NEW CONSERVATORY THEATRE CENTER
PRESENTS

2015–2020 STRATEGIC PLAN
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BOARD MEMBERS
Ed Decker, Enrique Monagas, Richard C. Giardina, Maurice Kelly, Bennet Marks, Zach Morfin, Andrew Nance, Reva Rao, Michael Shayan, Andrew Smith, Brigette Thomas, Scott M. Walton, Larry Vales, Chris Yaros, Dana Zook

PRODUCTION PHOTOS BY LOIS TEMA
CONSERVATORY CLASS PHOTOS BY MARK KITAOKA AND TRACY MARTIN
WELCOME

NCTC serves a vital role in the community. While a student at UC Berkeley, I first came to know NCTC for its theatre and ability to educate and inspire. Watching my story represented on the stage gave me a strong sense of self and the belief that I could make a difference. Now, as a parent, NCTC has provided my daughter with self-confidence only acting classes can achieve. I take comfort in knowing that she will live in a more welcoming world, in part, due to the empathy created on NCTC’s stages. NCTC is strong, continually growing its audience and donor base, and we are excited and ready to implement this Strategic Plan. On behalf of the Board of Directors, we thank you for your support.

Enrique Monagas  
Chair, Board of Directors

Keeping the “new” in our namesake emblematic of fresh, vital, and innovative is one of the many ways in which all of us here at New Conservatory Theatre Center continue to look forward. Whether in the classroom, behind the scenes or on stage, NCTC strives to be the very best it can be by expanding the conversation, challenging expectations, and making quality theatre. In this plan, we share our aspirations as both an organization and as a family of artisans. Based on your feedback and interaction with us we’ve pinned outcomes to our dreams in order to hold ourselves strategically accountable. More than that, we want to always celebrate why NCTC is here in the first place—it starts with art.

Ed Decker  
Founder & Artistic Director

Strategic plans sometimes resemble New Year’s resolutions, made with all the best intentions and begun with great enthusiasm, only to be found covered in dust on a shelf years later. Not so with NCTC. The last plan was used on a regular basis, guiding all our biggest decisions and most of the small ones too, with very successful results. This new iteration is equally vital to the workings of NCTC. We invite you, the NCTC family, to join us as we bring it to life.

Barbara Hodgen  
Executive Director

WHO WE ARE

MISSION STATEMENT

To champion innovative, high-quality productions & educational theatre experiences for youth, artists, and the Queer & Allied communities to effect personal & societal growth, enlightenment and change.

VISION

Theatre is a community event and a way to build community.

HISTORY

New Conservatory Theatre Center (NCTC) has been in operation since 1981. Still led by its Founder & Artistic Director, Ed Decker, NCTC provides the San Francisco community with a unique selection of youth education programming, Queer & Allied theatre, children’s theatre, and new play development with emerging artist residencies that support local and national artists. We are a center for exploring new and bold ideas that engage, challenge and captivate our diverse audiences.
Since our previous Strategic Plan released in 2010, New Conservatory Theatre Center has:

**ACCOMPLISHMENTS**

- Produced three world premieres and two U.S. premieres in our mainstage season
- Presented a wider range of Queer and Allied productions for our audiences
- Grown our staff and artisan cohort including upgrading all salaries/stipends
- Welcomed more than 189,000 youth and adults to the wonder of theatre in our classes, on our stages, and on tour
- Expanded our Encore Society Planned Giving program
- Commissioned seven new plays
- Produced five world premieres in our Family Matinee program
- Commissioned new plays
- Established an endowment
- Commenced a working relationship with Actors’ Equity Association
- Launched a new online educational platform
- Increased revenues by 39%
- Redesigned our website
- Brought our Pride on Tour productions to communities throughout Northern California and the Central Valley
- Produced three world premieres and two U.S. premieres in our mainstage season
- Upgraded our box office and donor infrastructure to improve the patron experience

**GOALS**

**PERFORMANCE**
Highlight NCTC as the region’s premier Queer and Allied theatre center.

**EDUCATION**
Empower youth to embrace their individuality through unique class offerings and performance opportunities.

**COMMUNITY ENGAGEMENT**
Actively engage in expanding and deepening connections to the communities we serve.

**CAPACITY**
Increase revenue and invest in advancements in staff, programming and infrastructure.

**ETHOS**
Build upon our unique organizational culture of inclusion, fairness, respect, and joyfulness.
PERFORMANCE

GOAL

Strengthen NCTC’s unique role as the region’s foremost theatrical voice for the Queer and Allied community by delivering excellence in professional theatrical experiences.

OBJECTIVES

- Present distinguished and new works showcasing a range of emerging and established theatre artisans.
- Use the power of storytelling to reflect, engage and inspire the Queer and Allied community.
- Strive to break fresh artistic ground by developing, nurturing and premiering original work.
- Produce a season of up to eight shows annually.
- Develop and/or produce one world premiere annually.
- Deepen our Pride on Tour partnerships in Northern and Central California.
- Restructure and develop new criteria and guidelines for our artist-in-residence program.
- Increase artisan compensation.

MEASURES

Thank you for a theatrical performance that will live with me for the rest of my life.

CLARK J., NCTC DONOR & SUBSCRIBER

Icons from the Noun Project: target by Francesco Terzini; check mark by Gustav Salomonsson; chart by Calvin Goodman
**GOAL**

Provide educational theatre programs that empower youth in grades K–12 to celebrate differences, build life skills, fortify self-esteem and develop a heightened awareness of the world around them.

**OBJECTIVES**

- Continue our long tradition of progressive educational arts training programs for young people ages 6–18 at NCTC and in local schools.
- Strengthen YouthAware’s social justice, health, and wellness touring and performance programs throughout Northern California and the Central Valley.
- Introduce young children to the wonder of live theatre.
- Build a comprehensive curriculum across all of our Conservatory classes that reflects and capitalizes upon NCTC’s signature inclusive educational philosophy and style.
- Coordinate a broader marketing strategy that improves links between all education department programs to stimulate cross-over resulting in increased enrollment.
- Sustain scholarship availability for 25-30% of our students.
- Improve our YouthAware program by offering greater booking availability to tour sites and by creating a full school year employment contract for NCTC’s acting troupe.
- Enhance the NCTC Alumni program, and create a Parents’ Council.
- Produce up to two Family Matinees and one Teen Ensemble production annually.
- Extend the impact of NCTC theatre residencies by empowering the voices of young people in deeper collaboration with educators, community leaders, and like-minded regional arts education partners.

**MEASURES**

- Every time YouthAware performs at our school, the students are mesmerized. We rely on these performances to address issues of critical importance to our students.
  
  IDA B. WELLS HIGH SCHOOL TEACHER

- I find the YouthAware plays and the post-show discussions they engender to be an integral and invaluable portion of my health education curriculum.

  GEORGE PEABODY ELEMENTARY SCHOOL TEACHER
COMMUNITY ENGAGEMENT

GOAL

Embrace, inform and actively engage in the redevelopment of the Oak Street corridor adjacent to our facility and in the fluctuating neighborhoods within a 2–3 mile radius of NCTC with a keen eye on audience expansion opportunities therein.

OBJECTIVES

• Dynamically engage current and new audiences across all of our programs.

• Reinforce our connections with youth, families, artisans, educators, local partners and all segments of the Queer community.

• Strengthen our position as a theatrical hub for the Civic Center, Hayes Valley, Market Street, Inner Mission, Haight, Western Addition, SOMA and Castro neighborhoods.

• Develop a dynamic communication strategy to build awareness of what we do with local stakeholders, businesses, and residents, as well as the broader Queer and Allied community.

• Provide more opportunity for dialogue and cross programming experiences between our youth and adult constituents.

• Recognize who in the Queer and Allied community is not at the table and create a welcoming place via theatrical and educational experiences at NCTC.

• Redesign the NCTC theatre lobby space to support a better social and consumer experience.

• Grow our working relationships with developers and civic leaders to keep abreast of all urban development projects in the area.

MEASURES

“NCTC is a vital part of San Francisco’s arts and cultural landscape, and a leading voice among the LGBT community and its allies.”

SENATOR MARK LENO, D-SAN FRANCISCO

RENDERINGS OF NEW NCTC LOBBY AND BAR BY FOG STUDIO
Grow revenue to both sustain and advance staffing, programming, facility, communications and infrastructure.

- Build and mentor leadership amongst staff to advance NCTC’s ongoing investment in human capital and insure the organization’s long-term stability.
- Complete technical upgrades to data systems and pursue facility improvements.
- Follow through on the professional expansion and diversification of the Board of Directors.
- Increase the reach and yield of the NCTC institutional, individual, corporate and planned giving programs.
- Strengthen the robustness of our marketing efforts.

- Track and evaluate NCTC marketing and branding tactics, and adjust ongoing messaging accordingly.
- Invest in staff development opportunities to stay conversant with current marketing trends.
- Support earned revenue advancement by increasing the volume of ticket, tuition and concession sales by a total of 20% over five years.
- Advance staff compensation package and professional development opportunities.
- Complete data systems integration across all departments.
- Upgrade seating in the Walker Theatre, explore repositioning of the tech control booth and expand office space at 25 Van Ness.
- Increase Board membership from 15 to 22 members.
ETHOS

“As much as playwrights need a story to tell we also need a nest—a place to land and to create. NCTC has been that for me—and helped push me out into the world.”

PLAYWRIGHT JEWELLE GOMEZ

GOAL

Build upon our unique organizational culture of inclusion, fairness, respect, and joyfulness.

OBJECTIVES

• Maintain alignment with our values statement and further inclusion at NCTC.

• Mentor the next generation of progressive arts educators and theatre makers.

• Pursue innovation and always strive to accomplish more than we think possible.

MEASURES

• Host annual retreats for the staff and Board of Directors.

• Continue to advance staffing, Board membership and artisan hires with inclusivity.

• Foster greater communication between individuals and departments as well as between the staff and Board.

• Implement NCTC audience survey results and strive for both balance and variety in all NCTC programming.
OUR JOURNEY

Theatre is a collaborative art form. People, imagination and resources are among the many variables that must align in order to achieve success both on stage and off. This Strategic Plan is our road map for a journey bursting with hope, potential and good intentions. It is an honor and a privilege to continue this quest for enduring excellence at the New Conservatory Theatre Center with all of you.

Ed Decker, Founder & Artistic Director

FINANCIALS

FUNDING SOURCES

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FAST FACTS

✓ Our fundraising costs are only 8% of our total budget
✓ We spend 85% of our budget directly on programming
YOUR HOME FOR ARTS WORLD & US PREMIERES, CLASSES QUEER & ALLIED COMMUNITY DRAMA OF CREATIVITY THEATRE EDUCATION CLASSES & CAMPS INNOVATION OF NEW WORK COMEDY EMERGING ARTISTS MUSICALS YOUTHAWARE MUSICALS FAMILY MATINEES & MUCH MORE