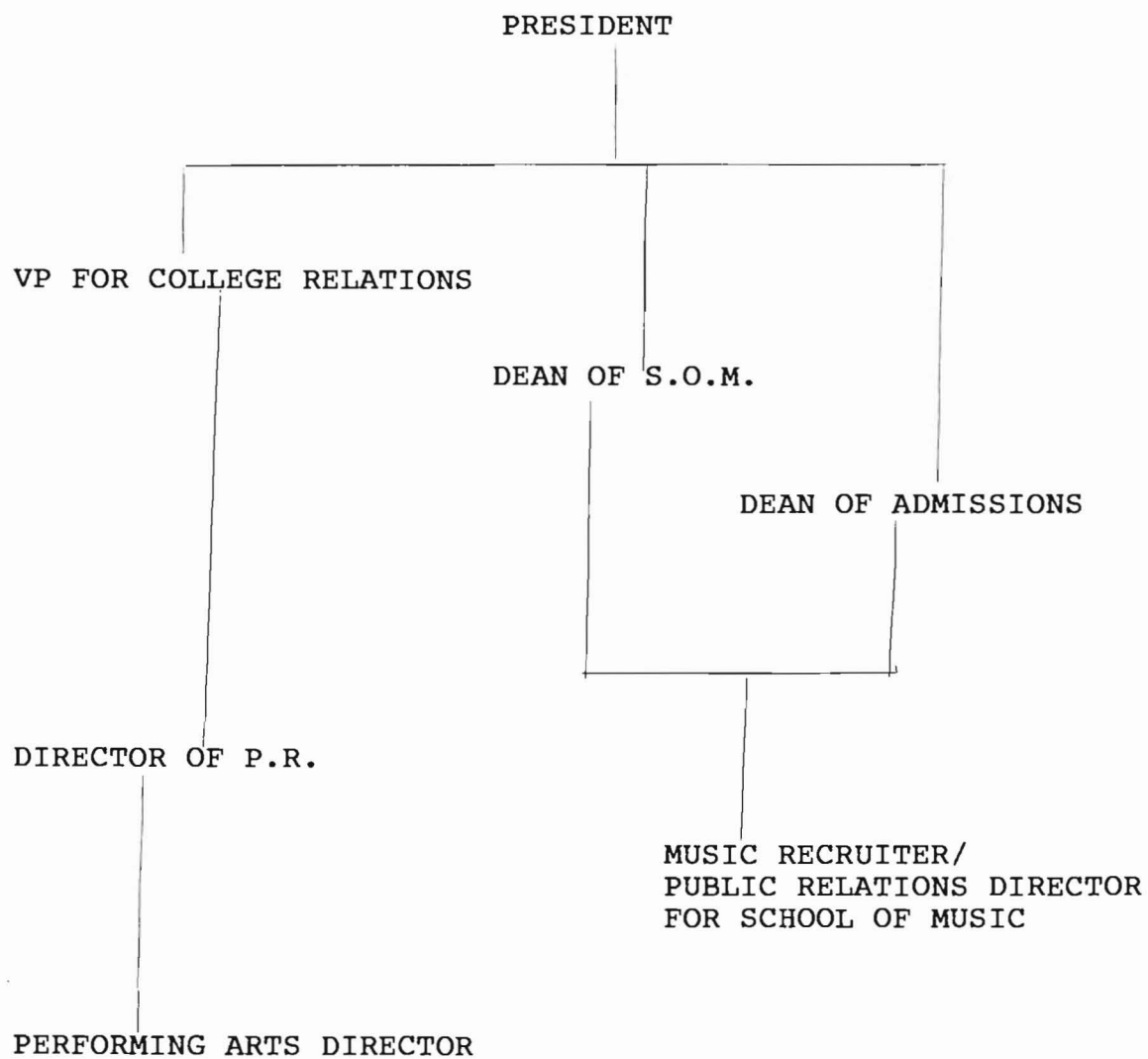


CHART 3



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VITA

Gindi Vaughan entered the Arts Administration program at the University of New Orleans in the Spring of 1991 and worked as a Graduate Assistant in the Department of Arts Administration in the Spring of 1992. Ms. Vaughan received a Bachelor of Music degree in 1989 from Converse College in Spartanburg, South Carolina. She graduated magna cum laude in music education, piano performance.

Prior to entering the University of New Orleans, Ms. Vaughan taught junior high music in Greenville, South Carolina. A native of Greenville, South Carolina, Ms. Vaughan is currently seeking employment in arts administration.

EXAMINATION AND THESIS REPORT

Candidate: Gindi F. Vaughan

Major Field: Arts Administration

Title of Thesis: "A Report on an Arts Administration Internship with Converse College/Twichell Auditorium, Spartanburg, South Carolina, Summer 1992"

Approved:

Virginia L. McMurray
Major Professor and Chairman
[Signature]
Dean of the Graduate School

EXAMINING COMMITTEE:

Lisa L. Lewis

Raymond Sprague

Date of Examination:

November 3, 1992