

Academy of Puppetry and Allied Arts

2012 – 2016 Strategic Plan

Mission

The mission of Academy of Puppetry and Allied Arts is to educate the public with respect to the presentation and performance of puppet arts and related arts and to encourage and foster the performance and presentation of puppet arts to children and adults, particularly (but not exclusively) by:

1. Producing, sponsoring, financing or otherwise promoting puppet shows;
2. Establishing, maintaining and providing a theater, a school, and a museum/library for puppet and allied arts, and otherwise providing artistic guidance to the public and puppet artists;
3. Promoting and encouraging awards, scholarships and professional placement of puppet artists;
4. Devising and perpetuating a code of ethics for the puppet arts and teaching thereof; and
5. Promoting, facilitating and encouraging cooperation between puppet arts and the allied arts of music, dance, literature, sculpture, visual design and display, performance, film, video, and theater and production craft.
6. The Academy of Puppetry and Allied Arts is organized exclusively for educational purposes within the meaning of Section 501(c)3 of the Internal Revenue Code of 1954.

Values

In determining how to act, in accordance with our mission, toward achieving the vision of the Academy of Puppetry and Allied Arts, the founding Board of Directors articulated a commitment to children and adults alike to continue the traditions of the Bob Baker Marionette Theater. These traditions include quality entertainment, an opportunity to learn for anyone who wants it, the recognition of puppetry in the world of theater and allied arts, and diversity in all aspects of the Academy, from performers to audiences, from staff to volunteers.

Vision

Puppetry is a universal art form for adults and children, accessible, enduring, and enchanting for all. With the cultural diversity of Southern California, the heart of the entertainment industry in Los Angeles and the need for more experiences that can be shared by people from all backgrounds and languages, puppetry and the allied arts are vehicles for entertainment, enlightenment, and enjoyment. The Academy of Puppetry and Allied Arts is the driving force that brings the needs and the possibilities all together.

Acknowledgements

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Academy of Puppetry and Allied Arts

Strategic Plan

Academy of Puppetry and Allied Arts has set three primary strategic directions and has identified actions to take in support of each strategy for the next five years.

Strategy 1: Academy of Puppetry and Allied Arts will establish and promote itself as a training center for students of all ages interested in puppet arts and the allied arts of music, dance, literature, sculpture, visual design and display, performance, film, video, and theater and production crafts.

Actions in Support of the Strategy:

1a. Develop Strategic Relationships with entertainment industry professionals.

Entertainment industry professionals, including performers and management, will be recruited as technical advisors, instructors, guest lecturers, financial contributors, and potential employers of Academy students. The entertainment industry will be encouraged to view the Academy as an incubator for new talent and, therefore, a resource for its projects and productions.

1b. Secure Adequate space for workshops, productions, classrooms, and other Academy components. As the Academy's components grow and expand, the first step is to secure adequate space to continue current activities and add new ones. Expanding the physical facilities to encompass the block where the Theater is located is to be investigated for fiscal and physical feasibility. Financing options also are to be investigated and a capital funding plan is to be developed.

1c. Develop Curriculum and Recruit Instructors for Academy school. A master curriculum and schedule of courses is to be developed that covers the following arts and crafts:

- Puppetry
- Acting/Voices
- Mime
- Set Design/ Costume Design
- Movement
- Lighting
- Sound
- Directing/ Producing/Writing
- Animation
- Video Production

Courses will be developed and phased in as allowed by financial, personnel and physical resources, with the goal at the end of the strategic plan period to have a full complement of courses scheduled at regular intervals and meeting enrollment goals. Professional, qualified instructors are to be recruited from the entertainment industries and theater world.

Academy of Puppetry and Allied Arts

The general operations of a year-round educational academy, open to students of all ages, will include schedule development and publishing, registration, financial aid and scholarships, accounting, and supervision of instructors and staff. Accreditation for the Academy will be investigated and pursued as deemed necessary by the Board of Directors.

1d. Implement Public Relations and Marketing Campaigns to promote the Academy school to adults, teens, and children. A public relations campaign and a marketing campaign designed to promote the Academy's educational offerings will be developed and implemented. A marketing research effort will be undertaken beforehand to ensure the campaigns are targeted appropriately and effectively.

1e. Offer Performance and Production Opportunities to interested students through the other arms of the Academy. The Academy's workshops and classes will be augmented by performance and production opportunities in the form of internships for students. Students at the Academy will be allowed and encouraged, at the appropriate stage in their development, to perform in or work on productions at the Bob Baker Marionette Theater. These practical experiences will enhance the students' classroom teachings and assist with the work of the Theater component.

Strategy 2: Academy of Puppetry and Allied Arts will establish and promote itself as a resource center for people interested in puppet arts and allied arts.

Actions in Support of the Strategy:

2a. Establish a Museum of Puppetry to house the Bob Baker Collection and additional collections, to be opened to the public. To preserve and enhance the Bob Baker Marionette Collection and other such collections, a Museum of Puppetry will be established as part of the Academy. The Museum will feature displays and exhibits, open to the public, that will tell the long and varied history of puppetry around the world.

2b. Establish a Library of Puppetry and Allied Arts to be available to Academy students, other students and scholars. To preserve the history of puppetry and gather related documents and texts on the allied theatrical arts, a Library will be established for use by scholars and the students of the Academy. Included in the Library's collections will be sketches, drawings and photographs of the many Bob Baker Marionette productions and performances.

Together with the Museum, the Library will collect and maintain an unparalleled resource about the art form that is practiced around the world.

Academy of Puppetry and Allied Arts

Strategy 3: Academy of Puppetry and Allied Arts will develop and sustain a position of fiscal solvency.

Actions in Support of the Strategy:

3a. Recruit Volunteers at the Board level and Program level to assist with operations and programs. Volunteers are needed to support the Academy as Board members, Advisory Board members, fund-raisers, events planners and coordinators, public relations and marketing staff, and support staff (mailing lists, membership coordination, etc.). To utilize financial resources most efficiently, to increase outreach and to diversify fundraising sources, an active and effective volunteer recruitment, orientation and placement system is to be put in place by the Academy.

3b. Expand and Diversify Funding Sources for programs and activities. The Academy thus far has relied on individual donations and grants. In order to expand its programs and outreach, the Academy needs to expand and diversify its funding sources. It needs to have a development plan in place and implemented by the Board and staff.

The development plan includes:

- Membership Program and Campaigns
- Special Events
- Grants from Foundations and Corporations
- Capital Endowments

Putting the Strategic Plan Into Action

General Timeline for the Actions Supporting the Strategic Directions:

Year 1 and 2 – 2012-2013

Develop Strategic Relationships (1a)
Develop Curriculum and Instructors (1c)
Implement Public Relations and Marketing Campaigns (1d)
Recruit Volunteers (3a)
Diversify Funding Sources (3b)

Year 3 – 2013

Secure Adequate Space (1b)

Year 4 – 2014

Provide Performance and Production Opportunities (1e)

Year 5 – 2015

Establish Museum of Puppetry (2a)

Year 6 – 2016

Establish Library of Puppetry and Allied Arts (2b)