

CALIFORNIA PRESENTERS 2020-2023 STRATEGIC PLAN

VISION STATEMENT

California Presenters envisions a connected, diverse performing arts community in which every individual in California and surrounding regions have access to experience the performing arts.

MISSION STATEMENT

A regional coalition, California Presenters connects, engages, and develops professionals from non-profit performing arts organizations of all sizes and structures that have presenting programs as a significant part of their work. Through its services, California Presenters' members connect students, families, and audiences with diverse performing arts experiences in ways that strengthen the region's varied communities.

OVERVIEW

This strategic plan positions California Presenters (CP) for future sustainable growth, relevance, and continued success. It sets the direction for CP for the next three years. This plan is intended to be a living document that is reviewed and updated regularly as circumstances change.

The four stated goals for 2020–2023 are equal in priority and importance. They also have points of overlap and integration. Implementation of these goals will guide CP's operation as we support diverse performing arts professionals from a broad range of presenting organizations and offer innovative professional experiences, with diversity, equity, access, and inclusion as core values.

This plan is being created in 2020 during great upheaval in our industry and society at large. The closures of the COVID-19 pandemic in March of 2020, dimming the lights on

our stages for an unknown period. Artists and performing arts staff are furloughed and unemployed; institutions are facing dire scenarios which many will not survive. Sustainability of our field is top of mind. As we navigate these challenges, we are thoughtfully considering how to rebound, what the performing arts industry will look like after the pandemic, and how CP can serve this new landscape. These are critical issues as we look ahead.

Simultaneously, the fight for racial justice in the United States is at the forefront of national conversations. Arts and cultural organizations, many of which are predominantly white with predominantly white leadership, are being called to action. Our industry is responding by making changes to better reflect the diverse nature of our communities and to lift the stories of those less engaged by our work historically. In California, a state whose majority is non-white, there is much work ahead. CP looks to diversify and educate our membership body, as well as advocate for racial justice in our industry by centering diversity, equity, access, and inclusion in all that we do.

While the remainder of 2020 through 2023 is filled with unknowns, the road ahead for this strategic plan is significantly shaped by these two key issues and therefore are critical context for the goals and strategies outlined below.

2020–2023 KEY STRATEGIC GOALS

GOAL: To cultivate and better serve a diverse membership that accurately reflects our population and array of voices within our organization.

OUTCOME: By 2023, California Presenter’s membership will represent and serve a broad range of organizations and professionals using the following strategies.

STRATEGIES:

- Develop a three-year recruitment plan to identify new members.
 - Create programs to incentivize additional staff involvement from current member organizations.
 - Sustain relationships with members onboarded through support programs (mentorship, scholarship, etc.).
 - Prioritize diversification of the membership so that it better reflects the demographic of California and the surrounding regions’ racial and cultural diversity.
 - Enhance our pipeline to leadership/board cultivation.
 - Offer resources to support our member organizations in response to effects due to COVID-19 and other national events and issues.
 - Ensure annual conferences respond to and reflect the current presenting landscape.
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GOAL: To achieve financial sustainability and diversification of revenue as a solid foundation for the organization to remain innovative in an ever-changing cultural landscape.

OUTCOME: By 2023, California Presenters will achieve financial sustainability and diversify revenue streams with one year of operating costs in savings by adopting the following strategies.

STRATEGIES:

- Create a plan to maintain membership numbers.
- Diversify and increase funding opportunities.
- Offer COVID-19 recovery support to our member organizations.
- Increase the number of fully-funded member and conference scholarship opportunities for emerging presenting and arts professionals.
- Identify succession plans for key board positions and staff.
- Increase efficiencies and maintain budget transparency.
- Fully-funded CP Leadership program.

GOAL: To be recognized as one of the country's leading non-profit performing arts coalitions through communication and brand awareness.

OUTCOME: In an effort to increase fundraising potential, impact of advocacy efforts, and membership, by 2023, California Presenters will be recognized at one of the country's leading non-profit performing arts coalitions.

STRATEGIES:

- Define a solid brand and implement a plan for brand awareness.
 - Demonstrate clear differentiation from other arts organizations and articulate the value proposition.
 - Communicate regularly with membership about relevant issues and practices.
 - Enact key organizational partnerships to achieve our goals (around advocacy, funding, programming, etc.).
 - Join the national dialogue about industry issues.
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GOAL: To establish diversity, equity, access, and inclusion as fundamental values and affirm arts as a basic human right.

OUTCOME: By 2023, California Presenters will establish diversity, equity, and inclusion as fundamental values of the organization; advocate for and support members in establishing greater access to the arts for diverse audiences.

STRATEGIES:

- Produce and publish a diversity, equity, access, and inclusion statement.
- Actively cultivate diverse voices for committee roles.
- Implement a matrix to ensure the board of directors shows a wide-range of diversity.
- Incorporate diversity, equity, access, and inclusion every aspect of the organization.
- Actively explore areas for growth in diversity, equity, access, and inclusion within the industry.
- Provide continuing diversity, equity, access, and inclusion training to the membership.
- Strengthen advocacy efforts both within the organization and externally.