

Seattle Center Playhouse Proposal

cornish
college
of the
arts



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A. Provide a general overview of your organization including the organization's structure and purpose and proof of financial stability for each of the last three years.

The mission of Cornish College of the Arts is to provide students aspiring to become practicing artists with an excellent educational program in an environment that nurtures creativity and intellectual curiosity, while preparing graduates to contribute to society as artists, citizens and innovators. Cornish realizes this mission by offering baccalaureate degrees in the performing and visual arts and by serving as a focal point in the community for public presentation, artistic criticism, participation in and discussion of the arts.

Cornish embodies the highest ideals in innovation and creativity. Cornish educates emerging artists to be agents of change, who are inspired to have meaningful impact in the world through art. Cornish aspires to create arts leaders who generate work that sparks dialogue and creative thought, raises the level of discourse in our society and gives us a common language that transcends the ordinary.

When Nellie Cornish founded the Cornish School of Music nearly 100 years ago, she dreamed of teaching music in relation to all other arts — to embrace the creative give-and-take that occurs when one discipline is continuously exposed to another. Her philosophy of educating the artist through exposure to all the arts was progressive at the time and continues to be innovative today.

Today, Cornish College of the Arts continues her vision as one of only three private arts colleges exclusively offering undergraduate degrees in both the visual and performing arts. Students enter Cornish already possessing gifts of creativity, imagination and innovation. Our programs of study — anchored in the liberal arts tradition — challenge them to find their own unique voices, to think critically and to solve complex problems. Our academic environment allows them to explore the arts as individual disciplines and



interdisciplinary forms that enhance and strengthen each other. The faculty comprises outstanding artist/educators, providing unparalleled mentorship, support and inspiration to students. The size of the college community provides an intimacy in which students and faculty work in a uniquely collaborative relationship. This highly customized and individualized learning teaches students “agency” — how to go out in the world as leaders and innovators and shape their own lives and destinies.

Our location in the urban core allows students to bring their passion and training to the community and explore how to use art to solve society's challenges and what it means to contribute to the world as an artist, citizen and innovator. Students intern at a variety of organizations and collaborate with organizations on special projects. One example is the ongoing partnership between Cornish Theater Department students and YouthCare's Orion Center, a local center that serves homeless and at-risk youth. Cornish students facilitate a two-day writing, editing and staging workshop with the teens that culminates in a public performance of original dramatic writing that helps these teens find their voices and tell their stories.

Cornish provides access to arts and cultural experiences to an audience that extends well beyond its own student body. Throughout the year, students and faculty produce more than 150 performances and exhibitions of the highest quality. One recent example is the Cornish Dance Department's minEvent project with the Merce Cunningham Foundation. The project spanned the academic year with multiple community performances and lectures for audience members of all ages. Partners included Seattle Art Museum, Seattle Theatre Group and Velocity Dance. The Cunningham Foundation used Cornish's project as a national model for all other colleges.



Cornish also offers pre-college courses in Art, Design, Dance, Music and Theater for students between the ages of 12 and 19.

Summer at Cornish is a hands-on studio program in which more than 400 students enhance their creative skills, gain a depth of knowledge about a particular arts discipline, develop a college portfolio and experience a slice of college life. The program provides critical skills, access to materials, technical training and focused study toward preparing high school youth for the rigors of college.

A key part of Cornish's mission is to "serve as a focal point in the community for public presentation, artistic criticism, participation in and discussion of the arts." This intersects beautifully with Seattle Center's mission to "delight and inspire the human spirit in each person and bring together [our] rich and varied community." Cornish alumni bring their passion and innovative ideas to the world as theater directors, actors, dancers, choreographers, musicians, graphic and motion designers, costume, set, lighting and sound designers, writers, curators and visual artists to contribute to their communities locally and around the world.

Cornish's upcoming Centennial Celebration, January 1 through December 1, 2014, will highlight student, alumni, faculty, staff and guest artists' contributions to local, regional, national and international arts, culture and creativity. As we recognize the past, we will place great importance on the next 100 years at Cornish, and how today's College will transform communities in the future.

The Board of Trustees is responsible for the fulfillment of the College's mission and is actively engaged in the governance of the College through its work on standing and ad hoc committees. Cornish is led by President Nancy J. Uscher. Dr. Uscher has been the president of Cornish College of the Arts since August 1, 2011. She is the first woman to hold that position since Nellie Cornish, who founded the school in 1914. The academic program is managed by Dr. Lois Harris, Provost and Vice President, Academic Affairs, who reports directly to the President. The authority and responsibility for the educational program and related projects resides with the appropriate department chair in collaboration with each other and with the Provost and other academic leaders.

The College takes a disciplined approach to managing its budgets and has delivered operating surpluses for each of the past 15 years. The surpluses created by enrollment growth and fundraising have enabled the College to expand its programs and facilities. The College's fiscal managers typically budget annual surpluses of approximately two percent of net operating revenues. The College has operating reserves of approximately \$3 million.

B. Present a detailed plan of your proposed use and clearly indicate if and how you are proposing to include Intiman Theatre in that use.

Cornish College of the Arts is uniquely positioned to make the Seattle Center Playhouse a home for artists and a community gathering place to experience all forms of art and culture. We have the opportunity to transform this facility into an integrated teaching facility that connects the next generation of artists with the finest working artists and arts audiences from around the region. The education at Cornish is designed to create artists, citizens and innovators, and this facility provides a professional level working environment for them that is also at the heart of Seattle's cultural life.

Cornish will realize these ambitions by:

- continuing and expanding our relationship with **Intiman Theatre** and their summer festival;
- **transforming the Playhouse into a learning environment** for experiential and classroom instruction, public performances of theater, music and dance and visual art programming;
- development of **public programming** that supports Cornish's educational goals and provides regional audiences access to participation and discussion of the arts; and
- creating **partnerships** with artists and organizations that will benefit the artists and audiences of Cornish College of the Arts and Seattle Center.



Intiman Theatre

Extending our existing strong relationship with Intiman Theatre is a benefit to both organizations. Cornish alumni, faculty and students have historically been very involved with Intiman, both on- and off-stage. This is particularly true for this summer's festival. A significant number of Intiman's personnel have a Cornish connection:

- Cornish Theater Chair Richard E.T. White is a member of Intiman Theatre's Artistic Collective, as are faculty members Marya Sea Kaminski and Sheila Daniels.
- Artists involved in the 2012 Intiman Summer Season include Cornish faculty members Timothy McCuen Piggee, Marya Sea Kaminski, Carol Roscoe, Wade Madsen and Geof Alm, alumni Quinn Armstrong, Jerick Hoffer, Fawn Ledesma, Sara Peterson and Kayla Walker, as well as current student interns Jonathan Crimeni, Andrew Highlands, Holly McNeill, Jonathon Pyburn, Angela Rose Sink and Megan Tuschhoff.
- Artistic Director Andrew Russell directed last fall's Cornish Theater/Performance Production presentation of *Oo-Bla-Dee* by Regina Taylor.

Cornish hosted Intiman Theatre's rehearsals in Cornish facilities this past May and June. Providing this space for rehearsals in the future will allow more opportunities for other organizations to use the Playhouse during those time periods. Cornish is committed to including Intiman Theatre Summer Theatre festival in our programming for 2013-14.

Seattle Center Playhouse — The Learning Environment

Cornish College of the Arts will produce:

- on the mainstage:
 - two full-scale plays/musicals co-produced by the Theater and Performance Production Departments ;
 - two full-scale operas by Cornish Opera Theater, co-produced by Music and Performance Production;
 - two Cornish Dance Theater, featuring student dancers performing choreography by noted local, regional and national dance professionals;
 - ten to 20 single-performance concerts, as part of the Cornish Music Series, featuring world-class musicians;
- two series of Theater student productions in the studio;
- visual art programming featuring the work of emerging artists in Fine Art and Design, enhancing performing arts programming and deepening audience connections to Cornish; and
- lectures and demonstrations in all art forms, utilizing the mainstage and studio, many of which will be open to the public.



Theater and Performance Production classes will be held throughout the facility and the mainstage makes it possible to host larger student events, such as lectures for all first-year students in Humanities and Sciences.

Cornish recently signed a lease with Seattle Center to rent the Scene Shop facilities on Roy Street, which will be used for hands-on learning, building scenery for Cornish productions.

Experiential Learning and Performances

The Seattle Center Playhouse offers an extraordinary opportunity to enhance the education of hundreds of emerging artists over the next two decades. Performance, at a professional level, is essential to the Cornish degree programs in Theater, Music and Dance. The BFA in Performance Production identifies specific learning objectives that can only be met with extensive hands-on production experience. The opportunity to exhibit work and connect with different audiences is critical for our graduates in Art and Design.

The location of the playhouse in the midst of the performing facilities on the Seattle Center campus allows students to pursue expanded internship and practicum experiences with the nearby companies, and it also provides the opportunity to take advantage of the professional directors, actors, designers and technicians working in those companies as guest artists and instructors. We will build on our current relationships with professional companies for student internships including costume, scenic; sound and properties design; stage management; technical direction; performing, directing; teaching, literary management and dramaturgy, with Intiman Theatre, Seattle Shakespeare Company, Seattle Children's Theatre, Book-It Repertory Theatre, Seattle Opera, Teatro ZinZanni, Seattle Repertory Theatre and Pacific Northwest Ballet.

Having access to the Playhouse for voice, acting and physical technique classes will greatly improve the learning process for our Theater students, allowing them to use their skills in the type of venue that they are most likely to work in when they graduate. This makes their student experience that much closer to the professional experience we strive to give them.



Music Theater, an emphasis to prepare students to work in contemporary musical theater, is the newest of our concentrations. It is also one that is the most reliant on facilities that must be useful not only for acting, but for dance and music. Music Theater students supplement their core skills courses with classes in singing, dance and musical theater. They study music theory, including the basics of ear training, sight reading, rhythm and harmony. Juniors and Seniors participate in classes in musical theater performance and audition techniques, dance styles and perform in productions of both original and established musical theater works.

The Theater Department plan includes two full-scale productions co-produced with the Performance Production Department, one in the fall semester and one in the spring. In recent years we have produced such plays as *The Cider House Rules*, *Intimate Apparel*, *A Woman of No Importance*, *Pride and Prejudice* and *Hamlet*, as well as the musicals *The Pajama Game*, *Urinetown* and *The Mystery of Edwin Drood*.



Cornish Opera Theater plans include mounting two productions per year with a particular emphasis on innovative stagings of baroque and contemporary opera. Over the past thirty years, Cornish Opera Theater has presented such works as Scott Joplin's *Treemonisha*, Milhaud's *Les Malheurs d'Orphee*, Gluck's *Iphigenie en Tauride*, Conrad Susa's *Transformations*, Purcell's *King Arthur*, Menotti's *The Medium* and Francesca Caccini's *La Liberazione di Ruggiero dall'isola d'Alcina*. The Seattle Center Playhouse would be an ideal venue for this repertoire. Further, it would provide additional

performance opportunities for our vocal and instrumental Music students as well as expanded design and technical opportunities for our Performance Production students.

Performing is an essential component of Dance education. Cornish programming will include two productions by Cornish Dance Theater, also supported by the Performance Production Department. Through participation in rehearsals and performances, dance students apply the knowledge developed in technique courses such as ballet and modern dance to the artistic demands of a finished product. Unlike the performing arts of theater and music, there is no written, notated repertory available for study outside of a performance setting. The only way dance students can experience the demands of professional choreography is through participation in a performance project.





Cornish's ongoing presence at Seattle Center will enliven the grounds through site-specific performances by Cornish Theater, Dance and Music students, as well as performance art, community-based art projects and installations. For example, Cornish produces a site-specific Cornish Dance Theater piece every two years. There are many sites at Seattle Center that will work well. In addition, our students also choreograph their own site-specific assignments, which may be presented on the campus. We also partner with other organizations for special projects like the recent Nick Cave "SoundSuit" invasions presented by Seattle Art Museum and

performed by Cornish students from our Interdisciplinary Art class.

In Performance Production, it is crucial to have access to production facilities that are similar to those our students will encounter in graduate school and their careers; the Seattle Center Playhouse is an ideal facility to meet this central need. Specifically:

- the volume of the space allows us to meet requirements in teaching lighting and sound technicians and designers,
- the house rigging allows technical direction and stagecraft students to learn important working skills and to be taught appropriate safety precautions,
- the dressing room configuration allows our costume students to experience the realities of a working theater, and
- the scale of the house allows our stage managers to experience working in a professional-level theater rather than the much more intimate spaces we typically use.



Further, the playhouse offers the College space in which we will pursue expanded programs in sound system design and configuration, lighting technology and programming of moving fixtures, and projection design and technology. The proximity of the playhouse to the new Performance Production Scene Shop on Roy Street allows us to expand our training for scenic technicians by carrying class exercises over between the facilities.

Cornish, as an institution of both the performing and visual arts, is likely one of the few potential partners for the Seattle Center Playhouse that could offer regular programming beyond performance that is interdisciplinary and visually-based. We have identified a number of potential opportunities to integrate visual arts with our performing arts, including, for example:

- The *Neddy at Cornish* is an annual artist award program supported by the Behnke Foundation and housed at Cornish College of the Arts in memory of Robert E. ("Ned") Behnke. The program includes exhibitions, lectures, visiting artists and other events that may be located at the Playhouse.
- Video projects or recorded and/or live performances may be projected on windows and walls.
- The lobby walls may be used as a display area for documentary photographs of life at Cornish, connecting the Playhouse to our other campus locations with examples from Cornish daily life.

- Mini-exhibitions related to the calendar may be developed, such as an installation about the role of narrative in theater or exhibitions relating thematically to the play being produced.
- In partnership with Seattle Center, site-specific installation may be programmed in the soaring entry and the Ewen Dingwall Courtyard.
- Live rehearsals may be used as opportunities for in-class sketching exercises for Art or Design students. Sketches may then be displayed in the lobby during performances to show the process behind the performance.
- Our Performance Production students and faculty may display documents relating to the work they do to support performances, such as a collection of lighting schematics or sketches of costumes.

Classroom Learning

Cornish is committed to providing the best overall education to our students, in addition to the best education in the arts. An essential component of the Bachelor of Fine Arts and Bachelor of Music degrees includes Humanities and Sciences courses young artists take in addition to their majors. Our liberal studies curriculum engages Cornish students in an exploration of the social, environmental and cultural contexts in which artistic production takes place, while developing critical thinking, problem-solving and communication skills. Our curriculum is constantly changing and inquiry based. It is intended to engage students in active analysis and problem-solving in relation to thematic issues that may have a long-standing history, but that continue to challenge contemporary societies and individuals, both locally and globally.



We will fulfill the original intent and design of the Integrated Studies program by having a space where we bring all first-year students together for student assemblies with Student Affairs and for special events with guest speakers, panel discussions and performances that further the general education of our students.



The Theater Department will utilize the Studio for a variety of classes, including Introduction to Musical Theater, Junior-level dance for actors, Fundamentals of Theater Dance, Music and Theater Audition Workshop. The mainstage will be used for Voice and Speech classes for all class levels, providing students with critical experience in the kind of space they will encounter in their careers.

Several regular Performance Production classes could use the space during the semester, including Intermediate Studio and Advanced Studio in Lighting Design, Sound Design, Scenic Design and Technical Direction. These classes might use the stage house, studio, dressing rooms and office spaces of the facility throughout the day, and the possibility exists that multiple classes might be in the facility at any given time. This will be particularly helpful given our new scene shop location across the street from the playhouse.

Community and Learning

All Cornish departments envision programming lecture/demonstrations and master classes with visiting and local artists. Each department will offer numerous events per year, utilizing different spaces based upon the subject matter.

For Performance Production, the Playhouse presents the possibility of longer form workshops and training sessions in audio, lighting and projections, as well as technical training workshops of interest to our students and local professionals. For example, we will build on our relationships with the Western Washington Theatrical Training Trust and IATSE locals to use the space to house special multi-day workshops in rigging practices and safety, system set-up and troubleshooting, acoustical analysis and sound system design, lighting technology, projection techniques and so forth. We will offer access to the space on a regular basis in return for the inclusion of our students in these training sessions.



When outside organizations use the playhouse, all of the academic departments will seek to place students as interns or assistants to designers, directors, producers, production staff or other artists. This exposure to professional working artists will be highly beneficial to our students and will give those artists the opportunity to mentor these emerging artists.

We will explore expansion of current relationships with The Center School. Engaging students from this arts-integrated, college preparatory-focused high school will provide benefits to both the College and the school, from special performances and community service projects for Center School students to internships for Cornish students.

Partnerships

The College will actively market the facility for use by a wide range of artists and organizations – not-for-profit and commercial – when Cornish and Intiman are not performing. In addition to supporting the facility, Cornish, and Seattle Center, this provides additional educational and outreach benefits. We will encourage everyone who uses the facility to consider how Cornish students could participate and will actively work with them to find the right way to incorporate a learning experience into their event. A diverse group of presenters and producers contributes to the cultural offerings on the Seattle Center campus and expands audiences for everyone.

We have discussed performance schedules with current Playhouse users:

- Intiman Theatre
- Seattle Shakespeare Company
- Whim W'him

We have initiated conversations with:

- World Affairs Council
- Northwest Folklife Festival
- On The Boards
- Seattle Repertory Theater
- Earshot Jazz Society
- Early Music Guild
- Pacific MusicWorks
- The Fisher Ensemble
- Centerstage Theatre

We have the opportunity to expand current outreach partnerships, including:

- Orion Out Loud (writing workshops with homeless youth)
- Young Shakespeare Workshop (classical theater experience for underserved youth)
- Freehold's Engaged Theater (bringing Shakespeare to incarcerated populations)
- TheFilmSchool

We plan to contact many more potential partners, including, but not limited to:

- Theatre Puget Sound
- Seattle International Film Festival
- The Vera Project
- Book-It Repertory Theatre
- Seattle Children's Theatre
- Pacific Science Center
- Q-tet (LGBT youth)
- Washington Ensemble Theater
- Village Theatre
- Spectrum Dance Theater
- Unexpected Productions
- Seattle Arts and Lectures
- Velocity Dance Center
- Corporate meeting and event planners



C. Outline the proposed program, how it will be managed and operated including days and hours of operation, staffing and activity plan and/or event schedule.

Cornish College of the Arts has the infrastructure required to support a facility like the Seattle Center Playhouse. We will utilize our existing management, marketing, finance, human resources and custodial and maintenance staff to efficiently and effectively operate the facility. Cornish will also create an onsite team to support the College's educational, production and scheduling needs and to market the facility to maximize its use by a diverse group of artists and organizations.

Cornish had a very productive and amenable relationship with IATSE during our Spring 2012 production of *The Mystery of Edwin Drood*, and we foresee a continued partnership between our organizations in the future. Cornish recognizes the Union's importance in the training of our students to become working professionals.



Facility Manager/Executive Director

The primary responsibility of this position will be marketing and scheduling the entire facility to ensure that all constituents' needs are met, including Cornish College of the Arts, Seattle Center, Intiman Theatre, Northwest Folklife Festival, Bumbershoot, other City of Seattle users and artists/organizations renting space. This position may also manage external rental of other Cornish venues. This position will work closely with Seattle Center booking staff.

We are exploring the development of a management practicum in partnership with Seattle University's MFA in Arts Leadership Program. We will offer practical experience in a number of areas, including marketing, patron services, contracting and negotiation in return for graduate credits.

Production Manager/Technical Director

This position will manage the technical aspects of the space and will be the key interface with any external labor we hire. The position will require experience in areas of building craft, lighting, sound and rigging. This staff member could potentially also become adjunct faculty if they were qualified, helping with our Technical Direction concentration.



Technical Support Staff

The operation of a facility of this scale requires support staff including electricians, carpenters and other stagehands at varying levels of expertise, depending on the events presented. We will develop an on-call list that may include union, non-union and student workers to provide staffing appropriate to the specific event. We will require users to pay for qualified technicians to run the equipment and provide safety oversight of stage operations. The specific staffing requirements will vary with the type and sophistication of the event as well as any labor agreements that may apply to the individual users.

Patron Services

The College's Communications Office currently manages online ticketing and minimal onsite box office services at Cornish performances, in partnership with the academic departments. We hope to offer limited public box office hours at the Playhouse. An hourly House Manager will manage staff in ticket office, ushering and concessions for Cornish productions. Patron services positions will be supplemented by interns and work study students.



Custodial and Maintenance

In addition to the College's existing custodial and maintenance staff, we will explore the options to "purchase" services from Seattle Center or to share resources with adjacent organizations (e.g. Seattle Repertory Theater, Pacific Northwest Ballet.) Costs will be charged off as part of rental agreements.

Operating Hours

Cornish College of the Arts will activate the Playhouse from 9 am to midnight most days from early September to early December and mid-January to early May. Our goal is to secure rentals to fill in most available time for the rest of the year.

Event Schedule — January 2013 through June 2014

This is a draft schedule, subject to change as more information becomes available. We anticipate a similar schedule to continue following this period of time. (Note: special programming is included for the Cornish College of the Arts Centennial, January through November of 2014. The nature of that programming is to be determined but will provide additional visibility for Seattle Center.)

In addition to the programming outlined below, we have identified these programming opportunities:

- Cornish Music Series — professional concerts — single night/matinee events scheduled around other Cornish events during each semester (Jan. 14-mid-May, 2013; Sep. 3-late Nov., 2013; Jan. 21-mid-May, 2014, etc.)
- *The Neddy at Cornish* — (lectures/demonstrations) — single evening/matinee events scheduled around other programming, year-round.

Potential rental dates (longer runs, dates April through June assume that Intiman does not need the mainstage for rehearsals):

- Jan. 2 - Mar. 18, 2013
- Sep. 4 - 15, 2013 (around Performance Production and Theater Departments' use of mainstage for teaching purposes)
- Nov. 25, 2013 - Jan. 2, 2014
- Jan. 27 - Feb. 9, 2014 (around Performance Production and Theater Departments' use of mainstage for teaching purposes)
- May 18 - 21, 2014
- May 28 - Jun. 8, 2014

Two to three additional weeks are available each year, depending on Whim, W'him's schedule.

Start Date	End Date	Time	Location	What	Who
Jan 14, 2013	Jan 20, 2013	Potential	Mainstage	Whim, W'him	Partner
Jan 14, 2013	May 1, 2013	10 am-3 pm; MWF	Studio	Music Theater Classes	Theater
Jan 14, 2013	May 1, 2013	Daytime	Offices, mainstage	Classes	Perf. Production
Mar 18, 2013	Mar 24, 2013	7 pm-midnight	Mainstage	Cornish Opera Theater: <i>Europaras 3 & 4</i> , John Cage	Music
Mar 25, 2013	Apr 28, 2013	7 pm - midnight	Mainstage	Musical or Classic production	Theater/Perf. Production
Apr 13, 2013	Apr 29, 2013	10 am – 5 pm	Studio	Junior Shakespeare	Theater
Apr 21, 2013	Apr 28, 2013		Lobby	Visual Art exhibition (complements production)	Art/Design/possible other depts.
May 13, 2013	May 17, 2013	11 am – 6 pm	Studio	Orion Out Loud	Partner/Theater
May 13, 2013	May 19, 2013	Potential	Mainstage	Whim, W'him	Partner
May 20, 2013	Jun 16, 2013	Varies	Studio if available; otherwise in other Cornish facility	Intiman Theatre Festival - rehearsals	Partner
May 23, 2013	May 29, 2013	All day	Mainstage	Northwest Folklife Festival	Seattle Center
May 27, 2013	Jun 16, 2013	Varies	Studio: rehearsal Mainstage: performances	Seattle Shakespeare	Partner
Jun 17, 2013	Aug 30, 2013	Evenings	Mainstage	Intiman Theatre – performances	Partner
Aug 29, 2013	Sep 2, 2013	All day	Mainstage	Bumbershoot	Seattle Center
Sep 3, 2013	Dec 14, 2013	10 am – 3pm MWF	Studio	Classes	Theater
Sep 3, 2013	Dec 14, 2013	Daytime	Offices, mainstage	Classes	Perf. Production
Sep 16, 2013	Oct 13, 2013	Varies	Studio: rehearsal; mainstage: performances	Seattle Shakespeare	Partner
Oct 4, 2013	Oct 6, 2013	TBD	Studio, mainstage	Our Creative Society	Academic
Oct 14, 2013	Nov 10, 2013	7 pm – midnight	Mainstage	Senior Production	Theater
Nov 18, 2013	Nov 23, 2013		Lobby	Visual Art exhibition (complements production)	Art/Design/possible other depts.
Nov 18, 2013	Nov 28, 2013	Evenings	Mainstage	Cornish Dance Theater	Dance
Jan 1, 2014	Apr 20, 2014	Varies	Lobby	Visual Art exhibition(s) (Centennial)	Art/Design/possible other depts.
Jan 1, 2014	Nov 16, 2014	Varied	TBD	Cornish Centennial	Academic/partners
Jan 6, 2014	Jan 19, 2014	TBD	All	New January term programming	Academic and all departments
Jan 20, 2014	Jan 26, 2014	Potential	Mainstage	Whim, W'him	Partner

Start Date	End Date	Time	Location	What	Who
Jan 21, 2014	May 4, 2014	10 am–3 pm, MWF	Studio	Classes	Theater
Jan 21, 2014	May 4, 2014	Daytime	Offices, mainstage	Classes	Perf. Production
Feb 14, 2014	Mar 1, 2014	Fri/Sat evenings	Studio	New Works Festival (potential)	Theater
Feb 18, 2014	Mar 9, 2014	Varies	Mainstage	Cornish Opera Theater: Contemporary Opera	Music/Perf. Production
Mar 10, 2014	Mar 16, 2014	Potential	Mainstage	Whim, W'him	Partner
Mar 17, 2014	Apr 13, 2014	7 pm - midnight	Mainstage	Musical or Classic production	Theater/Perf. Production
Apr 14, 2014	Apr 20, 2014	Evenings	Mainstage	Cornish Dance Theater	Dance/Perf. Production
Apr 21, 2014	May 17, 2014	Varies	Studio: rehearsal; mainstage: performances	Seattle Shakespeare	Partner
May 12, 2014	Aug 27, 2014	TBD	Studio, mainstage	Intiman Theatre Summer Festival (potential for programming partnership for Cornish Centennial)	Partner
May 22, 2014	May 27, 2014	All day	Mainstage	Folklife Festival (potential for programming partnership for Cornish Centennial)	Seattle Center
Jun 7, 2014	Jun 8, 2014	Evening, one matinee	Mainstage	Cornish Junior Dance Theater	Prep Dance
Aug 28, 2014	Sep 1, 2014	All day	Mainstage	Bumbershoot (potential partnership for Cornish Centennial)	Seattle Center
Sep 1, 2014	Dec 15, 2014	10 am – 3pm MWF	Studio	Classes	Theater
Sep 1, 2014	Dec 15, 2014	Daytime	Offices, mainstage	Classes	Perf. Production
Sep 15, 2014	Oct 12, 2014	Varies	Studio, rehearsal; mainstage, performances	Cornish Opera Theater: Fall Baroque Opera	Music/Perf. Production
Oct 3, 2014	Oct 5, 2014	TBD	Studio, mainstage	Our Creative Society – focus: Cornish Centennial	Academic/Partners
Oct 13, 2014	Nov 9, 2014	7 pm – midnight	Mainstage	Senior Production	Theater
Nov 19, 2014	Nov 29, 2014	Evenings	Mainstage	Cornish Dance Theater	Dance/Perf. Production

D. Outline the proposed term and financial return to Seattle Center.

Term of Lease

The College proposes a 20-year lease, with two options to extend the lease for 10 years each.

Monthly Base Rent

The implementation of this proposal requires significant start-up costs; and based on the RFP schedule, it may be challenging to secure tenants for the first quarter of 2013. Assuming that the final selection is made in September 2012 and a lease is signed by mid-November 2012, we propose the following schedule:

Dec. 1, 2012 – Jun. 30, 2013	\$1,000/mo.
Jul. 1, 2013 – Dec. 31, 2013	\$3,000/mo.
Jan. 1, 2014, forward	\$5,000/mo.

Recognizing the fact that the RFP lists the date of January 1, 2014 for the beginning of the lease, we request the option to begin a month earlier. This allows Cornish to prepare for the upcoming semester, phase in new staff, and begin marketing the facility to other organizations in the most cost-effective way. We will work with any organization who rents the Playhouse during that time to ensure that their tenancy is not disrupted in any way.



Beginning January 1, 2015, the monthly base rent will increase annually on January 1, no more than the percentage increase (if any) in the Consumer Price Index for All Urban Consumers for the Seattle-Tacoma Metropolitan Area as published by the U.S. Department of Labor Statistics.

Rent in the Form of In-Kind Services

The College will offer a to-be-determined number of tickets to public performances to provide access to high school students and underserved populations. We will also negotiate for similar ticket offers from rental partners as is appropriate.

Seattle Center will be featured prominently in Cornish College of the Arts marketing. All activities at the Playhouse will include the location, “Cornish Playhouse at Seattle Center” and the location will be highlighted as a significant benefit in attending Cornish events.

Initial student recruitment is targeted to more than 40,000 families, around the country and internationally, each year, resulting in direct marketing to nearly 15,000 prospective students. This yields 1,200 to 1,500 applications from prospective students. Our admission staff visits more than 1,000 high schools, recruitment events, portfolio reviews and auditions over the course of a year. From these efforts, we bring more than 700 of the prospective students, often with their families, to Seattle for campus tours and recruitment events. The Playhouse and the Seattle Center location will be a major selling point for prospective students.

Publicizing students' artistic successes is also a priority for Cornish and Seattle Center will benefit from this program. An individualized media release is sent to each student's hometown/neighborhood news media for each event s/he participates in.

Rent in the Form of Discounted Rent for Use by Smaller Non-profit Theatre Companies and Other Presenting Organizations

The College intends to allow a range of arts and cultural organizations the opportunity to present events in the Playhouse. We will seek to attract rentals at full market rates, but also realize that smaller not-for-profit companies may have challenges reimbursing the College for the true cost of the space. The College will work with these organizations to provide a to-be-determined amount of performance time at rates that are less than the College's cost for such space. We will explore potential funding to help support these rentals, funding that will likely be uniquely available to Cornish for these purposes.

City Supplied Services

The College will reimburse the City for all City supplied services as noted in Section 6.C of the RFP.

We request that the facility be named The Cornish Playhouse, or a similar name agreed upon by Seattle Center and Cornish College of the Arts for the term of the lease. The City will install appropriate signage on the Mercer Street sign and incorporate the new name in Seattle Center materials when possible.

Proposer Supplied Services

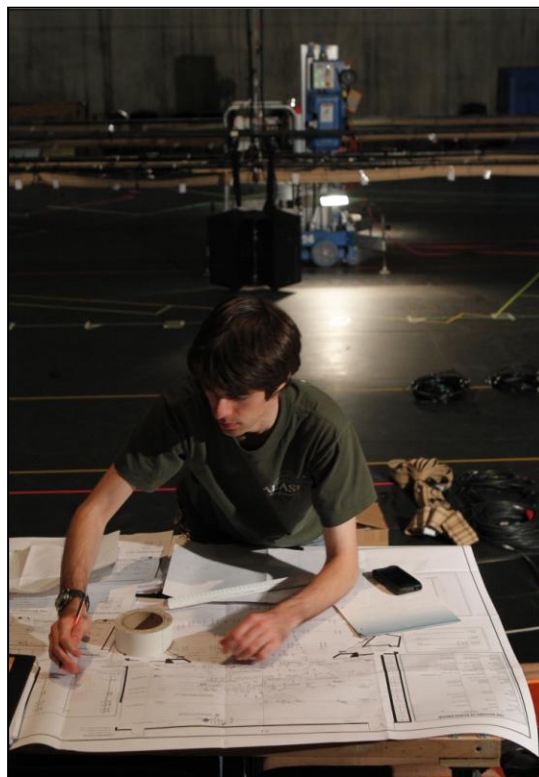
The College will arrange for and pay for services noted in section 6.D. of the RFP. Cornish will assume responsibility for the interior facility maintenance with the exception of items maintained by the City as noted in Section 6.C of the RFP.

Dates Guaranteed for City and City-Authorized Third Parties' Use of Theater:

- Folklife Festival - Memorial Day Week-end; plus move in and out days
- Bumbershoot Festival - Labor Day Week-end; plus move in and out days
- Up to an additional five (5) "Demand Dates" for City or City-authorized use.

Capital Improvements

The College has identified a significant list of improvements to the Playhouse that are either currently needed or will be needed shortly. Many of these address deferred maintenance items and others are upgrades to existing equipment and furnishings. The College has an outstanding record of maintaining and equipping its facilities. The College pledges to maintain the interior and equip the Playhouse and studio in a manner consistent with its other facilities. Intiman has compiled a list of furniture and equipment it owns that are necessary for the operation of the Playhouse. It is in the interest of all parties that the Playhouse is properly equipped and maintained. The College will work with Intiman and the City to keep items needed for the operation of the Playhouse in the facility.



E. Explain how your proposal contributes to the Seattle Center's mission and vision.

Seattle Center is the premier urban park, **home to the finest cultural and educational organizations**, sports teams, festivals, community programs and entertainment facilities. Our mission is to **delight and inspire the human spirit in each person and bring together our rich and varied community**.

The mission of **Cornish College of the Arts** is to provide students aspiring to become practicing artists with an **educational program of the highest possible quality, in an environment that nurtures creativity and intellectual curiosity, while preparing them to contribute to society as artists, citizens and innovators**. Cornish realizes this mission by offering baccalaureate studies in the performing and visual arts and by **servicing as a focal point in the community for public presentation, artistic criticism, participation and discussion of the arts**.

As one of the premier performing and visual arts colleges in the country, Cornish College of the Arts will be a vital addition to Seattle Center's roster of the finest cultural and educational organizations. We will house a number of theater and performance production classes in the Playhouse and hope to bring several sections of Integrated Studies classes together for larger lectures and presentation.



By aligning The Center School, Seattle's arts-magnet high school; Cornish, a leading arts college; and the education programs at arts and cultural organizations across the campus, Seattle Center heightens its role as a hub for arts education. In partnership with these organizations, the Center helps make arts education accessible for thousands of children and teens. Cornish College of the Arts helps extend the reach beyond our region, across the nation and internationally. We also bring new resources and energy for partnerships with the Seattle Center organizations.

Even without a physical presence on the campus, the College has contributed to Seattle Center's mission for years. Our students, alumni, faculty and staff (in all arts disciplines) have worked with nearly every resident organization on the campus. Performance production students have interned with Intiman Theatre, Seattle Opera, Teatro ZinZanni, Seattle Repertory Theater, Seattle Children's Theatre and Pacific Northwest Ballet. In 2011/12 alone, Theater students, alumni and faculty worked at Book-It Repertory Theatre, Seattle Repertory Theatre, Seattle Children's Theatre, Seattle Shakespeare Company and Intiman Theatre. Many students have work-study positions with Seattle Center organizations. We have also been on campus in unexpected ways. For example, last year our Interdisciplinary Art students performed at a Rat City Roller Girls bout in the Nick Cave "SoundSuit" invasions presented by Seattle Art Museum.

Our existing programming will increase affordable arts and cultural experiences for Seattle Center's audiences, introducing them to emerging artists in all arts disciplines. Our ticket prices currently range from \$5 to \$20. It will also bring Cornish audiences to the campus. As outlined in Section B of this proposal, we will present a variety of theater, music and dance performances as well as exhibitions and lectures at the Playhouse.

We will explore program expansion and new program development. Current ideas include:

- Collaboration with Pacific Science Center around the intersection of art and science.
- Site-specific performances and installations around the campus.
- Hosting an annual Seattle Jazz Festival focused on college jazz programs in the Pacific Northwest.
- An annual New Music Theater Festival or workshop similar to the Yale School of Drama's three-week summer residency.
- Establishment of an annual Nellie Cornish Composition Contest, awarded to a woman composer under the age of 40 for a work of exceptional distinction, with an internationally renowned guest ensemble engaged each year to select and perform winning compositions.



Cornish College of the Arts also hosts artist residencies throughout the academic year in our current facilities. In the past few years, these have included:

- Merce Cunningham Dance Company
- Mark Morris Dance Company
- Lauren Weedman, playwright and actor
- Louis Hobson, Broadway actor
- Chuck Cooper, Tony Award-winning actor
- Brian Yorkey, Tony Award and Pulitzer Prize-winning author of *Next to Normal*
- Faith Prince, Tony Award-winning actor
- The Corigliano Quartet, string quartet
- Bill Frisell, guitarist and composer
- Rudresh Mahanthappa, DownBeat Award-winning composer and saxophonist
- Louis Andriessen, Grawemeyer Award- winning composer

While they are often open to the public, space limitations have constrained our ability to actively engage a larger audience outside the College for these events. The Playhouse mainstage and studio will allow us to share these events with a much wider audience.

Cornish College of the Arts' public programming is also aligned with the mission of the Center's programming department, Seattle Center Productions: "we are committed to providing experiences that reflect your interests. It means that you do not have to spend a lot of money to attend a great concert, explore another culture, or share a hobby with other enthusiasts. And it means Seattle Center is a place you can come to be inspired, to renew your spirit, and to be a welcome part of the community."

Cornish has participated in Seattle Center's Teen Tix program for several years and is currently nominated for 11 "Teeny Awards." We will expand our work with Teen Tix, especially with the added number of seats available for our performances.

F. Provide a proposed implementation schedule, assuming the site becomes available Jan. 1, 2013.

As outlined in Section D, we suggest the lease begin December 1, 2012 instead of January 1, 2014, in order to begin preparing for classes on January 14, 2014. This also allows Cornish to put new staff and systems in place, especially for marketing the facility to other organizations.

September 2012	Leaseholder of Playhouse Announced by Seattle Center
October 2012	Determination of facility work required to prep for teaching classes in January.
October –November 2012	Seattle Shakespeare Company load in and performances, <i>Antony and Cleopatra</i>
Mid- November, 2012	Cornish and Seattle Center sign lease Facilities Management jobs posted
December 2012	Cornish prepares to move into the facility Spring / Summer / Fall calendar organized
January - March 2013	Facility management positions phased in over the first three months as needed.



G. Identify how your team proposes working with Seattle Center. Elaborate on the roles that you would anticipate Seattle Center and your team playing in communications, decision making, marketing, etc.

We want to make this a partnership with Seattle Center, looking for benefits beyond the basic relationship created by the lease. Since Cornish and Seattle Center share so many elements in our missions, this is an opportunity to leverage management, marketing and programming to increase value for both organizations and our community.



The primary liaison with Seattle Center will be the Facility Manager/Executive Director hired to manage the Playhouse. S/he will work with Seattle Center staff to ensure clear and timely communication between the two organizations regarding scheduling, programming and facility needs. The Facility Manager/Executive Director will also be expected to work with Seattle Center's booking staff to maximize marketing of the rental spaces. If the Playhouse and related spaces are not appropriate for potential tenants, s/he will refer them to Seattle Center in the event that other campus facilities meet their needs. The Facility Manager/Executive Director will work closely with Seattle Center Productions and the resident organizations, identifying opportunities to work together, support one another's work and create collaborations.

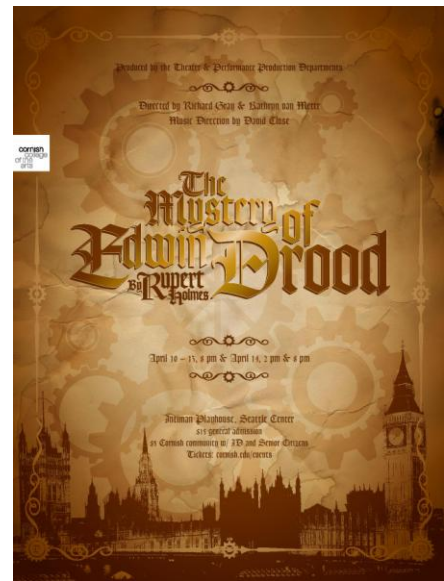
The Facility Manager/Executive Director and other support staff will each be responsible for developing relationships with appropriate Seattle Center staff to ensure positive working relationships. As we require contracted labor to support programming and facilities management, our preference is to engage Seattle Center employees as much as possible. By contracting

select services (e.g. trades like plumbing) from Seattle Center, Cornish will benefit by working with professionals who already know the facility and the grounds.

As noted in Section D., Cornish's Communications staff will be responsible for working with their Seattle Center counterparts to ensure the highest visibility possible for both organizations. Having a presence at Seattle Center will be a major selling point for student recruitment and the Playhouse will figure prominently in Cornish marketing across the country, as well as internationally. Fall 2011 enrollment included students from 48 states and 10 countries and we continue to expand our recruitment efforts. Initial prospecting messages reach more than 40,000 families each year, resulting in direct marketing to nearly 15,000 prospective students. This yields 1,200 to 1,500 applications from prospective students. Our admission staff visits more than 1,000 high schools, recruitment events, portfolio reviews and auditions over the course of a year. From these efforts, we bring more than 700 of the prospective students, often with their families, to Seattle for campus tours and recruitment events. Seattle Center will be featured throughout the recruitment cycle.

Publicizing students' artistic successes is a priority for Cornish, and Seattle Center will benefit from this program. An individualized media release is sent to each student's hometown/neighborhood news media for each event s/he participates in. For example, our Spring 2012 production of *The Mystery of Edwin Drood* resulted in 18 press releases distributed to California, Colorado, Hawaii New Mexico, Oregon and Washington, each of which mentioned performing in the Playhouse at Seattle Center.

Cornish has a strong social media presence for recruitment, performances and exhibitions. We also promote events through print and broadcast advertising, posters, direct mail and email marketing. Seattle Center will be included in promotion for all events in the Playhouse. We look forward to being able to cross promote Seattle Center events to our students, faculty, staff, alumni and other audiences, too.



Presenting our students' and guest artists' work in the Playhouse also offers Cornish expanded opportunities to cultivate and steward donors to support student scholarships, the Cornish annual fund and other initiatives. Cornish Development staff will work with the Seattle Center Foundation to determine if there are appropriate joint fundraising opportunities to benefit both.

H. Provide specific information on your organization's financial condition, including anticipated loans or funding efforts necessary to implement your proposal. If you have experience with the type of programming being proposed, submit related financial data for the past experience. Proposers do not need to submit a complete proposal pro-forma as part of the initial RFP submittal, but should understand that any proposer whose proposal is selected for short list presentations must prepare and submit a full pro-forma and proof of financial viability as part of the short list presentation.

Cornish College of the Arts has a record of 15 years of balanced budgets and clean audits. We will provide copies of our prior audited financial statements for review as requested. The College's annual operating revenues for 2011-12 exceeded \$27 million. The College will fund our activities in the Playhouse out of our general operating budget.

Our experience provides the College a base of knowledge for proposing similar use of the Playhouse by other smaller performing organizations. In April 2012, the College successfully staged its spring show, *The Mystery of Edwin Drood*, at the Playhouse.

We have identified a number of funding opportunities to support the College's use of the Playhouse, as well as use by smaller organizations.

As noted earlier, the College has a long history of producing and presenting performances in Theater, Dance and Music and Visual Art exhibitions and installations. The College currently offers more than 150 performances and exhibitions each year by its students, alumni, faculty, staff and guest artists.

INTIMAN : THEATRE : FESTIVAL

Mailing: PO Box 19537, Seattle, WA 98109
Street: 201 Mercer St, Seattle, WA 98109

info@intiman.org
206.441.7178

Robert Nellams
Seattle Center
305 Harrison Street
Seattle, WA 98109

Re: Cornish College of the Arts and Intiman Theatre

Dear Robert,

I am writing on behalf of the Board of Trustees of Intiman Theatre and myself as President of the Board. Cornish College of the Arts has asked for our comments concerning their proposal to lease the facility known as the Seattle Center Playhouse. You will have received comments from Intiman's Artistic Director, Andrew Russell, and the Board endorses those comments. The Board and I wish to offer these additional thoughts for your consideration in connection with the Cornish College proposal.

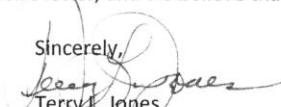
The history of the Playhouse is integral to the history of the Seattle Center. The Playhouse nurtured the Seattle Repertory Theatre in its early decades until that performing arts organization found its new space in the wonderful Bagley Wright Theatre building adjacent to the Playhouse. A few years later the Playhouse took on new life with the Intiman Theatre and presented Intiman produced plays for 24 years. Intiman's 2012 Summer Festival will mark its 25th year at the Intiman Playhouse, and its 40th as an organization.

Intiman Theatre was founded in 1972. It is interesting to note that an early supporter of Intiman's mission was Cornish College which furnished its performance venue for the 1974 season. When Intiman's 2011 season was cut short by its budgetary crisis, Cornish College was instrumental in the creation of Intiman's Summer Festival at the Intiman Playhouse. It is not an exaggeration to say that the Summer Festival might not have been possible without that support.

We view use of the Intiman Playhouse to host Cornish College's performing arts studies and performances as a compliment to the mission of Intiman Theatre, which has always sought to bring locally produced theater to students as well as the larger audience. We also see that use as fully consistent with the central part that the Intiman Playhouse has played in local theater.

The Board and I believe that the use of the Intiman Theatre by Cornish College would be fully compatible with Intiman's plans for an ongoing summer festival showcasing local theatre artists. The synergies attendant to the use of the Intiman Playhouse by Cornish and by Intiman Theatre have already been experienced as noted in Mr. Russell's letter, and we believe that the future will only bring more of those possibilities.

Sincerely,


Terry L. Jones
President

INTIMAN : THEATRE : FESTIVAL

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Street: 201 Mercer St, Seattle, WA 98109

info@intiman.org
206.441.7178

June 19, 2012

Robert Nellams
Seattle Center
305 Harrison Street
Seattle, WA 98109

Re: Cornish College of the Arts and Intiman Theatre

Dear Robert,

I'm writing in support of Cornish College of the Arts in its proposal to become the new tenant in the Seattle Center Playhouse. Cornish's proposal would allow Intiman to continue producing its summer festival of Theatre at the Playhouse. More generally, the missions, capabilities and activities of the two organizations complement each other in ways that I believe will benefit Intiman, Cornish and the Seattle arts community.

Cornish College of the Arts is an important institution within Seattle's arts ecology, and is responsible for training the next generation of artists who will choose to call this city home. In addition to producing high-quality and inventive theatre, Intiman echoes that mission by empowering the artists who have chosen to call this city home. The stronger Cornish becomes in its ability to deepen the impact of its mission, the stronger Seattle will be as an artistic hub.

With this in mind, the leadership of Intiman, along with Nancy Uscher and the leadership of Cornish, have discussed how best to collaborate in a way that will strengthen each of our missions. Cornish has shared with us its vision for potential tenancy in the Playhouse. We have reviewed that against our own plans, and believe the two plans are very compatible.

Practically, it makes a great deal of sense for both of our institutions to call the Playhouse home. In the case of Intiman, we have reconfigured the organization to produce a vibrant summer theatre festival and therefore require the space May-August, which fits perfectly with Cornish's summer-long academic break. In addition to this, Cornish's space is available in the summer for our complicated rehearsal format (four shows rehearse at the same time for seven weeks, so a multiple-room studio experience is ideal). During this last year of transition for us, Cornish generously offered rehearsal space, IT support, and accounting assistance. These experiences, together with our experience working together during Cornish's spring student production in the Playhouse, give us confidence in our ability to forge a successful working relationship in the future.

But the opportunities for collaboration run even deeper. Currently a small core staff runs Intiman, along with contract personnel and an army of interns. We are currently working with over 15 interns, on stage and off, the majority of which are graduates of or currently enrolled at Cornish. The internships create a unique opportunity for students to be totally engrossed with every step of producing theatre – for four months total – and are very real experiences. (For example, after auditioning an intern is playing the role of *Benvolio* in *Romeo and Juliet* along side established actors, and an intern is playing the lead role in a new play being directed by Dan Savage.)

We would like to deepen the internship program so there is an integrated way for students to shift from their semester at Cornish into the summer festival (and open up the program to more crew and design interns), and are examining other ways for real-life educational experiences with the College.

My role as Artistic Director is to connect with an Artistic Collective and produce the best of their ideas that will have a strong resonance with old and new Intiman audiences. Currently the collective includes six artists who either attended Cornish or are currently teaching there, including the head of their theatre department, Richard E.T. White. I've also had the pleasure of directing with Cornish. This is all to say I'm familiar with the organization and can wisely assess how the new configuration of Intiman can fit with the growth of Cornish.

The institutional support and resources Cornish brings to the table will be very helpful in our mission to produce with inventive and sustainable methods, and it is very appealing from a pedagogical point of view for students to study at a College that has a deep connection with a Tony-award winning theatre. There are various examples of this – Williams College and the Williamstown Theatre Festival, Webster and The Repertory Theatre of St. Louis, to name only two – and they have proven very successful models.

This summer Intiman turns 40. Ideally we'd like to continue the tradition of producing theatre every summer in the Playhouse, a special space that artists and audiences with Intiman have come to call home. We'd welcome the opportunity to partner with Cornish as we move forward into our newly formed future.

Thank you for your consideration, and all you do to for the performing arts within Seattle.

Sincerely,

Andrew Russell
Artistic Director

 **SEATTLE SHAKESPEARE COMPANY**
George Mount - Artistic Director | John Bradshaw - Managing Director
Center House Theatre • Seattle Center • 305 Harrison St. • PO Box 19595 • Seattle, WA 98109

July 9, 2012

Ms. Kerry Smith
Seattle Center Executive Office
305 Harrison Street, Room #215
Seattle, WA 98109

Dear Kerry:

I am writing this in support of Cornish College for the Arts submission of a proposal for managing the Seattle Center Playhouse.

During the past 16 months, Seattle Shakespeare Company has staged 3 productions at the Seattle Center Playhouse: *The Threepenny Opera*, *A Midsummer Night's Dream*, and *Pygmalion*. These productions have been successful for us, extending our art and audience, and we look to a continued presence in the Playhouse for years to come.

We also have multiple connections with Cornish College of the Arts. For several years, we have used students from Cornish in our productions as interns and have benefited enormously from their quality, preparation and enthusiasm. Our casting director teaches at Cornish. Several of our actors, designers and directors have taught, worked and directed for Cornish. We believe that the synergies that already exist will enable us to build on our relationship and form an exciting extended partnership with Cornish in the Playhouse.

With their staffing, commitment and resources, we are confident that Cornish can manage the Playhouse effectively and to the benefit of the greater arts community. If awarded the contract for the Playhouse, we look forward to working with them well into the future.

If you have any questions, please feel free to contact me at 206-733-8228 ext. 201 or johnb@seattleshakespeare.org.

Best regards,



John Bradshaw
Managing Director



July 11, 2012

To Whom It May Concern,

On behalf of the Board of Trustees and leadership of the World Affairs Council, I am pleased to support the submission of Cornish College of the Arts in response to Seattle Center RFP 2012-01 for the use of Seattle Center Playhouse.

For over 60 years, the World Affairs Council of Seattle has connected our community to the world and the important issues affecting us all. As a non-partisan, non-profit organization, we seek to bring people in our community together to become better informed citizens of our country and the world. The World Affairs Council advances a deeper understanding of world events and cultures and engages people of all ages and backgrounds through a series of programs:

- Through our Community Programs, the World Affairs Council brings the informed perspectives of senior diplomatic, political, cultural, and intellectual leaders to Greater Seattle. Notable past speakers include President Jimmy Carter, Ban Ki-moon, General David Petraeus, Vladimir Putin, John McCain, Madeleine Albright, and Condoleezza Rice.
- In addition, the International Visitor Program brings nearly 800 visitors from over 90 countries to Greater Seattle each year, fostering a global exchange of people and ideas. These professionals and youth travel under the auspices of the State Department. The International Visitor Program also generates a positive economic impact of over \$2.25 million for Greater Seattle each year.
- The Global Classroom Program connects teachers and students with international resources, ideas, and people. It also provides direct opportunities for students and educators to engage with world issues that broaden their global awareness. Through this work in and with the community, the World Affairs Council believes our community is stronger when it draws on the lessons, ideas, and perspectives of the world's people.

The World Affairs Council appreciates the leadership of Cornish College of the Arts, their demonstrated desire and intention to work collaboratively with other organizations, and their intent to create the right blend of groups to make the Playhouse opportunity as successful as it can be should Cornish College of the Arts be fortunate enough to be selected.

The World Affairs Council and Cornish College of the Arts have been and are in discussion about the possibility of the World Affairs Council subleasing space in Seattle Center Playhouse, and we look forward to our future conversations.

Sincerely,

A handwritten signature in blue ink that reads "Ian H. Moncaster".

Ian H. Moncaster
President/CEO

2200 Alaskan Way, Suite 450 • Seattle, Washington 98121 • 206-441-5910 • www.world-affairs.org

Photo credits: Cover and P. 1: *The Mystery of Edwin Drood* at the Playhouse, Chris Bennion (CB). P.2: Merce Cunningham minEvent, Michelle Smith-Lewis (MSL). P. 3: Winifred Westergard (WW). P. 4: *The Mystery of Edwin Drood* at the Playhouse (CB). P. 5: *The Pajama Game* (CB); Cornish Opera Theater, *La Liberazione di Ruggiero dall'isola d'Alcina* (MSL); Cornish Dance Theater, choreography by Iyun Ashani Harrison (CB). P.6: Nick Cave's SoundSuits (WW); backstage at the Playhouse (CB). P. 7: David Taft (WW); Dance for Actors (WW). P.8: set construction, *The Mystery of Edwin Drood* (CB). P.9. *Romeo and Juliet*, Volunteer Park (MSL). P.10: load-in, *The Mystery of Edwin Drood* (CB). P. 11: opening night, *The Mystery of Edwin Drood* (WW). P. 14: Cornish at the Playhouse (CB). P. 15: load-in, *The Mystery of Edwin Drood* (CB); P. 16: *The Mystery of Edwin Drood* (CB); P. 17: Cornish Dance Theater, *Beneath Our Own Immensity*, site-specific choreography by Alia Swersky (MSL). P. 18: *Summertime* (CB). P. 19: *Oo Bla Dee* (CB). P. 20: poster design by Nicholas Parker (DE '05).