



# 2019-2021 Strategic Plan

## EXECUTIVE SUMMARY

Project Ballet is a non-profit that combines world class ballet instruction and onsite college preparatory academics. Our organization experienced an extraordinary period of enrollment growth from 2015-2018. This two year Strategic Plan aims to grow other aspects of our organization to meet the needs of our burgeoning enrollment.

The Strategic Plan can be summarized into three primary goals:

1. Advance the operational sustainability of the organization by leveraging financial and influential resources for continued support and growth.
2. Expand individual awareness and recognition of the organization for increased support both with internal and external stakeholders.
3. Lead and develop students to their fullest individual abilities through a culture of student value.

## MISSION

**Providing superior ballet training for our region's youth.**

## VISION

**To provide world class ballet instruction with devotion to unwavering personal excellence.**

## VALUES

- **World Class Ballet Instruction**
- **Integrated Learning Environment**
- **Fostering Collective Excellence**
- **Personalized Development Path**

## **Goal 1: Advance the operational sustainability of the organization by leveraging financial and influential resources for continued support and growth.**

1. Diversify Revenue Sources
  - a. Foundation Support
    - i. Secure two grants for general operating support - preferably something that can potentially be renewed annually.
    - ii. Secure two project based grants to sponsor major expense areas such as guest teachers, performances or technology.
  - b. Corporate Sponsorship
    - i. Corporate Sponsorships will maintain a 5% share of annual operating budget.
  - c. Performance Revenue
    - i. Move the Nutcracker to the Embassy Theater starting with the 2019 season to establish a more prominent and visible production.
    - ii. Form a committee to investigate the options of touring Project Ballet and the subsequent budget ramifications.
  - d. Academic Conservatory tuition through conversion
    - i. Increase pipeline students to 75% of total Academic Conservatory enrollment.
    - ii. Become accredited by 2021.
2. Culture of Philanthropy
  - a. Nurture Individuals
    - i. Increase to have between 6-8 major annual donors.
    - ii. Cultivate relationships and increase communication with donors.
    - iii. Grow annual fund campaign to 1% of annual budget.

3. Board/Committee/Governance
  - a. Focus on fundraising
    - i. Require an annual contribution from all board members.
    - ii. Engage board members to have a more substantial role in fundraising.
  - b. Fund development committee
    - i. Create a permanent Fund Development Committee and charter.
4. Increase Capacity
  - a. Increase reserve to \$60,000
  - b. Maintain a healthy budget that better manages cash flow.
  - c. Have our first internal audit completed for the July 2019-June 2020 fiscal year.

**Goal 2: Expand individual awareness and recognition of the organization for increased support both with internal and external stakeholders.**

**Internal**

1. Increase Children's Division Communication
  - a. Create welcome packet.
  - b. Increase follow-up communication.
  - c. Target communication to Children's Division families to increase attendance at events.
  - d. Provide incentives for current families that will lead to conversion.
2. Inter-Department Communication
  - a. Coordinate and integrate communication between departments.
3. Balanced Communication Between Parents, Staff and Students
  - a. Increase direct student communication
  - b. Ensure 100% of Academic Conservatory students have a personal understanding of the five attributes of college and career readiness.

**External**

4. Clarify Story/Value For Prospective Students
  - a. Create a more compelling case statement.
  - b. Streamline website to better reflect presence and purpose of Academic Conservatory.
  - c. Increase social media representation of Academic Conservatory programs.
5. Prospective Audience Members
  - a. Increase audience knowledge of performances and events.
  - b. Better engage local dance studios, dance companies and universities.
  - c. Increase budget for marketing to reflect 5% of overall operating budget.

**Goal 3: Lead and develop students to their fullest individual abilities through a culture of student value.**

1. Sustain a feeling of student value
  - a. Increase opportunities for engagement
    - i. Build a sense of community through extra curricular activities that are not ballet or academic related.
  - b. Increase opportunities for health and wellness
    - i. Increase frequency of wellness initiatives
    - ii. Create and implement formal plan for staff to report concerns and follow-up with individual student physical or mental health.

**STRATEGIC PLANNING COMMITTEE**

Craig Crook & Alison Gerardot, Co-Chairs

Carolyn Brody, Lauren Dini, Steve Doepker, Jennifer Frank, Beth McLeish,  
Heather Miller, Hilary Schoedel, Michelle Straessle, Dan Swartz