

THEATRE WORKSHOP OF NANTUCKET
Strategic Plan Outline
September 21, 2014

***VISION - become an essential part of the Nantucket experience...
for year-round residents, seasonal residents, and visitors.***

STRATEGIES - To achieve our vision requires:

1. Performing theater during the on-season with **exciting programming at a level of quality that makes TWN performances "must-see"** for those spending time on or visiting the island

Action items:

- Hire full-time artistic director to oversee play selection, casting, and production quality
- Redefine role of Board artistic committee to support artistic director
- Learn more about our audiences, their tastes, and their habits
- Enhance attractiveness of theaters for audiences
- Over time, leverage unique aspects of Nantucket to attract talented playwrights, performers, and directors and to develop a body of work relevant to Nantucket and identified with TWN

2. During the off-season, **providing the opportunity for high-quality theater experiences for the Nantucket community**

Action items:

- Provide off-season productions, events, and educational activities that are high in quality, but low in cost
- Enhance relationships/partnerships with relevant island organizations

ENABLERS - TWN has taken important steps in recent years (e.g., multi-year leases of performing spaces), but more is needed to achieve TWN's vision. The highest priorities are:

1. Expand our development capacities (board and staff) to increase contributed income
2. Improve marketing and sales (including more functional website)
3. Secure housing, storage, and rehearsal spaces of sufficient quality
4. (Longer term) Secure performance space(s) as well as spaces for other theater functions

ORGANIZATIONAL IMPLICATIONS - To accomplish the above, TWN must make some changes in staff and board:

Staff - Clarify roles and responsibilities in order to:

- Ensure engaged artistic leadership and oversight of programming, casting,

and productions

- Coordinate artistic and management decisions as they affect budget
- Enhance staff support of development, marketing
- Tighten financial planning

Board

- Board development – focus on areas that are currently lacking, e.g., development
- Board committees – strengthen committees, clarify roles of committees
- Board processes – ensure board independence; allow time for discussion among board members