

Project Plan



Alpha Phi Greek Sing Project Plan

Prepared by: Kelsey Scott, Greek Sing Chair
Prepared for: Michelle Wan, Alpha Phi President

August 25, 2015

Project Plan



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Executive Summary

Motivation

Carnegie Mellon University's Greek Sing show is an annual philanthropic effort that unites the entirety of the Greek community¹ to create a memorable and entertaining collection of short musicals for the benefit and enjoyment of the campus and local communities. The competition-based philanthropic event raises tens of thousands of dollars each year for a designated local charity. For the 2015 and 2016 performances, the Greek community has pledged to raise a total of \$150,000 for Our Clubhouse, a Pittsburgh non-profit that provides comfort, care, and support for community members of all ages who are affected by cancer.

In addition to the philanthropic facet of the event, the show night represents a competition between Greek organizations. There are two competitive categories: singles, where one Greek organization puts on its own show, and doubles, where two organizations (typically a sorority and fraternity²) team up to put on a joint show. Awards are given based on the execution of the show, according to a judging panel, and based on the amount of money raised by an individual organization.

Alpha Phi, a Panhellenic Council recognized sorority, participates in Greek Sing annually and aims to achieve success in both doubles show execution and philanthropy, with each success measured by show score and philanthropy totals respectively.

Method

The Greek Sing affiliated efforts for Alpha Phi fall into two categories: show production and philanthropy. In order to achieve success in both, it is critical that qualified sisters³ work together in a small committee with individuals responsible for each aspect of the show. The Alpha Phi Greek Sing Team will include the following:

Show Production Team:

- Logistics & Scheduling Chair
- Choreography Chair
- Set & Costume Design Chair
- Musical Instruction & Arrangement Chair
- Script Chair

Philanthropy Team:

- Overall Philanthropy Chair
- Fall (Large) Event Chair
- Spring (Large) Event Chair
- Company & Family Outreach Chair
- Recurring Events Chair

During the fall semester, the production team will select a partner organization and work with their Greek Sing team to select, write, arrange, choreograph, and design a 13-15 minute musical based on the talents of the individual chapters. The show will include a member-led band, cast, and crew. During spring semester, the chairs will schedule and lead rehearsals to teach, practice, and perfect each component of the show. The philanthropy team will meet each semester and discuss achievable philanthropy goals and plan fundraising events and solicit donations in accordance with their established philanthropy plan.

The logistics chair and the overall philanthropy chair will attend weekly all-Greek Greek Sing chair meetings, coordinated by the community-elected overall chairs, and will ensure Alpha Phi meets all community deadlines⁴. The two teams will meet together monthly and meet independently weekly. Each chair has a designated, written role description and will perform up to standards.

The end result will be a high quality and entertaining musical performance by Alpha Phi and its selected fraternity partner at the Greek Sing event, coupled with a significant contribution to the overall fundraising efforts of the Greek community by Alpha Phi.

¹ Greek community is defined as the collection of Greek lettered social organizations recognized by the Carnegie Mellon Interfraternal Council (IFC), Panhellenic Council (PHC), and Multicultural Greek Council (MGC).

² Sorority refers to an organization for women, represented in PHC or MGC. Fraternity refers to an organization for men, represented in IFC or MGC.

³ Members of sororities are referred to as "sisters" and members of fraternities are referred to as "brothers."

⁴ Deadlines include participation fee submission, show selection, partner declaration, song selection, script submission, etc.

Scope Statement

Project: Alpha Phi Greek Sing
Prepared By: Kelsey Scott
September 1, 2015

Project Justification

Carnegie Mellon University's Greek Sing is the largest annual Greek-wide fundraising event, making it a staple of the Carnegie Mellon Greek Life experience. Every year nearly 20 individual Greek chapters work together to put on a three-four hour show consisting of a dozen 13-15 minute musicals. The event raises nearly \$100,000 for a local philanthropy each year. For the 2015-2016 shows, the Greek community has pledged to raise \$150,000 for Our Clubhouse, a local Pittsburgh organization dedicated to supporting those affected by cancer.

Alpha Phi has participated in every Greek Sing show since colonization¹ in 2012. Greek Sing is, in addition to being philanthropic, a competition between Greek organizations. In the 2015 Greek Sing, Alpha Phi performed as the only sorority in the singles division (one organization performing a show by itself). Thus, for the coming 2016 show, Alpha Phi plans to participate in the doubles category (two organizations pair together to perform a show) in order to forage a strong bond with another Greek organization and to continue establishing itself as a talented and dedicated sisterhood.

Alpha Phi aims to perform well in both individual chapter fundraising and doubles show execution in order to project its values of service, character development, sisterhood, service, and leadership to the Greek community and the Carnegie Mellon community at large. The judge's score of the show will determine show execution success and the total amount raised by Alpha Phi will determine success in philanthropy.

Project Description

In order to achieve dual success in show execution and philanthropy a team of dedicated sisters must be devoted to each category. The show execution team will include: an Overall Chair, responsible for logistics and scheduling; a Design Chair, responsible for set and costume design; a Choreography Chair, in charge of directing and choreographing the show; a Music Chair, in charge of arranging and teaching the music to the ensemble and band; and a Script Chair, in charge of coordinating with the music chair to write the script and incorporate appropriate musical segments. The philanthropy team will include: an Overall Philanthropy Chair, in charge of coordinating the philanthropy team and working with the Overall Chair (show execution team); a Company and Family Outreach Chair, in charge of securing donations from family, friends, and local businesses; a Fall Philanthropy Event Chair, in charge of planning a large fall fundraising event; a Spring Philanthropy Event Chair, in charge of planning a large spring fundraising event; and a Recurring Events Chair, in charge of planning repeatable small fundraising events.

The two overall chairs will ensure that Alpha Phi complies with and meets all expectations set in place by the Greek Sing Overall Chairs, Amanda Branson and Erin Persson, who were elected at the end of the 2014-2015 academic year to organize the overarching Greek Sing event. During the fall semester, these requirements include submitting a chapter participation contract, selecting a show partner, identifying and selecting a show, claiming songs to be used in the musical, and drafting a script. During the spring semester, auditions will be held and rehearsals will begin. The finalized script should be determined after several lead read-throughs the first three weeks of the spring semester. Additionally, set construction will occur during the spring semester and should be completed by the end of spring break.

In order to keep all chairs updated, each month both the philanthropy and show performance team should meet together to strategize and coordinate goals. Each team should meet independently on a weekly basis to ensure all pending deadlines and goals are on schedule to be met. Frequent communication via GroupMe should keep the chair committee updated on the progress of each individual component of the planning. The end result of the coordinated efforts of the two Alpha Phi Greek Sing teams will be a high scoring and entertaining show performed with a fraternity partner at the Greek Sing event on March 19th, 2016 and a large sum of money raised by Alpha Phi for Our Clubhouse.

¹ Colonization is the term used for starting a new chapter of a national organization at a specific university. Alpha Phi colonized in fall of 2012 and was formally chartered, or recognized by the Panhellenic and Greek councils in spring 2013.

Deliverables

Performance	Performance of show at Soldiers & Sailors Memorial Hall on March 19th, 2016 as part of the Greek Sing event.
Show Script & Score	A show script containing both dialog and lighting/sound cue and also with arrangement for each song and any underscoring designed specifically for the small chapter-member band.
Set	A structurally sound set for the show that can be easily moved onto stage (geometric constraints with entrance stairwell).
Costumes	Assortment of well-fitting clothing to dress leads and ensemble members in character for the show.
Choreography	Dance moves and choreographed body placement for each song and independent scene of the show.
Fall Philanthropy Event	A large event that occurs during the fall semester to raise at least \$1,000 for Greek Sing Philanthropy.
Spring Philanthropy Event	A large event that occurs during the spring semester to raise at least \$1,000 for Greek Sing Philanthropy.
Cast List	A complete list of ensemble, band, and stage crewmembers.

Known Exclusions

This plan is relevant to the planning and execution efforts directly related to Alpha Phi. This does not include any planning of the overall Greek Sing event.

The Alpha Phi Greek Sing plan does not include participation in other organization's Greek Sing fundraising events. It is generally considered best practice that the chairs encourage sisters to attend Greek Sing fundraisers put on by all chapters, however it is not essential in the execution of the show, thus has been left out from this particular plan.

Additionally, this plan does not acknowledge any additional requirements or requests made to the chairs by the overall community Greek Sing chairs. It is possible that they request participation in community wide fundraising efforts, either in planning or execution. Due to the unpredictable nature of these requirements or requests, they have been neglected. The focus of the Alpha Phi Greek Sing chairs should remain with the chapter's unique efforts.

Project Objectives

Financial:

- Alpha Phi will raise at least \$10,000 to contribute towards the total fundraising goal.
- Alpha Phi's show cost (including costumes, sets, props, etc.) will not exceed \$2,500.
- Material costs will not exceed \$400.

Schedule:

- Alpha Phi will have its partner declared no later than October 30, 2015.
- Alpha Phi will have its show selected no later than November 20, 2015.
- Alpha Phi will pay its entrance fee no later than October 16, 2016.
- Alpha Phi will have its first draft script finished no later than December 18, 2016.

Alpha Phi will have its script submitted for approval no later than January 22, 2016.

The show set will be constructed and painted no later than March 10, 2016.

The final cast list will be submitted no later than February 19, 2016.

Dress rehearsals will start no later than March 3, 2016.

Team Members

Project Sponsor	Zoe McCandler Alpha Phi's Director of Finance	Zoe serves as the financial contact for Alpha Phi's Carnegie Mellon Chapter. She is responsible for completing purchases and reimbursements for all Greek Sing spending.
Project Manager	Hiroimi Holt Alpha Phi's Overall Greek Sing Chair	Hiroimi is responsible for the logistics, scheduling, and budgeting for Alpha Phi's Greek Sing production. She is responsible for communication between the philanthropy and show production teams. She is also responsible for performing the duties of any vacant positions.
Team Member	Kelsey Scott Alpha Phi's Choreography Chair	Kelsey is responsible for creating the choreography for the show and leading rehearsals in which choreography will be taught.
Team Member	Emma Present Alpha Phi's Design Chair	Emma is responsible for the design of the show set, costumes, and props. She will lead construction hours and direct the stage crew.
Team Member	Maddy Marquis Alpha Phi's Music Chair	Maddy is in charge of teaching the ensemble and leads their music, including leading vocal warm-ups at each rehearsal and rehearsal instruction.
Team Member	Alice Rao Alpha Phi's Greek Sing Philanthropy Chair	Alice is in charge of communicating with Hiroimi about philanthropy efforts. She is also in charge of overseeing all philanthropy events and supporting the chairs of each.
Team Member	Yvonne Chen Alpha Phi's Greek Sing Philanthropy Committee	Yvonne is in charge of planning the ongoing fundraisers. This includes weekly or biweekly events planned to create a regular income stream of funds for philanthropy.
Team Member	Chris Galvin Alpha Phi's Greek Sing Philanthropy Committee	Chris is in charge of family and community outreach, meaning she is responsible for assembling letters and informational packets to bring to family members and local businesses in order to collect philanthropic donations.
Team Member	Sanum Sheikh Alpha Phi's Greek Sing Philanthropy Committee	Sanum is in charge of large fall and spring event planning. This means she oversees the planning and budgeting for one large fundraising event dedicated to Greek Sing each semester.

Additional Information

Alpha Phi's advisors, particularly chapter advisor Neill Sanborn Mclver, have nearly absolute veto power in show selection, choreography, and design. This means that while they are not involved in the decision making process, approval should be sought before declaring the show, beginning set construction, or beginning choreography rehearsals.

Additionally the chapter president, Briana Williams, exerts strong control over show selection and show design, so it is imperative that the Greek Sing teams' plans are run by her first.

Greek Sing is funded entirely from chapter member dues, which makes budgeting very strict. It also means that it is relatively important to ensure all sisters are involved with and excited for the show.

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Stakeholder Analysis

Name	Role/Group	Contribution	Influence	Communication	Communicator
Primary Stakeholders					
Zoe McCandler	Director of Finance	Project Sponsor	High	Weekly Updates via Basecamp	Hiromi Holt (Show Execution) Alice Rao (Philanthropy)
Briana Williams	Chapter President	Project Monitor (veto power)	High	Weekly Updates via Basecamp	Hiromi Holt (Show Execution) Alice Rao (Philanthropy)
Neill McIver	Chapter Advisor	Project Monitor (veto power)	High	Weekly Updates via Basecamp	Hiromi Holt (Show Execution) Alice Rao (Philanthropy)
Katherine (Kat) Du	VP Campus Affairs	Project Monitor (veto power)	High	Weekly meetings w/ prepared notes	Hiromi Holt
Alpha Phi Collegians Active collegiate sisters		Project support and labor	Moderate	Monthly updates at chapter meeting (fall semester)	Kat Du
				Weekly updates at chapter meeting (spring semester)	Kat Du
Sigma Phi Epsilon Collegians Active collegiate brothers		Partner chapter, project support and labor	Moderate	Weekly updates from Sigma Phi Epsilon Greek Sing Chairs	Michael Booker provide Sigma Phi Epsilon members with updates
Amanda Branson	Greek Sing Overall Chair	Project Monitor	High	Weekly All-Chair Meetings, mandatory attendance	Hiromi Holt (Show Execution) Alice Rao (Philanthropy)
Erin Persson	Greek Sing Overall Chair	Project Monitor	High	Weekly All-Chair Meetings, mandatory attendance	Hiromi Holt (Show Execution) Alice Rao (Philanthropy)
Secondary Stakeholders					
Alpha Phi Chapter Alumnae Graduated chapter alumnae		Financial Support	Low	Bi-monthly updates in alumni newsletter	Hiromi Holt provide information to Liz Snyder for newsletter inclusion
Sigma Phi Epsilon Alumni Graduated chapter alumni		Financial Support	Low	Monthly updates posted in alumni Facebook group	Michael Booker will provide the Sigma Phi Epsilon alumni
Greek Carnegie Mellon Students Panhellenic, IFC, and MGC active collegians		Event Attendees, Financial Support	Moderate	Facebook posts monthly on CMU Greek Sing page; details published in "announce" e-mail in spring	Hiromi Holt (SE) & Alice Rao (Phil) will communicate all APhi updates to Amanda & Erin for posting & dissemination
Soldiers & Sailors Hall Employees Venue staff		Event Support/ Contracted Work	Very Low	No direct communication from Alpha Phi team, all communication must go through overall chairs on their schedule	Hiromi Holt will communicate any relevant concerns with Amanda & Erin
PAT 61A, B, C, D & 71B, D users¹ Local Pittsburgh residents		Provide transportation, get disturbance	Very Low	Overall chair Amanda will contact Port Authority to notify them of the influx of volume, no communication will come from the Alpha Phi chairs	

¹ These bus lines service the route between CMU and Soldiers & Sailors Memorial Hall, where the show will be held. Thus, they will be impacted with extremely high volumes of students traveling along this portion of the bus routes.

Work Breakdown Structure

1. Alpha Phi Greek Sing Project**1.1 Greek Sing Performance**

1.1.1 Get overall chair approval	1
1.1.2 Run dress rehearsals	5
1.1.3 Bring set to venue	1
1.1.4 Perform dry run	1
1.1.5 Prepare and perform show	1

1.2 Show Script and Score

1.2.1 Select desired show ¹	5
1.2.2 Select desired music	2
1.2.3 Identify key scenes ²	5
1.2.4 Write draft script	10
1.2.5 Edit & finalize script	5
1.2.6 Determine musical ranges ³	3
1.2.7 Identify and contract composer	10
1.2.8 Assemble instrumentation list	10
1.2.9 Run band rehearsals	28

1.3 Set

1.3.1 Create set concept	12
1.3.2 Determine set budget	4
1.3.3 Order set supplies ⁴	14
1.3.4 Build set	28
1.3.5 Paint set	5

1.4 Costumes

1.4.1 Measure leads and dancers	5
1.4.2 Create costume concepts	7
1.4.3 Assemble costume list	4
1.4.4 Order costume supplies	3
1.4.5 Tailor costumes	8
1.4.6 Approve costumes	7

1.5 Choreography

1.5.1 Conceptualize choreography	10
1.5.2 Choreograph each song	8
1.5.3 Choreograph transitions	2
1.5.4 Plan dance rehearsals	4
1.5.5 Run dance rehearsals	21
1.5.6 Run live music rehearsals	10

1.6 Fall Philanthropy Event

1.6.1 Identify possible event ideas	7
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¹ This task will affect each deliverable, which will be better represented on the network diagram.

² This typically involves scheduling a time to watch the movie/play together as a group of chairs and discussing the themes.

³ This typically involves surveying or inviting leads to meet with the music chair and sing a selection of music to determine ranges.

⁴ Home Depot has approximately a two-week time window for campus deliveries of large quantities of plywood or 2x4s.

1.6.2 Select and approve event	3
1.6.3 Budget event	5
1.6.4 Purchase supplies ¹	8
1.6.5 Create staffing plan	5
1.6.6 Execute event	2
1.6.7 Debrief event with advisors	5
1.6.8 Donate money	3
1.7 Spring Philanthropy Event	
1.7.1 Identify possible event ideas	7
1.7.2 Select and approve event	3
1.7.3 Budget event	5
1.7.4 Purchase supplies ²	8
1.7.5 Create staffing plan	5
1.7.6 Execute event	2
1.7.7 Donate money	3
1.8 Cast List	
1.8.1 Select fraternity partner	17
1.8.2 Schedule lead auditions ³	3
1.8.3 Run auditions	2
1.8.4 Schedule callbacks	2
1.8.5 Run callbacks	1
1.8.6 Select and notify leads	1
1.8.7 Collect ensemble list ⁴	4
1.8.8 Collect band list	2
1.8.9 Collect stage crew list	2

¹ Purchases typically include identifying a sister with a car and scheduling a time to use it, in addition to any online orders.

² Purchases typically include identifying a sister with a car and scheduling a time to use it, in addition to any online orders.

³ CMU's room reservation process takes up to three days. 12x rooms in Porter Hall are ideal if an on campus location is needed.

⁴ Traditionally, Alpha Phi allows sisters to come to two weeks of rehearsals before committing to be in the ensemble.

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Network Diagram

0	17	17
1.8.1 Select Fraternity Partner		
0	0	17

17	5	22
1.2.1 Select Desired Musical		
17	0	22

22	2	24
1.2.2 Select Desired Music		
25	3	27

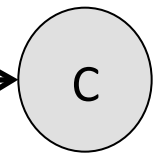
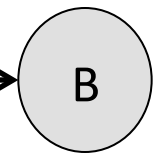
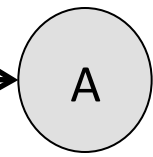
22	5	27
1.2.3 Identify Key Scenes		
22	0	27

22	12	34
1.3.1 Create Set Concept		
55	33	67

0	7	7
1.6.1 Identify event ideas		
72	72	79

7	3	10
1.6.2 Select & approve event		
79	72	82

10	5	15
1.6.3 Budget event		
82	72	87



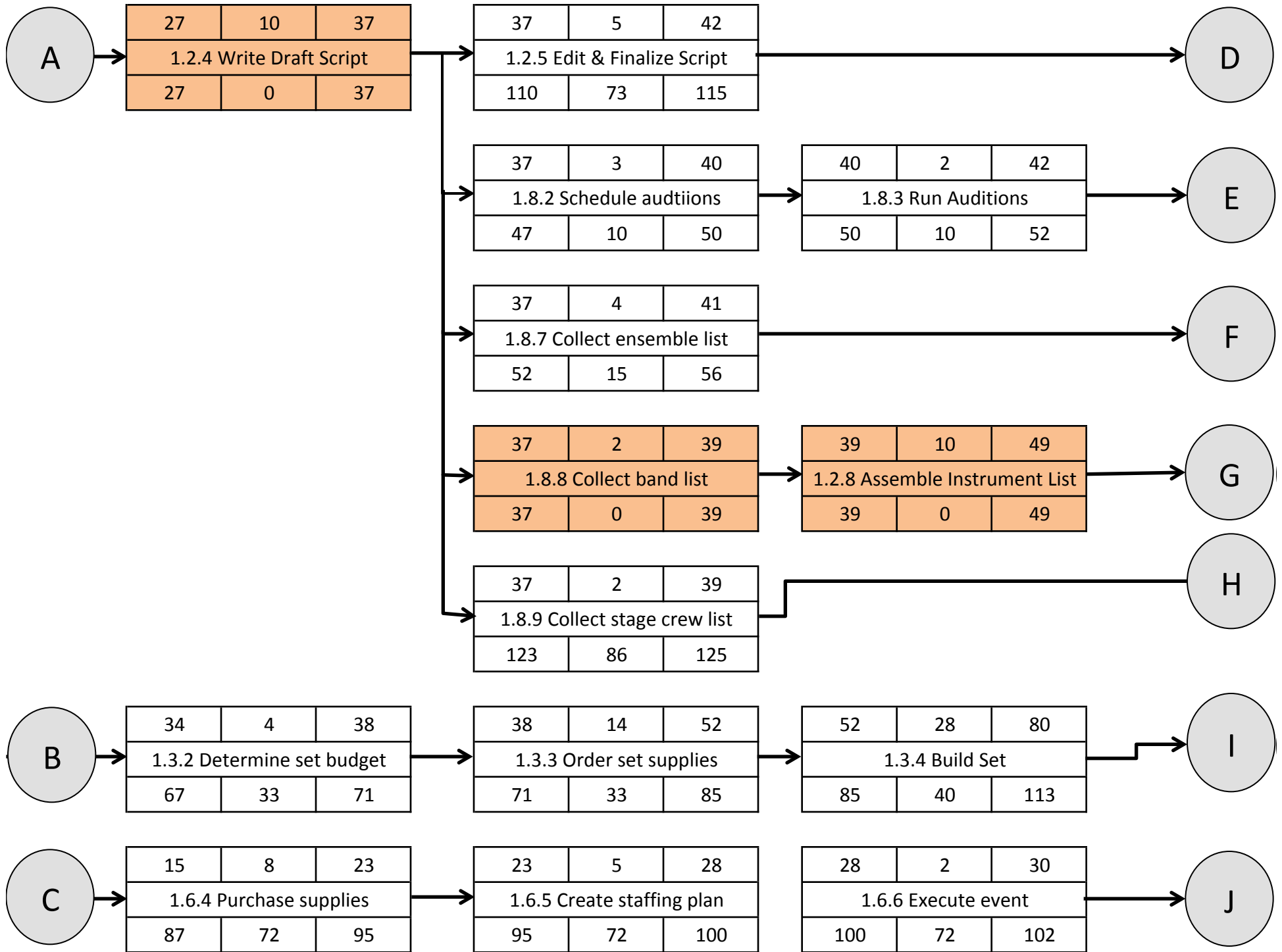
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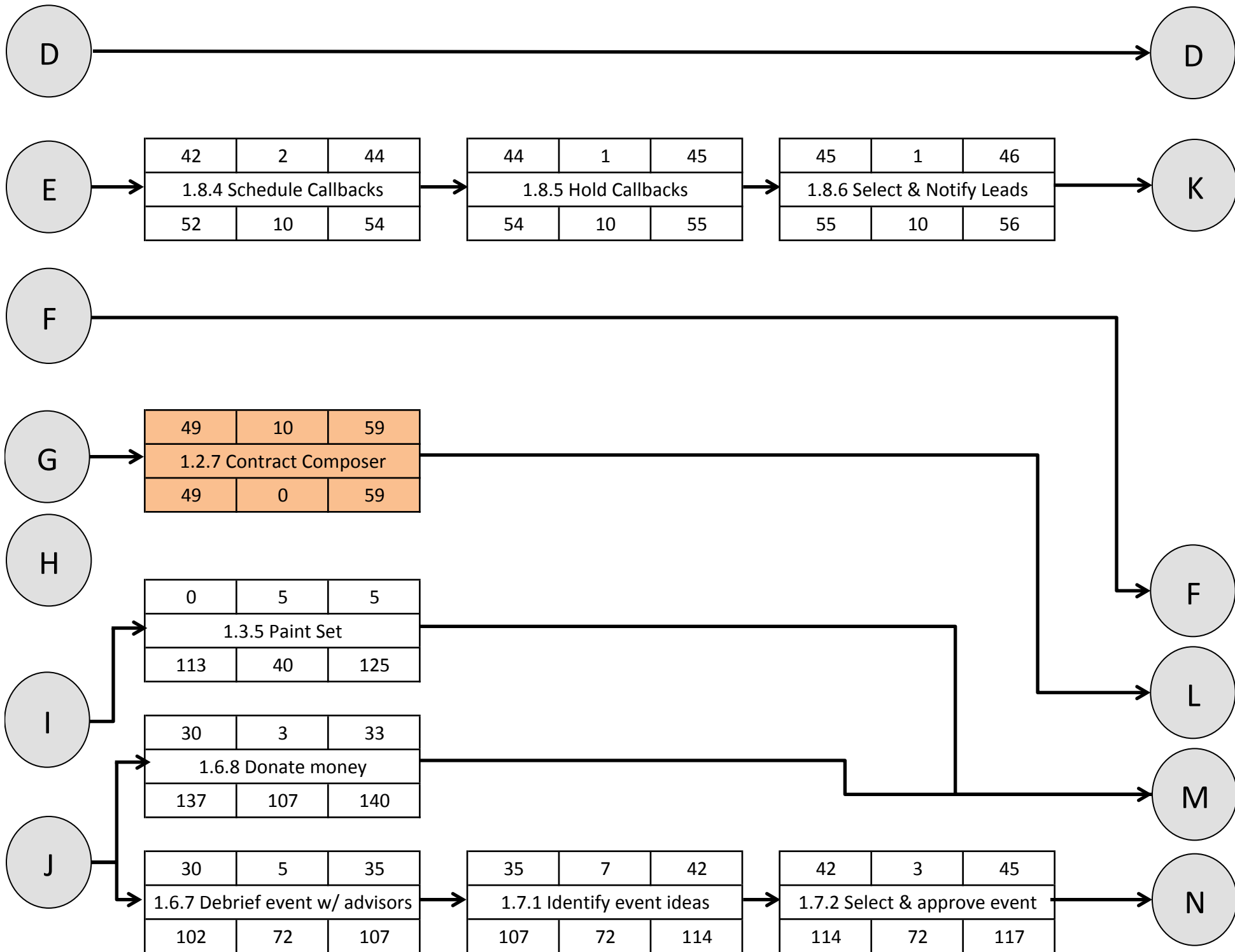
Early Start (Earliest possible start date)	Duraton (Days for task completion)	Early Finish (Earliest possible finish date)
Task (Task to be completed)		
Late Start (Latest possible start date before affecting project schedule)	Slack (Days project can be delayed without affecting schedule)	Late Finish (Latest possible day task can finish without affecting schedule)

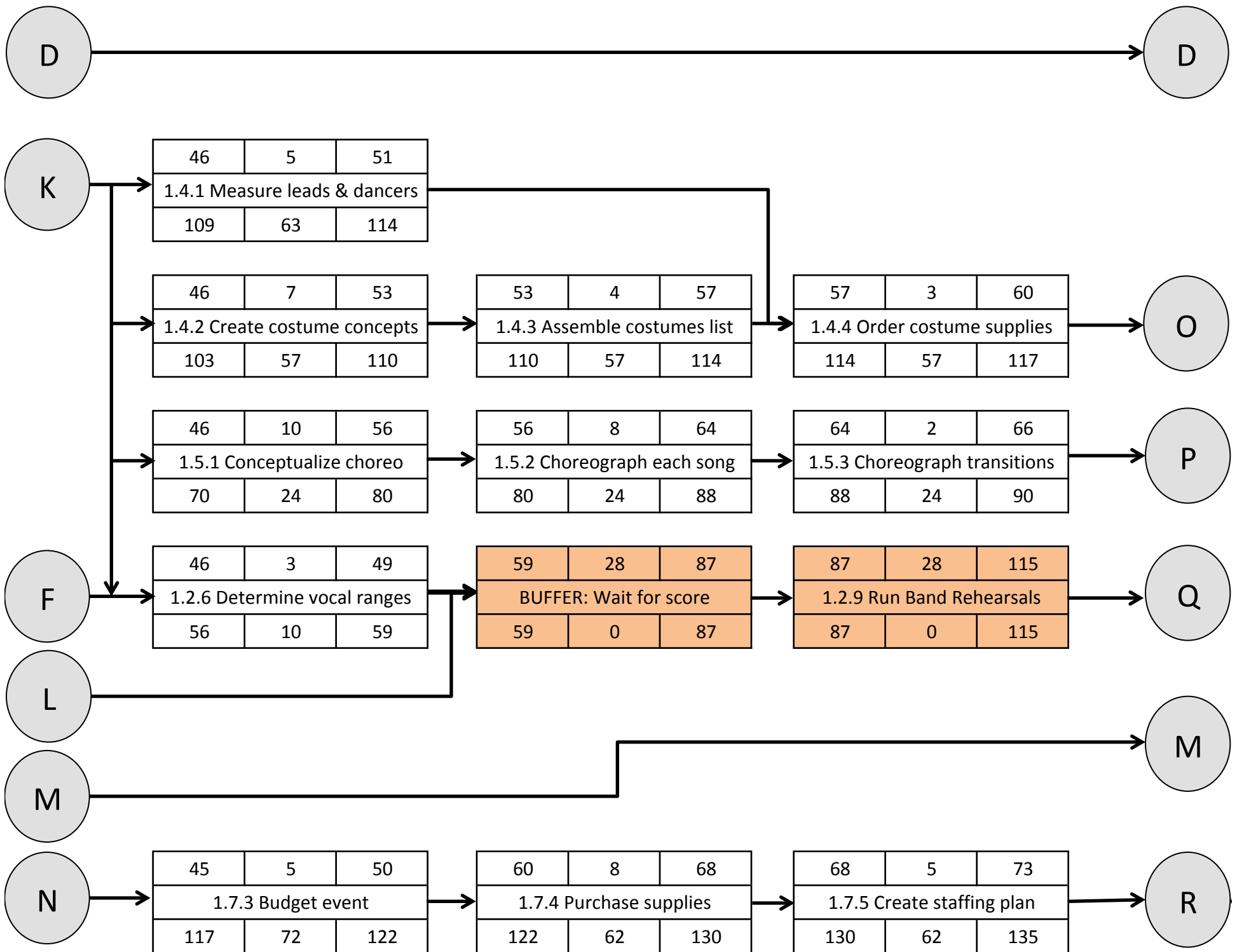
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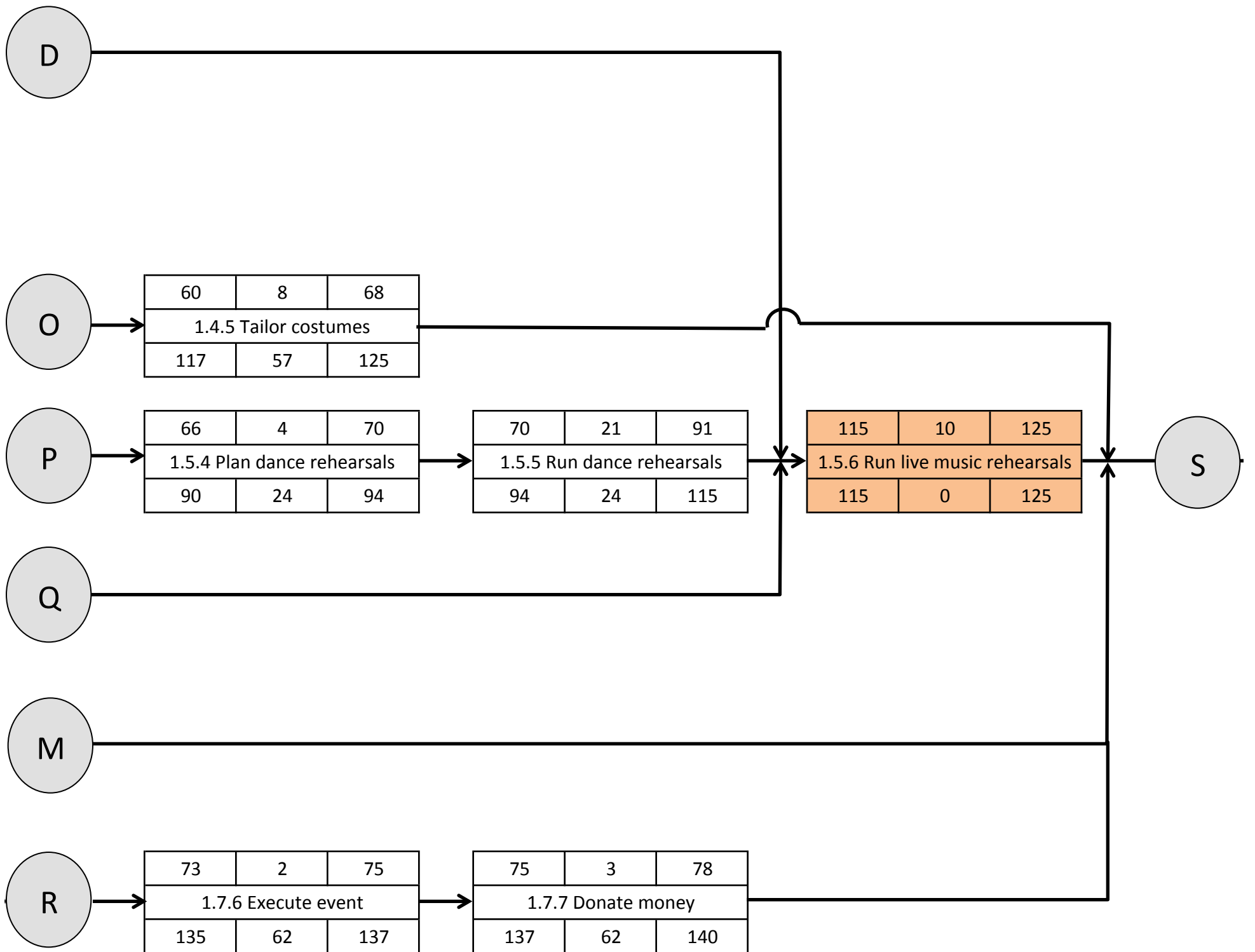
Non-critical path

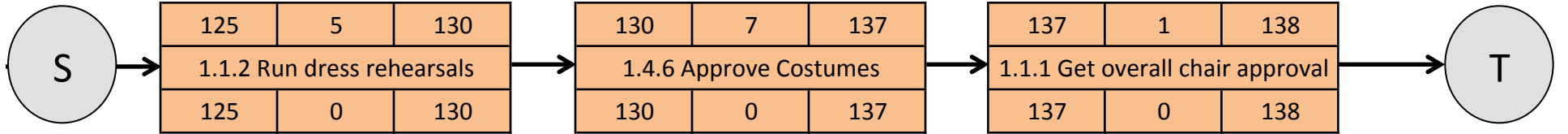


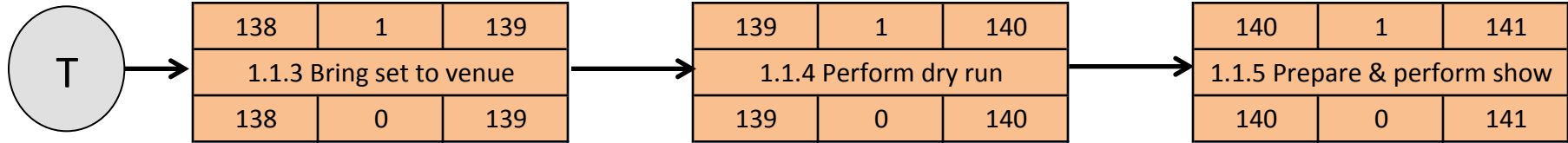














Project Budget

Alpha Phi Greek Sing Budget

Overhead Costs

Rehearsal Space Rental	\$1,500.00
Advertising	\$120.00
Total Overhead Cost	\$1,620.00

Material Costs (Referenced in Activity Based Budget Below)

WP	Name	Price/unit	# of Units	Total
1.1.5	Makeup Kit	\$10.00	3	\$30.00
1.1.5	False Eyelashes	\$3.50	10	\$35.00
1.3.4	Plywood	\$11.97	8	\$95.76
1.3.4	2x4 Studs	\$3.09	20	\$61.80
1.3.5	Gallon Paint	\$27.48	5	\$137.40
1.4.5	Fabric	\$4.44	5	\$22.20
1.6.4	Food	\$3.00	30	\$90.00
1.6.4	Decorations	\$2.00	30	\$60.00
1.7.4	Food	\$3.00	30	\$90.00
1.7.4	Decorations	\$2.00	30	\$60.00
Total Material Cost				\$682.16

Activity Based Budget

Work Package	Personnel/Materials	Wage/ Unit Cost	Hours/ Quantity	Total Cost	WP Cost	Deliverable Cost
Deliverable 1.1 Greek Sing Performance						
1.1.1	Get overall chair approval*					
	Hiromi Holt	\$15.00	2	\$30.00		
	Amanda Branson	\$17.00	2	\$34.00		
	Erin Persson	\$17.00	2	\$34.00		
					WP 1.1.1 Cost	\$98.00
1.1.2	Run dress rehearsals*					
	Hiromi	\$15.00	10	\$150.00		
	Maddy Marquis	\$13.00	10	\$130.00		
	Eunice Choi ¹	\$10.00	10	\$100.00		
	Kelsey Scott	\$13.00	10	\$130.00		
					WP 1.1.2 Cost	\$510.00

¹ Eunice is a piano accompanist and helped Maddy with the band

1.1.3 Bring set to venue					
	Emma Present	\$13.00	2	\$26.00	
	Kat Du	\$10.00	5	\$50.00	
				WP 1.1.3 Cost	\$76.00
1.1.4 Perform dry run*					
	Amanda	\$17.00	1	\$17.00	
	Erin	\$17.00	1	\$17.00	
	Hiromi	\$15.00	1	\$15.00	
				WP 1.1.4 Cost	\$49.00
1.1.5 Prepare & perform show					
	Hiromi	\$15.00	6	\$90.00	
	Kelsey	\$13.00	4	\$52.00	
	Maddy	\$13.00	4	\$52.00	
	Emma	\$13.00	4	\$52.00	
	Makeup Kit	\$10.00	3	\$30.00	
	False Eyelashes	\$3.50	10	\$35.00	
				WP 1.1.5 Cost	\$311.00
				Deliverable 1 Cost	\$1,044.00
Deliverable 1.2 Show Script & Score					
1.2.1 Select desired musical*					
	Hiromi	\$15.00	4	\$60.00	
	Emma	\$13.00	4	\$52.00	
	Kelsey	\$13.00	4	\$52.00	
	Maddy	\$13.00	4	\$52.00	
	Michael Booker ¹	\$15.00	4	\$60.00	
	Jay Bee ²	\$13.00	4	\$52.00	
	Jonathan Ortiz ³	\$13.00	4	\$52.00	
	Quentin Laurencio ⁴	\$13.00	4	\$52.00	
				WP 1.2.1 Cost	\$432.00
1.2.2 Select desired music*					
	Kelsey	\$13.00	2	\$26.00	
	Maddy	\$13.00	2	\$26.00	
	Jay	\$13.00	2	\$26.00	
	Quentin	\$13.00	2	\$26.00	
				WP 1.2.2 Cost	\$104.00

¹ Michael is the Sigma Phi Epsilon Overall Chair.

² Jay is the Sigma Phi Epsilon Choreography Chair.

³ Jonathan is the Sigma Phi Epsilon Design Chair.

⁴ Quentin is the Sigma Phi Epsilon Music Chair.

1.2.3	Identify key scenes*			
	Hiromi	\$15.00	2	\$30.00
	Emma	\$13.00	2	\$26.00
	Kelsey	\$13.00	2	\$26.00
	Maddy	\$13.00	2	\$26.00
	Michael	\$15.00	2	\$30.00
	Jay	\$13.00	2	\$26.00
	Jonathan	\$13.00	2	\$26.00
	Quentin	\$13.00	2	\$26.00
			WP 1.2.3 Cost	\$216.00
1.2.4	Write draft script			
	Hiromi	\$15.00	8	\$120.00
	Jonathan	\$13.00	12	\$156.00
	Michael	\$15.00	8	\$120.00
			WP 1.2.4 Cost	\$396.00
1.2.5	Edit & finalize script			
	Hiromi	\$15.00	3	\$45.00
	Jonathan	\$13.00	2	\$26.00
	Michael	\$15.00	3	\$45.00
	Maddy	\$13.00	2	\$26.00
	Quentin	\$13.00	2	\$26.00
			WP 1.2.5 Cost	\$168.00
1.2.6	Determine musical ranges			
	Quentin	\$13.00	3	\$39.00
	Maddy	\$13.00	2	\$26.00
			WP 1.2.6 Cost	\$65.00
1.2.7	Identify & contract composer			
	Hiromi	\$15.00	1	\$15.00
	Maddy	\$13.00	4	\$52.00
	Quentin	\$13.00	3	\$39.00
	Michael	\$15.00	1	\$15.00
	Eric	\$300.00	1	\$300.00
			WP 1.2.7 Cost	\$421.00
1.2.8	Assemble instrumentation list			
	Hiromi	\$15.00	2	\$30.00
	Michael	\$15.00	1	\$15.00
			WP 1.2.8 Cost	\$45.00

1.2.9 Run band rehearsals					
	Maddy	\$13.00	10	\$130.00	
	Quentin	\$13.00	10	\$130.00	
	Eunice	\$10.00	14	\$140.00	
				WP 1.2.9 Cost	\$400.00
				Deliverable 2 Cost	\$2,247.00
Deliverable 1.3 Set					
1.3.1 Create set concept					
	Emma	\$13.00	4	\$52.00	
				WP 1.3.1 Cost	\$52.00
1.3.2 Determine set budget					
	Emma	\$13.00	5	\$65.00	
	Hiromi	\$15.00	2	\$30.00	
	Briana Williams	\$17.00	1	\$17.00	
				WP 1.3.2 Cost	\$112.00
1.3.3 Order set supplies					
	Emma	\$13.00	3	\$39.00	
	Kat	\$10.00	1	\$10.00	
				WP 1.3.3 Cost	\$49.00
1.3.4 Build set					
	Emma	\$13.00	20	\$260.00	
	Jonathan	\$13.00	15	\$195.00	
	Berk Alper ¹	\$10.00	20	\$200.00	
	Paige O'Riordan ²	\$10.00	10	\$100.00	
	Plywood (4'x8' sheets)	\$11.97	8	\$95.76	
	2x4 Studs (12' studs)	\$3.09	20	\$61.80	
				WP 1.3.4 Cost	\$912.56
1.3.5 Paint set					
	Emma	\$13.00	15	\$195.00	
	Sarah Battaglia ³	\$10.00	10	\$100.00	
	Megan Jones ⁴	\$10.00	8	\$80.00	
	Gallon Paint	\$27.48	5	\$137.40	
				WP 1.3.5 Cost	\$512.40
				Deliverable 3 Cost	\$1,637.96

¹ Berk is a construction expert from Sigma Phi Epsilon.

² Paige is a construction worker from Alpha Phi.

³ Sarah is a drama major specializing in set design.

⁴ Megan is also a drama student with set design experience.

Deliverable 1.4 Costumes					
1.4.1	Measure leads & dancers				
	Emma	\$13.00	4	\$52.00	
				WP 1.4.1 Cost	\$52.00
1.4.2	Create costume concepts				
	Emma	\$13.00	5	\$65.00	
	Jonathan	\$13.00	2	\$26.00	
				WP 1.4.2 Cost	\$91.00
1.4.3	Assemble costume list				
	Emma	\$13.00	3	\$39.00	
	Jonathan	\$13.00	2	\$26.00	
				WP 1.4.3 Cost	\$65.00
1.4.4	Order costume supplies				
	Emma	\$13.00	2	\$26.00	
	Hiromi	\$15.00	1	\$15.00	
				WP 1.4.4 Cost	\$41.00
1.4.5	Tailor costumes				
	Emma	\$13.00	3	\$39.00	
	Nadia Razek ¹	\$10.00	9	\$90.00	
	Fabric (yards)	\$4.44	5	\$22.20	
				WP 1.4.5 Cost	\$151.20
1.4.6	Approve costumes				
	Emma	\$13.00	4	\$52.00	
	Hiromi	\$15.00	1	\$15.00	
	Amanda	\$17.00	1	\$17.00	
	Erin	\$17.00	1	\$17.00	
				WP 1.4.6 Cost	\$101.00
				Deliverable 4 Cost	\$501.20
Deliverable 1.5 Choreography					
1.5.1	Conceptualize choreography				
	Kelsey	\$13.00	2	\$26.00	
	Jay	\$13.00	1	\$13.00	
				WP 1.5.1 Cost	\$39.00
1.5.2	Choreograph each song				
	Kelsey	\$13.00	6	\$78.00	
	Jay	\$13.00	4	\$52.00	
				WP 1.5.2 Cost	\$130.00

¹ Nadia is an Alpha Phi with advanced sewing expertise.

1.5.3 Choreograph transitions					
	Kelsey	\$13.00	2	\$26.00	
	Jay	\$13.00	1	\$13.00	
			WP 1.5.3 Cost	\$39.00	
1.5.4 Plan dance rehearsals					
	Kelsey	\$13.00	3	\$39.00	
	Jay	\$13.00	2	\$26.00	
			WP 1.5.4 Cost	\$65.00	
1.5.5 Run dance rehearsals					
	Kelsey	\$13.00	20	\$260.00	
	Jay	\$13.00	16	\$208.00	
			WP 1.5.5 Cost	\$468.00	
1.5.6 Run live music rehearsals*					
	Kelsey	\$13.00	8	\$104.00	
	Jay	\$13.00	8	\$104.00	
	Maddy	\$13.00	8	\$104.00	
	Eunice	\$10.00	8	\$80.00	
	Quentin	\$13.00	8	\$104.00	
			WP 1.5.6 Cost	\$496.00	
			Deliverable 5 Cost	\$1,237.00	
Deliverable 1.6 Fall Philanthropy Event					
1.6.1 Identify possible event ideas*					
	Alice Rao	\$13.00	2	\$26.00	
	Yvonne Chen	\$10.00	2	\$20.00	
	Sanum Sheikh	\$10.00	2	\$20.00	
	Chris Galvin	\$10.00	2	\$20.00	
			WP 1.6.1 Cost	\$86.00	
1.6.2 Select & approve event*					
	Alice	\$13.00	1	\$13.00	
	Yvonne	\$10.00	1	\$10.00	
	Sanum	\$10.00	1	\$10.00	
	Chris	\$10.00	1	\$10.00	
			WP 1.6.2 Cost	\$43.00	
1.6.3 Budget event					
	Alice	\$13.00	2	\$26.00	
	Sanum	\$10.00	5	\$50.00	
			WP 1.6.3 Cost	\$76.00	

1.6.4 Purchase supplies					
	Alice	\$13.00	2	\$26.00	
	Hiroimi	\$15.00	1	\$15.00	
	Sanum	\$10.00	5	\$50.00	
	Food (meals)	\$3.00	30	\$90.00	
	Decorations (pieces)	\$2.00	30	\$60.00	
				WP 1.6.4 Cost	\$241.00
1.6.5 Create staffing plan					
	Sanum	\$10.00	3	\$30.00	
				WP 1.6.5 Cost	\$30.00
1.6.6 Execute event*					
	Alice	\$13.00	2	\$26.00	
	Hiroimi	\$15.00	2	\$30.00	
	Sanum	\$10.00	2	\$20.00	
				WP 1.6.6 Cost	\$76.00
1.6.7 Debrief event with advisors*					
	Alice	\$13.00	1	\$13.00	
	Yvonne	\$10.00	1	\$10.00	
	Sanum	\$10.00	1	\$10.00	
	Neill	\$17.00	1	\$17.00	
	Chris	\$10.00	1	\$10.00	
				WP 1.6.7 Cost	\$60.00
1.6.8 Donate Money					
	Hiroimi	\$15.00	2	\$30.00	
				WP 1.6.8 Cost	\$30.00
				Deliverable 6 Cost	\$642.00
Deliverable 1.7 Spring Philanthropy Event					
1.7.1 Identify possible event ideas*					
	Alice Rao	\$13.00	2	\$26.00	
	Yvonne Chen	\$10.00	2	\$20.00	
	Sanum Sheikh	\$10.00	2	\$20.00	
	Chris Galvin	\$10.00	2	\$20.00	
				WP 1.7.1 Cost	\$86.00
1.7.2 Select & approve event*					
	Alice	\$13.00	1	\$13.00	
	Yvonne	\$10.00	1	\$10.00	
	Sanum	\$10.00	1	\$10.00	
	Chris	\$10.00	1	\$10.00	
				WP 1.7.2 Cost	\$43.00

1.7.3 Budget event					
	Alice	\$13.00	2	\$26.00	
	Sanum	\$10.00	5	\$50.00	
					WP 1.7.3 Cost \$76.00
1.7.4 Purchase supplies					
	Alice	\$13.00	2	\$26.00	
	Hiromi	\$15.00	1	\$15.00	
	Sanum	\$10.00	5	\$50.00	
	Food (meals)	\$3.00	30	\$90.00	
	Decorations (pieces)	\$2.00	30	\$60.00	
					WP 1.7.4 Cost \$241.00
1.7.5 Create staffing plan					
	Sanum	\$10.00	3	\$30.00	
					WP 1.7.5 Cost \$30.00
1.7.6 Execute event*					
	Alice	\$13.00	2	\$26.00	
	Hiromi	\$15.00	2	\$30.00	
	Sanum	\$10.00	2	\$20.00	
					WP 1.7.6 Cost \$76.00
1.7.7 Donate Money					
	Hiromi	\$15.00	2	\$30.00	
					WP 1.7.7 Cost \$30.00
					Deliverable 7 Cost \$582.00
Deliverable 1.8 Cast List					
1.8.1 Select fraternity partner*					
	Hiromi	\$15.00	8	\$120.00	
	Emma	\$13.00	8	\$104.00	
	Maddy	\$13.00	8	\$104.00	
	Kelsey	\$13.00	8	\$104.00	
					WP 1.8.1 Cost \$432.00
1.8.2 Schedule lead auditions					
	Hiromi	\$15.00	2	\$30.00	
	Michael	\$15.00	2	\$30.00	
					WP 1.8.2 Cost \$60.00
1.8.3 Run Auditions*					
	Hiromi	\$15.00	8	\$120.00	
	Michael	\$15.00	8	\$120.00	
	Maddy	\$13.00	8	\$104.00	
	Quentin	\$13.00	8	\$104.00	
	Kelsey	\$13.00	8	\$104.00	
	Emma	\$13.00	8	\$104.00	

	Jay	\$13.00	8	\$104.00	
	Jonathan	\$13.00	8	\$104.00	
				WP 1.8.3 Cost	\$864.00
1.8.4	Schedule Callbacks				
	Hiromi	\$15.00	2	\$30.00	
	Michael	\$15.00	2	\$30.00	
				WP 1.8.4 Cost	\$60.00
1.8.5	Run Callbacks*				
	Hiromi	\$15.00	2	\$30.00	
	Michael	\$15.00	2	\$30.00	
	Quentin	\$13.00	2	\$26.00	
	Maddy	\$13.00	2	\$26.00	
				WP 1.8.5 Cost	\$112.00
1.8.6	Select & notify leads				
	Hiromi	\$15.00	2	\$30.00	
	Michael	\$15.00	2	\$30.00	
	Maddy	\$13.00	1	\$13.00	
	Quentin	\$13.00	1	\$13.00	
	Kelsey	\$13.00	1	\$13.00	
	Jay	\$13.00	1	\$13.00	
				WP 1.8.6 Cost	\$112.00
1.8.7	Collect ensemble list				
	Hiromi	\$15.00	2	\$30.00	
	Michael	\$15.00	2	\$30.00	
				WP 1.8.7 Cost	\$60.00
1.8.8	Collect band list				
	Hiromi	\$15.00	2	\$30.00	
	Michael	\$15.00	2	\$30.00	
				WP 1.8.8 Cost	\$60.00
1.8.9	Collect stage crew list				
	Hiromi	\$15.00	2	\$30.00	
	Michael	\$15.00	2	\$30.00	
				WP 1.8.9 Cost	\$60.00
				Deliverable 8 Cost	\$1,820.00
				Total Activity Cost	\$9,711.16
				Overhead Cost	\$1,620
				Total Project Cost	\$11,331.16

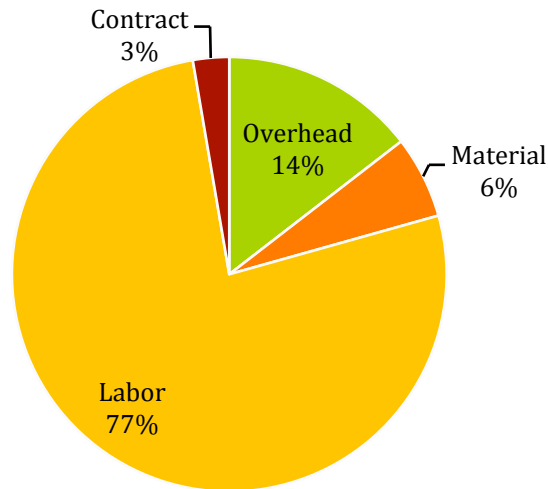
* Indicates meeting or group work session, reflected in equal number of hours dedicated

Explanation of wage estimates

The project was run using student volunteers, thus these labor estimates represent estimated hourly wage equivalents. The base pay is selected as \$10/hr, which is equivalent to a relatively well paying on campus job. More skilled positions are represented by a higher pay, notably overall chairs earning \$17/hr, overall chapter chairs earning \$15/hr, and general chapter chairs earning \$13/hr.

Budget analysis

Figure 1: Expense Breakdown



The figure above shows that the project is a labor-intensive project, with labor representing 77% of the overall \$11,000 budget. In order to have any dramatic effect on reduction of project cost, less skilled or cheaper laborers would be necessary. There is a mild opportunity to reduce material cost by building a less material-intensive set, however the opportunity to reduce costs in this area is significantly lower. The cost of contracting a composer/arranger is isolated and highlighted in red, despite being part of the labor and activity cost. This is because it is a fixed contracted value and cannot be negotiated or changed until the contract expires in 2017. Overhead costs are relatively unchangeable at 14% of the current budget.

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Quality Management Plan

Project: Alpha Phi Greek Sing
 Project Manager: Hiromi Holt
 Contact: sensoredforprivacy@andrew.cmu.edu
 Date: September 31, 2015

WP Code	Measurable Objective	Purpose of Measurement	Measurement Metric	Measurement Frequency
1.6 1.7	The attendance at each philanthropy event will exceed 50 guests (Fall & Spring, WPC 1.6, 1.7).	To ensure that events are well attended and conform with project fundraising goals	Projected attendance will be recorded by identifying the number of RSVPs on the event's Facebook page Actual attendance will be recorded by ticket sales	Projected attendance will be recorded and reported at each weekly philanthropy team meeting for 4 weeks before each event Actual attendance will be recorded and reported the evening after each event
1.6.8 1.7.7	The total amount fundraised for Our Clubhouse will exceed \$10,000 (WPC 1.6.8, 1.7.7).	To ensure the chapter goals are met and to ensure the Greek community reaches its pledged donation amount	The summation of cash, checks, Venmo payments, and donations made will be recorded by the philanthropy chair	The total cumulative amount of funds should be reported during the weekly philanthropy team meetings
1.1 1.1.2 1.2.9 1.5.5 1.5.6	The show score will exceed 85 points.	To ensure that the show performed by Alpha Phi represents the chapter well within the Greek and campus communities and to position the chapter to earn a trophy at the event.	A scoring rubric (see appendix) will be filled out by invited spectators during rehearsals to determine a projected score A final scorecard will be filled out by judges at the show	A guest will be invited to one rehearsal each week for the six weeks before the show and will fill out all applicable portions of the scoring rubric The final score will happen during the performance only

Risk Management Plan

Project: Alpha Phi Greek Sing
 Project Manager: Hiromi Holt
 Contact: sensoredforprivacy@andrew.cmu.edu
 Date: October 4, 2015

Risk	Probability	Impact	Response	Responsibility
Set is constructed incorrectly (doesn't meet codes or is sized incorrectly)	Low-Moderate	High (schedule and budget)	In order to mitigate the likelihood of errors in construction, each construction session will be supervised by a chapter design chair (Emma or Jonathan) and the design chair will be responsible for making detailed 2D drawings with dimensions clearly labeled to also be present at each construction session.	Emma Present
A chair is removed from her position due to violation of chapter policy (academic or social)	Moderate	High	To limit the impact, each chair (especially design, choreography, and music) should have an assistant/future chair in training. Additionally, to mitigate the probability of policy violations, the overall chair should explain the requirements to maintain chair status per chapter policy clearly at the beginning of the year. Additional reminders should be included around mid-semester and finals (academic requirements) and semi-formal and crush parties (social policies).	Hiromi Holt
A lead drops out of the show after rehearsals have begun.	Moderate-High (depends on academic department of leads)	High	In order to reduce the impact of a lead dropping, understudies should be cast during the audition phase and should be included in at least 50% of the leads rehearsals. This risk can also be mitigated when casting the leads; generally drama majors have more spontaneous commitments (real job auditions) than non-performing majors.	Hiromi Holt
Ensemble member drops out of the show after rehearsals have begun.	High	Low-Moderate	In order to reduce the impact, the choreography chair should not place herself in the general ensemble dances. This allows at least one spot to be filled without extra effort. As a contingency plan for multiple dropouts affecting formations or partnerships, ensemble members with the lowest attendance should be removed from individual pieces (not the ensemble as a whole) to accommodate the dropouts.	Kelsey Scott
Philanthropy event costs exceed budgeted amounts.	Moderate	Low-Moderate	To reduce the likelihood of overspending, while event ideas are being considered (1.6.1, 1.7.1) the budgetary requirements should be heavily evaluated. In the case of overspending, some of the proceeds from the event should be used to cover the costs and reimburse for purchases. This will limit the effect to the raised total instead of affecting the entirety of the chapter Greek Sing and overall budget.	Alice Rao

Lessons Learned
& Revisions

Plan Revisions:

Page No.	Change Made	Section Affected	Points deducted
10	Added contextual information to secondary stakeholders and clarified communication plans.	Stakeholder Analysis	5
13-14	Shortened task names to make them more understandable. Added clarifying footnotes.	Work Breakdown Structure	N/A
16	Added nodes.	Network Diagram	5
16	Corrected LF/EF/Slack calculations that resulted in negative numbers.	Network Diagram	6
16	Revised network diagram durations to match WBS	Network Diagram	5
20	Fixed incorrect WP 1.2.7 cost calculations.	Budget	2
25-26	Corrected inconsistent pay grade for team members (some lines had Sanum being paid \$13/hr, some had \$10/hr)	Budget	N/A
24	Fixed double listing of resources (Maddy was listed twice in 1.8.3 initially)	Budget	N/A
38-39	Added additional analysis retrieved through MS Project cost reports.	Budget/Appendix	N/A

Lessons Learned:

Task Interdependencies & Predecessors

The most obvious insight I gained in working through this project was with respect to task interdependencies. Traditionally with Greek Sing, everything is put off until the spring semester because that’s when the show is. Through doing the Network Diagram and determining task predecessors, however, it becomes obvious that some of that work can actually be started or even completed prior to the end of the fall semester. If we as chairs had taken the time to layout all of the tasks, there’s no reason that set construction in particular, cannot begin before the end of the calendar year. While there is slack for the associated tasks, meaning they can be pushed back to the spring semester without delaying the project schedule, performing them earlier reduces the labor burden the chapter and chairs experiences during the spring semester.

Project Management Requires Internal Processes

The project turned out moderately successful: a new chapter score record was set and we reached our philanthropy fundraising goals. The performance, however, did not place making the project a partial failure. The quality of the project was greatly affected by ineffective leadership. The biggest problem was a lack of an internal approval system. As the choreography chair, I worked only with Jay Bee to create all the choreography, meaning that prior to teaching it Hiromi (serving as the Alpha Phi director) and Michael (Sigma Phi Epsilon director) didn’t see it. In some instances, after leading a two-hour rehearsal to teach a full song, the directors would want to change pieces of the choreography. If we had instituted an internal approval process, it would have allowed us to have a more coherent vision for the show and to make better choreography decisions.

Teams Are Complicated to Manage

In addition to having ineffective leadership, the project execution was plagued by team conflict. Most of the conflict was the result of personal matters spilling into the professional/project related work. With a lot of the matters affecting the project manager, meetings would get catty and opinions would become polarized simply because it was better to disagree with the other party than to be reasonable or even express one’s own opinion. Eventually we started bringing a talking stick to meetings, where the only person who could speak was whoever was holding the stick. This internal conflict had obvious

effects on the show quality, delayed some intermittent scheduling, and resulted in poor budgeting – clearly affecting at least three of the four main project constraints (quality, cost, schedule). While we didn't necessarily cover any theories or methods of handling internal conflict, understanding the effects this internal conflict had on the project is very insightful. Managing conflict and differences in personal opinions is something I plan on talking to this year's Alpha Phi Greek Sing team, and being able to show the importance and impact in a project management framework will, I believe, be very beneficial to them as they prepare for Greek Sing 2017.

Project Management Isn't Easy

As an engineer, we like to think we can solve anything with just a little bit of math and our God-given problem-solving skills. If nothing else, I will always understand how necessary project management is to any project, tech-related or not. During many classes when we discussed project failures as a result of unchecked risk, ineffectual scheduling, or scope creep, I was always able to think of examples when engineering teams I have worked on failed because of these preventable causes. In one instance I tried to make a project Gantt chart for a technical project I was working on, and my team believed it to be a waste of time and I should be working on engineering analysis instead. Had I created the Gantt chart, we probably wouldn't have missed as many deadlines or at the very least we would have been able to anticipate the intense labor over-allocation that occurred the day or two leading up to deliverable deadlines. Moving forward in tech projects, I believe that I will have the confidence to firmly say we need to create a cohesive project plan (whether it's a long booklet like this or a simplified, agreed upon document) and to subsequently be able to work on creating that plan.

Microsoft Project

I actually had a lot of fun learning to use MS Project! While I definitely don't view it as something that I'll use very often in the future, I was able to use some of the auto-generated reports and display panels to gain new insight about my project. With the new experience of how to use it for resource allocation and management, I definitely could see myself creating project plans using Project professionally. While I don't see it as being a frequent part of my professional career, since allocating resources on MS Project might take longer than some projects, it's not something I would shy away from or be terrified by. I gained a little bit of exposure to MS Project in a civil engineering course, but never used it to its full potential (only used durations to make a Gantt chart). The new functionality that I have learned in this class have led me to believe it is a much more valuable software than I previously thought.

Certification

If I pass my FE exam, then I'll start studying and try and become PMP certified. It's definitely something I could see helping my career and since it's not something that I need to do immediately after this class ends, it'll definitely fit better into my life schedule. Until I hopefully eventually become certified, I'm very happy and confident that I have a reasonably critical eye and level of PM education to be able to be effective as a manager.

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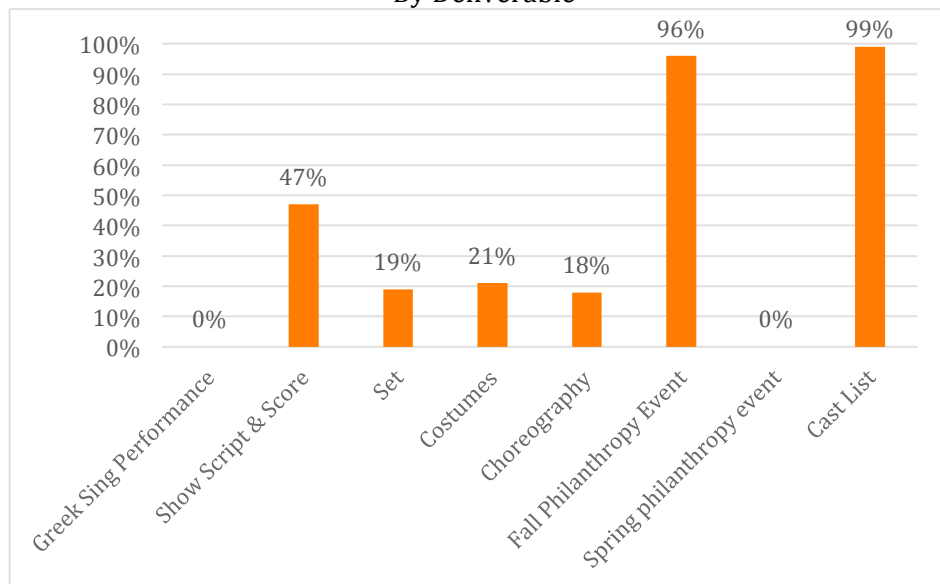
Appendix

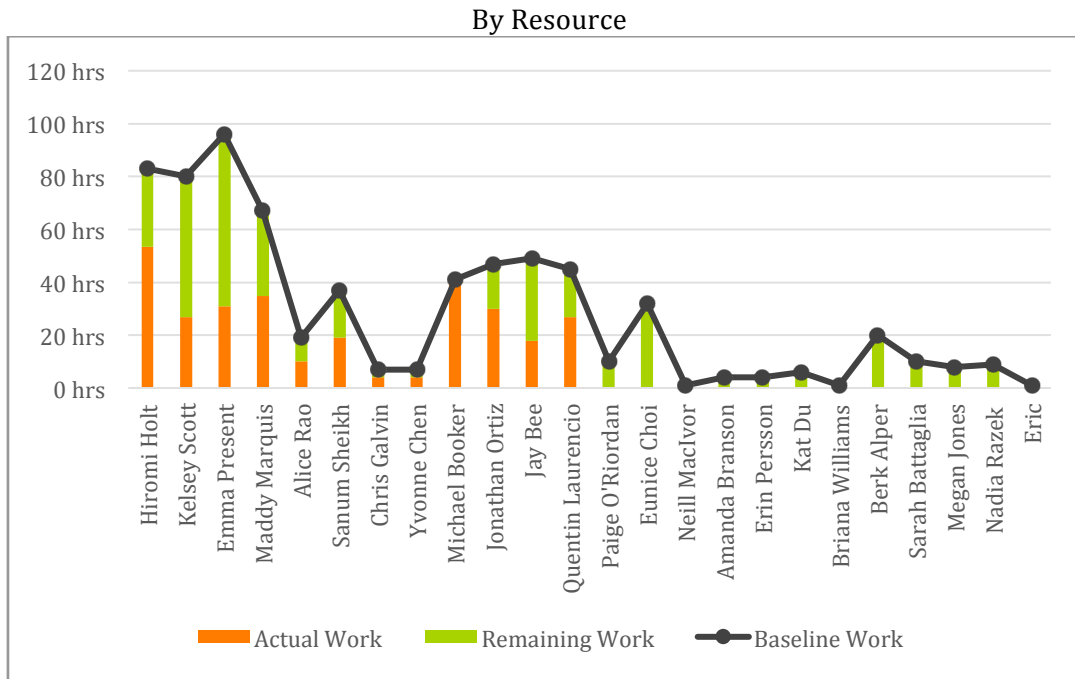
Detailed Resource Allocation

Name	Start	Finish	Total Work
Hiroshi Holt	Mon 9/14/15	Mon 3/28/16	83 hrs
Kelsey Scott	Mon 9/14/15	Mon 3/28/16	80 hrs
Emma Present	Mon 9/14/15	Mon 3/28/16	96 hrs
Maddy Marquis	Mon 9/14/15	Mon 3/28/16	67 hrs
Alice Rao	Mon 9/14/15	Fri 12/11/15	19 hrs
Sanum Sheikh	Mon 9/14/15	Fri 12/11/15	37 hrs
Chris Galvin	Mon 9/14/15	Fri 11/13/15	7 hrs
Yvonne Chen	Mon 9/14/15	Fri 11/13/15	7 hrs
Michael Booker	Wed 10/7/15	Thu 12/3/15	41 hrs
Jonathan Ortiz	Wed 10/7/15	Fri 1/1/16	47 hrs
Jay Bee	Wed 10/7/15	Fri 3/4/16	49 hrs
Quentin Laurencio	Wed 10/7/15	Fri 3/4/16	45 hrs
Paige O'Riordan	Wed 11/25/15	Fri 1/1/16	10 hrs
Eunice Choi	Wed 1/13/16	Fri 3/11/16	32 hrs
Neill MacIvor	Mon 10/26/15	Fri 10/30/15	1 hr
Amanda Branson	Mon 3/14/16	Fri 3/25/16	4 hrs
Erin Persson	Mon 3/14/16	Fri 3/25/16	4 hrs
Kat Du	Thu 11/5/15	Thu 3/24/16	6 hrs
Briana Williams	Fri 10/30/15	Wed 11/4/15	1 hr
Berk Alper	Wed 11/25/15	Fri 1/1/16	20 hrs
Sarah Battaglia	Mon 1/4/16	Fri 1/8/16	10 hrs
Megan Jones	Mon 1/4/16	Fri 1/8/16	8 hrs
Nadia Razek	Mon 12/7/15	Wed 12/16/15	9 hrs
Eric	Fri 11/20/15	Thu 12/3/15	1 hr

Fall Semester Breakdown of Scheduled Progress

By Deliverable





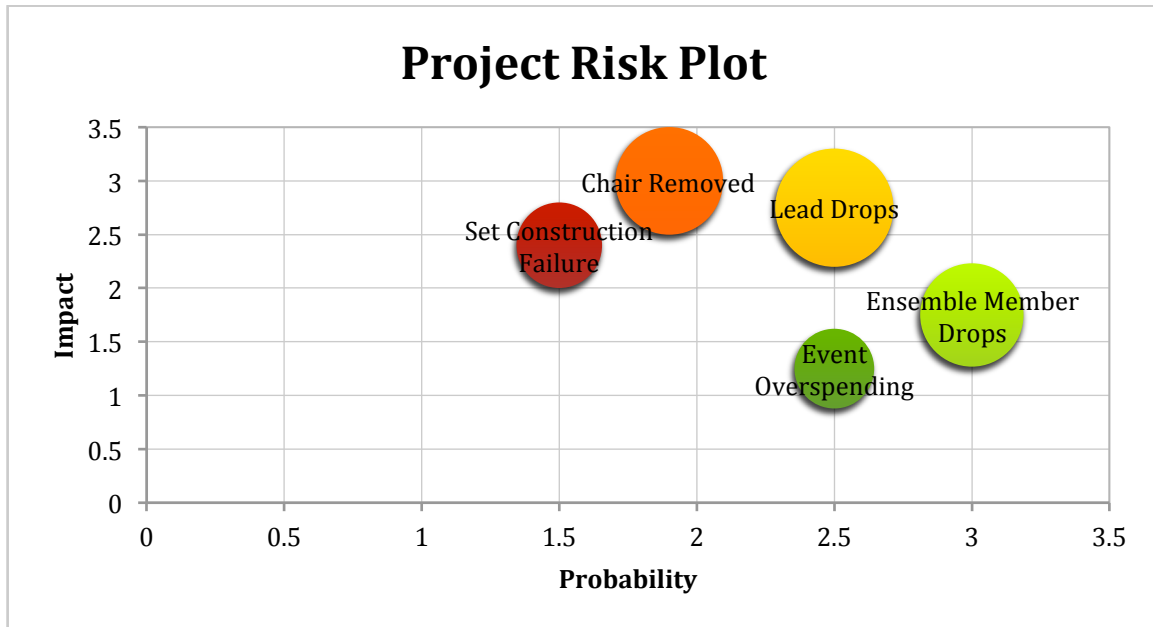
These figures allow for visualization of what tasks must be completed during the fall semester. While the spring semester is generally considered to be the Greek Sing intensive semester, as it includes all the rehearsals and final production processes, it is critical to understand what can and must be completed during the fall semester to reduce the load and required time commitment during the chaotic and time-intensive weeks leading up to the show. The key points being that the set, costumes, and choreography can and should be partially completed, to prevent time delays or overworking during spring semester.

Rehearsal Scoring Rubric For Quality Management Plan

Category	Points Possible	Points Awarded
Details	5	
Scene Transitions	1	
Song/Dialogue Fluidity	1	
Band/Singer Synchronization	1	
Characters Established	1	
Enunciation	1	
Design	30	
Set Aesthetics	5	
Interaction with Set	5	
Costumes	5	
Plot Line Fluidity	5	
Quality of Script	5	
Acting Quality	5	
Performance	65	
Group Vocals	10	
Featured Vocals	5	
Execution of Dance	10	
Impressiveness of Choreography	5	
Band	10	
Entertainment Value	10	
Energy	5	
Overall Show Impression	10	
Totals	100	

The final scoring rubric to be used for judging the show will be voted on by every chapter overall chair during a Greek Sing chair meeting hosted by Overall Chairs Erin and Amanda. This template represents the standard inclusions for Greek Sing scoring, however the scorecard will vary slightly in category phrasing and point values from year to year.

Risk Visualization



The size of the bubble is proportional to the quantified risk, which is represented by the following equation:

$$risk = (probability\ of\ risk) \times (impact\ on\ project)$$

This shows that a lead dropping is the highest risk factor, followed by a chair being removed, and an ensemble member dropping out. This is relatively reassuring, as it isn't unreasonable to enact contingency plans in these cases (replacing the lost member), and the risk impacts can be mitigated very easily through the actions detailed in the risk management plan. It is also essential to realize, however, that the probability of each of these risks is moderate to high, which means statistically speaking at least one of the problems will happen. Thus, it is important for the chairs to be flexible and tolerant of the risks and to deal with them as quickly as possible and to avoid rejecting the risk/stalling, as that would negate the efforts put in place to mitigate the risk in the first place.