

**Theatre Workshop of Nantucket**  
Board of Directors Meeting  
Monday, September 9, 2019  
Nantucket Police Department, 1<sup>st</sup> Floor auditorium, 4 Fairgrounds Road

**Directors present:** Amber Cantella, Nina Duchaine, Beth English, Ellie Gottwald, Susan Lucier, Linda Mason, Jean Doyen de Montailou, Chris Mortenson, Helene Patterson, Maria Roach

**Directors on the phone:** Kay Bernon, Jane Forman, Terry Schubach, Elaine Schwartz

**Council members present:** Carole Beller, Victoria Girvan, Peggy Kaufman, Jeff Lucier, Lisa Soeder

**Council members on the phone:** Kathy Garre-Ayars

**Staff present:** Justin Cerne, Bethany Oliver

**Welcome and Call to Order:** Board President Susan Lucier called the meeting to order at 9:04 a.m.

**Approval of Minutes of the August 5, 2019 board meeting:** Upon motion duly made and seconded, the minutes were approved by unanimous vote.

### **President's Remarks**

- Strategic plan. We formed a small Project Team (Justin, Bethany, Chris, Ellie, Jeff, Amber and me), and we'll be setting up task forces to focus on specific goals. Met with David Mallette on August 15 (via Skype) to discuss strategy: "How is the organization going to move toward its vision while fulfilling its mission and operating within its values on an economically sustainable basis?" Four elements of strategy: Scope (making choices), Focus (setting priorities), Competitive Advantage or Differentiation (defining what is special about TWN), and Internal Logic (does it all make sense?) Our next Project Team meeting with David is scheduled for September 24. Will report more at the October meeting.
- Bylaws revision. From the discussions so far, it's clear we'll need to make some changes to our Bylaws. For example, we are working on reducing the number of standing committees and setting up task forces to tackle various strategic goals.
- Annual Meeting. In preparation for the October 7 Annual Meeting, Nominating & Governance is reviewing the Board and Council lists. Please look forward to hearing from Nina or Terry in the next week or so. We'll send a reminder when the date draws nearer.

### **Artistic Director's Report**

- Justin had good meeting with "MusACKal" producers Sally Horchow and Cecelia Johnson.
- Cabaret with Liz Callaway a big success.
- *Moby Dick Rehearsed* sold out all 3 nights. We are waiting for NHA's revenue report.
- *Grease* didn't reach final budget goal but did well overall.
- *Seussical* was a huge success and generated lots of good will in the community. Hopefully Theatre for Young Audiences will return next year.
- *Terms of Endearment* opens September 12. Theatre in the round. Opening night party at PPX. Please come and buy tickets.
- We are starting work on the 2020 budget.
- On September 16, TWN hosts "Kill the Whale" at Bennett Hall with Daniel Edmond.

### **Managing Director's report**

- Bethany reported that a water leak damaged Fall Appeal cards. They will be redone, ready for adding personal notes. Appeal letters will be sent out in early November.
- *Terms of Endearment* is a beautiful show with a fantastic cast. Run time only 85 minutes.
- *Seussical* exceeded expectations; *Grease* fell short but expectations were unreasonably high.
- Bethany warned against allowing audiences to expect discounted tickets.

### **Treasurer's report**

- Prior to the meeting, Chris sent out a financial report through July. All good news. Kay requested budget detail, which Chris said he'd provide.
- He is working on a comprehensive ticket sales analysis.
- Still not sure about yearend forecast. *Terms of Endearment* and *Matilda* must sell well to maintain current financial surplus. Too early to evaluate *Matilda* sales.
- Fall appeal goal is conservative. We don't send it to producers.

### **New Business**

- Carole referred to Alan Worden's creation of a "Nantucket Data Platform" (<http://n-magazine.com/nantucket-counts>), saying it can help non-profits make better decisions.
- Nina said we can elect new board members on a "rolling admission" basis. She urged everyone to send names and contact info for prospective new members, especially people with financial and legal backgrounds.

**Adjournment:** Upon motion duly made and seconded, the meeting was adjourned at 10:03 a.m.

Respectfully submitted,  
Ellie Gottwald, Clerk