



MARIN BALLET STRATEGIC PLAN 2005

*Enhancing
Building
Supporting
Improving
Expanding
Focusing*



MARIN BALLET

INTRODUCTION

This Strategic Plan sets forth a series of ambitious and at the same time realistic goals Marin Ballet will pursue in the next 3 – 5 years. The Plan builds upon the strengths and values of Marin Ballet and provides a platform for the future of Marin Ballet’s programs, its faculty and staff, the school community, the physical plant, and the school’s financial stability through enhanced development and marketing efforts. Marin Ballet’s Board of Trustees formulated this Strategic Plan over a two-year period in collaboration with the school’s Executive Director, Artistic Director, faculty, staff, and parents. The implementation of this Plan will depend upon the community’s continued support and involvement.

MISSION AND STATEMENT OF PURPOSE

MISSION

The mission of Marin Ballet is to provide excellent dance training and education, and to promote the art of dance.

PHILOSOPHY

Marin Ballet offers:

- A comprehensive curriculum based in classical ballet, but with exposure to a variety of dance idioms.
- A variety of performance opportunities to awaken awareness of the performing arts and creativity in our students as well as the community.
- A commitment to nurturing potential in our students at every level of interest and ability.
- A dedicated faculty and staff, as well as collaboration with the Bay Area dance community at-large.
- An education in dance that positively impacts our students in the areas of focus, discipline, accountability, self-esteem and satisfaction through achievement.

THE MARIN BALLET DIFFERENCE

Marin Ballet is an organization of distinction. Since its founding in 1963, the school has been a leader in promoting the art of dance in the community, where dancers not only receive excellent ballet instruction, but enjoy a spirit of camaraderie and belonging as well. Both career-aspiring and recreational dancers train side by side, in classrooms where lifelong friendships are formed, healthy lifestyles are encouraged, and an enduring love of the performing arts is cultivated.

The open and nurturing environment at Marin Ballet fosters ingenuity and joy, apparent in the studios and from the stage.

Our commitment to exceptional performance opportunities, high-caliber production values, first-rate choreography, and the infusion of live music within the curriculum makes Marin Ballet a unique place to study and a unique place to grow.

Our community outreach programs extend the spirit of Marin Ballet beyond our walls and bring the excitement of dance to our neighbors, friends, and families.

We are proud of the role we play in promoting the art of dance in our community.

ENHANCING PROGRAM

Over the past five years, Marin Ballet's Artistic Director and the faculty have developed a thorough and well-designed training syllabus for the students. The syllabus is the central tenet for teaching at the school and is continually being refined and upgraded.

In keeping with the school's Mission and Purpose, and in the context of having a solid training syllabus in place, there are five primary areas of focus for refining and enhancing the Program offering at Marin Ballet. These focus areas are Enrollment, Performance, the Summer Program, Program Evaluation and Student Support Initiatives.

GOALS

Enrollment

Ensure that the school is able to maintain a stable pyramid of students with a maximum size of 350 – 400 students.

Marin Ballet must continue to enroll a steady stream of new students who form the base of the enrollment pyramid. Marin's demographic trends indicate that it will be important for the organization to determine how to attract and retain an increasingly diverse student body.

- Establish our own or partner programs at other locations throughout our market area to act as a reliable feeder system for the base of the student pyramid.
- Create a range of marketing materials designed to educate parents of prospective students about selecting movement and dance programs, as well as to promote the strengths of Marin Ballet.
- Explore new programs with the objective of increasing ethnic and racial diversity.
- Continue to welcome students from other dance schools who want to pursue serious dance instruction within our program and standards.

Performance

Maintain a classical two-act *Nutcracker* ballet production and continue to provide other performance opportunities throughout the year, regularly commissioning new works to enhance the program.

The opportunity for students to participate in high quality performances is something that sets Marin Ballet apart from other schools. For over 40 years, *Nutcracker* has been the heart of the Marin Ballet performance program. Performance opportunities enable students to broaden their levels of technique, improve self-confidence, focus and discipline, and learn about theater craft. Marin Ballet's performances also provide professional development opportunities for staff, strengthen the school's relationship with the community at large, and solidify the parent and donor base.

- Refine and refurbish parts of Marin Ballet's *Nutcracker* to ensure a continuous process of tailoring and crafting the performance to the skills of the current students and to increase audience interest. This may include such elements as new choreography, updated sets and costumes and collaboration with other schools.
- Evaluate the need for other artistic initiatives as they are deemed to fit the overall program objectives – examples of such performances currently in place are Julia Adams' *A Midsummer Night's Dream*, Balanchine's *Serenade*, the annual Spring Concert and the Spring and Summer Showcases.

Summer Program

Adapt each year's summer program to the then current needs of the students and faculty.

Marin Ballet's summer session enables students to maintain and improve technique and gives them additional performance and creative opportunities. The program also provides professional development for current staff by introducing guest teachers and choreographers, which infuses new methods and dance idioms into the students' training.

The Summer Program will be evaluated annually for feasibility, suitability, and implementation:

- A summer performance in quality and scope to encourage and inspire young and mid-level students.
- A student choreographic workshop.
- Outdoor summer concerts in different venues.
- A formal teacher-training program, available to other schools, based on the Marin Ballet training syllabus.

BUILDING COMMUNITY

Marin Ballet recognizes that the **school is a community** and that the school serves **the community**. To ensure the long-term vitality and relevance of Marin Ballet, we must develop the school's various constituencies, thoroughly understand the needs of the constituencies, and actively communicate with them. Marin Ballet's program will be used to support community outreach activities that will leverage the established program and facilities.

GOALS

Strengthen Marin Ballet's relationships with both internal and external constituencies.

As a community:

- Improve communication and relations with families so that they clearly understand the goals and scope of school programs and activities.
- Strengthen and expand the volunteer organization and volunteer opportunities throughout Marin Ballet.
- Vitalize and develop the alumni association so that alumni are well connected with the School and are able to participate effectively in various programs and activities.
- Encourage and strengthen the school's support of the Adult Division.

Serving the community:

- Offer annual, seasonal performances, such as *Nutcracker* and *A Midsummer Night's Dream*, as well as special local performances, collaborating with other dance organizations when possible.
- Develop an ongoing series of community participation and outreach programs that meet community needs.
- Provide education programs open to the general public.

Program Evaluation

Evaluate Marin Ballet's program in the context of the Mission and of the needs of the school's constituencies.

The ongoing improvement and responsiveness of the program depends upon having a formal process of evaluation.

- Develop procedures for obtaining and evaluating regular feedback from internal and external constituencies for each program area.

Student Support Initiatives

Provide additional support to students.

In addition to offering dance technique training, Marin Ballet is committed to helping students achieve the maximum benefit from and appreciation of the art of dance appropriate to their individual needs, abilities and personal objectives.

- Expand and enhance the educational health and wellness programs tailored to dancers at different ages, delivered in appropriate locales.
- Develop the infrastructure for creating materials for senior students to use as a postgraduate resume.
- Expand dance career counseling programs and resources.
- Enhance cross-level student mentoring opportunities.

SUPPORTING FACULTY AND ADMINISTRATIVE STAFF

As a service business, the employees are the single most important asset for executing Marin Ballet's mission.

The school is committed to attracting and retaining high quality teaching faculty and administrative staff. Marin Ballet must ensure adequate funding for appropriate employee-focused programs to remain competitive in employee recruitment and retention.

GOALS

Compensation and benefits

Implement a competitive compensation and benefits program given available resources.

Professional development

Subsidize and encourage employee participation in professional development programs and opportunities.

Performance evaluation

Develop an appropriate and systemic employee performance and evaluation process.

IMPROVING FACILITIES

The school facility houses the ongoing maintenance, and is adequate for the current operations of the school.

GOALS

Building Maintenance

Create a planned maintenance program for the building.

- Establish guidelines for annual or other periodic maintenance, and a schedule for upgrade, repair or replacement of major building elements.

Facilities Master Plan

Develop a master plan.

- Ensure that the facility provides a safe, healthy environment and meets the program needs of the school.
- Evaluate alternative uses of the building.

Offsite Facilities

Identify appropriate offsite facilities as venues for program, performances and fundraising events.

EXPANDING DEVELOPMENT

Marin Ballet has achieved a position of financial stability based on revenue from tuition, public performances, annual fundraising programs, foundation grants and corporate sponsor support. To ensure that the school has a firm foundation for its future, the school must strengthen relations with funders and develop both short and long term fundraising strategies.

GOALS

Donor Relations

Maintain and strengthen relationships with current donors and grant sources; identify and cultivate new funders.

- Increase the overall level of parent giving and augment parent participation in fundraising.
- Strengthen connections with alumni, alumni families, grandparents, and community resources.
- Develop communication programs using new marketing materials, personal contact and expanded grant writing.

Capital / Endowment

Evaluate the need for and scope of capital and/or endowment campaigns.

Planned Giving

Establish a Planned Giving Program to provide long-term support for operating, capital, endowment and scholarship funding.

FOCUSING MARKETING AND COMMUNICATIONS

Marin Ballet has extensive marketing and communications activities, which support the school's programs and constituencies. In order to ensure that Marin Ballet's marketing and communications continue to be effective, Marin Ballet must develop an overall marketing and communications plan.

GOALS

Establish a comprehensive marketing and communications plan.

- Review current marketing and communications activities to evaluate effectiveness.
- Solicit regular feedback from Marin Ballet's constituencies.
- Identify the competitive differences among dance programs in our market area.
- Develop materials that clearly and compellingly articulate Marin Ballet's purpose, role in and contribution to the community.



MARIN BALLET

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