

# STRATEGIC PLAN

## 2011-2014

This plan is the culmination of more than a year of conversations involving Bloomington Theatre and Art Center (BTAC) board members, staff, community members, and our performing, exhibiting, and teaching artists. The planning process confirmed that our current programming is of extremely high quality and deeply valued by the artists and audiences we serve. It also clarified that our primary strategic challenge over the next three to five years is to share the wealth, figuratively speaking—in other words, to reach larger, more diverse audiences. Reaching outward is not our only priority, however. To more fully realize the educational aspect of our mission, we must provide artists and audiences with a wider range of opportunities that encourage artistic growth and deeper engagement with the performing and visual arts. Lastly, we must develop our human and financial resources to levels commensurate with our program quality and sufficient to ensure BTAC’s continued vitality and growth.

### Our Mission

We exist to enrich the cultural fabric of the communities we serve by providing high quality performing arts, visual arts, and arts education programs, and welcoming and nurturing talent.

### Goal 1: Provide our audiences with extraordinary arts experiences that entertain, educate, and inspire.

- Ensure that our programming consistently achieves artistic excellence.
- Offer programming that balances the familiar with the challenging and new.
- Expand opportunities for audiences to learn about the artists and processes that make our productions and exhibits possible.
- Provide arts experiences that integrate theater, visual arts, and education.
- Develop and implement program evaluation methods that generate ongoing and actionable feedback from audiences and artists across our program areas.

### Goal 2: Reach larger and more diverse audiences through targeted program development and effective promotion.

- Partner with schools and other organizations to develop new audiences for all areas of our programming, with particular emphasis on youth and families.
- Rebuild a children’s theater program focused on education and holistic youth development.
- Promote current programming actively and creatively.

(over)

- Secure the services of branding and marketing professionals to help us establish BTAC as an independent, multidisciplinary arts organization, increase our visibility, and motivate new audiences to participate in our programming.
- Strengthen our image as a critical contributor to Bloomington's quality of life and a resource for building community cohesiveness and pride.

**Goal 3: Develop talented artists – from emerging to established – through distinctive experiences that stimulate artistic and professional growth.**

- Build our reputation among artists as an exceptional place to perform, exhibit, and connect with other artists.
- Provide opportunities for artists to connect with one another for artistic and professional development and mutual support.
- Expand educational opportunities for artists to include a range of formal and informal offerings.
- Provide artists with access to facilities, purchase awards and stipends, and other forms of direct support where feasible.

**Goal 4: Develop and align the human, technological, and financial resources required to ensure our continued vitality and growth.**

- Develop a three to five-year budget that responds to our strategic plan and builds a six-month operating reserve.
- Create and implement a board development plan encompassing board member recruitment, engagement, education, and evaluation.
- Attract and retain talented employees, contractors, and volunteers.
- Acquire an integrated database capable of supporting all of our customer service transactions, meeting our volunteer management and fund development needs, and linking directly to our accounting software.