

CHAPTER IV
THEATRE ARTS DEPARTMENTS ANALYSIS

4.1 Current Management of Each Selected Theatre Arts Department

The researcher analyzes current management of those six university theatres and explains the collected data in terms of their objectives, production management, organization management, marketing analysis, and financial analysis. The information is presented in form of tables to summarize each issue thoroughly.

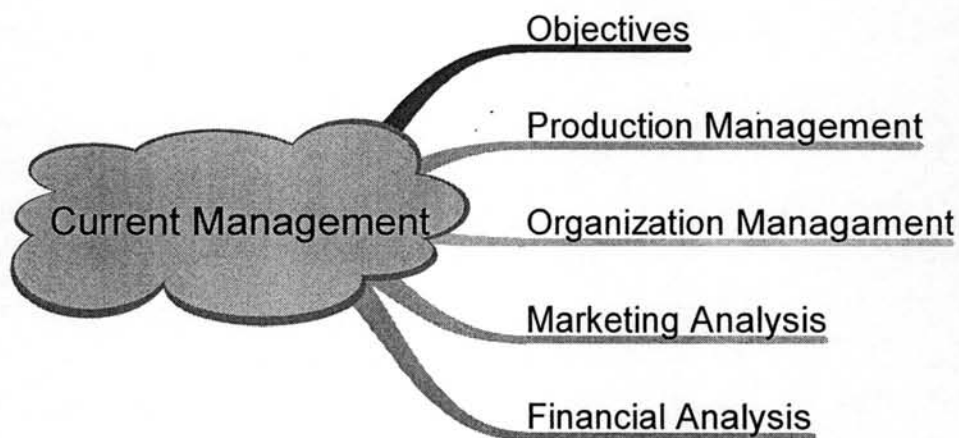


Figure 1 Current Management of Each Selected Theatre Arts Department

4.1.1 Bangkok University

The researcher can summarize the interview from Dr. Wankwan Polachan, Chairperson of the Department of Performing Arts, School of Communication Arts, Bangkok University, about current management of Bangkok University's theatre and present the information in form of tables as follow.

Table 2 Objective of Bangkok University's Theatre

Objectives	Comment
1. To encourage students majoring in theatre arts have ability and potential to be qualified graduates in theatre arts.	Yes
2. To promote and encourage value of theatre arts in Thailand.	Yes
3. To educate and convey useful messages to the audiences by play productions.	Yes
4. To make the audiences realize value of theatre arts.	Yes
5. To educate Thai society to realize the significance of theatre arts in Thailand.	Yes
6. To encourage the theatre to acquire adequate workers to run the theatre's management.	Yes
7. To encourage the theatre to acquire adequate workers to run facility management.	Yes
8. To encourage the theatre to acquire qualified workers to run the theatre's management.	Yes
9. To encourage the theatre to acquire qualified administrator to support theatre management.	Yes
10. To encourage the theatre to acquire qualified workers to run facility management.	Yes
11. To develop more effective management system for the theatre.	Yes
12. To develop more effective communication between the theatre and external-related units.	No comment
13. To encourage more effective administration system.	Yes

14. To encourage the theatre's manager to have effective strategic funding management.	Yes
15. To develop more effective management system in running facility management.	Yes
16. To develop workers' abilities of making play production.	Yes
17. To practice students' skills of making play production.	Yes
18. To encourage the theatre to obtain the necessary fundraising sources to run the theatre's management.	Yes
19. To encourage the theatre to raise enough money to make each play production.	Yes
20. To increase amount of the audience attending each play production.	Yes
21. To expand new target audience attending each play production.	Yes

From table 2, it shows that Bangkok University's theatre treats academic objectives as the first priority. The department aims to be leader of university theatre arts department and also aims to promote their productions as international productions. As a result, the department needs proper management as a whole system. The department also needs enough amounts and qualified workers to run management of the theatre. The theatre encourage personnel factor to achieve academic and artistic objectives, such as creating productions to make the audiences realize value of theatre arts.

Table 3 Production Management of Bangkok University's Theatre

Production Management	Comment
1. Having clear direction and decisions of making play production.	Yes
2. Working systematically.	Yes

3. Processing clear working plan.	No
4. Affected by seniority system.	No
5. Affected by patronage system.	No
6. Influenced by Thai working culture.	Yes
7. Consisting of enough staff.	No
8. Consisting of efficient staff.	Yes
9. Possessing enough budgets to conduct a production.	No
10. Directing good fundraising.	Yes
11. Owning beneficial facilities.	Yes
12. Demanding theatre construction.	Yes

From table 3, Dr.Wankwan states that the department has clear direction and decisions of making play production and also has good working system in each production. However, the department does not have clear working plan. Although there are efficient staffs in making productions, working system is still influenced by Thai working culture. The department is independent from seniority system and patronage system. A good point of the department is the department has good fundraising which is directed by lecturers in the department. Moreover, the department owns beneficial facilities which support working in theatre. That is lecturers in the department agree with the idea of demanding theatre construction, which help academic activities and reduce making productions' expenses.

Table 4 Organization Management of Bangkok University's Theatre

Organization Management	Comment
1. Having clear objectives.	Yes
2. Working systematically.	Yes
3. Possessing clear working plan.	No
4. Influenced by seniority system.	No
5. Affected by patronage system.	No
6. Influenced by Thai working culture.	Yes
7. Consisting of enough staff.	No
8. Consisting of efficient staff.	Yes
9. Having proper teacher/student ratio.	No
10. Owning beneficial facilities.	Yes
11. Giving dedicated mind by workers is important to work in theatre arts department.	Yes
12. Using wisdom as real solution rather than management theory.	Yes
13. Possessing effective administration system as a key of success.	No
14. Expecting achievement of academic goal as the first priority.	Yes
15. Requiring manager position.	Yes

From table 4, in terms of organization management, the department has clear objectives as presented in table 2. However, the department does not have clear working plan. Although there are efficient staffs in making productions, working system is still influenced by Thai working culture. The department is independent from seniority system and patronage system. A good point of the department is the owning beneficial facilities which support working in the department. However, there are still

less amounts of workers in the department, especially manager position and effective administration system requirement. Lecturers in the department need to have dedicated mind in working for both teaching and making productions to achieve the department's academic goals.

Table 5 Marketing Analysis of Bangkok University's Theatre

Marketing Analysis	Comment
1. Considering marketing mix as theatre management application.	No
2. Expecting large amount of audience as the first priority for each production.	Yes
3. Possessing certain criteria in selecting playscript to make each production.	Yes
4. Trying to make good productions to be good models as good products for other theatre troupes.	Yes
5. Expecting high profit from ticket sale.	No
6. Setting high-ticket price.	No
7. Possessing certain policy for setting ticket prices.	Yes
8. Producing plays in the university area.	No
9. Possessing appropriate location of production to attract the audience.	No
10. Possessing own theatre makes save-cost of producing each play.	Yes
11. Applying promotion to achieve high profit.	No

From table 5, the researcher found that, in terms of marketing analysis, the department does not consider marketing mix and also does not apply promotion as

theatre management application to achieve high profit, although it is expectation of large amount of audience as the first priority for each production. Main reason of making production is the department focuses on academic and artistic objectives as the first priority. The ticket price is set not too high because the department does not expect profit from ticket sale.

Table 6 Financial Analysis of Bangkok University's Theatre

Financial Analysis	Comment
1. Having manager to do funding plan.	No
2. Requiring theatre manager position.	Yes
3. Possessing enough budgets to conduct each production.	No
4. Receiving enough budgets from the university.	No
5. Having main supporters or donors.	No
6. Teachers use personal connection to help fundraising.	Yes
7. Having enough sources of supporters or donors.	No
8. Working systematically in terms of funding management.	Yes

From table 6, it shows that, in terms of financial analysis, the department has not enough supporters or donors to conduct each production although budget from university. As a result, lecturers in the department must use personal connection to help fundraising. Although the department has no manager to do funding plan, lecturers are trying their best in working system in terms of funding management. So, theatre manager position is needed.

4.1.2 Chulalongkorn University

The researcher can summarize the interview from Ajarn Dangkamon Na-Pombejra, lecturer in the Department of Dramatic Arts, Faculty of Arts, Chulalongkorn University, about current management of the Art Theatre and present the information in form of tables as follow.

Table 7 Objectives of the Art Theatre

Objectives	Comment
1. To encourage students majoring in theatre arts have ability and potential to be qualified graduates in theatre arts.	Yes
2. To promote and encourage value of theatre arts in Thailand.	Yes
3. To educate and convey useful messages to the audiences by play productions.	Yes
4. To make the audiences realize value of theatre arts.	Yes
5. To educate Thai society to realize the significance of theatre arts in Thailand.	Yes
6. To encourage the theatre to acquire adequate workers to run the theatre's management.	No Comment
7. To encourage the theatre to acquire adequate workers to run facility management.	Yes
8. To encourage the theatre to acquire qualified workers to run the theatre's management.	Yes
9. To encourage the theatre to acquire qualified administrator to support theatre management.	No Comment
10. To encourage the theatre to acquire qualified workers to run facility management.	Yes

11. To develop more effective management system for the theatre.	Yes
12. To develop more effective communication between the theatre and external-related units.	No Comment
13. To encourage more effective administration system.	Yes
14. To encourage the theatre's manager to have effective strategic funding management.	Yes
15. To develop more effective management system in running facility management.	Yes
16. To develop workers' abilities of making play production.	Yes
17. To practice students' skills of making play production.	Yes
18. To encourage the theatre to obtain the necessary fundraising sources to run the theatre's management.	Yes
19. To encourage the theatre to raise enough money to make each play production.	Yes
20. To increase amount of the audience attending each play production.	Yes
21. To expand new target audience attending each play production.	Yes

From table 7, it shows that the Art Theatre treats academic objectives as the first priority. Most of the department's productions aim to make the audiences realize value of theatre arts so that Thai people can realize the significance of theatre arts in Thailand at present and in the future. The department set management as minor objective to support play production and academic activities. Hence, the department needs enough amounts and qualified workers to run management of the theatre in terms of production management, organization management, funding management, facility management, etc.

Table 8 Production Management of the Art Theatre

Production Management	Comment
1. Having clear direction and decisions of making play production.	Yes
2. Working systematically.	Yes
3. Processing clear working plan.	Yes
4. Affected by seniority system.	Yes
5. Affected by patronage system.	Yes
6. Influenced by Thai working culture.	Yes
7. Consisting of enough staff.	No
8. Consisting of efficient staff.	Yes
9. Possessing enough budgets to conduct a production.	No
10. Directing good fundraising.	Yes
11. Owning beneficial facilities.	Yes
12. Demanding theatre construction.	Yes

From table 8, Ajarn Dangkamon states that the department has clear direction and decisions of making play production, has good working system in each production, and also has clear working plan. In terms of working system, the department is affected by seniority system, patronage system, and also influenced by Thai working culture. There are not enough amounts of staff; however, the existing staffs are efficient. Although the department has not enough budgets to create each production, it is trying to direct good fundraising to cover the production's expenses. The department owns beneficial facilities for play productions and academic activities. However, Ajarn Dangkamon agrees with the idea that university theatre arts department needs to have theatre construction for effective academic activities and productions.

Table 9 Organization Management of the Art Theatre

Organization Management	Comment
1. Having clear objectives.	Yes
2. Working systematically.	Yes
3. Possessing clear working plan.	Yes
4. Influenced by seniority system.	Yes
5. Affected by patronage system.	Yes
6. Influenced by Thai working culture.	Yes
7. Consisting of enough staff.	No
8. Consisting of efficient staff.	Yes
9. Having proper teacher/student ratio.	Yes
10. Owning beneficial facilities.	Yes
11. Giving dedicated mind by workers is important to work in theatre arts department.	Yes
12. Using wisdom as real solution rather than management theory.	Yes
13. Possessing effective administration system as a key of success.	Yes
14. Expecting achievement of academic goal as the first priority.	Yes
15. Requiring manager position.	Yes

From table 9, it shows that the department has clear objectives, has good working system, and also has clear working plan. In terms of working system, the department is affected by seniority system, patronage system, and also influenced by Thai working culture. There are not enough amounts of staff; however, the existing staffs are efficient. A good point of the department is the owning beneficial facilities which support working in the department. However, there are still less amounts of

workers in the department, especially manager position and effective administration system requirement. Lecturers in the department need to have dedicated mind in working for both teaching and making productions to achieve the department's academic goals.

Table 10 Marketing Analysis of the Art Theatre

Marketing Analysis	Comment
1. Considering marketing mix as theatre management application.	No
2. Expecting large amount of audience as the first priority for each production.	No
3. Possessing certain criteria in selecting playscript to make each production.	Yes
4. Trying to make good productions to be good models as good products for other theatre troupes.	Yes
5. Expecting high profit from ticket sale.	No
6. Setting high-ticket price.	No
7. Possessing certain policy for setting ticket prices.	Yes
8. Producing plays in the university area.	Yes
9. Possessing appropriate location of production to attract the audience.	No
10. Possessing own theatre makes save-cost of producing each play.	Yes
11. Applying promotion to achieve high profit.	No

From table 10, the researcher found that, in terms of marketing analysis, the department does not consider marketing mix and also does not apply promotion as

theatre management application to achieve high profit. There is no expectation of large amount of audience as the first priority for each production. Main reason of making production is the department focuses on academic and artistic objectives as the first priority. The ticket price is set not too high because the department does not expect profit from ticket sale. Most of the productions were performed in the university area, especially in the Art Theatre because it can make save-cost of making each production.

Table 11 Financial Analysis of the Art Theatre

Financial Analysis	Comment
1. Having manager to do funding plan.	No
2. Requiring theatre manager position.	Yes
3. Possessing enough budgets to conduct each production.	No
4. Receiving enough budgets from the university.	No
5. Having main supporters or donors.	Yes
6. Teachers use personal connection to help fundraising.	Yes
7. Having enough sources of supporters or donors.	No
8. Working systematically in terms of funding management.	Yes

From table 11, it shows that, in terms of financial analysis, the department receives some budget from the university to make productions but it is still not enough. There are some main supporters and donors to fulfill fundraising for each production. However, lecturers in the department still need to use personal connection to help fundraising. Although the department has no manager to do funding plan, lecturers are trying their best in working system in terms of funding management. So, theatre manager position is needed.

4.1.3 Dhurakij Pundit University

The researcher can summarize the interview from Ajarn Saksit Thaweekul, Head of the Department of Applied Performing Arts, Faculty of Fine and Applied Arts, Dhurakij Pundit University, about current management of Dhurakij Pundit University's theatre and present the information in form of tables as follow.

Table 12 Objective of Dhurakij Pundit University's Theatre

Objectives	Comment
1. To encourage students majoring in theatre arts have ability and potential to be qualified graduates in theatre arts.	Yes
2. To promote and encourage value of theatre arts in Thailand.	Yes
3. To educate and convey useful messages to the audiences by play productions.	Yes
4. To make the audiences realize value of theatre arts.	Yes
5. To educate Thai society to realize the significance of theatre arts in Thailand.	Yes
6. To encourage the theatre to acquire adequate workers to run the theatre's management.	Yes
7. To encourage the theatre to acquire adequate workers to run facility management.	Yes
8. To encourage the theatre to acquire qualified workers to run the theatre's management.	Yes
9. To encourage the theatre to acquire qualified administrator to support theatre management.	Yes

10. To encourage the theatre to acquire qualified workers to run facility management.	Yes
11. To develop more effective management system for the theatre.	Yes
12. To develop more effective communication between the theatre and external-related units.	Yes
13. To encourage more effective administration system.	Yes
14. To encourage the theatre's manager to have effective strategic funding management.	Yes
15. To develop more effective management system in running facility management.	Yes
16. To develop workers' abilities of making play production.	Yes
17. To practice students' skills of making play production.	Yes
18. To encourage the theatre to obtain the necessary fundraising sources to run the theatre's management.	Yes
19. To encourage the theatre to raise enough money to make each play production.	Yes
20. To increase amount of the audience attending each play production.	No Comment
21. To expand new target audience attending each play production.	No Comment

From table 12, it shows that Dhurakij Pundit University's theatre treats academic objectives as the first priority. Most of the department's productions aim to make the audiences realize value of theatre arts so that Thai people can realize the significance of theatre arts in Thailand at present and in the future. In the same time, the department strongly treats management objective as a particular factor to support play production and academic activities. Hence, the department needs enough amounts and

qualified workers to run theatre management in terms of production management, organization management, funding management, facility management. Especially administration system, the department needed improvement of central administration and its communication system, which has direct responsibility in supporting academic activities in the faculty, including the department. It is a new university theatre, so, the department does not aim to increase amount of the audience attending each play production, and also does not expect new target audience but students in the university. Ajarn Saksit mentions that it is in the experimental period to develop working system in the next productions.

Table 13 Production Management of Dhurakij Pundit University's Theatre

Production Management	Comment
1. Having clear direction and decisions of making play production.	No
2. Working systematically.	No
3. Processing clear working plan.	No
4. Affected by seniority system.	Yes
5. Affected by patronage system.	Yes
6. Influenced by Thai working culture.	Yes
7. Consisting of enough staff.	No
8. Consisting of efficient staff.	No
9. Possessing enough budgets to conduct a production.	No
10. Directing good fundraising.	No
11. Owning beneficial facilities.	No
12. Demanding theatre construction.	Yes

From table 13, Ajarn Saksit states that the department has not clear direction and decisions of making play production, has not good working system in each production, and also has not clear working plan. There are not enough amounts of efficient staffs in making productions. Working system is affected by seniority system, patronage system, and still influenced by Thai working culture. The department has not good fundraising, does not own beneficial facilities which support working in theatre. Lecturers in the department agree with the idea of demanding theatre construction, which help academic activities and reduce making productions' expenses.

Table 14 Organization Management of Dhurakij Pundit University's Theatre

Organization Management	Comment
1. Having clear objectives.	No
2. Working systematically.	No
3. Possessing clear working plan.	No
4. Influenced by seniority system.	Yes
5. Affected by patronage system.	Yes
6. Influenced by Thai working culture.	Yes
7. Consisting of enough staff.	No
8. Consisting of efficient staff.	No
9. Having proper teacher/student ratio.	No
10. Owning beneficial facilities.	No
11. Giving dedicated mind by workers is important to work in theatre arts department.	Yes
12. Using wisdom as real solution rather than management theory.	Yes
13. Possessing effective administration system as a key of success.	No

14. Expecting achievement of academic goal as the first priority.	Yes
15. Requiring manager position.	Yes

From table 14, it shows that the department has not clear objectives, has not good working system, and also has not clear working plan. In terms of working system, the department is affected by seniority system, patronage system, and also influenced by Thai working culture. There are not enough amounts of efficient staffs. Lecturers in the department need to have dedicated mind in working for both teaching and making productions to achieve the department's academic goals.

Table 15 Marketing Analysis of Dhurakij Pundit University's Theatre

Marketing Analysis	Comment
1. Considering marketing mix as theatre management application.	No
2. Expecting large amount of audience as the first priority for each production.	No
3. Possessing certain criteria in selecting playscript to make each production.	No
4. Trying to make good productions to be good models as good products for other theatre troupes.	Yes
5. Expecting high profit from ticket sale.	No
6. Setting high-ticket price.	No
7. Possessing certain policy for setting ticket prices.	No
8. Producing plays in the university area.	Yes
9. Possessing appropriate location of production to attract the audience.	No

10. Possessing own theatre makes save-cost of producing each play.	Yes
11. Applying promotion to achieve high profit.	No

From table 15, the researcher found that, in terms of marketing analysis, the department does not consider marketing mix and also does not apply promotion as theatre management application to achieve high profit. There is no expectation of large amount of audience as the first priority for each production. Main reason of making production is the department is trying to focus on academic and artistic objectives as the first priority. The ticket price is set not too high because the department does not expect profit from ticket sale. Lecturers in the department agree to perform productions in the university area because it can make save-cost of expenses.

Table 16 Financial Analysis of Dhurakij Pundit University's Theatre

Financial Analysis	Comment
1. Having manager to do funding plan.	No
2. Requiring theatre manager position.	Yes
3. Possessing enough budgets to conduct each production.	No
4. Receiving enough budgets from the university.	No
5. Having main supporters or donors.	No
6. Teachers use personal connection to help fundraising.	Yes
7. Having enough sources of supporters or donors.	No
8. Working systematically in terms of funding management.	No

From table 16, it shows that, in terms of financial analysis, the department has no main supporters or donors and has not enough budget to conduct

each production although the university give some money. As a result, lecturers in the department must use personal connection to help fundraising. The department has no theatre manager to do funding plan so this position is required. It affects to working in the department in terms of funding management because there is no one who has direct responsibility in managing money.

4.1.4 Mahasarakham University

The researcher can summarize the interview from Ajarn Sirimongkol Natayakul, lecturer of the Division of Performing Arts, Faculty of Fine and Applied Arts, Mahasarakham University, about current management of Mahasarakham University's theatre and present the information in form of tables as follow.

Table 17 Objectives of Mahasarakham University's Theatre

Objectives	Comment
1. To encourage students majoring in theatre arts have ability and potential to be qualified graduates in theatre arts.	Yes
2. To promote and encourage value of theatre arts in Thailand.	Yes
3. To educate and convey useful messages to the audiences by play productions.	No Comment
4. To make the audiences realize value of theatre arts.	Yes
5. To educate Thai society to realize the significance of theatre arts in Thailand.	Yes
6. To encourage the theatre to acquire adequate workers to run the theatre's management.	Yes

7. To encourage the theatre to acquire adequate workers to run facility management.	Yes
8. To encourage the theatre to acquire qualified workers to run the theatre's management.	Yes
9. To encourage the theatre to acquire qualified administrator to support theatre management.	Yes
10. To encourage the theatre to acquire qualified workers to run facility management.	Yes
11. To develop more effective management system for the theatre.	Yes
12. To develop more effective communication between the theatre and external-related units.	Yes
13. To encourage more effective administration system.	Yes
14. To encourage the theatre's manager to have effective strategic funding management.	Yes
15. To develop more effective management system in running facility management.	Yes
16. To develop workers' abilities of making play production.	Yes
17. To practice students' skills of making play production.	Yes
18. To encourage the theatre to obtain the necessary fundraising sources to run the theatre's management.	Yes
19. To encourage the theatre to raise enough money to make each play production.	Yes
20. To increase amount of the audience attending each play production.	No Comment
21. To expand new target audience attending each play production.	No Comment

From table 17, it shows that Mahasarakham University's theatre treats academic objectives as the first priority. Most of the division's productions aim to make the audiences realize value of theatre arts so that Thai people can realize the significance of theatre arts in Thailand at present and in the future. Because it is a new division in the faculty, the department requires more amounts and qualified workers to run theatre management in terms of production management, organization management, funding management, facility management. The department expects only local public awareness about theatre arts appreciation, not increase amounts of the audience and expand new target audience yet.

Table 18 Production Management of Mahasarakham University's Theatre

Production Management	Comment
1. Having clear direction and decisions of making play production.	No
2. Working systematically.	No
3. Processing clear working plan.	No
4. Affected by seniority system.	Yes
5. Affected by patronage system.	Yes
6. Influenced by Thai working culture.	Yes
7. Consisting of enough staff.	No
8. Consisting of efficient staff.	No
9. Possessing enough budgets to conduct a production.	No
10. Directing good fundraising.	No
11. Owning beneficial facilities.	No
12. Demanding theatre construction.	Yes

From table 18, Ajarn Sirimongkol states that the department has not clear direction and decisions of making play production, has not good working system in each production, and also has not clear working plan. There are not enough amounts of efficient staffs in making productions. Working system is affected by seniority system, patronage system, and still influenced by Thai working culture. The department has not good fundraising, does not own beneficial facilities which support working in theatre. Ajarn Sirimongkol suggests that university theatre arts department need to have theatre construction because it can help theatrical-academic activities and reduce making productions' expenses.

Table 19 Organization Management of Mahasarakham University's Theatre

Organization Management	Comment
1. Having clear objectives.	No
2. Working systematically.	No
3. Possessing clear working plan.	No
4. Influenced by seniority system.	Yes
5. Affected by patronage system.	Yes
6. Influenced by Thai working culture.	Yes
7. Consisting of enough staff.	No
8. Consisting of efficient staff.	No
9. Having proper teacher/student ratio.	No
10. Owning beneficial facilities.	No
11. Giving dedicated mind by workers is important to work in theatre arts department.	Yes
12. Using wisdom as real solution rather than management theory.	Yes

13. Possessing effective administration system as a key of success.	No
14. Expecting achievement of academic goal as the first priority.	Yes
15. Requiring manager position.	Yes

From table 19, in terms of organization management, it shows that the department has not clear objectives, has not good working system, and also has not clear working plan. In terms of working system, the department is affected by seniority system, patronage system, and also influenced by Thai working culture. There are not enough amounts of efficient staffs. Lecturers in the department need to have dedicated mind in working for both teaching and making productions to achieve the department's academic goals. It is a new division in the faculty, so the division strongly requires manager position and effective administration unit to run management to achieve the division's academic goals.

Table 20 Marketing Analysis of Mahasarakham University's Theatre

Marketing Analysis	Comment
1. Considering marketing mix as theatre management application.	No
2. Expecting large amount of audience as the first priority for each production.	No
3. Possessing certain criteria in selecting playscript to make each production.	No
4. Trying to make good productions to be good models as good products for other theatre troupes.	Yes
5. Expecting high profit from ticket sale.	No
6. Setting high-ticket price.	No

7. Possessing certain policy for setting ticket prices.	No
8. Producing plays in the university area.	Yes
9. Possessing appropriate location of production to attract the audience.	No
10. Possessing own theatre makes save-cost of producing each play.	Yes
11. Applying promotion to achieve high profit.	No

From table 20, the researcher found that, in terms of marketing analysis, the division does not consider marketing mix and also does not apply promotion as theatre management application to achieve high profit. The ticket price is set not too high because the division does not expect profit from ticket sale. There is no expectation of large amount of audience as the first priority for each production because the division is trying to focus on academic and artistic objectives as the first priority. Lecturers in the division agree to perform productions in the university area because it can make save-cost of expenses although there is no appropriate location to attract local audience. Main reason of making production is to make good productions to be good models as good products for other local theatre troupes.

Table 21 Financial Management of Mahasarakham University's Theatre

Financial Analysis	Comment
1. Having manager to do funding plan.	No
2. Requiring theatre manager position.	Yes
3. Possessing enough budgets to conduct each production.	No
4. Receiving enough budgets from the university.	No
5. Having main supporters or donors.	No

6. Teachers use personal connection to help fundraising.	Yes
7. Having enough sources of supporters or donors.	No
8. Working systematically in terms of funding management.	No

From table 21, in terms of financial analysis, it shows that the division has no main supporters or donors and has not enough budgets to conduct each production although the university gives some money. As a result, lecturers in the division must use personal connection to help fundraising. The division has no theatre manager to do funding plan so this position is required. It affects to working in the division in terms of funding management because there is no one who has direct responsibility in managing money.

4.1.5 Suan Sunandha Rajabhat University

The researcher can summarize the interview from Ajarn Chutima Maneewattana Plengkhom, Deputy Dean for Academic Affairs, Faculty of Fine and Applied Arts, and lecturer in the Department of Performing Arts, Suan Sunandha Rajabhat University, about current management of Suan Sunandha Rajabhat University's theatre and present the information in form of tables as follow.

Table 22 Objectives of Suan Sunandha Rajabhat University's Theatre

Objectives	Comment
1. To encourage students majoring in theatre arts have ability and potential to be qualified graduates in theatre arts.	Yes
2. To promote and encourage value of theatre arts in Thailand.	Yes

3. To educate and convey useful messages to the audiences by play productions.	No Comment
4. To make the audiences realize value of theatre arts.	Yes
5. To educate Thai society to realize the significance of theatre arts in Thailand.	Yes
6. To encourage the theatre to acquire adequate workers to run the theatre's management.	Yes
7. To encourage the theatre to acquire adequate workers to run facility management.	Yes
8. To encourage the theatre to acquire qualified workers to run the theatre's management.	Yes
9. To encourage the theatre to acquire qualified administrator to support theatre management.	Yes
10. To encourage the theatre to acquire qualified workers to run facility management.	Yes
11. To develop more effective management system for the theatre.	Yes
12. To develop more effective communication between the theatre and external-related units.	Yes
13. To encourage more effective administration system.	Yes
14. To encourage the theatre's manager to have effective strategic funding management.	Yes
15. To develop more effective management system in running facility management.	Yes
16. To develop workers' abilities of making play production.	Yes
17. To practice students' skills of making play production.	Yes

18. To encourage the theatre to obtain the necessary fundraising sources to run the theatre's management.	Yes
19. To encourage the theatre to raise enough money to make each play production.	Yes
20. To increase amount of the audience attending each play production.	No
21. To expand new target audience attending each play production.	Yes

From table 22, it shows that Suan Sunandha Rajabhat University's theatre treats academic objectives as the first priority since the department was found for long time. Most of the department's productions aim to make the audiences realize value of theatre arts so that Thai people can realize the significance of theatre arts in Thailand at present and in the future. Although the department was found for long time, the department still requires more amounts and qualified workers to run theatre management in terms of production management, organization management, funding management, facility management. The department relies on central administration of the faculty, so there is not effective management in the department, and affects achievement of the department's objectives. The department focuses on making productions as theatrical-academic activities and aims to promote theatre arts to public, so there is expectation of expanding new target audience attending each play production.

Table 23 Production Management of Suan Sunandha Rajabhat University's Theatre

Production Management	Comment
1. Having clear direction and decisions of making play production.	No
2. Working systematically.	No

3. Processing clear working plan.	No
4. Affected by seniority system.	Yes
5. Affected by patronage system.	Yes
6. Influenced by Thai working culture.	Yes
7. Consisting of enough staff.	No
8. Consisting of efficient staff.	No
9. Possessing enough budgets to conduct a production.	No
10. Directing good fundraising.	No
11. Owning beneficial facilities.	No
12. Demanding theatre construction.	Yes

From table 23, Ajarn Chutima states that the department has not clear direction and decisions of making play production, has not good working system in each production, and also has not clear working plan. There are not enough amounts of staffs and efficient staffs in making productions. Working system is strongly affected by seniority system, patronage system, and still influenced by Thai working culture. The department has not good fundraising. There are some beneficial facilities which support working in theatre. Ajarn Chutima also agrees with the idea that university theatre arts department need to have theatre construction because it can help theatrical-academic activities and reduce making productions' expenses.

Table 24 Organization Management of Suan Sunandha Rajabhat University's Theatre

Organization Management	Comment
1. Having clear objectives.	No
2. Working systematically.	No

3. Possessing clear working plan.	No
4. Influenced by seniority system.	Yes
5. Affected by patronage system.	Yes
6. Influenced by Thai working culture.	Yes
7. Consisting of enough staff.	No
8. Consisting of efficient staff.	No
9. Having proper teacher/student ratio.	No
10. Owning beneficial facilities.	No
11. Giving dedicated mind by workers is important to work in theatre arts department.	Yes
12. Using wisdom as real solution rather than management theory.	Yes
13. Possessing effective administration system as a key of success.	No
14. Expecting achievement of academic goal as the first priority.	Yes
15. Requiring manager position.	Yes

From table 24, in terms of organization management, the researcher found that the department has not clear objectives, has not good working system, and also has not clear working plan. In terms of working system, the department is affected by seniority system, patronage system, and also influenced by Thai working culture. There are not enough amounts of staffs and efficient staffs. There is not proper teacher/student ratio. Lecturers in the department need to have dedicated mind in working for both teaching and making productions to achieve the department's academic goals and also use wisdom as real solution rather than management theory in organization management. However, the department still requires manager position and effective administration unit to run organization management.

Table 25 Marketing Analysis of Suan Sunandha Rajabhat University's Theatre

Marketing Analysis	Comment
1. Considering marketing mix as theatre management application.	No
2. Expecting large amount of audience as the first priority for each production.	No
3. Possessing certain criteria in selecting playscript to make each production.	No
4. Trying to make good productions to be good models as good products for other theatre troupes.	Yes
5. Expecting high profit from ticket sale.	No
6. Setting high-ticket price.	No
7. Possessing certain policy for setting ticket prices.	No
8. Producing plays in the university area.	Yes
9. Possessing appropriate location of production to attract the audience.	No
10. Possessing own theatre makes save-cost of producing each play.	Yes
11. Applying promotion to achieve high profit.	No

From table 25, the researcher found that, in terms of marketing analysis, the department does not consider marketing mix and also does not apply promotion as theatre management application to achieve high profit. The ticket price is set not too high because the department does not expect profit from ticket sale but still want to increase amount of audience. However there is no expectation of large amount of audience as the first priority for each production because the division is trying to focus on academic and artistic objectives as the first priority. Ajarn Chutima agrees to

perform productions in the university area because it can make save-cost of expenses although there is no appropriate location to attract local audience. The first target audience is students in the university and followed by interested people. Main reason of making production is to make good productions to be good models as good products for other theatre troupes and to promote theatre arts to public.

Table 26 Financial Analysis of Suan Sunandha Rajabhat University's Theatre

Financial Analysis	Comment
1. Having manager to do funding plan.	No
2. Requiring theatre manager position.	Yes
3. Possessing enough budgets to conduct each production.	No
4. Receiving enough budgets from the university.	No
5. Having main supporters or donors.	No
6. Teachers use personal connection to help fundraising.	Yes
7. Having enough sources of supporters or donors.	No
8. Working systematically in terms of funding management.	No

From table 26, in terms of financial analysis, it shows that the department has no main supporters or donors and has not enough budgets to conduct each production. The university support budget in form of central budget in the faculty. However, it is not enough when it is shared to create each production. As a result, lecturers in the department must use personal connection to help fundraising. The department has no theatre manager to do funding plan so this position is strongly required. It affects to working in the department in terms of funding management because the department have to rely on central administration.

4.1.6 Phuket Rajabhat University

The researcher can summarize the interview from Dr. Sawit Phongwat, Chairperson of the Office of Arts and Culture, and Director of the Department of Thai Dance and Drama, Faculty of Humanities and Social Sciences, Phuket Rajabhat University, about current management of Phuket Rajabhat University's theatre and present the information in form of tables as follow.

Table 27 Objectives of Phuket Rajabhat University's Theatre

Objectives	Comment
1. To encourage students majoring in theatre arts have ability and potential to be qualified graduates in theatre arts.	Yes
2. To promote and encourage value of theatre arts in Thailand.	Yes
3. To educate and convey useful messages to the audiences by play productions.	No Comment
4. To make the audiences realize value of theatre arts.	Yes
5. To educate Thai society to realize the significance of theatre arts in Thailand.	Yes
6. To encourage the theatre to acquire adequate workers to run the theatre's management.	No Comment
7. To encourage the theatre to acquire adequate workers to run facility management.	Yes
8. To encourage the theatre to acquire qualified workers to run the theatre's management.	Yes
9. To encourage the theatre to acquire qualified administrator to support theatre management.	Yes

10. To encourage the theatre to acquire qualified workers to run facility management.	Yes
11. To develop more effective management system for the theatre.	Yes
12. To develop more effective communication between the theatre and external-related units.	Yes
13. To encourage more effective administration system.	Yes
14. To encourage the theatre's manager to have effective strategic funding management.	Yes
15. To develop more effective management system in running facility management.	Yes
16. To develop workers' abilities of making play production.	Yes
17. To practice students' skills of making play production.	Yes
18. To encourage the theatre to obtain the necessary fundraising sources to run the theatre's management.	Yes
19. To encourage the theatre to raise enough money to make each play production.	Yes
20. To increase amount of the audience attending each play production.	No Comment
21. To expand new target audience attending each play production.	No Comment

From table 27, it shows that Phuket Rajabhat University's theatre treats academic objectives as the first priority. Most of the department's productions aim to encourage the audiences realize value of theatre arts. The department requires workers to run theatre management in terms of facility management. Manager position and efficient administration unit are needed for running management. However, the department strongly encourage the theatre to raise enough money to make each

production and to obtain necessary fundraising sources to run the theatre's management, so that the department can focus on making productions as theatrical-academic activities and aims to promote theatre arts to local people as the first priority.

Table 28 Production Management of Phuket Rajabhat University's Theatre

Production Management	Comment
1. Having clear direction and decisions of making play production.	No
2. Working systematically.	No
3. Processing clear working plan.	No
4. Affected by seniority system.	Yes
5. Affected by patronage system.	Yes
6. Influenced by Thai working culture.	Yes
7. Consisting of enough staff.	No
8. Consisting of efficient staff.	No
9. Possessing enough budgets to conduct a production.	No
10. Directing good fundraising.	No
11. Owning beneficial facilities.	No
12. Demanding theatre construction.	Yes

From table 28, the researcher found that the department has not clear direction and decisions of making play production, has not good working system in each production, and also has not clear working plan. There are not enough amounts of staffs and efficient staffs in making productions. Working system is affected by seniority system, patronage system, and still influenced by Thai working culture. The department has not good fundraising. There are some beneficial facilities in the theatre

building which support working in theatre. Dr.Sawit states those university theatre arts departments need to have theatre construction because it can help theatrical-academic activities and reduce making productions' expenses.

Table 29 Organization Management of Phuket Rajabhat University's Theatre

Organization Management	Comment
1. Having clear objectives.	No
2. Working systematically.	No
3. Possessing clear working plan.	No
4. Influenced by seniority system.	Yes
5. Affected by patronage system.	Yes
6. Influenced by Thai working culture.	Yes
7. Consisting of enough staff.	No
8. Consisting of efficient staff.	No
9. Having proper teacher/student ratio.	No
10. Owning beneficial facilities.	No
11. Giving dedicated mind by workers is important to work in theatre arts department.	Yes
12. Using wisdom as real solution rather than management theory.	Yes
13. Possessing effective administration system as a key of success.	No
14. Expecting achievement of academic goal as the first priority.	Yes
15. Requiring manager position.	Yes

From table 29, the researcher found that, in terms of organization management, the department has not clear objectives, has not good working system,

and also has not clear working plan. In terms of working system, the department is affected by seniority system, patronage system, and also influenced by Thai working culture. There are not enough amounts of staffs and efficient staffs. There is not proper teacher/student ratio, so, existing lecturers in the department need to have dedicated mind in working for both teaching and making productions. The department aims to achieve the academic goals and also use wisdom as real solution rather than management theory in organization management. However, the department still requires manager position and effective administration unit to run organization management.

Table 30 Marketing Analysis of Phuket Rajabhat University's Theatre

Marketing Analysis	Comment
1. Considering marketing mix as theatre management application.	No
2. Expecting large amount of audience as the first priority for each production.	No
3. Possessing certain criteria in selecting playscript to make each production.	No
4. Trying to make good productions to be good models as good products for other theatre troupes.	Yes
5. Expecting high profit from ticket sale.	No
6. Setting high-ticket price.	No
7. Possessing certain policy for setting ticket prices.	No
8. Producing plays in the university area.	Yes
9. Possessing appropriate location of production to attract the audience.	No

10. Possessing own theatre makes save-cost of producing each play.	Yes
11. Applying promotion to achieve high profit.	No

From table 30, the researcher found that, in terms of marketing analysis, the department does not consider marketing mix and promotion as theatre management application to achieve high profit. The ticket price is set not too high because the department does not expect profit from ticket sale. However there is no expectation of large amount of audience as the first priority for each production because the department is trying to focus on academic and local public awareness objectives as the first priority. Dr.Sawit agrees with the idea of performing productions in the university area to make save-cost of expenses.

Table 31 Financial Analysis of Phuket Rajabhat University's Theatre

Financial Analysis	Comment
1. Having manager to do funding plan.	No
2. Requiring theatre manager position.	Yes
3. Possessing enough budgets to conduct each production.	No
4. Receiving enough budgets from the university.	No
5. Having main supporters or donors.	No
6. Teachers use personal connection to help fundraising.	Yes
7. Having enough sources of supporters or donors.	No
8. Working systematically in terms of funding management.	No

From table 31, in terms of financial analysis, it shows that the department has no theatre manager to do funding plan so this position is strongly

required. Moreover, the department has no main supporters or donors and has not enough budgets to conduct each production. Although the university supports some budgets, there is still not enough to create a perfect production. As a result, Dr.Sawit must use personal connection to help fundraising and acts as theatre manager and administration unit in the same time.

4.2 Common Characteristic

From current management of each selected theatre arts department above, the researcher can analyze common character of those university theatres and would like to present in five areas: objectives, production management, organization management, marketing analysis, and financial analysis. The analysis can be summarized as below.

4.2.1 Objectives

According to 3.1.2 Stating the Idea, University theatres' objectives have to be specified. The researcher specifies and compares objectives of each selected university theatres. Then, the researcher summarizes common characteristic of their objectives below the table.

Table 32 Objectives of University Theatres

BU	=	The Department of Performing Arts, School of Communication Arts, Bangkok University
CU	=	The Department of Dramatic Arts, Faculty of Arts, Chulalongkorn University
DPU	=	The Department of Applied Performing Arts, Faculty of Fine and Applied Arts, Dhurakij Pundit University

MSU = The Division of Performing Arts, Faculty of Fine and Applied Arts,
Mahasarakham University

SSRU = The Department of Performing Arts, Faculty of Fine and Applied Arts,
Suan Sunandha Rajabhat University

PKRU = The Department of Thai Dance and Drama, Faculty of Humanities and
Social Sciences, Phuket Rajabhat University

+ = Yes

o = No comment

	BU	CU	DPU	MSU	SSRU	PKRU
1. To encourage students majoring in theatre arts have ability and potential to be qualified graduates in theatre arts.	+	+	+	+	+	+
2. To promote and encourage value of theatre arts in Thailand.	+	+	+	+	+	+
3. To educate and convey useful messages to the audiences by play productions.	+	+	+	o	o	o
4. To make the audiences realize value of theatre arts.	+	+	+	+	+	+
5. To educate Thai society to realize the significance of theatre arts in Thailand.	+	+	+	+	+	+
6. To encourage the theatre to acquire adequate workers to run the theatre's management.	+	o	+	+	+	o
7. To encourage the theatre to acquire adequate workers to run facility management.	+	+	+	+	+	+

8. To encourage the theatre to acquire qualified workers to run the theatre's management.	+	+	+	+	+	+
9. To encourage the theatre to acquire qualified administrator to support theatre management.	+	0	+	+	+	+
10. To encourage the theatre to acquire qualified workers to run facility management.	+	+	+	+	+	+
11. To develop more effective management system for the theatre.	+	+	+	+	+	+
12. To develop more effective communication between the theatre and external-related units.	0	0	+	+	+	+
13. To encourage more effective administration system.	+	+	+	+	+	+
14. To encourage the theatre's manager to have effective strategic funding management.	+	+	+	+	+	+
15. To develop more effective management system in running facility management.	+	+	+	+	+	+
16. To develop workers' abilities of making play production.	+	+	+	+	+	+
17. To practice students' skills of making play production.	+	+	+	+	+	+

18. To encourage the theatre to obtain the necessary fundraising sources to run the theatre's management.	+	+	+	+	+	+
19. To encourage the theatre to raise enough money to make each play production.	+	+	+	+	+	+
20. To increase amount of the audience attending each play production.	+	+	o	o	o	o
21. To expand new target audience attending each play production.	+	+	o	o	+	o

From table 32, the researcher can state that university theatre arts departments in Thailand quite have similar objectives. The first priority of their objective is to achieve academic objectives such as encourage theatre arts students to have ability and potential to be qualified graduates in theatre arts. Also, those theatres aim to promote and encourage value of theatre arts in Thailand by making play production to local audience to make them realize value and significance of theatre arts. In terms of management, those theatre arts departments encourage the theatre to acquire adequate amounts of workers and also have more efficient staffs to run and develop theatre management in terms of administration, facility, and funding management. Moreover, it is necessary to develop both students and workers in practicing their skill of making play production to be good models for other play troupes. Lastly, urgent requirement of all of the theatre is theatre manager position.

4.2.2 Production Management

Actually, university theatre is nonprofit organization. The main objective of making production is to encourage effectiveness of theatre arts curriculum. The departments need to produce plays to practice students and develop teachers at the same time. Frequency in making productions of all departments is similar, at least twice a year; first semester by teachers in the department, and second semester for student's thesis plays. All departments agree that the departments have to find own identity, and then audience will come increasingly.

Table 33 Production Management of University Theatres

+ = Yes

- = No

	BU	CU	DPU	MSU	SSRU	PKRU
1. Having clear direction and decisions of making play production.	+	+	-	-	-	-
2. Working systematically.	+	+	-	-	-	-
3. Processing clear working plan.	-	+	-	-	-	-
4. Affected by seniority system.	-	+	+	+	+	+
5. Affected by patronage system.	-	+	+	+	+	+
6. Influenced by Thai working culture.	+	+	+	+	+	+
7. Consisting of enough staff.	-	-	-	-	-	-
8. Consisting of efficient staff.	+	+	-	-	-	-
9. Possessing enough budgets to conduct a production.	-	-	-	-	-	-
10. Directing good fundraising.	+	+	-	-	-	-

11. Owning beneficial facilities.	+	+	-	-	-	-
12. Demanding theatre construction.	+	+	+	+	+	+

From table 33, the researcher compares and can identify common character of those university theatres in terms of production management that most of those departments has not clear direction and decisions of making play production, has not good working system in each production, and also has not clear working plan. There are not enough amounts of staffs and efficient staffs in making productions. Working system is influenced by Thai working culture; some are also affected by seniority and patronage system. In terms of staff, most of them is lacking of enough efficient staff, especially theatre manager position to run production management. All departments are still having not enough amounts of workers. Moreover, all of them have not good fundraising. Lastly, every theatre arts department agrees with the idea of having theatre construction in their department to support theatrical-academic activities and reduce making productions' expenses.

There are three main factors that affect production management of university theatre; worker factor, requirement of making production, and management system.

Theatre workers are important in running university production. It includes teachers, students, executives, and decision maker. The duty of teachers in production is looking after students in production as head of each responsibility: producer, stage manager, designer, public relations, etc. As for the director position, it is determined by rotation in the department and/or as appropriated time. Teachers are from different specific-field background, so it affects effective of running production in each duty. For educational task, many teachers have many subjects to teach;

moreover, they have many other tasks, which depend on working system of individual university. Because of this, it makes teachers in this field have too many responsibilities in their job. When production making is needed in curriculum, it causes teachers more duties. For example, teachers have to devote themselves to struggle about fundraising for the production by using self-connection to deal with sponsors. It shows that teachers do two main jobs at the same time; teaching and making plays, but they are paid just for teaching task. To make production management more effective, it is suggested to reduce quantity of teacher's tasks; as a result teachers could pay more attention to better quality of both educational tasks and making productions. "One particular factor that affects quality of teacher's task is teachers have too many tasks", said Ajarn Saksit Thaweekul.

Another issue of workers factor is executive's qualification. In addition, executives should put their trust on teachers and the department both in artistic and production management because there are many sensitive points in running play production. Nature of theatre arts is working with people as a team, then, it would be more convenient if the department could independently manage itself with good understanding in play making process. It means if executives comprehend nature of this kind of arts and totally support all the necessities, the output would be effective as the expected target.

Decision makers in making play are in every parts of production. Theoretically, the real decision maker in management side is the producer. Each department keeps follow this direction of production working system. Actually, for university theatre, producer would be selected from one of the teachers in the department. The producer has responsibility in production to co-operate between the department and external-related units, then, turn back to report to the committee in the

department. Because the decision maker in making production is teacher in the department, production management could be operated independently and quite conveniently.

The next main factor is requirement of making production. First, facility support is urgently needed for both making production and learning process. Most of the department has not got enough equipment to support effectiveness of production management both in quality and quantity. Secondly, marketing strategy is a particular requirement. It relates to a source of budget, which is still not enough and needs to do more fundraising to present imagination in the production effectively, and also relates to public relations for each production. Hence, planning is needed to do production. It will be presented completely in Chapter V Strategic management plan for university theatres in Thailand.

The last factor is management system. The beginning point is administration system, which is directly operated by administrator or manager. The administrator or manager should develop skills in terms of technical, human, and conceptual skills. Most of the departments share administration system from their faculty's central administration. This makes the management in the department is quite not convenient. The suggestion of this research is the theatre arts department should encourage establishing its own administration unit to manage both academic task and making productions. This kind of department is quite unique in characteristic of working. It requires effective system to support complication of working both in academic task and making productions. If each department had its own administration unit, it would be free in department's management. In addition, it would be smooth in running process of working such as communicating with external unit. If there was department's theatre manager, it could be more convenient in achieving the

department's tasks. The manager, who has good understanding in nature of theatre arts production, could develop his communication skill to make people, who have different background in external-related units, understand and make the department's tasks go on effectively. Moreover, the department should consider hiring policy suitable for effectiveness of working such as full-time and special teachers, managers, and other useful positions.

With these problems and unchangeable factors, teachers in this kind of department, then, are trying to find solution by themselves. First, they adjust their attitude in working. The particular requirement is working by heart. Theatre arts teachers have to have dedicated mind to develop students via not only teaching in classroom, but making play productions as well. The happiness of working could come from doing what they love, making play productions. Although the main problem is budget, they are trying to solve it out by many approaches such as using personal connection to gain more fundraising, doing public relations by using free-of-charge mediums, and/or making decision to do smaller production. "If we have not enough budget, we still keep on making production by turn back to concentrate in artistic part and try to find the way to spend money efficiently and try to present imagination of the play as much as possible", said Dangkamon Na-Pombejra.

The expectation of these departments about production management could be concluded in five points; objective achievement, student development, the department's management, budget of making production, and value of theatre arts in Thai society.

Each department has the same through line of development, which reflects the main objective. It is to find identity of the department in terms of style to present play productions. This objective is the starting point of development. Then,

there remains the standpoint to keep the department's characteristic. To achieve these objectives, each department needs to produce play productions continuously to find the certain way of the theatre. As a result, it could attract more audience who are really interested in theatre arts as well as could introduce new potential audience including inspiring students to choose major in theatre arts.

Student development is one of each department's expectations. Practicing in production process develops theatre arts students. They can learn the way of working in real theatre and have ability to apply in working life after graduation. They experience the whole responsibilities in production. Finally, they can be qualified graduates in theatre arts as the department's objective. To achieve student development, it is necessary to have good support in, at least, three factors; good workers, good facility, and good funding as mentioned.

The department's management is necessary to be developed all the time. It is to find the better way to make working more convenient and easier to achieve the department's tasks both in academic tasks and making productions. To develop working system effectively, it is needed to focus on workers in terms of quality and quantity as mentioned.

Budget is particular point in making productions. Each department needs supports from any organizations: the university, corporations, or foundations. It is better for fundraising to have more connection and have main sponsorship. This can help the department more ability to produce plays to both educate students and represent theatre arts to the audience effectively. Hence, budget is one of main expectations unavoidably.

Lastly, all of the departments have the same expectation to encourage value of theatre arts in Thailand. Although, theatre arts has long history and

background in Thailand, it is reduced the importance in terms of arts and culture of the country by new technology such as television, and cinema. Theatre arts, at the present time, is not famous as digital technology. So, it is responsibility of educational institutes to bring it alive. The universities, which have theatre arts department, have to concern about the situation of theatre arts in social. It is time to strongly represent the value of the theatre arts to raise more perception of the audience, especially for the new generation. However, to achieve this expectation, it is necessary to achieve the management first.

In addition, production management in theatre arts department relies on curriculum in form of academic activities. So, the researcher would like to indicate relationship and significance between play production and academic activities of theatre arts department by clarifying curriculum management as follow.

Curriculum is directed by main objective of each department, which generally has same concept as others. The main objective of each theatre arts curriculum is to produce graduates with ability of performing arts, which basically comprises of acting, directing, playwriting, and theatre design. Most of the curriculum is combined universal and Thai concept together.

Chutima Maneewattana Plengkhom said, "The reason we agree to combine universal and Thai concept together in the curriculum is to develop students in compromising both culture foreign and Thai culture. This would make them concern about both culture in working life. In the real life, they could not separate Thai from universal way of life, in the opposite way; they could not separate universal from Thai way. Nowadays, they are together, not as layer, but as combination. Similar to

theatre arts in Thailand, students need to know both styles, then, they should have ability to appropriately apply in their artwork in the future.”

Nature of studying in theatre arts curriculum is to realize theories and also experience the real practice. Therefore, it is necessary to make play productions to support effective learning process. It means the curriculum must be related to making play productions. Actually, each department will provide curriculum to support teacher’s production in the first semester, and support student’s senior projects, which are related to making production, in the second semester. Each department will edit curriculum every four years as the period of the academic program. The curriculum can be gradually edited depending on situation and evaluation of the output, for example, editing sequence of subjects to be suitable for more effective learning process. “We need to concern about changing of situation in editing curriculum. The changes might be about new technology, social situation, or new idea that is suitable for students”, said Dangkamon Na-Pombejra. It shows that curriculum management needs to be approved all the time to be suitable for students and more effective learning process.

The factors that affect curriculum management are quite similar to facility management, organization management, and production management. They are related and influence each other. The first factor is workers. To manage curriculum effectively, it is needed to have good executives, good decision maker, and good teachers. If higher-executives have good vision and positive attitude to the curriculum, it will make the curriculum tend to be developed easily. Then teachers in the department could join in integrating the curriculum and editing it and pass to head

of the department to make decision to finalize the new curriculum. However, quality and quantity of workers are still important in management as mentioned.

Freedom is always needed in management. To edit the curriculum, it needs to be done by teachers who are specialists in each specific field in theatre arts. The department should have authority to handle with all academic tasks relating to the curriculum. There are many requirements in providing subjects in theatre arts curriculum such as limitation of students per group in practiced subjects, screening students by pre-requisite subjects to be suitable for themselves, letting students specify major subjects as their interest and ability, and providing subjects supporting to making productions and other related subjects as possible. Theatre arts curriculum needs other special requirements for specific subjects. Freedom, then, is useful for student's learning in terms of imagination and creating theatre arts.

Student is one more important factor to make the curriculum effective. "The curriculum could be achieved, if students have, at least, good discipline, and good quality. Good discipline is needed in studying theatre arts because students need working with other people as a team, especially in practiced subjects. Good quality means student's willing and potential to study", said Dr. Wankwan Polachan. Both requirements depend on selecting process at the beginning.

All of the reasons above show the significance of curriculum management, which is a vital force of making play production in university theatres. The researcher found that production management and curriculum management need to be applied in managing play production in theatre arts department. Both of them cannot be separated to achieve academic objectives, which will be mentioned in 5.1 Conducting a situation analysis.



Figure 2a – Her Royal Highness Princess Maha Chakri Sirindhorn
in front of the Art Theatre on the building 4 - farewell occasion



Figure 2b – Building 4 of the Faculty of Arts, Chulalongkorn University,
where the Art Theatre was located



Figure 2c – A scene from *The Tempest*: the last play at the Art Theatre

4.2.3 Organization Management

Organization in this meaning is each theatre arts department or other names in this field. The researcher focuses on department because it has direct

responsibility to theatre arts curriculum and making productions. The researcher can compare and identify common characteristic of those university theatres as below.

Table 34 Organization Management of University Theatres

+ = Yes

- = No

	BU	CU	DPU	MSU	SSRU	PKRU
1. Having clear objectives.	+	+	-	-	-	-
2. Working systematically.	+	+	-	-	-	-
3. Possessing clear working plan.	-	+	-	-	-	-
4. Influenced by seniority system.	-	+	+	+	+	+
5. Affected by patronage system.	-	+	+	+	+	+
6. Influenced by Thai working culture.	+	+	+	+	+	+
7. Consisting of enough staff.	-	-	-	-	-	-
8. Consisting of efficient staff.	+	+	-	-	-	-
9. Having proper teacher/student ratio.	-	+	-	-	-	-
10. Owning beneficial facilities.	+	+	-	-	-	-
11. Giving dedicated mind by workers is important to work in theatre arts department.	+	+	+	+	+	+
12. Using wisdom as real solution rather than management theory.	+	+	+	+	+	+
13. Possessing effective administration system as a key of success.	-	+	-	-	-	-
14. Expecting achievement of academic	+	+	+	+	+	+

goal as the first priority.						
15. Requiring manager position.	+	+	+	+	+	+

From table 34, the researcher found that most of all departments has not clear objectives, has not good working system, and also has not clear working plan. In terms of working system, most of them are affected by seniority system, patronage system, and all of them are influenced by Thai working culture. All theatres have not enough amounts of staffs; some of them have enough efficient staffs. Most of them has not proper teacher/student ratio, so, existing lecturers in the department need to have dedicated mind in working for both teaching and making productions. All departments aim to achieve the academic goals as the first priority and also use wisdom as real solution rather than management theory in organization management. However, all still require manager position to run organization management.

First priority of all departments is academic objective. All departments must have clear objectives in working so that the objectives could be the guideline of managing curriculum and production in the next step. To achieve the objective, it is necessary to concern about factors that affect the management. Job description is the main factor, which push the department ahead. The department needs to clarify responsibility of each position. Dangkamon Na-Pombejra said "Drama teacher's job description should be in three responsibilities; teaching, researching, and making productions. The rest of tasks should be in manager's job description, which supports teacher's tasks and other requirements, for example, coordinating between internal and external unit, managing facility, managing technical tasks, and organizing subject schedule." If job description is clear, workers will know their exact tasks and will have right direction in working.

According to worker issue, all of the departments find the problem of inadequate workers. There are not enough full-time teachers because of the main requirements: qualification, attitude about student and teaching, and dedication for academic system. Some departments have limited budget to pay for salary. It depends on funding management of each department. So, it is necessary to hire special teachers to fulfill some subjects providing in each semester. The departments should set up special teacher-hiring policy to select the top in this field. In fact, there are not many choices of special teacher because, in Thailand, there are still less experts in theatre arts comparing to other fields. The important characteristic of theatre arts is composite arts. It comprises of acting, directing, playwriting, design, etc. Therefore, each special teacher is needed to be qualified specialist in specific field in theatre arts. It shows that it is difficult to increase amount of full-time teachers or even special lecturers in this field. As a result, current full-time teachers in each department have to do too many tasks to run academic activities including play productions effectively. By the reason of loads of task but low payment, some full-time teachers need to do other part-time jobs at the same time. It affects stability of amount of workers, and makes chain reaction to working system. There are other factors which cause instability of worker amount; health problem, leave for studying, leave for researching, or leave for any reason.

Relationship in working is an important factor. Executive should trust on workers' potential, and ability, also, all of the workers should respect each others. The main point of relationship in Thai culture is patronage system. Seniority particularly influences working system. "It might be good and make many positive outputs, for example, it influences student's discipline and good management in any organization", said Chutima Maneewattana Plengkhom.

“But, it can cause negative output, if patronage system is used with no reason and with bias attitude. It is not the right way in using power. Although Western theories of management is combined in our country, Thai culture in form of patronage system still remains, and can not be separated from working system in the present time. So, if theatre manager will combine Thai and universal management concept together, do it carefully.” She adds.

Working system of the department affects not only in the department, but directly to student’s effective learning process as well. The more there are out of control factors, the more difficulties of management in the department. Actually for those universities, the departments have freedom to manage their own department and curriculum management, but it will be more difficulties if the departments have to deal with other organizations, which have strength, un-changeability, and long history of management. Communicative psychology, then, is necessary to be applied. Dr.Wankwan Polachan said, “Although we respect patronage system, we might not scare our executives. Patronage system does not mean too scare seniority to do necessity for our objectives. Currently, in the real working system, all of the executives and central administration have no theatrical background and/or not enough knowledge in this field. Also, it tends to be misunderstanding if the department has to communicate to too many processes to achieve the department’s tasks, so, all we can do is to directly communicate to related executives with the department’s rationales. This means we often have to struggle by ourselves.” This way of solution is similar to the theatre arts department in other universities.

One specific requirement of the department's workers is heart. To achieve learning process, teachers need to work by real heart. It is only one way that could make workers more will power. Workers are needed to love theatre arts and have dedicated mind to do production. Working system of the department is up to each university's characteristic.

In practical way of working, the department needs to find solution of any problem by itself as referred above. Teachers in the departments use wisdom instead of management knowledge to solve the problems out. The best method of the solution is calls for meeting. Most of the departments have few teachers, so it is easy to come meeting together. It is needed to solve the problems out quickly especially in the production period. The committee in the meeting is needed to share opinion directly to each other, open heart to listen, and accept the conclusion of the meeting. In making production, anything could happen anytime, so the committee needs to have conclusion of the meeting as soon as possible to solve the problems out in time. Each teacher in the department is the specialist in each field of theatre arts such as, acting, directing, playwriting, and design; so, it is necessary to get the entire teacher's opinions to make solution in the meeting.

Adjustment is necessary for understanding working system in the departments. All of the teachers need to adjust some attitudes to support smooth working system, especially funding management. Teacher may raise some projects to encourage academic objectives. However, they still have to follow the administration system about budget to run the projects. "If the administration could manage itself systematically, the department could run funding management effectively. In the opposite way, if there is obstacle in central administration system, teachers still have to follow the system's direction," said Dangkamon Na-Pombejra.

For the expectation of organization management in the future, all of the departments expect to achieve their academic goal with effective management system. The department could manage academic goal independently, but effective management system needs to be co-operated between internal and external unit; the department itself, and the related organizations. The urgent requirement of all of the departments is the same answer, manager position. It is difficult to find someone who has qualification to do this kind of tasks. If it is found, it will help reducing teacher's tasks and make more effective and smooth in management system to the department. In addition, the department needs to clarify and specify the department's policy including the university's policy, which could make more effective management for the department. The main particular policies, which the department expects, are certain objectives, priority of tasks, the department's authority, and hiring policy for the full-time and special teachers. All of these need to be clarified by not only the department, but also the influenced factors such as each university's real decision makers, and other related organizations.

In addition, the researcher did an observation in terms of facility management to accomplish organization management in each department. All of those six universities agree that academic institutes in the field of theatre arts need to have their own theatre, especially blackbox theatre. This form of theatre is preferable because it can be used to support multi-style in producing plays so that the curriculum can be used effectively in learning process. As for theatre management, it is needed to set the blackbox theatre under the theatre arts department's management with the reason of convenience of using. The theatre is not only used for making department's production but also for rehearsing of students' productions in some subjects from the curriculum. It shows that it must be highly frequent of using the theatre. Managing

theatre under the department includes all the working systems. It means the department needs to have freedom to manage the blackbox theatre to achieve the theatre's objectives easily. The department should have authority to set priority of using the theatre by setting first priority for the department's productions, and setting others for minor priority. In part of the theatre building, it is needed to check quality of theatre such as strength of the building, acoustic when it is used for performance, providing space for right function, and also good maintenance.

Acting labs are main requirement of the departments as well. Most of universities have not enough acting labs for large amount of students. It is necessary to rate amount of students suitable for effective practicing. Normally, it should not over 20 students per a lab. Each university has different amount of students, so university should provide adequate amounts of acting labs for effective output.

Dr.Wankwan Polachan said, "Good facility supports good curriculum and student's development. Facility management can be better if the department has manager. This position is important to help running tasks related to convenience in managing facility. Currently, teachers in the department have too many tasks including looking after facility. It will be better if manager position will be set." This one requirement could be the key to manage facility successfully.

These main facility requirements above depend on many factors. Head of the department and higher-level executives are the first factor that can conduct the direction of facility management. Executives who relate to this department must have knowledge in theatre arts with positive attitude to help providing policy or planning strategic management for facility because most of the departments, head or executives are decision makers. If they have no theatrical background, at least, they should have willingness to learn and understand nature and requirement of this field.

Policy is a particular factor, which is needed to concern about. It is necessary to set up rules of using theatre and other facilities including consideration about maintenance expense.

Management of facility is started by objectives of the department or university. Objectives would be the rationale of policy, which lean on organization management. Manager needs to concern about working system, quality of workers, working process, and communication approaches for internal and external unit. Making good relationship to others influences smooth-running process of working. This one of approaches shows management concept in Thai way. If the manager has freedom in planning facility management, it will be easier to achieve the department's objectives and better output of facility development.

The expectation of those departments is more facilities to support curriculum and making productions, which can be real from policy and higher-level executives' consideration. Dangkamon Na-Pombejra said, "The Art Theatre still needs more facilities to accomplish safety system as a standard theatre should have. Furthermore, lobby is needed for the audience, especially in performance period. And it could be real in the new theatre which is being constructed." It shows that the committees of building the new theatre realize and learn about requirement, then accept to provide them in the new theatre.

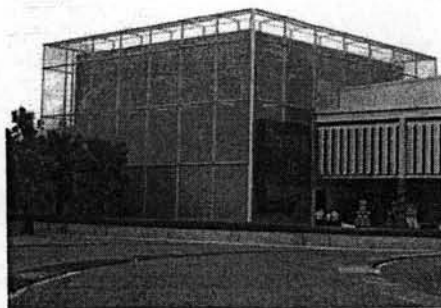


Figure 3a – Outside the blackbox theatre of Bangkok University

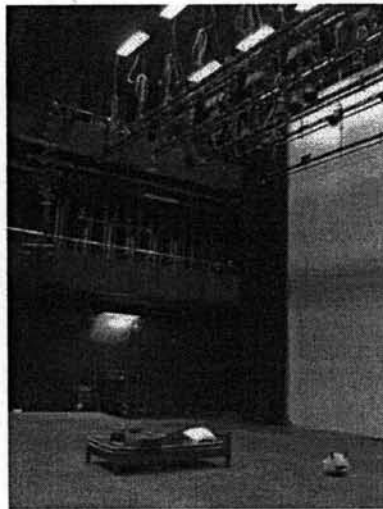


Figure 3b – Inside the blackbox theatre of Bangkok University



Figure 3c – A scene from Dancing to Nirvana:

the latest play by the Department of Performing Arts, Bangkok University

4.2.4 Marketing Analysis

The researcher analyzes the collected data in terms of marketing in theatre management of university theatres and indicates the analysis in form of the table as follow.

Table 35 Marketing Analysis of University Theatres

+ = Yes

- = No

	BU	CU	DPU	MSU	SSRU	PKRU
1. Considering marketing mix as theatre management application.	-	-	-	-	-	-
2. Expecting large amount of audience as the first priority for each production.	+	-	-	-	-	-
3. Possessing certain criteria in selecting playscript to make each production.	+	+	-	-	-	-
4. Trying to make good productions to be good models as good products for other theatre troupes.	+	+	+	+	+	+
5. Expecting high profit from ticket sale.	-	-	-	-	-	-
6. Setting high-ticket price.	-	-	-	-	-	-
7. Possessing certain policy for setting ticket prices.	+	+	-	-	-	-
8. Producing plays in the university area.	-	+	+	+	+	+
9. Possessing appropriate location of production to attract the audience.	-	-	-	-	-	-
10. Possessing own theatre makes save-cost of producing each play.	+	+	+	+	+	+
11. Applying promotion to achieve high profit.	-	-	-	-	-	-

From table 35, the researcher found that those university theatres do not consider marketing mix and promotion as theatre management application to achieve high profit. They set ticket price not too high because they do not expect profit from ticket sale. All departments focus on academic objectives as the first priority, so they are trying to make good productions to be good models for other theatre troupes. They prefer to make productions in their own theatres because it can make save-cost expense, although they think their locations are not appropriate to attract the audience. The detail of the issues above will be explained as below.

For the first issue, all departments do not really use marketing mix, as the reasons of target audience and the department's objectives. Basically, most of the departments do not focus on priority of amount of audience, but on academic objective as mentioned. Those departments expect specific target audience. It means the amount of the audience might be not many but they can understand the message of the play and appreciate the art of theatre, not just finish the play and have no artistic response. Most of the departments aim to people in university as the first target audience, such as students, university workers, and people around the university. Then, it may spread to larger community.

As marketing mix theory, product is play production. It is from many processes of working till finish to be presented to the audience. First process of working is selecting the playscript. The departments are free to select the play to do production. It is the good point of being academic institute, to have freedom in selecting playscript. Generally, most of those theatre arts departments have no criteria to select the playscript to do production. "Actually, director of each semester will be the one who select the playscript to make production. It needs to be approved by the committee in the department first. The playscript must be helpful for student's

practice, worth for expressing to society, good message, unique style, and gaining fair amount of audience”, said Dangkamon Na-Pombejra. Then, it would be in process of rehearsal. The director would be meticulous on every detail of the artistic process: acting, composition, message, reasonability, artistic aesthetic, etc. It shows that university plays are trying to be good model of theatre arts in Thailand and trying to raise people’s perception in theatre arts to be better in sense of artistic value.

Price of ticket is quite not different among these university theatres. With the reason of being nonprofit theatre, each university theatre sets not too high price of ticket. The ticket price is up to scale of the production and real expense.

Saksit Thaweekul said, “Our department is new. We have just finished our first production. The policy of ticket price is in process of exploring the situation such as real expense, certain size of production, and potential feedback of the audience. Although we are nonprofit theatre, we still have to sale ticket to set culture in attending theatre production. This is one way to educate the audience about culture.”

It shows that the departments do not focus on high-ticket sales, but on quality of the production first and educating the audience. Selling ticket is just to fulfill balance of the production expenses, not for making profit, as the characteristic of nonprofit theatre.

Place means each theatre’s location. Most of university theatres focus on producing plays in the university area. The departments have their own theatres to produce productions. It is necessary to save cost of every expense especially in making plays with small budget as nonprofit theatre. Then, most of productions are made in the department’s theatre. However, location of each theatre is still

inappropriate to attract the audience. For example, The Art Theatre of Chulalongkorn University, although it is located in the center of Bangkok, there are still not many audiences.

“It may be because of long distance from the university’s gate to the theatre building in case of going on foot. Also it is confusing in open time of the university’s gate especially in weekend. Furthermore, when they reach the theatre area, there is no food providing or not enough to support in the mealtime. Thus, convenience is one main factor of the audience to make decision to attend the theatre”, said Dangkamon Na-Pombejra.

It shows that location is very important to increase amount of the audience. In addition, this is up to objective of the department whether how big of the production and how many of the audience is needed. Actually, most of the departments do not change the location of productions. If those departments need more audience, promotion would be applied in the next step.

Promotion in making university play productions is in student’s practicing. The objective of promotion is not focusing on high profit but for developing student’s skill. Students are assigned to publicize the production’s news to all kinds of media with economic methods such as radio, newspaper, internet, leaflet, etc. Furthermore, special activities are raised to promote suitable for each production such as games on radio, road show, etc. High output is not the real focus; it is advantageous for the theatre and the students themselves. Lastly, ticket promotion is a key to attract increasing audience. The department can provide discount for student ticket and group ticket as the department’s consideration.

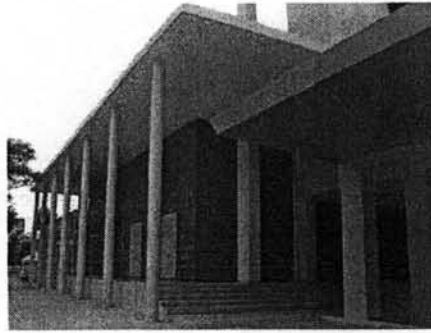


Figure 4a – Outside the blackbox theatre of Dhurakij Pundit University



Figure 4b – A poster of the first play by the Department of Applied Performing Arts,
Dhurakij Pundit University



Figure 4c – A poster of the latest play by the Department of Applied Performing Arts,
Dhurakij Pundit University

4.2.5 Financial Analysis

The researcher specifies and compares financial analysis of each selected university theatres, then, summarizes common characteristic of their current funding management as following tables.

Table 36 Financial Analysis of University Theatres

+ = Yes

- = No

	BU	CU	DPU	MSU	SSRU	PKRU
1. Having manager to do funding plan.	-	-	-	-	-	-
2. Requiring theatre manager position.	+	+	+	+	+	+
3. Possessing enough budgets to conduct each production.	-	-	-	-	-	-
4. Receiving enough budgets from the university.	-	-	-	-	-	-
5. Having main supporters or donors.	-	+	-	-	-	-
6. Teachers use personal connection to help fundraising.	+	+	+	+	+	+
7. Having enough sources of supporters or donors.	-	-	-	-	-	-
8. Working systematically in terms of funding management.	+	+	-	-	-	-

From table 36, it shows that those departments have no theatre manager to do funding plan so this position is strongly required. They have not enough budgets

and not enough sources of supporters or donors to conduct each production although they receive some budgets from their universities. As a result, teachers in the departments have to use personal connection to help fundraising and acts as theatre manager and administration unit in the same time.

Funding management in making productions is related to the department's objective and policy. By the reason of nonprofit theatre, the departments do not need too much money; they need just money that fits to real expense. However, the departments still need lot of sources of fundraising to support production's expense. The departments might set up their own funds. It could open some donations from student's parents or some potential organizations. It might be in forms of their own accounts, alumni association funds, or any forms.

Sponsorship is one method that is still poor for most of the departments. Although it is optional way to survive in budget, there is still less support from corporations. The departments need to find more connection for more sponsor and permanent sponsor if possible. "We expect main sponsors for our productions. Although we used to have, it is hardly possible in poor economic in present time", said Dangkamon Na-Pombejra. It shows that economic is really important in supporting from sponsors.

Funding management needs good organizing. It is important to have administrator with potential of money organizing. This worker needs to co-operate with the producer of each production to plan and run the money system of the production and of the whole theatre. It is needed to separate each account clearly to make no confusion of expense. It might be separated into department fund account, sponsorship account, central administration account, donation account, or any kind,

which depends on nature and background of management in the department. Most of expenses are paid for artistic equipments such as properties, costume, scene, lighting, and other technical tools. Employment expenses are needed also such as stagecraft crew, lighting technicians, janitorial services, etc. Apart from these necessities, there are other expenses; full-time teachers, student crew, and old material.

4.3 Different Characteristic

In this part, the researcher analyzes different characteristic of those university theatres and explains unique of each university theatre as below.

1) Bangkok University

There are many good points of the theatre. First of all, the department has efficient teachers in theatre arts and ready to run and create theatrical activities for academic purpose. In terms of management system, there is not affected by patronage and seniority system, or influenced by Thai working culture. When there are some obstacles, teachers in the department will call for meeting to find solution based on using wisdom rather than management theory.

The department has clear objectives and direction of making productions as academic activities. Although the department owns a blackbox theatre, those teachers agree with the idea of encouraging their productions to larger amount of audience by selecting location of many performances in the center of Bangkok such as Bangkok Theatre @ Metropolis, Ratchadamri.

“We intend to do grander production and aim to be professional theatre. We need to reach into the audience especially students and office workers targets, so we decide to use Bangkok Theatre

@ Metropolis, Ratchadamri, with expectation of increasing audience. Although it needs large amount of budget, we still fight to achieve our objective”, said Dr.Wankwan Polachan.

They also aim to promote their productions to international. For example, they had performed “Dancing to Nirvana” at Prague, Czech Republic, and Esplanade, Singapore in 2007. This is the theatre’s strength, which none of other university theatres dare to do. The factors that support the department to do that are three main factors; good supports from university, good fundraising, and good facility. Bangkok University supports the department’s production just not much money for teachers’ overtime fee in process of production rehearsal. It is because the university has provided good facility enough to support convenience of running production such as blackbox theatre and its equipment. The department has authority to use the blackbox theatre anytime as much as necessary. So, supporting not much money is not that serious problem of the department.

2) Chulalongkorn University

For the Art Theatre of Chulalongkorn University, the unique characteristic of the theatre is the dramatic arts department aims to present classic plays or plays with new ideas or styles to develop taste and educate the audience. It shows that the department has clear objectives and direction of making productions as academic activities.

There are many good points of its characteristic. First of all, the department has efficient teachers in theatre arts and ready to run and create theatrical activities for academic purpose. There is proper teacher/student ratio which supports effectiveness

of learning process. The department also has proper working plan especially selection of play script to create productions.

Ajarn Dangkamon states that the department's administration unit is quite good, so, it supports good facilities management and good fundraising for making productions. Furthermore, the department can get main supporters for annually production, which is a unique characteristic of it. Worker issue of the department is quite effective so that the department can get through many obstacles easier. However, the department still has to fight against amount of the audience, although location of the Art Theatre is in center of Bangkok. There is still less of audience.

Quantity of students also does particular matter in production management in public universities. "Amount of students is the particular problem to run our production. Although, a good point of our students is they have great responsibility in their assignments, it is inadequate for students to run the production. Frequently, one student has to do more than one duty in production", said Dangkamon Na-Pombejra. It shows that student's quantity is an important key to push the production ahead while other university theatre pays attention to student's quality. If each department has enough students, the production could be run more effectively. Normally, student would be trained relating to their subjects.

Ajarn Dangkamon said, "In Theatre Workshop subject, students would learn not only to be administrator or just fundraiser, they would learn more about technique to present value of the production to make fundraising from other organizations. Students need to present that the production is worth for giving money to support theatre arts. This is, for student, could be real used in working life in the future."

3) Dhurakij Pundit University

There is a unique extreme obstacle to achieve theatrical-academic activities. That is about less support from the university and related departments although they still require best performance of academic quality. Also, high-level executives consider business side much more than arts appreciation. So, it shows that this university hard to find the meeting point of both side to run theatre management.

Saksit Thaweekul said, "The university's policy affects the department's management especially for the tasks which are related to money. Occasionally, too economy causes many particular problems and increases more expenses after all. It is the university's individual characteristic, which affects to the department's funding management. Actually, executives of the faculty and the university are the real decision makers and policy planners to distribute management system, in fact, in case of some problems, the department has to struggle and solve the problems out by itself in particular detail."

4) Mahasarakham University

At Mahasarakham University, unique characteristic of the division of performing arts it has an outdoor theatre, which is built as the university's support.

Sirimongkol Natayakul said, "We have an outdoor theatre in Greek style located in front of The Faculty of Fine and Applied Arts. The theatre is under the management of the building maintenance unit. It provides the theatre to serve student's activities such as to perform student's plays relating to

examination, producing performances, setting events and exhibitions, and other necessary activities. Currently, the university is constructing an auditorium to be used as multi-purpose with size of 800 – 1000 seats. The height and its components are suitable for producing plays and useful in learning process of students. However, the new theatre may be under authority of the building maintenance unit's management."

5) Suan Sunandha Rajabhat University

As for Suan Sunandha Rajabhat University, the department has funding problem. If the department would make production, it is necessary to share money from central budget of the department. This is individual problem of funding management system. The department has to separate expense from certain budget, which is quite fixed in the amount of each year. So, the department needs some more help from the university about increasing budget.

A good point of Suan Sunandha Rajabhat University is providing personal academic mediums, which teachers might often use in teaching such as computer, cd player, radio, and other equipments. In addition, there is playscript library providing for teachers and students to use for more learning quality. This is a good idea that other universities agree. Theatre arts department needs these facilities to develop academic achievement. However, it should not be forgotten to concern about adequate maintenance expense and maintenance policy for the theatre and all facility.

Student is one more particular workers factor that relates to production management. Actually for university theatre, student would be determined to be crew of production without payment by the reason of learning process and nonprofit

organization. This factor could be separated into two sides; quality and quantity. Most of the departments has problem in student's quality, especially in Suan Sunandha Rajabhat Universities.

Chutima Maneewattana Plengkhom said, "Student's quality strongly affects to our production management. It could be because of the process of selecting student at the beginning. Quality of our students might not as good as public universities, which have concentrated selecting process. Our students have low motivation in studying, which affects development of themselves and, of course, making productions. Students should be qualified, at least, about motivation, will of studying, and responsibility."

6) Phuket Rajabhat University

For Phuket Rajabhat University, high-level executives have good attitude for developing and encouraging value of theatre arts in local area. So, a good point of the department is easiness of facility requirement and necessities for the theatre.

Dr. Sawit Phongwat said, "High-level executive of Phuket Rajabhat University comprehends objectives of the theatre arts department. The 200-seat-proscenium theatre is built to serve the effectiveness of curriculum although there are not many students majoring in theatre arts in each batch. In addition, this new theatre would be under the department's management. So, the department has absolute authority in managing theatre. However, theatre manager and good management system are still needed."

4.4 Summary of Present Major Problems in Management of University Theatres in Thailand

- 1) There are not enough staff to run both organization management and production management.
- 2) It is still lacking in dramatists or experts in specific field to have responsibilities in both organization management and production management.
- 3) There is not systematic management in both organization management and production management.
- 4) It is still lacking in good facilities to support academic activities and play productions.
- 5) There are not enough budgets to make each play production and lacking in Grant funding and sponsor support.
- 6) The marketing plan is not effective enough to reach the audiences, so there is less audience attending each production.

Workers issue and proactive management are two key aspects, which are recommended for the achievement of each university's theatre management objectives. Theatre manager position is needed to run the management system of the theatre. This position can encourage convenience and quality of both artistic and management side. Workers issue needs qualified workers in adequate number to reach achievement of the theatre's objective. It relates to proactive management. If these two keys support each other, it tends to reach achievement of the theatre's objectives.