

Southold Dance Theater

2003 - 2008 Strategic Plan

Planning Process/History

On May 29 and 30, 1992, members of the board, volunteers and staff of SDT met for a series of planning sessions to examine the state of SDT and to plan for the future. Susan Zurbuchen, an arts administrator from Butler University, led the retreat. Results of the retreat were the formation of a strategic planning committee, the adoption of a new mission statement, committee structure and strategic plan for the years 1993 – 1997.

The SDT strategic plan was conceived as a shopping list – there are a number of items on the list, but financial or environmental forces may cause changes in specific items along the way. Adoption of the plan does not bind the organization in any way, but provides a source of guidance and direction.

Included in the document is the mission statement as adopted in the original version. Following the mission is the committee structure/organizational chart; after the chart there is a short description of each committee. The specifics of the strategic plan follow the committee descriptions.

First Revision September 19, 1994

The Strategic Planning Committee of the Board of Directors began the first revision of the long-range plan in early spring of 1994. Changes were approved by the SDT Executive Committee on September 19, 1994 and later adopted by the full board.

Major initiatives completed from the original plan include the completion of the Apprentice Track Committee report which brought changes in the company's audition process, the establishment of guidelines for the apprentice and pre-apprentice programs, and the development of cooperative programs with area dance schools, all of which are designed to increase the pool of talent from which the company can draw in the future. This ad hoc committee is now a standing committee of the board called the Company Development Committee and includes key artistic staff people and board members appointed by the President.

Second Revision May, 1998

A second revision of the strategic plan document was undertaken by a committee of 15 members (board members, staff and past presidents). The committee met on January 6, 1998 and began the revision process. Additional meetings took place on February 3 and February 17, 1998. Revisions to the plan will be adopted by the full board at the May, 1998 board meeting.

Recommendations from the 1998 Strategic Planning Committee include the following:

- 1) **Add Development as a fifth major goal to the plan:** Move all development-related strategies from the Participation goal to the Development goal and include new strategies for its implementation.
- 2) **Keep a running list of accomplishments achieved/** tasks completed from the previous five-year plan.

- 3) **Development of a new organizational chart/ committee structure** that more accurately reflects current operations.
- 4) **Priorities for the new plan are:** 1) company growth/recruitment of dancers, 2) staffing evaluations and office needs 3) technology upgrades in phone and computer systems 4) increased overall development efforts.

Third Revision May, 2003

A third revision of the strategic plan document was made by the Executive Committee in order to streamline committees and coordinate efforts. This consolidation of committees has had a more cohesive result between groups and has eliminated duplication of efforts. New committees are:

Executive Committee

Standing -- Empowered to act on behalf of full board between meetings. All actions taken by the executive committee in the name of the board should be approved by the full board at the next meeting. Members: President, Treasurer/Secretary, 4 Vice-Presidents, Past- President, Artistic Directors. (Nominating Committee is now part of the Executive Committee)

Personnel Sub-Committee

Standing -- Charged with evaluation of staffing structure in matching the needs of the organization. Reviews job descriptions and responsibilities and makes recommendations for new staffing positions to the board. Also reviews salaries and staff contract fees.

Financial Development Committee

Standing -- Responsible for all development activity of SDT including overseeing fundraising events, patron drive, corporate contributions, endowment funds, grants, and identifying new revenue sources. (Planning is now part of the Financial Development Committee)

Marketing Committee

Standing -- Charged with generating additions to SDT's major markets: 1) Ticket buyers for all performances, and 2) Participants in the artistic process. Also responsible for generating earned income revenue sources: concert tickets sales, program advertising, etc. (Programming now falls under the Marketing Committee)

Educational Outreach Committee

Standing -- Responsible for researching and implementing programs that increase awareness and educate specific groups, especially youth, as to the purpose of Southold and the value of dance. (Education Outreach Committee now oversees Diversity in Dance Sub-Committee, Company Development Committee and the Scholarship Sub-Committee)

Strategic Planning Committee

Standing -- Charged with developing a five-year look at the future of Southold Dance Theater.

Southold Dance Theater Mission Statement

Southold Dance Theater (SDT) is a not-for-profit performing arts organization based in the disciplines of modern dance and ballet. SDT provides quality training and performance opportunities which allow each of its dancers to develop technique and artistry in a nurturing, creative environment. SDT serves the regional community by providing a variety of programs including high-quality concert performances, in-school presentations and outreach programs which brings new audiences to dance. SDT makes life more enjoyable for people who share in the dance experience.

Southold Dance Theater's plan centers upon five major goals to achieve its mission:

- **Artistic Excellence**
- **Awareness**
- **Education**
- **Participation**
- **Development**
(new 1998)

Committee Definitions

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Diversity in Dance Sub-Committee

Ad-Hoc -- Charged with developing and implementing a plan to identify and involve members of underserved population groups at all levels of the organization.

Planning

Charged with forming and overseeing nominating, strategic planning, programming and company development committees. Also responsible for board evaluations and by-law revisions.

Nominating Committee

Standing -- Charged with developing new volunteers, board members/executive board and advisory board members.

Strategic Planning Committee

Standing -- Charged with developing a five-year look at the future of Southold Dance Theater.

Programming Committee

Standing -- Charged with studying recommendations and information from all other operational committees and artistic staff to develop current and long range programming as well as the concert season calendars.

Company Development Committee

Standing -- Charged with increasing the pool of talent available to the company. This committee will review the relationship between SDT and area dance schools. It will be proactive in getting children into dance classes to build the number of dancers involved in Southold. Members include the Co-Artistic Directors.

Finance Committee

Standing -- Charged with overseeing implementation of the budget, receiving and reviewing financial reports and other business affairs such as monitoring of the endowment funds and scholarship/financial assistance funding.

Scholarship Sub-Committee

Standing -- Responsible for creating policy for providing financial assistance to dancers and distribution of funds for various scholarships.

Each committee is responsible for generating additional volunteers necessary to carry out the tasks of their committee. This structure is one component of the Strategic Plan, and like all other elements of the plan, if changes are needed at any time to strengthen the structure they should be made.

• **Artistic Excellence** -- Achieve a high level of artistic quality in all programming.

Strategy 1 Serve as a regional training center for dancers who aspire to a professional dance career.

Tactic 1	• Recruit intermediate to advanced students from the regional area for pre-apprentice, apprentice and company positions. Increase in number of dancers is necessary.	Artistic Dir/Staff Company Dev. Comm Marketing Comm	Ongoing
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Task 1	Double the current number of pre-apprentice dancers		Ongoing
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Task 2	Double the number of male dancers		FY 2006
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Tactic 2	• Train dancers through a curriculum of classes, rehearsal processes and performance opportunities.	Artistic Dir/Staff	Ongoing
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Task 1	Add partnering experience through guest artist mini-residency		FY 2006
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Task 2	Increase modern dance performance opportunities			Ongoing	
Tactic 3	• Encourage dancers to seek advanced training at professional schools during the summer.	Artistic	Dir/Staff Finance Comm	Ongoing	
Tactic 4	• Host guest artist residencies to familiarize SDT dancers with professional dance world and to expose them to a variety of dance instructors.	Artistic	Dir/Staff Finance Comm Marketing Comm	Ongoing	
Task 1	Sponsor Summer Intensive Workshop featuring highly qualified guest instructors for dancers from the regional area.			Ongoing	
Task 2	Explore master class opportunities with Firefly and other area dance presenters.				
Task 3	Contract guest choreography for concert performances.			Ongoing	
Tactic 5	• Increase financial assistance program for dancers who seek training opportunities.	Scholarship Comm	Artistic Dir Financial Dev. Comm	Ongoing	
Tactic 6	• Explore building a relationship with local healthcare re: dancer health, injuries.	Company Dev Comm		FY 2007	providers
Strategy 2	Maintain a Touring Ensemble to provide performing opportunities for non-company, adult dancers.				
Tactic 1	• Recruit highly-qualified adult dancers to participate in the Adult Ensemble.	Artistic	Dir/Staff Marketing Comm	Ongoing	
Tactic 2	• Develop full array of programs including tours, lecture/demonstrations, and movement workshops in the schools and neighborhood centers.	Programming Comm	Artistic Dir/Staff Company Assistant	Ongoing	
Tactic 3	• Review tour fees for Adult Ensemble outreach programs.	Marketing Comm	Artistic Director Programming Comm	Ongoing	
Strategy 3	Maintain a professional staff of artistic and technical personnel.			Ongoing	
Tactic 1	• Recruit and employ highly-qualified artists for all artistic and teaching positions.	Artistic Dir		Ongoing	Finance Comm
Task 1	Develop a full-time teaching staff				FY 2006
Tactic 2	• Recruit and employ highly-qualified individuals for technical positions.	Artistic Dir		Ongoing	Finance Comm
Tactic 3	• Add music accompanists for company classes	Artistic Dir		FY 2006	Finance Comm
Strategy 4	Provide high-quality dance programming for regional audiences.				
Tactic 1	• Continue to offer concert season to an expanding dance audience.	Programming Comm		Ongoing	

Tactic 2 ●	Continue to target preschool – K-6 school children through Nutcracker and Spring Youth Concerts.	Educ. Outreach Comm	Ongoing
Tactic 3 ●	Implement K-6 school touring program. (Adult Ensemble)	Educ. Outreach Comm Artistic Dir/Staff	Ongoing
Tactic 4 ●	Develop special programming elements to celebrate 30th Anniversary Year	Programming Comm Artistic Dir/Staff	FY 2003
Task 1	Research performance/residency by major national touring company.		FY 2006
Task 2	Research guest choreography		FY 2006
Tactic 5 ●	Specifically target families throughout the concert season.	Marketing Comm	Ongoing
Task 1	Determine what percentage of SDT's audience is families and how they have been reached in the past.		FY 2007
Task 2	Explore new family oriented publicity avenues (high school newspapers, advocacy groups' newsletters).		FY 2007
Task 3	Explore possibility of offering a "family discount" or "family rate" to the Nutcracker or to the least attended Nutcracker performance.		FY 2007
Task 4	Work with the Committee for Diversity in Dance to target family groups to whom SDT could offer greater discounts.		FY 2007
Tactic 6 ●	Develop new in-school programs for K-6 as recommended by Educational Outreach research	Programming Comm Artistic Director	Ongoing
Task 1	Explore movement residencies		
Tactic 7 ●	Develop programs which will tour to urban neighborhood centers, hospitals, and nursing homes as recommended by Educational Outreach Committee.	Programming Comm Artistic Dir/Staff	FY 2007
Tactic 8 ●	Investigate feasibility of adding a fall perf. opportunity in collaboration with a touring modern company.	Programming Comm Artistic Dir	Ongoing
Tactic 9 ●	Research Jr. High and High school programming needs.	Educ. Outreach Comm Artistic Dir	FY2002
Tactic 10 ●	Develop dance program for Junior High and High School students as recommended by Educational Outreach Comm.	Programming Comm Artistic Dir	FY2003
Strategy 5	Develop cooperative and innovative programs with other cultural arts institutions.		
Tactic 1 ●	Continue cooperative/advisory relationships with Firefly Festival to coordinate touring dance companies' residencies and master classes.	Artistic Director Company Assistant Programming Comm	Ongoing
Tactic 2 ●	Continue collaborations with the South Bend Symphony	Programming Comm	Ongoing

	Orchestra.	Artistic Dir	
Tactic 3 ●	Continue participation in community events for children.	Programming Comm Artistic Dir	Ongoing
Tactic 4 ●	Continue participation in Very Special Arts Festivals. (Adult Ensemble)	Programming Comm Artistic Director	Ongoing
Tactic 5 ●	Continue to investigate feasibility of collaborations and exchanges with other dance programs.	Programming Comm Artistic Dir	Ongoing
Tactic 6 ●	Investigate hiring dancers (esp. male dancers) from other regional dance companies in Indiana.	Programming Comm Artistic Director	Ongoing
Tactic 7 ●	Investigate ways to cooperate with South Bend Her. Foundation and the Charles Martin Youth Center	Comm for Diversity	Ongoing
Task 1	Maintain liaison on board/planning committee for Charles Martin Youth Center		
Tactic 8 ●	Research the possibilities of collaborations with area historical and art museums.	Marketing	Ongoing
Tactic 9 ●	Research other non-traditional sites for dance collaborations.	Marketing	Ongoing
Strategy 6	Develop and maintain a network of relationships with professional artists on the local, regional and national level.		
Tactic 1 ●	Continue to use highly-qualified guest artists in <i>The Nutcracker</i> , Spring Concert and ExperiDance.	Artistic Dir Programming Comm	Ongoing
Tactic 2 ●	Continue to seek highly-qualified instructors to lead the Summer Intensive Workshops.	Artistic Dir Programming Comm	Ongoing
Tactic 3 ●	Seek highly-qualified choreographers to expand the repertoire of SDT.	Artistic Dir Programming Comm	Ongoing
Tactic 4 ●	Maintain contacts with past guest artists to generate new leads.	Artistic Dir	Ongoing
Awareness	-- Build public awareness of Southold Dance Theater, its programs, and its impact upon the cultural scene of Michiana.		
Strategy 1	Develop a plan to build public awareness of Southold Dance Theater, its mission and worth to the community.		
Tactic 1 ●	Incorporate the mission statement and organizational goals into all literature which is developed to promote the Programs of SDT.	Full Board	Ongoing
Tactic 2 ●	Strengthen communication with local media that may understand and cover the full range of programs offered by SDT.	Marketing Comm	Ongoing
Task 1	Continue to work with the Chamber of Commerce to include SDT's concerts in the Convention and Visitors Bureau calendars of events and other info outlets.		

- Tactic 3 • Continue to forge and strengthen partnerships with local school corporations. **Educ. Outreach Comm** Ongoing
- Tactic 4 • Develop and maintain mailing lists of different constituencies. **Marketing Comm** Ongoing
- Tactic 5 • Review efficacy of logo and other major media graphic images. Are they unnecessarily gender, race or ethnic specific? **Marketing Comm** Ongoing
- Tactic 6 • Clearly define each element of the organization, define success for each element and how it serves the mission. **Strategic Plan Comm** FY 2006
Artistic Dir
Full Board
- Tactic 7 • Educate members of the board of directors as to the purpose and mission of SDT, and board responsibilities. **President** Ongoing
Artistic Dir
- Task 1 Develop a handbook for all board members FY 2006
- Task 2 Conduct an orientation session for new board members FY 2006
- Tactic 8 • Develop new promotional materials to spread the word of SDT. **Marketing Comm** Ongoing
Strategic Planning Comm
Financial Dev Comm
- Tactic 9 • Include SDT concert season info in area university publications and student orientation packets. **Marketing Comm** Ongoing
- Tactic 10 • Recognize graduating SDT high school seniors at their Honor convocations through proclamations/presentations of gifts. **Marketing Comm** Ongoing
Company Develop. Comm
- Tactic 11 • Develop a presentation for clubs/organizations to promote understanding of SDT, its mission and benefits to the community. **Marketing Comm** FY 2007
- Tactic 12 • Gain recognition for Southold's status as premiere dance company in the Michiana region. **Marketing Comm** Ongoing
- Strategy 2 Develop a plan to target specific underserved populations to build awareness of Southold Dance Theater.
- Tactic 1 • Identify those populations that are underserved. **Comm for Diversity** Ongoing
- Task 1 Develop working list of underserved populations which include:
Economically Disadvantaged, Blue-collar family members, Men, African Americans, Hispanics, Physically Challenged, Hispanics, Senior Citizens, Members of the neighborhood surrounding Colfax Cultural Center.
- Task 2 Decide into which levels of the organization we should be trying to bring each underserved group. The levels of the organization are defined as: Pre-apprentices, Apprentices, Company Members, Adult Ensemble, Audience, Volunteers, Board Members.
- Tactic 2 • Develop a campaign specifically designed to reach each underserved population at each level where we wish to increase **Comm for Diversity** Ongoing

representation.

Task 1 Get current demographic mix of Dancenter and other area schools to determine norms.

Task 2 Identify ways to encourage underserved groups to become involved in SDT programs.

- A) Economically Disadvantaged persons to be present at each level of the org. Ongoing
 - 1. Contact South Bend Heritage
 - 2. Contact South Bend Housing Authority
- B) People with blue-collar family backgrounds to be present at each level of of the org. Ongoing
- C) African Americans to be present at each level of the org. Ongoing
 - 1. Contact Jeff Gibney, Gladys Muhammad (South Bend Heritage Foundation)
 - 2. Contact and meet with Women in Motion
 - 3. Contact Urban League
- D) Physically Challenged to be present in the organization as they can. FY 2005
 - 1. Blind – Indiana School for the Blind 317-253-1481
 - 2. Hearing Impaired – IN School for the Deaf 317-924-4374, Norma Thornburg, Jerry Vogel
 - 3. Wheelchair bound – Look for support org.
 - 4. Mentally handicapped – Logan Center
- E) Senior Citizens to be present as audience, volunteers and board. Ongoing
 - 1. Leighton Center
 - 2. St. Joe Med Center Life Stages
 - 3. Senior Life magazine
 - 4. Jeff Gibney
- F) The neighborhood to be present at each level of the org. Ongoing
- G) Men FY 2007
 - 1. Develop a list of educators, especially males, who can meet with us to help form an approach to encourage participation by young men in dance.
 - 2. Offer a ballet class for area athletes. FY 2006

Task 3 Compile list of programs currently offered by Southold to address these issues.

Task 4 Investigate application for Broadway Theatre League **Fin Dev. Comm** Ongoing which targets disadvantaged youth.

Task 5 Work with one or more of the Notre Dame Center for **Marketing** FY 2006 Social Concerns student service groups to bring a sizable **Comm for Div** group of disadvantaged children to the Nutcracker.

Task 6 Investigate possibility of working with ND or SMC dorms **Marketing** FY 2006 to finance tickets to The Nutcracker for groups of **Comm for Div** disadvantaged children.

Task 7 Maintain contacts with organizations representing **Marketing** Ongoing underserved populations who attended past Nutcrackers **Comm for Div** on free or reduced price tickets or who expressed an interest in doing so.

Education – Strengthen education in dance as an art form for individuals of all ages.

Strategy 1 Aid local committees/educators in developing a comprehensive plan (K through 12) for literacy in the art of dance.

Tactic 1 • Identify ways to help implement literacy goals. **Programming Comm** FY 2005

Strategic Planning

Strategy 2	Increase programming to local schools.		
Tactic 1 ●	Increase Adult Ensemble presence in the schools through appropriate programming.	Educ. Outreach Comm Artistic Staff	Ongoing
Tactic 2 ●	Develop lecture/demonstrations for varying educational levels to travel to local schools.	Programming Comm Artistic Staff	Ongoing
Tactic 3 ●	Prepare and revise/update study guide materials to accompany school programs.	Educ. Outreach Comm	Ongoing
Strategy 3	Develop a docent program		
Tactic 1 ●	Research feasibility of program and make recommendations to Programming Comm.	Educ. Outreach Comm Programming Comm	FY 2007
Tactic 2 ●	Develop and implement program.	Programming Comm Artistic Staff	Ongoing
Strategy 4	Develop new ways to enhance the concert experience For SDT audiences.	Programming Comm	Ongoing
Strategy 5	Develop new ways to educate parents, teachers and others who with youth as to the benefits of dance participation.	Educ. Outreach Comm	Ongoing

Participation -- Increase participation in Southold Dance Theater at every level of the organization.

Strategy 1	Develop a plan to increase the number of volunteers participating in the organizations.		
Tactic 1 ●	Increase the pool of potential board members.	Nominating Comm	Ongoing
Tactic 2 ●	Increase the number of volunteers in the organization.	Planning Comm Volunteer Coordinator	Ongoing
Tactic 3 ●	Identify volunteer needs of the organization.	Planning Comm	Ongoing
Tactic 4 ●	Identify and assign volunteer coordination duties to Staff personnel.	Personnel	FY 2006
Strategy 2	Develop a plan to increase audience, especially for repertory programs.		
Tactic 1 ●	Continue partnership with South Bend Tribune for printing and publicity help.	Marketing Comm Financial Dev Comm	Ongoing
Task 1	Review and revise list of materials currently printed by SB Tribune.		
Task 2	Submit new list to Tribune for discussion and approval.		
Task 3	Establish a calendar of submission dates to Tribune, with adequate lead times for both parties.		

- Task 4 Intensify efforts to honor submission dates to maintain the Tribune's goodwill.
- Task 5 Continue to cultivate the contacts at the Tribune.
- Task 6 Develop a method of thanking responsible Tribune managers and employees for their help.
- Tactic 2 • Update SDT mailing list with other arts org. mailing lists. **Marketing Comm** Ongoing
- Tactic 3 • Develop mailing list of all who attend season concerts. **Marketing Comm** Ongoing
- Tactic 4 • Investigate the feasibility of a season ticket campaign. **Marketing Comm** Ongoing
- Task 1 Develop an incentive for buying a season ticket.
Possibilities: Reduced price – Free Experidance Tickets – Choice Seating – Free Sweatshirt – none
- Tactic 5 • Obtain in-kind donations of air time from Channels 16, 22, and 28. **Marketing Comm** Ongoing
- Tactic 6 • Expand and continuously update poster distribution sites. **Marketing Comm** Ongoing
- Tactic 7 • Find effective ways to market concerts through improved graphics and design elements. **Marketing Comm** Ongoing
- Tactic 8 • Develop a partnership with each high school newspaper to highlight individuals from high schools who are dancing and to promote events. **Marketing Comm** Ongoing
- Task 1 Target high schools for reduced price student tickets.
- Tactic 9 • Investigate new and creative incentives for students, clubs and organizations to attend concert programs. **Marketing Comm** Ongoing
- Task 1 Contact Home School Associations for distribution of information.
- Task 2 Work with Programming Committee to develop lecture/demonstration or mini-performance at targeted schools/other sites.
- Tactic 10 • Develop a group sales program for performances. **Marketing Comm** Ongoing
- Task 1 Repeat Nutcracker and Family Concert flyer distribution to Girl Scout leaders in the four area councils to attract large group sales at reduced ticket prices.
- Task 2 Explore similar group sales efforts with agencies that serve youth such as Campfire, 4-H, Boy Scouts, Boys & Girls Clubs.
- Task 3 Identify high school and college credit programs that require attendance at cultural events. Ongoing
- Task 4 Explore group sales/special promotions to attract senior citizens groups to concerts. FY 2007
- Tactic 11 • Continue to refine Box Office procedures and ticket policy. **Marketing** Ongoing

Task 1 Determine guidelines for Nutcracker mail orders and phone orders.

Task 2 Determine cost benefits/efficiency of in-house box office vs. outside service. FY 2006

Strategy 3 Implement a plan to increase the number of dancers.

Tactic 1 • Continue to evaluate policy of inviting dancers to join the company and apprentice programs and make recommendations for improvements. **Company Dev Comm** Ongoing
Art Director

Task 1 Identify reasons for attrition of students at earlier ages.

1. Cost
2. Time commitment
3. Travel time
4. Location

Task 2 Identify and develop relationships with all schools in the region which may be considered feeder schools for pre-apprentice and apprentice programs. Ongoing

Task 3 Identify benefits and reasons for children to study dance. Ongoing

Task 4 Develop a brochure that explains company training regimen and commitment/responsibilities of dancers. FY 2007

Tactic 2 • Evaluate the SDT relationship with feeder dance schools **Company Dev Comm** Ongoing

Task 1 Determine maximum participation level and corresponding teacher needs.

Task 2 Evaluate whether SDT should continue to be dependent on feeder schools and Dancer or should SDT offer its own classes.

Tactic 3 • Increase dancers for pre-apprentice program through improved communication/publicity of public audition process. **Marketing Comm** FY 2006

Tactic 4 • Publicize Summer Intensive Workshop throughout the region to encourage participation by more dancers not involved in SDT programs. **Marketing Comm** Ongoing

Tactic 5 • Continue to fund Exploring Dance program to involve culturally diverse children in dance. **Comm for Diversity** Ongoing
Company Dev Comm

Task 1 Investigate establishing additional satellite classes at alternative/outreach sites like neighborhood schools, YMCA, etc. FY 2007

Tactic 6 • Develop ways to recognize dancers for their achievements at their respective schools through awards and other means, i.e. dance letter jackets. **Company Dev Comm** Ongoing
Market Comm

Tactic 7 • Encourage company dancers to take on an advocacy role in their association with young dancers in Nutcracker and to be supportive of their efforts to work hard. **Company Dev Comm** Ongoing

Strategy 4 Identify workload and corresponding administrative staff needs.

Tactic 1 • Review current staffing structure positions and make recommendations regarding personnel changes/additions. **Personnel Comm** FY 2007

Tactic 2	● Identify sources which fund general operating expenses.	Financial Dev Comm	Ongoing
Tactic 3	● Continue to fund part-time volunteer coordinator.	Executive Comm	Ongoing
Tactic 4	● Add an executive director.	Executive Comm	Ongoing
Tactic 5	● Hire a bookkeeper.	Executive Comm	FY 2006
Tactic 6	● Add a marketing director.	Executive Comm	Ongoing
Tactic 7	● Add a development director.	Executive Comm	Ongoing
Tactic 8	● Implement a staff performance evaluation	Executive Comm	FY 2006
Strategy 5	Increase staff and office efficiency by providing necessary computer/communications/other equipment.		
Tactic 1	● Study current equipment/software needs and make recommendations for purchase.	Finance Comm	FY 2006
Tactic 2	● Identify funding options for short-term and long-term needs.	Fianace Comm	FY 2006
Tactic 3	● Improve donor tracking systems.	Finance Comm	FY 2006
Strategy 6	Increase paid artistic and technical staff to meet the growing needs of company.		
Tactic 1	● Identify funding sources which fund general operating expenses.	Executive Comm	Ongoing
Tactic 2	● Hire a highly-qualified stage manager for all performances.	Artistic Dir Finance Comm	Ongoing
Tactic 3	● Add a production manager for all performances.	Artistic Dir Finance Comm	Ongoing
Tactic 4	● Add a lightning designer/director for all performances	Artistic Dir Finance Comm	Ongoing
Tactic 5	● Add teaching staff for apprentice and pre-apprentice programs as needed.	Artistic Dir Finance Comm	Ongoing
Tactic 6	● Add wardrobe manager to assist the costume designer.	Artistic Dir Finance Comm	FY 2007
Strategy 7	Increase the number of men involved in performance.		
Tactic 1	● Offer a boys/mens class to those participating in The Nutcracker.	Company Dev Comm Artistic Dir	FY 2007
Tactic 2	● Coordinate efforts with Committee for Diversity	Company Dev Comm	Ongoing

in Dance.

Tactic 3 ●	Investigate possibility of having an ongoing mens class.	Company Dev Comm Artistic Dir	FY 2007
Strategy 8	Decrease the financial burden on company dancers.		
Tactic 1 ●	Review class fee structure for apprentice and pre-apprenticeship programs	Company Dev Comm Finance Comm	Ongoing
Tactic 2 ●	Eliminate class fees for company dancers.	Company Dev Comm Finance Comm	Ongoing
Tactic 3 ●	Develop allowance for pointe shoes.	Company Dev Comm Finance Comm	FY 2007
Tactic 4 ●	Buy all pointe shoes for company dancers.	Company Dev Comm Finance Comm	Ongoing

Development – Provide the necessary financial resources to maintain ongoing and future programs and Services.

Strategy 1	Develop a plan to increase citizen, business and foundation financial participation.		
Tactic 1 ●	Continue to identify underwriters for each of the major concerts.	Financial Dev Comm	Ongoing
Tactic 2 ●	Look at corporate sponsorship to create a Family Night at Nutcracker or sponsorship of Family Concert.	Financial Dev Comm Marketing Comm	
Task 1	Identify potential sponsors.		
Task 2	Consult with Tribune to see if there is a conflict.		
Tactic 3 ●	Increase small to medium size company participation in annual corporate fund drive, Business Alliance for Dance.	Financial Dev Comm	Ongoing
Task 1	Review benefit package offered to contributors at different levels of support.		FY98
Task 2	Double current giving level of \$2,800.		FY 2007
Tactic 4 ●	Increase annual fund drive contributions through the <i>Keep Our Dancers on Their Toes</i> Spring Campaign.	Financial Dev Comm	Ongoing
Tactic 5 ●	Expand the endowment program.	Financial Dev Comm Finance Comm	Ongoing
Task 1	Expand an endowment program		
Task 2	Review procedures/policies for annual disbursement.		
Task 3	Meet the Challenge grant required to form an	Executive Comm	FY 2006

Organizational endowment within the Community Foundation of St. Joseph County.

Task 4	Continue to build existing endowment funds.	Financial Dev Comm	Ongoing
Tactic 6 •	Work with Marketing to establish a firm plan to thank and reward corporate and individual patrons with complimentary tickets for the entire concert season.	Financial Dev Comm Marketing	Ongoing
Task 1	Identify appropriate giving levels and match them with appropriate number of tickets and/or other benefits.		
Task 2	Review procedure for distribution of comp/patron tickets and preferred seating policies.		
Task 3	Review timetable of letters to patrons offering complimentary tickets to ensure timely delivery of tickets.		
Tactic 7 •	Increase profitability of Holiday Walk Fundraiser through underwriting and sponsorships.	Financial Dev Comm	Ongoing
Tactic 8 •	Increase profits of Nutcracker Nostalgia by increasing number of patrons and decreasing expenses through corporate underwriting.	Fin. Dev Comm	Ongoing
Tactic 9 •	Establish spring annual fundraiser to help increase Revenues and expand awareness of Southold Dance Theater.	Fin. Dev Comm	FY 2006
Tactic 10 •	Investigate the feasibility of a planned-giving program.	Fin. Dev Comm	Ongoing
Strategy 2	Maintain and identify new support by private citizen, business and government agencies increase funding programs that reach into the school systems and introduce the art of Dance to students of all ages.		will
Tactic 1 •	Continue grant funding of in-school programs.	Financial Dev Comm	Ongoing
Tactic 2 •	Identify new funding options for school programs.	Financial Dev Comm	Ongoing
Task 1	Contact school corporation i.e. South Bend Educational Foundation		
Tactic 3 •	Identify foundations and government agencies interested in educational alternatives.	Financial Dev Comm	FY 2007
Tactic 4 •	Develop potential donor list.	Financial Dev Comm	Ongoing
Strategy 3	Seek private citizen, business and government partnerships to increase funding for dance scholarship/financial assistance programs.		
Tactic 1 •	Investigate and identify funding sources for a Scholarship program to support all levels of Dance training.	Company Dev Comm Fin. Dev Comm	Ongoing
Tactic 2 •	Investigate increasing endowment funding to	Company Dev Comm	Ongoing

	generate scholarship money for all levels of dance training.	Fin Dev Comm	
Strategy 4	Seek out funding options for senior citizen programs.	Financial Dev Comm	Ongoing