



## **Proposal for a Kalakshetra Repertory**

### **Overview of Kalakshetra Repertory**

1. The performance wing, generally called the ‘repertory’, is one of the most important aspects of Kalakshetra Foundation from the time of our founder Smt. Rukmini Devi Arundale. It comprises of staff artists, guest artists from alumni of KF and students. Its repertoire of performances includes all the dance dramas choreographed by the Founder, Choreographic works of senior teachers such as Smt. Sharada, Shri Janardanan, Smt. Krishnaveni etc., Tanjore’s quartet’s traditional works, individual Bharatanatyam pieces and variety program which is a Pan-Indian compendium of classical and folk pieces.

### **Details**

2. Unlike other organizations involved in performing arts such as Kathak Kendra, National School of Drama, Kerala Kalamandalam etc., KF does not have a separate repertory that functions parallel to and independent of the academics of the institution and conducts rehearsals and learning sessions of performances throughout the year.

3. The existing arrangement of KF Repertory and their shortcomings are—

- (i) The repertory of KF is not functioning as a ‘company’ or an independent unit from the time it came into existence. It does not have artists on long term basis readily available who can travel at any time to perform at different venues in India and abroad.
- (ii) The constant number of artists contributing the repertory includes the
  - (a) Staff artists,
  - (b) Guest artists and
  - (c) Senior students.

- (iii) Because of the necessity for the senior faculty and students to majorly participate in most of the dance productions of KF, **both academics and performances are equally affected.**
- (iv) The guest artistes cannot be retained on a permanent basis as they are committed to other programs and we are not paying a retainer fee to them.
- (v) The repertory now is an amorphous one functioning on informal/unwritten rules being followed for past six decades.
- (vi) The functioning of the repertory has been constrained only to meet the requirements of selected number of performances inside and outside of Kalakshetra in a year.
- (vii) Even though KF has a repertoire of 38 dance dramas till date (**Annexure I**) including the newly choreographed dance productions namely 'Saraswati Antharvahini' and 'Vahanas', only 10 of them are being performed (**Annexure II**). Out of this 10, only 6 are frequently performed.

4. The absence of an independent Repertory has been felt for a long time and hence this proposal. The prime objective of KF repertory is to have a dance troupe whose major function is centred on creating a set of well-equipped dancers in the Kalakshetra Baani (unique system of pedagogy and techniques) which needs a first-hand training of it by exponents in close quarters.

#### 5. **KF Repertory – Projection**

(a) **Vision:** In a period of 2 years, KF repertory aims at achieving:

- (i) The status of a full-fledged performance wing capable of performing at least 15 major productions of Kalakshetra
- (ii) A living unit that trains and rehearses throughout the year
- (iii) A well-structured unit with definite and constant number of contract artists, deputation artists from faculty and senior students

(b) **Mission**

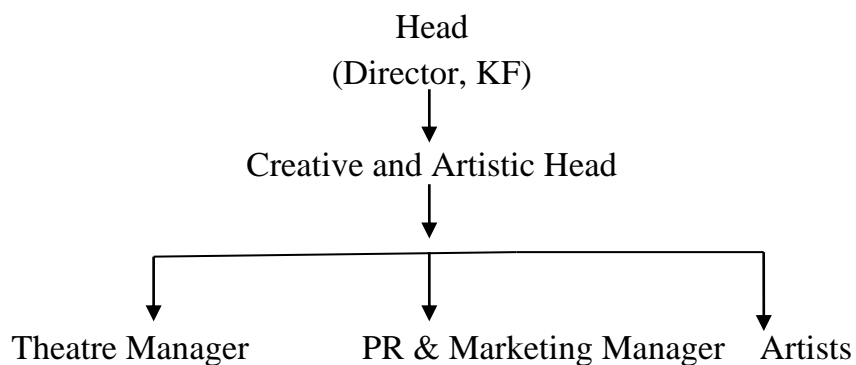
- (i) Young talents who will be capable of preserving the rich heritage and treasure of Kalakshetra and taking it forward to the coming generations

- (ii) Revival of old productions
- (iii) Frequent performance of productions
- (iv) Employment opportunities to students graduated from Kalakshetra

## 6. **Structure**

- (i) It will have 22 constant members comprising of one Artistic & Creative Head, 15 Contractual Artists from the Alumni of KF, 5 Deputation Artists from the dance faculty and one PR & Marketing Manager. They will be bounded by a contract of 3 years' renewable for another term. Selection of staff viz. Creative & Artistic Head, PR & Marketing Manager and artists both on contractual and on deputation on the basis of open advertisement and will be made by Committees constituted for this purpose.
- (ii) The **Contractual Artists** will comprise of—
  - (a) Creative and Artistic Head – Repertory - 1
  - (b) Female Dancers – 7
  - (c) Male Dancers – 5
  - (d) Musicians – 3 (The musicians in the Contractual Artists will comprise of - Vocal & Nattuvangam – 2 and Mridangam – 1)
- (iii) Deputation Artists: 5 dance artists from serving dance faculty of Kalakshetra will be on deputation to the Repertory so that their rich experience is tapped for the Repertory. During their deputation to the Repertory, contractual faculty will be appointed in their places to teach in the College.
- (iv) For dance dramas, music serves only a supporting role. Also, the number of musicians needed in repertory is less in comparison to dancers. Training for musicians in the Repertory can happen in an informal way with audio/video aids and by accompanying with regular musicians and singing along with them. Rehearsing with dance will be for limited period only. Taking these into consideration, music faculty of Kalakshetra is excluded from the repertory. They will be invited to perform in programs as and when required as they do now.

- (v) Services of some of the staff recruited for regular works of Kalakshetra Foundation will also be used for the work relating to repertory. These staff are Theatre Manager, Outreach Co-ordinator, Archives Manager, Theatre Personnel, Sound Engineer etc. Theatre Manager plays important role in organising festivals, collaborative events, and general programs that happen in Kalakshetra. Apart from regular work as Theatre Manager his services will be used for repertory in terms of conceptualising and organising various initiatives and programs of repertory. Similarly, other staff viz. Outreach Co-ordinator, Archives Manager, Theatre Personnel, Sound Engineer will also be used for repertory in addition to their work in Kalakshetra Foundation. No additional salary will be payable to them for their work in the Repertory.
- (vi) Kalakshetra does not have an in-house light operator and a person is hired for programs. The same practice will be continued for the repertory also.
- (vii) Kalakshetra Foundation has been performing an average of 20-30 performances/ year inside and outside of Kalakshetra. KF repertory as an independent unit aims at an average of 50-60 programs in a year at the inception stage which will increase in the coming years. In order to fulfil this, the service of a PR & Marketing Manager is very much essential and his duty will be primarily to approach and bring in more performances for the Repertory and he will be the main impresario.
- (viii) The administrative structure of KF repertory will be:



7. **Criteria for Contractual & Deputation Artists:**

- Dancers – Diploma / Post-Diploma in Bharatanatyam from Kalakshetra
- Musicians – A Top / A Grade
- Age Limit for Contractual Artists: 25 to 37 yrs.
- Age limit for Deputational Artists: 25 to 50 yrs.
- No age limit for Artistic & Creative Head
- In exceptional cases, the age criteria may be relaxed by the Selection Committee for reasons to be recorded in writing.

8. **Selection process**

Applications for artists will be called for in leading newspapers and in the official website and Facebook page of KF and the said number of artists will be selected by a panel of experts out of the total number of applications received.

The funding for revival and new productions will be met from respective financial allocations of Kalakshetra.

9. **Contractual terms**

- (i) The contractual period will be valid for 3 years and the contract may be renewed on the basis of the assessment of their performance at the end of three years. Only one renewal of contract may be allowed and the maximum tenure of an artist in the repertory will be 6 years in one continuous spell. After two tenures a person should have a cooling off of 3 years after which he/she can apply again subject to eligibility conditions and found suitable can be selected to the repertory.
- (ii) Any person in the Repertory may be terminated from contract with a notice period of one month if they are not found suitable to the Repertory. The unsuitability will be decided by the Director and the decision shall be final.
- (iii) Governing Board of KF will have the power to modify method of functioning of Repertory at any time and it shall be binding on it.
- (iv) In case of Artists on deputation from Kalakshetra, Director, KF as Head of the Repertory can repatriate an artist to KF after giving one month's notice to the Artist.

- (v) Working hours of Repertory will be 5 ½ days/week (Monday to Friday) from 10 am to 5 pm and it will be 10 AM to 1 PM on 1<sup>st</sup>, 3<sup>rd</sup> and 5<sup>th</sup> Saturdays. 2<sup>nd</sup> and 4<sup>th</sup> Saturdays will be holidays.
- (vi) The repertory will perform all the 12 months in a year without vacation. However, Artists in the repertory will be entitled to avail vacation for one month which can be availed in two spells of 15 days each and the gap between the spells should be at least three months. The vacation of artists shall be planned on annual basis so that not more than two artists are on vacation at the same time and their vacation does not affect the functioning of the Repertory.
- (vii) Artists in the Repertory will be entitled for 8 days absence in a year on proportionate basis. The other staff viz. PR & Marketing Manager shall be entitled for 12 days of absence as he is not entitled for vacation.
- (viii) The presence of artists is mandatory during the working hours of Repertory and are not allowed to take part in any other activities apart from the Repertory during the working hours. In case of need, artists will be required to come early and stay late to complete rehearsals.
- (ix) Deputation Artists shall also be allowed to avail vacation only for one month as against 80 days of vacation allowed to faculty in the College. Only if they are agreeable to this condition, they may apply for deputation. Their normal leave viz. Half-Pay Leave shall be credited to their account, however, during the period of deputation they shall not be allowed to take leave more than allowed to contractual artists. This is to ensure smooth functioning of the Repertory.

## 10. **Selection Committees**

### (a) For Creative & Artistic Head

- (i) Director, KF
- (ii) One Governing Board Member, KF nominated by Chairman, KF
- (iii) Two external experts to be decided by (i) and (ii)

### (b) Artists

- (i) The Director, KF
- (ii) Creative & Artistic Head – Repertory
- (iii) One Governing Board Member, KF nominated by Chairman, KF

- (iv) One senior alumnus of KF to be nominated by Director, KF
- (c) Revival of old productions and new productions and for selection of choreographer (s) for new productions:
  - (i) The Director, KF
  - (ii) Creative & Artistic Head – Repertory
  - (iii) One Senior Alumnus of KF to be nominated by Director, KF

11. **Duties and Responsibilities:**

11.1. **Director - KF and Creative & Artistic Head**

- (aa) Director, KF, being Head of repertory will exercise all powers to supervise the functioning of the Repertory.
- (bb) Director will be the competent authority to—
  - (i) approve the yearly and monthly plans for the repertory proposed by the Creative Head including selection of dance productions to be focused, cast lists for the productions, rehearsal schedule
  - (ii) Revival of old productions/creation of new productions on half yearly basis.
  - (iii) To decide and hire a senior alumnus of KF on contractual basis for expert guidance for revival of two productions in a year.
  - (iv) yearly budgeting for repertory and for the revival and new production
  - (v) Half-yearly assessment of performance of Creative Head
  - (vi) Quarterly assessment of performance of other artists as submitted by the Creative Head.
  - (vii) Termination of an artist/Creative Head for indiscipline/ lack of performance.
  - (viii) Deciding the senior students who would be part of repertory
  - (ix) To decide the remuneration to be sought from organisations for Repertory performance depending upon the nature of the program and the hosting organization.
  - (x) To decide programs and the venues for performance by Repertory

11.2. **PR & Marketing Manager (PRM)**

- (i) The core function of PRM is to market, canvas and negotiate with clients and get programs
- (ii) To communicate with clients including emails, telephonic talks
- (iii) To ensure timely receipt of remuneration of programs from clients
- (iv) To arrange transportation to the troupe - Air/Train/Bus/Cab including ticketing
- (v) To obtain approval of the Ministry, Political Clearance from MEA and FCRA clearance from MHA in respect of foreign programs
- (vi) Publicity and press coverage

11.3. **Theatre Manager (TM)**

- (i) To organise programs at various venues decided by the Repertory
- (ii) To process all payments
- (iii) To process preparation of cast lists
- (iv) To prepare rehearsal schedule
- (v) To prepare budget for new production/revival of old productions

11.4. **Out-reach Coordinator**

In the Repertory the role of Out-reach coordinator is to ensure adequate publicity in respect of Kalakshetra's own performances either at Kalakshetra or outside

**Self-generating unit for presentation and propagation of the Art**

12. First year will be the formative year for the repertory and for training of the artists. It is expected that the repertory will stage atleast 50/60 performance a year. In two years' time, it is expected that it will generate sufficient income from performance fees and meet its expenditure. The Govt. will only fund the gap which will be minimal in a few years' time. Our aim is to make the Repertory a self-generating live system which uphold the style of Kalakshetra and pass on to the generations to come the existing Parampara of teaching and performance. The Repertory will serve to be a innovator and a conservator and thereby contribute to the Foundation in terms of preserving and enhancing the system. And in this method it can earn some revenue for its expansion. The projected income of the Repertory will be as under—



	Number of performances	Average income per performance	Total projected income
First year	50	Rs.1 Lakh	Rs.50 Lakh
Second year	75	Rs.1 Lakh	Rs.75 Lakh
Third year	100	Rs.1.25 Lakh	Rs.125 Lakh
Fourth year and onwards	125	Rs.1.50 lakh	Rs.187 Lakh

13. **Budget for Repertory**

- (i) The contractual artists will have a consolidated monthly remuneration.
- (ii) The Deputation Artists (5 no.) from the faculty of RDCFA will be paid their regular salary.
- (iii) Consolidated Remuneration to Contractual Artists will be:
  - (a) Creative Head – Rs. 50,000/month (1 no.)
  - (b) Public Relations & Co-ordination Manager – Rs. 25,000/month (1 no.)
  - (c) ‘A Top’ Artists (AIR) for Music – Contractual: - Rs. 40,000/month (1 no.)
  - (d) Senior Dancers – Contractual: - Rs. 40,000/month (6 no: - 4 female dancers & 2 male dancers)
  - (e) Other Artists Contractual – Rs. 30,000/month (8 no.)
- (iv) Students of KF will be given opportunities to perform in programs to provide them exposure and gain experience and no payment will be given for this as it is part of their training.
- (v) Creative & Artistic Head can also perform at the discretion of Director. In addition to consolidated monthly remuneration, all staff and artists attached to the Repertory including Theatre Manager shall be paid Rs.1000/- per program in Chennai and Rs.2000/program outside Chennai.

13.1. Thus, a yearly budget for KF Repertory will be:

<b>S. No.</b>	<b>Category</b>	<b>Remuneration/month &amp; other expenses/year</b>	<b>Number</b>	<b>Amount/Year</b>
(i)	Creative Head	50,000/month	1	6,00,000
(ii)	PR & Co-ordination Manager	25,000/month	1	3,00,000
(iii)	'A Top' Artists (AIR) for Music – Contractual	40,000/month	1	4,80,000
(iv)	Senior Dancers* – Contractual	40,000/month	6	28,80,000
(v)	Other Artists – Contractual	30,000/month	8	2,40,000
(vi)	Deputation Artists	60,000/month (Appx.)	5	36,00,000
(vii)	Light technician	5000/- per programme	60	3,00,000
(viii)	Senior Students	0	0	0
(ix)	Travel and other incidental expenses by economy class in air – to places if journey by train takes more time than overnight	3,00,000 (Appx.) per programme	10	30,00,000
(x)	Travel and other incidental expenses by AC-3 tier to places involving overnight journey by train	50,000 (Appx.) per programme	50	25,00,000
(xi)	Artists' payments for programs & Miscellaneous	10,00,000 (Appx.)/year	60	10,00,000
<b>Total</b>				<b>1,49,00,000</b>

\*Senior Dancers - Dancers who are 32 years and above will be considered as senior dancers

14. However, the Finance Committee in its meeting held on 18.12.2018 formed a Committee to consider the proposal of KF to form a Repertory. The Committee met on 8.3.2019 and considered the proposal of KF and recommended that the Repertory be started with reduced manpower and built over the years. Accordingly, as against the full strength as proposed in earlier paras, in the first year, the following posts are

**not** proposed to be filled up viz. (i) Creative Head (ii) Public Relations and Co-ordination Manager; (iii) instead of ‘A’ top Artist for music a vocalist will be engaged at a reduced remuneration of Rs.30,000 p.m. (iv) Number of Senior Dancers will be 4 instead of 6; (v) Number of Artists (Other Artists category) is reduced from 8 to 4 and their salary is also reduced to Rs. 25,000/- instead of Rs. 30,000/- as originally proposed.

15. Accordingly, the expenditure for the Repertory in the first year will work out as under—

Category	Remuneration/ month	No.	Amount/Year
Vocalist– Contractual	30,000/month	1	360000
Senior Dancers – Contractual	40,000/month	4	1920000
Other Artists – Contractual	25,000/month	4	1200000
Deputation Artists	60,000/month (Appx.)	5	3600000
			7080000

15.1. Further in the first year, it is expected that the Repertory will start performing from September 2019 (after training in the first few months) and in the first financial year it will perform about 30 programmes and accordingly the likely expenditure on other heads would be as under—

Item of expenditure	Approximate exp.		
Travel and other incidental expenses by economy class in air – to places if journey by train takes more time than overnight	3,00,000 per programme	5	1500000
Travel and other incidental expenses by AC-3 tier to places involving overnight journey by train	50,000 per programme	25	1250000
Artists’ payments for programs & Miscellaneous			500000
Total			3250000

**Grand Total: Rs. 10330000**

16. Income: Out of the thirty programmes which the Repertory will perform in the six months from October 2019 and upto March 2020 (seven months), the Repertory will earn about Rs.40 - 50 Lakhs. Accordingly, the shortfall would be around Rs.50 to Rs.60 Lakh. In the subsequent years, the Repertory will perform throughout the year and hence there will be more income and the shortfall will get reduced.

17. As proposed by the Committee, in the first year, Kalakshetra Foundation will allocate resources from other activities and budget the Repertory during the first year. All efforts will be made to make it a self-sustaining art promotion activity. The quantum of grants that would be required for the Repertory will be known after first year of its functioning.

18. **Challenges**

- (i) As the Baani of dance and singing for dance is unique and pivotal for any of the Kalakshetra production, a first-hand training of them is of extreme importance and the generosity of senior faculty to unconditionally share and instil their experiences and technical and emotive nuances to the young artists will be one of the important decisive factors of its future and success.
- (ii) Need documentation of the method of original choreography of productions
- (iii) **New Productions:** - As traditional dance dramas based on the puranas being the signature of Kalakshetra productions, a subversion of the essence into something altogether new can't be done. But the need of hour is also for productions that could suggestively address the conflicts of our times. To create a new production which is traditional in its texture and contemporary in its essence will be the main challenge of the repertory. It is also crucial to come up with such productions to maintain the existing audience and to create new audience of Kalakshetra.

19. The Finance Committee in its meeting held on 8.7.2019 considered the revised proposal and approved start of Repertory by KF. The recommendations of FC are as under—

*“FC noted that Governing Board of the Foundation has given its in-principle approval for start of a separate Repertory by Kalakshetra Foundation. It considered the recommendations of the Committee formed by the FC inter-alia to consider this issue and approved its recommendations. Accordingly, FC approved start of a Repertory by Kalakshetra Foundation. Kalakshetra Foundation will meet the expenditure in running the Repertory from the income generated by the Repertory from its performances and the shortfall in*

*income over expenditure will be met within the budgetary grant provided by the Ministry.*”

20. Based on the in-principle approval of GB and approval of the Finance Committee, Kalakshetra Foundation is initiating action to start the Repertory so that it can undertake performances from October 2019.

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## **Annexure I - List of Dance Dramas, KF**

1. Kuchelopakhyanam
2. Karna Sapatham
3. Meenakshi Vijayam
4. Rukmini Kalyanam
5. Mahapattabhishekam
6. Gita Govindam
7. Kutrala Kuravanji
8. Sita Swayamvaram
9. Srirama Vanagamanam
10. Paduka Pattabhishekam
11. Kannappar Kuravanji
12. Krishnamari Kuravanji
13. Panjali Sapatham
14. Sabari Moksham
15. Choodamani Pradanam
16. Andal Charitram
17. Abhinjana Sakuntalam
18. Kurmavataram
19. Usha Parinayam
20. Shyama
21. Budhavataram
22. Ajamilopakhyanam
23. Meera of Mewar
24. Kumarasambhavam
25. Murugan Tiruvarul
26. Jatayu Moksham
27. Sri Purandara
28. Bhakta Jayadeva
29. Shiva Geeti Mala
30. Veera Sudandiram
31. Akka Mahadevi
32. Bhishma
33. Damayanti Swayamvaram
34. Dhruva Charitram
35. Karaikkal Ammaiar
36. Light of Asia
37. Saraswati Antharvahini
38. Vahanas

## **Annexure II – Dance Dramas performed**

1. Sita Swayamvaram
2. Paduka Pattabhishekam
3. Sri Rama Vanagamanam
4. Sabari Moksham
5. Choodamani Pradanam
6. Maha Pattabhishekam
7. Jatayu Moksham
8. Kannappar Kuravanji
9. Rukmini Kalyanam
10. Kurmavataram