



Nashville Ballet Strategic Plan Extension 2021-2023

**Adopted
May 27, 2021**

Introduction

Nashville Ballet’s Strategic Plan Extension for 2021-2023 builds upon the incredible work that the organization’s leadership, dancers, Board, faculty, staff, and artists have accomplished in the past five years.

In 2016, Mitchell Korn completed an intensive 4-month process through which all of these stakeholders collaborated to create this plan for Nashville’s Ballet’s future. In 2020, in light of the COVID-19 pandemic, Nashville Ballet’s Board and leadership decided to extend the strategic plan two years and update each section to reflect the experiences, challenges, and opportunities that Nashville Ballet has experienced. Throughout the 2020-21 season, a series of strategic conversations were conducted at every level of the organization to gather input on what should be included in this “refreshed” version of the plan.

The plan is still structured with three main objectives – improving our programs, improving our organization, and engaging our community. Within these areas, additions were made to recognize that the responsibility for organizational diversity, inclusion, and equity is with all of us at Nashville Ballet: leadership, dancers, staff, faculty, board members, and students. Through our stakeholder-driven conversations, it also became clear that the lessons we have learned pivoting to digital during the pandemic should continue to expand moving forward in order to fulfill our mission in a new way.

We have accomplished so much in the past five years – we have grown the annual fund by 147%, reached more audience members than ever before, premiered 28 of new commissioned works, and engaged our Nashville community in new and innovative ways. It is very exciting to contemplate what our organization will look like in two years with the experience we have gained over the past five years and the ambitious goals we have set forth in this plan. We know that it will guide us to our next level of success!



Paul Vasterling
Artistic Director



Lisa French
Executive Director

Mission, Vision and Enduring Values

Mission:

We create, perform, teach, and promote dance as an essential and inspiring element of our community.

Vision for 2023

Nashville Ballet is an accessible and inclusive organization that creates community through excellent and innovative dance and dance education; is recognized locally, nationally and internationally for artistry, community engagement, and financial sustainability; and is a rewarding and satisfying place to work.

Enduring Values. *We believe in:*

- The foundations of ballet technique and the creativity inherent in contemporary dance.
- The transforming power of art.
- Inspiring the love of ballet and dance.
- Excellence and integrity in all we do.
- Dance and dance education as building community and inclusive service to all.
- Communication, transparency and respect through stakeholder culture.
- Financial and personal investment in our mission and vision.
- Artistic focus and revenue needs coexisting in a balanced organization.

Strategic Investments in:

- Artistic
- School of the Nashville Ballet
- Community Engagement and Education
- Internal Communication and Culture
- Dancer/Staff/Faculty Engagement
- Board of Directors Engagement
- Audience Development and Branding
- Facilities and Technologies
- Financial Sustainability

Diversity Statement

Nashville Ballet is invested in creating a diverse, equitable, and inclusive community. We believe we can best achieve our mission by creating a climate of respect that is supportive of all voices, celebrating diverse stories, increasing arts access, and sparking communal discussion about our community and our world through our art form and our artistic programming. When considering the diversity of the Nashville Ballet community, we look at all aspects, including: race, gender, age, socioeconomic status, special needs, geographic (rural/urban), and sexual orientation. However, Nashville Ballet recognizes the racial inequalities that have plagued the dance world for far too long and is deeply committed to educating our constituencies on systemic racism, engaging in antiracist work in every branch of our organization, and doing our part to abolish racial inequalities in ballet.

Culture Code for Nashville Ballet Employees *created during company retreat in August 2019*

At Nashville Ballet, we...

Communicate:

... Encourage communication from all perspectives to support growth and sustainability

Collaborate:

... Actively listen, contribute and compromise to achieve shared community goals

Create:

... Cultivate an environment that fosters creativity, supports vulnerability & welcomes inspiration and growth

Value Transparency:

... Promote and maintain a culture of reciprocity in open conversations & empathize with the experiences of others

Know Everyone is a Leader:

... Hear, value and respect each individual and believe in their ability to lead & to affect change

Value Personal Growth & Improvement:

... Prioritize individual growth for the benefit of the organization and self

Respect Each Other:

... Honor the value of all people through recognition, understanding & expressions of appreciation

Strategic Plan Outline

ARTISTIC MISSION & PROGRAMS

1: Artistic Objective: Create a unique and diverse world-class dance company and brand drawing inspiration from local, national, and international ideas, and based in the foundation of ballet technique.

2: School of Nashville Ballet Objective: The School will become a preeminent training center noted for its development of diverse and human dance artists who are steeped in the foundation of ballet technique. Ensuring students find and cultivate their own personal artistry and a lifetime love of dance, students will have the ability to dance relevant repertoire of the 21st century.

3: Community Engagement & Education Objective: Cultivate, develop and positively impact an inclusive community through a deepening engagement in our art.

AN ENGAGED ORGANIZATION

4: Internal Communications and Culture Objective: Create a collaborative, positive, and transparent workplace.

5: Dancer, Artist, Faculty and Staff Engagement Objective: Deeply engage all employees while supporting personal career growth to improve employee retention.

6: Board of Directors (BOD) Engagement Objective: Deeply engage the BOD in order to support the growth and expansion of the organization's mission and vision.

AN ENGAGED COMMUNITY

7: Audience Development and Branding Objective: Create more deeply engaged audiences.

8: Facilities and Technologies Objective: Reflect the brand and excellence of the company and school through improved facilities and technologies.

9: Financial Sustainability Objective: Expand the financial resources to achieve the vision of Nashville Ballet.

1: Artistic Objective:

Create a unique and diverse world-class dance company and brand drawing inspiration from local, national, and international ideas, and based in the foundation of ballet technique.

Strategy 1: Increase the number of individuals for whom we perform, both traditionally and digitally, with a goal of achieving 90,000 per year.

Tactics:

- [Create Dedicated Repertoire Expansion through the Commissioning and Acquiring Works of Significant, Internationally Recognized and Varied Choreographers.](#)
 - Identify “wish list” of choreographers/pieces.
 - Recruit young, potential “star” choreographers.
 - Tie branding to repertoire development.
 - Rebuild company dancer weeks and expand company to include 27 dancers.
- [Build the Nashville Ballet Live Music Experience.](#)
 - Deepen music partnerships including Nashville Symphony, notable singer/songwriters, and composers.
 - Explore potential music with Blair School of Music, Belmont University, CMA, Intersection, NMAAM, and other creators that reflect the diversity of Nashville’s music scene.
 - Pair young choreographers with young singer/songwriters and composers.
 - Expand Ballet Ball live music experience to further support artistic objectives.
- [Curate special content to promote the discovery of Nashville Ballet’s brand through digital content and performances in small and unique venues.](#)
 - Create new digital series to spotlight unique and diverse collaborations; release new content throughout the season.
 - Identify additional new performance spaces to increase accessibility throughout the community.
 - Explore potential sites at local and regional cultural institutions (for instance OZ Arts, Cheekwood and Frist), universities (including HBCUs), clubs and music venues, organizations of color, and “garage” or “loft” series. Develop programming for these venues.
 - “Chamber Ballets” with small ensembles of dancers and musicians are created. “Appalachian Spring” with Nashville Symphony will be baseline experience. Apply “Chamber Ballet” approach to small venues.
 - Build supporters, donors and audiences as a result of different performance mediums.
- [Diversify channels for mission delivery – grow season offerings to include TPAC performances, outdoor performances, and digital releases on an annual basis to expand and broaden audiences.](#)

Strategy 2: Increase the number of dancers from outside TN who audition for NB, NB2 and SNB with a goal of 80% of dancers auditioning from outside TN each year.

Tactics:

- **Develop a diverse community of company dancers and artistic collaborators**
 - Strengthen NB2 recruitment focus on engaging diverse dancers
 - Identify and partner with diverse artistic collaborators, including musicians, choreographers, guest artists, production and costume designers, videographers, etc.

- **Develop Creative Growth and Freedom for Nashville Ballet Artistic Leadership and Dancers.**
 - Pursue choreographic opportunities, fellowships, learning, artistic collaborations, and scholarship.
 - Expand new works and repertoire for continued dancer growth.
 - Build calendar opportunities for Artistic Leadership.
 - Develop discrete fund to support these activities.
 - Create freedom for Artistic Leadership to choose opportunities that best support creative and personal growth.

Strategy 3: Increase national and international performance invitations to a total of three invitations per year.

Tactics:

- **Perform in touring venues.**
 - Use Kennedy Center as model.
 - Target The Joyce Theatre (New York City), Fall for Dance (City Center, NYC), and Segerstrom Performing Arts Center (Orange County, California).

- **Create a Digital and Global Nashville Ballet.**
 - Invest in Facility technologies.
 - Monetize digital products including DVDs, streaming performances and rehearsals, adult and lifelong learning classes, and more.
 - Tie digital Nashville Ballet to heart of season and company branding.

2: School of Nashville Ballet Objective:

The School will become a preeminent training center noted for its development of diverse and human dance artists who are steeped in the foundation of ballet technique. Ensuring students find and cultivate their own personal artistry and a lifetime love of dance, students will have the ability to dance relevant repertoire of the 21st century.

Strategy 1: Develop and foster relationships with the community as evidenced by student retention rates of 80% for Academy Division, 55% for Children’s Division, 50% for Community Youth Division, and 55% for Community Division.

Tactics:

- **Conduct School Business and Culture through the School Mission:**

The School of Nashville Ballet provides pre-eminent and inclusive professional, pre-professional and community ballet and dance education for children, youth and adults. The school, most importantly, is dedicated to human development and excellence in dance through the fundamental foundation of ballet technique, where all students discover and experience success. At the heart of the school’s programs are: Athleticism, Strength, Artistry, Passion, and excellence.

- **Develop an inclusive School community with a highly diverse faculty and student base.**
 - Diversify the faculty membership.
 - Offer multi-cultural workshops/masterclasses to SNB students to expose and cultivate an appreciation for other dance forms.
 - Build on partnership with Rejoice School of Ballet and identify additional schools across the country to partner with throughout the annual Summer Intensive audition tour.
 - Enhance the awareness of diversity and inclusion sensitivities through ongoing educational opportunities for School of Nashville Ballet students.
 - Focus on long-term relationship building and helping all students and families feel comfortable at the school.
 - Develop ways to capture demographic data and quantify the diversity of School students.
 - Increase the number of young men dancing at Nashville Ballet through the Young Men’s Scholarship Program.
 - Continue Adaptive Dance classes at Nashville Ballet and build on other partnerships that help Nashville Ballet reach a diverse student base.
 - Research potential barriers to entry to School of Nashville Ballet training and develop strategies to remove them in order to increase the inclusivity of talent pipeline.
- **Further Develop the Schools Learning Community – creating a whole from the parts:**

- Provide in depth planning time and professional development (PD) for faculty – making the time for excellence. PD subjects will include teacher training in pedagogy, cultural competency, child development, learning styles, sequencing, and learner assessment.
 - Formalize and codify a Nashville Ballet contemporary dance syllabus that compliments the current ballet syllabus. The new contemporary syllabus will help produce dancers that are versatile artists fluent in both ballet technique and diverse forms of movement communication that take into account non-dominant cultures and ways of moving.
 - Explore and further develop school satellites. Identify new satellite locations that are attractive, clean and engaging spaces consistent with Nashville Ballet brand.
 - Develop alumni association. Enroll current and future families and students. Yearly events, discounts, merchandise, and fundraising events are planned. Alumni building process is shared between development, marketing and School departments.
 - Launch Dance Education Advocacy Campaign. Effort is tied to school marketing and fundraising.
- **Build School of Nashville Ballet Team Infrastructure.**
 - Maintain a widely noted staff through recruitment of respected established teachers, the support and cultivation of current staff and dancers, and the ongoing, comprehensive professional development of faculty, division and school leadership.
 - School Strata: Every division continues having coordination and designated faculty that provide leadership for division faculty:
 - Academy (ages 8-18): creates authentic pathway to dance profession.
 - Community Youth Division (ages 8-18): foster love of dance and provide exceptional training
 - Children's (ages 2-8): Develop a love for movement and the arts
 - Professional Training Division (ages 16+): comprehensive, rigorous program for pre-professional dancers
 - Summer Intensive: summer training program designed to help dancers take the next step in their training and career
 - Community Division (ages 18+): welcoming environment for adult students of any experience level
 - Adaptive Dance (ages 4+): universally-accessible dance program that allows children of all abilities experience the joy of dance

Strategy 2: At least five Professional Training Division (PTD) students will be capable of moving up to NB2 each year; and at least three NB2 students will be capable of moving up to become Apprentices each year.

Tactics:

- **Provide Concise Pre-Professional and Professional Pathways for Young Dancers: Creating the Ecosystem for Dance Professionals and Audiences:**
 - Strengthen the professional status of NB2. Create a smaller company, develop its own repertoire, provide weekly stipends, and create performance opportunities. NB2 will have its own director/coordinator, be provided with mentorships from alumni dancers and others, and perform community engagement presentations, recruiting students for Talent Development Initiative.

- Develop PTD to become an authentic pipeline to NB2. PTD program, learning and skill development are designed to lead to NB2.
- Continue exceptional Boys' program. Emphasis on strength and athleticism. Use talent development initiative to emphasize diversity and inclusion.
- Ballet Competition participation to broaden dancer experiences, as appropriate.

Strategy 3: Achieve a rate of 35% of PTD/NB2 students who leave to pursue higher education or dance professionally at other companies.

Tactics:

- **Customer Service:** front desk personnel are first line of customer service. Recognize parents/children by name. Use photo directory. Prompt response to requests and complaints. Customer logs are kept. Parents are surveyed.

3: Community Engagement & Education Objective:

Cultivate, develop, and positively impact an inclusive community through a deepening engagement in our art.

Strategy 1: Maintain 90% rate of positive feedback from community program stakeholders while evolving our programs to focus on deepening the engagement in our art.

Tactics:

- **Create Nashville Ballet Talent Development – An Inclusive and Comprehensive Dance Education Initiative.**
 - Tie together existing community engagement and teaching artist programs with the School of Nashville Ballet resources. Evaluate outcomes of outreach programs. Allow a more seamless transition between teaching artist programs and instruction at School of Nashville Ballet for scholarship students.
 - Create a diverse talent development pipeline that includes dance education advocacy (Just Afterschool Movement, Ballet Club) as well as current partnership with Rejoice School of Ballet. Partnerships are expanded and developed with schools, existing after-school programs, and dance and arts programs.
- **Build Adult and Lifelong Learning for Lifelong Learners, Young Professionals, the Workplace, and Families. Create Audience Development Brand through these efforts.**
 - Explore partnerships with Vanderbilt OLLI, corporate partners, and houses of faith.
 - Collaborate with Development department/Friends of Nashville Ballet to develop programming for young professionals.
 - Increase the familiarity and comfort of the Martin Center and other performance venues for diverse audiences.

Strategy 2: Increase community engagement participants who deepen their relationship by converting to school patrons, ticket buyers, or donors by 2% per year, with a goal of achieving 10% increased participation.

Tactics:

- **Develop Dance Advocacy and Dance Education Advocacy.**
 - Market advocacy campaign in season programs, school of dance, and other contacts with the public.
 - Create and test free outdoor performances while maintaining floor safety.
 - Emphasize fitness, health education, strength building, and athleticism.
 - Explore pay-what-you-can model for certain performances or dress rehearsals.
 - Increase daytime in-house viewings and programming, such as performance viewings for school field trips, open rehearsal viewings for underserved populations, school-age dance education programs, and dance/fitness for seniors.

Strategy 3: Increase the diversity of community engagement participants (race, gender, age, socioeconomic status, special needs, sexual orientation) by 10% each year, with a goal of achieving 50% growth in underrepresented participant segments.

Tactics:

- **Develop Special Needs and Sensory Awareness Programs for Children, Adults and Families.**
 - Partner with autism spectrum and special needs organizations. Include School of Nashville Ballet employees in sensory awareness training.
 - Plan, design, and develop NB2 and company resources to meet needs of these populations.
 - Collaborate with production staff to include in-house resources and equipment for performances.
 - Explore partnership with TPAC for sensory awareness program collaboration.

- **Build Partnerships that Further Ballet Resources and Service to Diverse Constituents and Families.**
 - Explore and develop partnerships with high school dance programs. Develop school time classes at the Martin Center with rehearsal viewings and discussions with dancers.
 - Develop a residency at a community center.
 - Use new made-for-digital artistic programming to augment current in-person community engagement efforts.
 - Deepen relationships with diverse community organizations and develop an infrastructure to maintain those relationships long term. Grow departmental staffing to include additional administrative positions, including a bilingual teaching artist.
 - Explore partnership with the Belcourt Theater to pursue Dance at the Movies program.
 - Identify multicultural organizations in the community to partner with in a mutually beneficial way.

4: Internal Communications and Culture Objective: Create a collaborative, positive, and transparent workplace.

Strategy 1: Increase employee overall satisfaction with a goal of achieving an annual survey response of 4.2*. (**employee satisfaction measured as an average of 3 questions with a 5 point rating scale from the annual Employee Engagement Survey*)

Tactics:

- **Commit to the Highest Level of Job Satisfaction and Job Performance.**
 - Year-round dialogues between staff, faculty, directors, and leadership will become a regular part of Nashville Ballet culture, including transparent conversations about increasing equity and inclusion at Nashville Ballet.

- **Implement Professional Development Services.**
 - Mentoring for directors, staff, and faculty will be provided. A budget line will be created annually to fund professional development.
 - Opportunities will be provided to join professional organizations, attend conferences, and participate in webinars. Employees will be encouraged to participate in networking throughout Nashville with diverse groups, organizations, and communities.
 - A speaker series will be established driven by stakeholder interest.
 - Employee onboarding will become more formalized. Job specific training will be provided.

- **Support and celebrate stakeholder-driven culture code.**
 - Nashville Ballet will maintain a safe and confidential HR process.
 - Courageous conversations will be encouraged. Employee DEI leads and executive leadership will maintain accountability towards diversity, equity, and inclusion goals.

- **Rework and make transparent a Nashville Ballet Organizational Chart.**
 - Reporting, roles, and responsibilities will be defined and clarified.
 - Enhance ability of staff and faculty to grow in their jobs and emphasize flexibility and adaptability, within context of organizational chart.

5: Dancer, Artist, Faculty and Staff Engagement Objective: Deeply engage all employees while supporting personal career growth to improve employee retention.

Strategy 1: Achieve increase in annual employee retention rate with a goal of achieving a retention rate of 85%; decrease annual employee turnover rate with a goal of a turnover rate of 15%.

Tactics:

- **Invest in Our Dancers, Artists, Faculty and Staff.**
 - Pay scales relative to comparative cultural and non-profit organizations, with metrics of living in a fast-growing Nashville will be applied. A self-audit to ensure pay equity will be performed.
 - We will create a culture of kindness and connection: social events that bring Nashville Ballet community together, birthdays, post-production celebrations, and individual and group accomplishments will be honored. Work anniversaries will be celebrated.
- **Create a diverse and inclusive Nashville Ballet Community of Dancers, Artists, Faculty, Staff and Board of Directors (BOD).**
 - Increase the number of diverse candidates applying for open positions.
 - Develop a formalized internship program to include persons of diverse backgrounds.
 - Dancers, artists, faculty, staff and BOD will be represented in appropriate committees, task forces and work groups.
 - Annual social interactions/parties for faculty, staff, dancers, and board of directors.
- **Be Dedicated to the Professional Integration of Dancers, Artists, Faculty, Board of Directors, and Staff through Stakeholder Decision-Making Processes and Communications.**
 - Time will be provided for Staff, Artistic Leadership, and Board of Directors to visit classes and rehearsals.
 - Time will be provided for dancers and artists to “spend a day” with various Ballet departments and their staff.
 - More opportunities for mingling between Dancers, Artistic, Faculty, Board of Directors, and Staff will be offered, such as regular DEI conversations.
- **Provide Professional Development (PD) Opportunities for Dancers, Artists, Faculty, and Staff.**
 - Professional development for dancers, artists, faculty and staff will be stakeholder designed.
 - Leadership and stakeholders will develop process for PD requests and allocation.
 - Authentic assessment methods will be used to measure PD success.
 - Encourage key staff member and director attendance at Racial Equity in Arts Leadership Cadre (through Metro Arts) and other DEI trainings. New employees will participate in anti-racism training.

6: Board of Directors (BOD) Engagement Objective: **Deeply engage the BOD in order to support the growth and expansion of the organization's mission and vision.**

Strategy 1: Inspire at least 60% of Board Members to increase their level of financial support of Nashville Ballet through annual personal financial contributions.

Tactics:

- **Strengthen Board Engagement**
 - Board will continue to play significant and active role in developing and stewarding the donor base.
 - Board will be dedicated to social interactions with dancers, artists, faculty and staff.
 - Board will develop internal social interactions through continued retreats, shared trips, tours, and learning opportunities.

Strategy 2: Increase the number of Board members who are actively engaged in Board meetings, committee meetings, and activities by maintaining a goal rating of 4.5.

*(*engagement measured via Board Engagement Survey with a 5 point rating scale)*

Tactics:

- **Have Broad Oversight and Ownership of Strategic Plan.**
 - Board meetings will include Board member-driven report-outs on committee and task force progress.
 - Strategic needs will be audited annually to inform nominating process.
- **Align Committee Structure and Membership, to be Consistent with Strategic Plan and its Objectives.**
 - Compile detailed committee description list including purpose, objectives, and strategic goals.
 - Reassign committee members based upon interest, committee, and company needs. Use committees and task forces as pipeline potential future Board membership.
 - The makeup of each committee and task force will be diverse with internal/external stakeholders represented as well as diverse leadership.
 - Succession planning at all levels will be developed and enacted.
- **Create Comprehensive Communications Plan.**
 - Administrative staff will develop an email communication plan that informs the Board about Nashville Ballet initiatives and events without overloading them.
- **Represent diversity of Nashville within Nashville Ballet Board to better serve community.**
 - Roles and responsibilities of the Board, including Board giving expectations, will be reviewed and updated by the Nominating and Governance Committee to increase inclusion.

- Diversity, Equity, and Inclusion Committee will be responsible for proposing the strategic direction of Nashville Ballet’s efforts to be a diverse, equitable, and inclusive organization and reporting to the Board and Executive Committee on the Diversity, Equity, and Inclusion efforts of the organization.
- New Board members and employees will be given the opportunity to participate in cultural awareness training.

Strategy 3: Increase Board member attendance at Nashville Ballet performances or events by achieving an average of 7 per year. (*engagement measured via Board Engagement Survey)

Tactics:

- **Act as Nashville Ballet Ambassadors and the Primary Source of Building Relationships with New Donors, Audiences, Partners and the Greater Community.**
 - Each Board of Directors meeting will have a “mission moment” that connects the work of the Board directly back to the Nashville Ballet mission.
 - Multiple ways to attend Board meetings will be offered, such as in-person and virtual options.
 - Increase Board member awareness of upcoming Nashville Ballet performances, School of Nashville Ballet happenings, and other Nashville Ballet initiatives
 - Provide Board members with reminders, general information, and sample social media posts prior to performances to inform personal networks about Nashville Ballet events.

7: Audience Development and Branding Objective: Create more diverse and deeply engaged audiences.

Strategy 1: Strengthen patron loyalty by increasing the number of total subscriber households and increasing the average subscription size purchased, with a goal of having 600 subscriber households with an average subscription size of \$620.

Tactics:

- **Create Accessible and Relevant Brand for All Ages.**
 - Focus on our commitment to creativity, new choreography, music works and production. Promote the diversity of season programming
 - Tell our artists' stories: how they found dance, their art, and their Nashville Ballet experience.
 - Demonstrate and brand physical strength, athleticism, and the romance of the ballet narrative. Promote ballet as universal expression of culture.
 - Include dancers, faculty, staff, and Nashville Ballet community stakeholders in shaping of the stories.
 - Link campaign to School of Nashville Ballet and its mission and branding.
 - Engage in community-wide brand building opportunities and increase accessibility through television broadcasts of ballets, digital season, and outdoor performances.
- **Improve Patron Experience at all Nashville Ballet programming and events.**
 - Build intimacy at Nashville Ballet performances and adult education opportunities. Explore food, beverage, seating, venue, and technology options that best serve audience sustainability.
 - Increase patron comfort at Martin Center for Nashville Ballet and other Nashville Ballet venues with a focus on diverse communities and patrons who have not attended Nashville Ballet before. Gather feedback from these communities and apply to patron experiences to make spaces more welcoming.

Explore small and unusual venues for both performances and classes to serve professionals, lifelong learners, families, and students.

Strategy 2: Build audience retention by retaining 20% of new ticket buyers.

Tactics:

- **Use Nutcracker and Story Ballets as well as popular contemporary ballets as Entry Point for Audiences.**
 - Make dedicated efforts to use best-selling performances to build out audience interest in full Nashville Ballet repertory.
 - Create Adult and Lifelong Learning pre-performance experiences at TPAC and other sites in collaboration with Community Engagement.
 - Dedicate marketing resources at TPAC including direct sales for future performances, and conversations with dancers and Artistic Leadership.

- Work with Community Engagement and Development to build relationships and partnerships with social and cultural organizations to welcome new audiences and build diversity within existing patron and donor base.
 - **Build Partnerships that Further Ballet Resources and Service to Diverse Constituents and Families.**
 - Explore partnerships to offer a free annual performance.
 - Partner with universities, local dance programs, and social service organizations to promote more accessible opportunities. Offer “pay-what-you-can” options for some performances.
 - Lead initiative to authentically communicate Nashville Ballet’s commitment and current efforts towards the organization’s Diversity and Inclusion goals. Utilize website, lobby screen, and other platforms to articulate commitment and spotlight efforts currently underway. Create a page on Nashville Ballet website that fully outlines all accessibility resources available for Nashville Ballet performances, community engagement programs, and School of Nashville Ballet classes.
 - Cultivate relationships with tourism partners both local and international to boost sales and audience engagement and further national brand awareness. Invest or allocate resources to make programming and promotional materials accessible in Spanish.
- Develop a “try it again” (no questions asked rain check if family needs to leave a performance early) ticket policy for families and individuals with autism or sensitivity concerns.
- Develop ways to capture demographic data and quantify the diversity of our TPAC audiences.
 - Use performance entry points as a launch pad to build long-lasting relationships with community organizations. Develop infrastructure to maintain these connections.

8: Facilities and Technologies Objective:

Reflect the brand and excellence of the company and school through improved facilities and technologies.

Strategy 1: Increase access to facilities and technology to create increased positive stakeholder user feedback with a goal of achieving 80% positive feedback (via survey).

Tactics:

- [Use Building as Launchpad for Achieving Our Mission.](#)
 - Martin Center will be used as a community site: Adult and Lifelong Learning Experiences, and Day of Dance.
 - Martin Center as a fully accessible space for individuals of all abilities. We will equip the Martin Center with assistive listening devices and other technologies for the visually and hearing-impaired. Building accessibility will remain a top priority for all patrons, students, employees, and school families. We will ensure there is a dedicated accessibility contact for any constituent needs.
- [Emphasize Technologies and Build the Digital Ballet.](#)
 - We will build technology infrastructure through increased streaming capacity, Nashville Ballet website update, and dedicated technology and communications coordinator to distribute digital content.
 - We will continue to research ways to make our CRM software more user-friendly for both patrons and staff including integrated school, donor, and ticketing systems, when available.
- [Ensure Resource Flexibility for Dance Studios and Events.](#)
 - Technologies are researched and purchased for maximum flexibility.
 - Expanding facility internet capability to allow for more remote/hybrid meetings as well as livestreaming.
 - Playback and microphone capabilities are increased in the studios for maximum instruction effectiveness.
 - Equipping Martin Center for Nashville Ballet for hybrid in-person/digital programming such as performances, community engagement activities, and Board meetings.
- [Create survey to measure user feedback of Nashville Ballet facilities and technologies.](#)
- [Explore and Further Develop School Satellites.](#)
 - Over the long term, we will research and expand to additional locations.
- [Create Efficient Management of Facilities.](#)
 - The Martin Center and satellite facilities require dedicated facility management on staff.
 - Building cleanliness as a means of preventing illness will remain a top priority. Sanitization of studios and high-touch areas, air filtration and circulation, and increased cleanings will be used to increased health and safety of staff, dancers, faculty, and all other groups who utilize the Martin Center.

- Security matrix will be created in consultation with an expert. New security technologies will be purchased for the building as resources become available. Appropriate staff will be trained in security measures as prescribed by the security matrix.

9: Financial Sustainability Objective:

Expand the financial resources to achieve the vision of Nashville Ballet.

Strategy 1: Increase total contributed annual fund income by 4.5 % per year (average), with a goal of increasing the total number of donors by 5% per year and achieving \$3,212,394 in total contributed income and 90 individual donors in 2 years (current baseline of 919 individual donors and \$2,904,991 total contributed income as of 3/15/21).

Tactics:

- **Strengthen Current Revenues Streams and Relationships through Increased Annual Fund Giving and Season Subscriptions.**
 - Develop incentive opportunities for dedicated ticketed patrons to contribute to the annual fund through meaningful donor benefits.
 - Utilize gift matching to create opportunities to directly solicit audiences at performances with low pressure and high energy.
 - Educate our audiences through in-person experiences, signage, promotional videos, personal conversations, and literature. Explore pre-season kickoff event to deepen engagement with ticket patrons and donors.

- **Leverage Ballet Ball to Maximize Revenue that Creates Additional Funding for Nashville Ballet Community Engagement and Education Programs.**
 - Examine ways to retain Ballet Ball donors and engage these donors in other aspects of Nashville Ballet.
 - Focus on managing expenses and broadening opportunities for pre-ball reception and next generation philanthropists.

- **Create New Funding Streams.**
 - Increase donor education about artistic vision through programs such as Inside The Ballet.
 - Create alumni program for The School of the Nashville Ballet. Engage school parents with focus on world-class facility, top-tier teachers, and access to the Company Dancers and development opportunities.
 - Reignite Friends of Nashville Ballet through volunteer ownership, retreats, and participation on committees and task forces.
 - Build funding pipeline of foundations, corporations, and individuals that are interested in supporting diversity/inclusion initiatives.

- **Develop Dedicated Artistic Fund.**
 - Offer naming opportunities to support fund.
 - Fund should encompass support of Artistic Director program, cultural and scholarly pursuits, live music, diverse artistic collaborators (composers, choreographers, designers) and artistic and production innovations.

- **Commit to Strategic Plan Engagement and Investment in Reaching its Objectives.**
 - We will develop corporate philanthropy partners to invest in customized offerings from our strategic plan that best fits giving profiles.
 - Strategic partnerships with Nashville Chambers of Commerce, BNI, real estate, healthcare, finance, and legal business communities through events like rehearsal viewings, happy hours, and other networking opportunities.
- **Explore Social Entrepreneurship Opportunities.**
 - We will monetize digital ballet resources to offer products such as virtual performances and streaming. We will offer free digital ballets as an educational tool to inspire donations.
 - We will merchandise products that brand ballet and school including hats, tees, mugs, signed tees, and photos. Focus on performance, web and school sales.
- **Build Financial Resources for Critical Needs in Staff Support.**
Assess organizational needs to create plan for best staffing infrastructure that supports strategic plan goals.

Strategy 2: Secure at least three significant gifts (\$25k or more) and/or planned gift commitments each year, with a goal of achieving an endowment of \$3 million in 5 years (current endowment value of \$1,550,000 as of 3/31/21).

Tactics:

- **Commit to Endowment Building.**
 - We have a dedicated goal of building a \$20 million endowment.
 - We will emphasize legacy and estate plan giving for endowment resources.
 - Utilize and re-energize the credibility established by the Nashville Ballet Foundation to help raise endowment gifts.
- Utilize financial leadership volunteers to host educational webinar/luncheon. Host Spring Endowment/Legacy Circle Reception.