



MARIN BALLET
Strategic Plan
2018

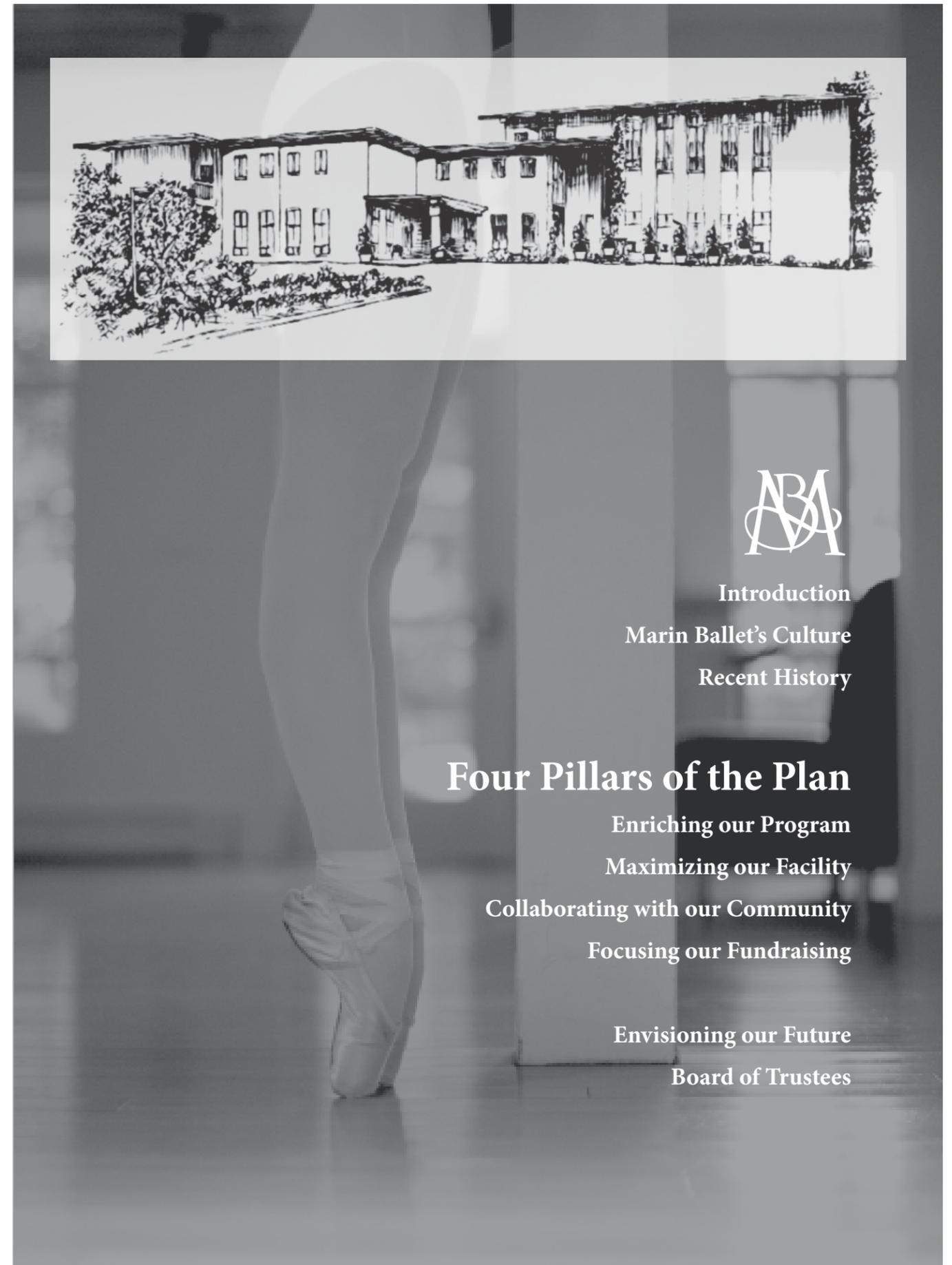


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Introduction

In February 2016, at the invitation of the Board of Trustees, Marin Ballet's Artistic Director shared a Vision Statement for the organization. This inspiring, long-term view envisions Marin Ballet as a beacon for the art community in Marin, and encourages bold investment in facility and campus upgrades over the years ahead.

In May 2017, the Marin Ballet Board of Trustees adopted the Strategic Plan 2018. Inspired by Artistic Director Cynthia Lucas' vision statement, and formulated in collaboration with the Executive Director, Artistic Director, faculty, staff and parents, the Strategic Plan 2018 outlines aspirational goals in four pillars of the Marin Ballet experience: Program, Facility, Community, and Fundraising. Success in these four areas will allow Marin Ballet to continue to fulfill its mission and strengthen its commitment to serve the Marin Ballet community. The Board of Trustees looks to future Boards and Staff to implement the Strategic Plan 2018 over a five-year period, culminating with the organization's 60th Anniversary in February 2023.

Vision

Be a beacon for art in the community and invest in the facility to showcase the quality and training at Marin Ballet.

Mission

Marin Ballet's mission is to provide excellent classical ballet training and education, and to promote the art of dance.

Marin Ballet Offers:

- comprehensive classical ballet training with exposure to a range of dance idioms
- a variety of performance opportunities to engage the broader community
- dedicated faculty, staff, and musicians, infused with artistic collaborators
- a commitment to supporting and mentoring the motivated dancer
- an education in dance that positively impacts students in the areas of self-discipline, accountability, focus, self-esteem, and satisfaction through achievement





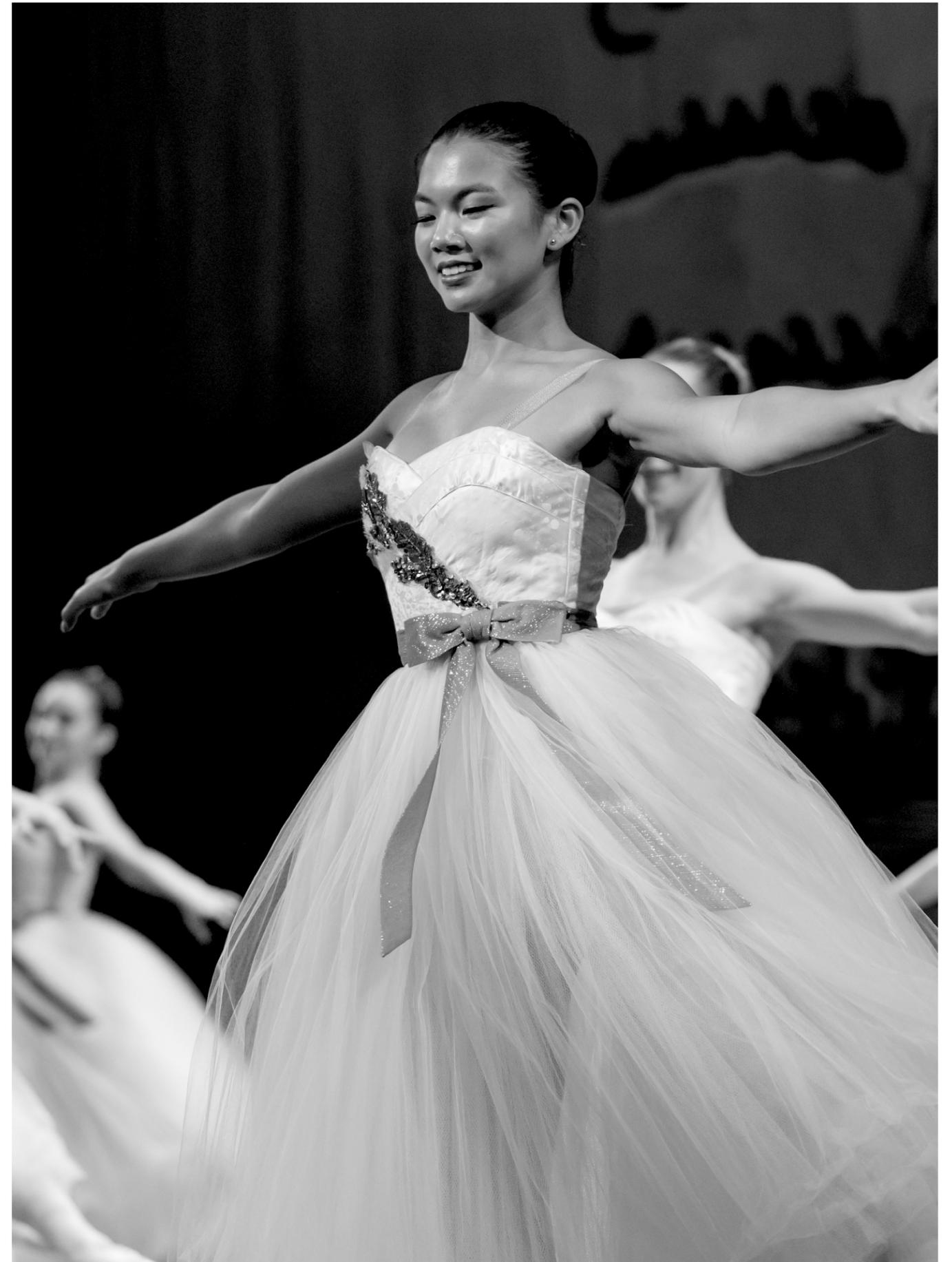
Marin Ballet's Culture

The culture of Marin Ballet is distinct. We are committed to educating classical ballet students of all ages, presenting high-quality performance opportunities, and providing excellent ballet training that produces confident and dedicated ballet dancers.

Marin Ballet's standard of excellence begins in the studio. The Marin Ballet syllabus informs the training process, complemented by an etiquette that informs relationships inside and outside the classroom. Through consistent learning, attention to detail, and an expectation of continued progress, dancers are rewarded with improvement.

At Marin Ballet, training leads to performance. Classical ballet is an art form and the artistry of the dancers is showcased in performances throughout the year. Students are exposed to creativity through collaborating with faculty and choreographers, and the training provides dancers with the ability to achieve on stage.

Camaraderie, character, work-ethic, and increased self-esteem are by-products of the Marin Ballet experience. As students move through the school as a class, they develop lifelong friendships as well as a lifelong appreciation for the arts. Marin Ballet's comprehensive ballet education, coupled with a commitment to community, is reflected in the school's alumni and their dedication to the art of dance.





Recent History

For over 50 years, Marin Ballet has served the community of Marin County, providing classical dance training and performance opportunities for students from the North Bay and beyond. What began in the attic studio of Founder, Leona Norman, has grown into a thriving ballet school, with more than 250 students training in the beloved facility at 100 Elm Street.

Over the last decade, Marin Ballet has achieved many milestones, gaining momentum with each accomplishment. The comprehensive 2005 Strategic Plan provided concrete landmarks and goals for achievement in the school's program, facility, finances, and marketing. The 2006 Master Plan envisioned a Marin Ballet campus with a renovated lobby, expanded studios, and an enhanced theater. The Board of Trustees embarked on a capital campaign in 2007, the first of its kind at Marin Ballet, successfully funding a new *Nutcracker* production, which premiered in 2009, as well as a substantial renovation of the lobby and surrounding areas on the first floor of the school, completed in 2012. The celebratory 2012 Strategic Vision outlined the completion of the renovation project and prepared for the 50th Anniversary of Marin Ballet. The school celebrated the anniversary during the 2012/2013 school year with a season of commemorative performances, engaging alumni from all eras of Marin Ballet's history. In 2012, Marin Ballet also initiated the evaluation process to rejoin Regional Dance America after a multi-decade hiatus, and was accepted as a full-member company in 2014.

Looking ahead, Marin Ballet has an opportunity to connect with the surrounding community in new and inspiring ways through upcoming anniversaries and expansion opportunities. By enriching our program, maximizing our facility, collaborating with our community, and focusing our fundraising, Marin Ballet will continue to thrive as a premier ballet school in Marin County. The Strategic Plan 2018 renews Marin Ballet's commitment to providing and promoting the art of dance in Marin County and beyond.

Four Pillars of the Plan

Enriching our Program

Marin Ballet offers professional-level training and performance opportunities in a welcoming and engaging environment. Guided by the Artistic Director's vision and leadership, Marin Ballet's exceptional faculty provides a dance education that enables students to perform to the best of their ability, and educates students and their families in the language of classical ballet and its relationship to the arts community.

The quality of Marin Ballet's training and the standard set for students equips dancers with the tools to collaborate artistically with choreographers, musicians, and teachers. By enriching our program with artistic initiatives, seeking out performing arts partnerships, and creating new relationships within the dance community, Marin Ballet will continue to thrive and achieve at the highest level.

GOALS

- Develop an adjunct training program for students interested in pursuing dance professionally.
- Seek out viable, alternative performance venues for the upper division's spring performances.
- Commission a one-act ballet to add to Marin Ballet's repertoire.
- Explore community partnerships to include live music at Marin Ballet performances.
- Leverage Regional Dance America membership to expand student awareness of the ballet community.
- Prepare for the 60th Anniversary celebration.

Maximizing our Facility

Marin Ballet is fortunate to own its facility and to offer students of all ages a true training center for ballet. The six studios across two floors range in size, and the renovated lobby provides a comfortable space for students and families. Marin Ballet budgets annually for ongoing facility maintenance and upgrades, and is committed to caring for this important and beloved asset for future generations.

Marin Ballet's 2006 Master Plan envisions further enhancements for the school on the second floor, which will complement the renovated lobby floor below. Additional studios will provide space for supplementary training programs and classes. Exterior upgrades will complement the renovations and reflect the standard of our organization.

GOALS

- Revisit the 2006 Master Plan and refine specific expansion opportunities on the second floor.
- Embark on an outdoor beautification program for the building exterior.
- Continue to budget annually for long-term facility renewal, growth, and replacement.

Collaborating with our Community

Marin Ballet has cultivated many communities, both internal, within the walls of the facility, and external, around the county and beyond. Inside the facility, Marin Ballet engages with students, parents and grandparents, friends and alumni, and leverages their familiarity with the school to stay connected throughout the year and over the course of many years. Outside the facility, Marin Ballet's annual *Nutcracker* is a touchstone for the Marin community, and outreach efforts in schools and events engage the public throughout the year.

Whether internal or external, the connection to Marin Ballet is what drives collaborations with our community. Marin Ballet offers exemplary training, leadership, and vision that can inspire future partners, donors, and constituents to participate in our community.

GOALS

- Establish new and maintain ongoing performing arts partnerships with local organizations.
- Foster a cycle of connections to Marin Ballet through external marketing and internal events to send the students beyond the studio, and bring the public into the studio.
- Expand awareness in the parent body and greater community of Marin Ballet's distinct offerings through marketing and educational programs.

Focusing our Fundraising

The 2005 Strategic Plan outlined a dedication to fundraising and development that continues at Marin Ballet to this day. With tuition covering approximately 70% of expenses, fundraising is inherent to the financial success of the school. It is through fundraising that Marin Ballet is able to provide competitive compensation to faculty and staff, support students qualifying for financial aid, and produce a high-quality, annual *Nutcracker* performance at the Marin Civic Center.

Marin Ballet has an opportunity to elevate its fundraising as the organization looks towards its 60th anniversary. By engaging new donors and re-energizing current donors from the parent body and the community, Marin Ballet will expand its donor base and increase donor commitment to the school and its mission.

GOALS

- Create a "culture of giving" at Marin Ballet that encourages all enrolled families to donate to the Annual Fund.
- Expand *Nutcracker* Sponsorship efforts with the long-term goal of underwriting the entire production.
- Explore feasibility of a capital campaign, leading to the 60th Anniversary.



Envisioning our Future

Marin Ballet's vision for the future stretches beyond the timeline of the Strategic Plan 2018. Building on the 2006 Master Plan, the Board of Trustees envisions expanding Marin Ballet's facility to create a true campus with facilities for training and performance, featuring expanded studio space as well as a stand-alone theater in the southeast corner of the current parking lot.

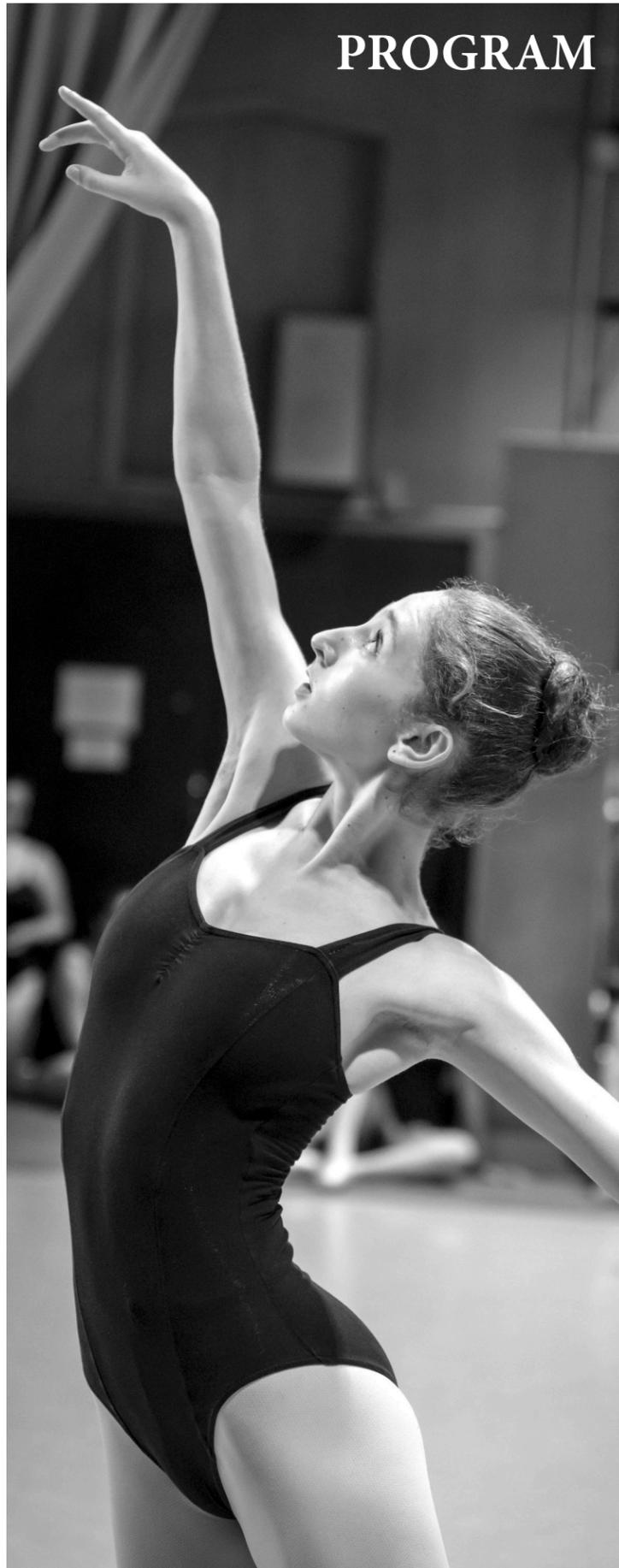
This enhanced campus would reflect the quality and training of Marin Ballet's dancers. It would offer an on-site performance venue beyond the black box theater space of Studio A, with theater-style lighting, seating, and set design capabilities. And it would re-imagine the second floor of the main building with light-filled studios, new costume storage, and upgraded facilities.

Marin County would simultaneously benefit from this expansion, filling a need for a mid-sized theater that does not exist in the surrounding area, and partnerships with performing arts organizations in the community would maximize use of the studios and theater to their fullest capacity.

By identifying and cultivating major donors, engaging Marin Ballet's team of designers, and collaborating with the broader community, the Board of Trustees and Marin Ballet's faculty and staff can work together to achieve this vision for Marin Ballet.



PROGRAM



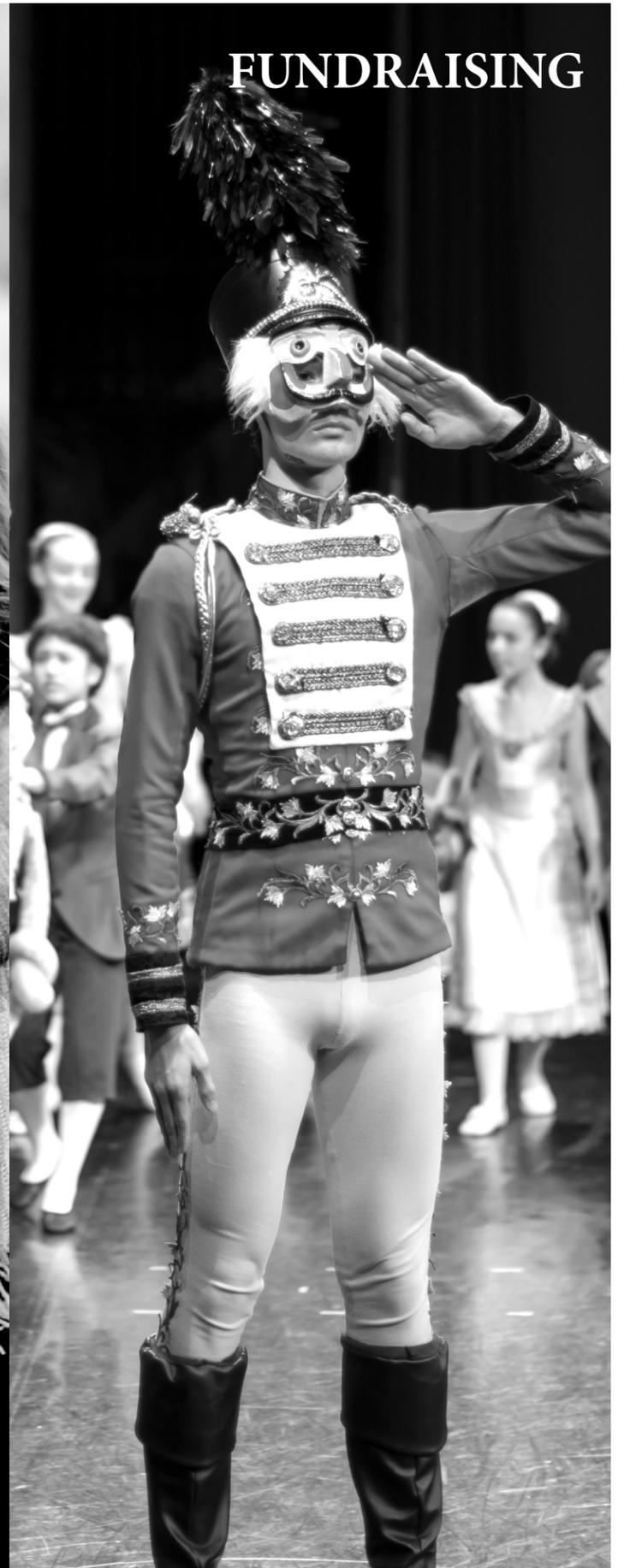
FACILITY



COMMUNITY



FUNDRAISING





Marin Ballet's vision for the future stretches beyond the timeline of the Strategic Plan 2018...

MARIN  BALLET

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*We would like to acknowledge our
Board of Trustees of 2017/18 for its
stewardship in adopting Strategic Plan 2018:*

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