

# asolorep

ASOLO REPERTORY THEATRE

PRODUCING ARTISTIC DIRECTOR **MICHAEL DONALD EDWARDS**  
MANAGING DIRECTOR **LINDA DIGABRIELE**



## Staging Our Future

**2017/2022 STRATEGIC PLAN**





## OUR MISSION

Engage and inspire audiences with extraordinary theatrical experiences created with vision, passion and artistry and enhanced by deeply integrated education and community outreach programs.



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## From our Producing Artistic Director Staging Our Future

**For nearly 60 years, Asolo Repertory Theatre has been a cultural gem, presenting World Class Theatre that is created in our community, for our community. At its core, Asolo Rep has always been and will always be a sanctuary for artists from around the world to explore, evolve and create.**

The time has come to put into motion our five-year strategic plan that will enhance and strengthen our position as one of the most important professional theatres in the United States. Our 2017/2022 strategic plan reflects our passion to make compelling bold artistic statements, to take risks on the stage and select work that engages our audience intellectually, spiritually and emotionally.

As we conclude our five-year American Character Project and embark on a thrilling new artistic venture, *Staging Our World*, one common thread remains vividly clear: theatre is a global necessity, not a luxury. The stories we tell encourage open dialogue and create empathy by providing the rare opportunity to walk in someone else’s shoes, if only for an hour or two. To see these stories unfold live before us, whilst surrounded by strangers and neighbors, is a unique experience that only theatre can provide.

This five-year strategic plan is a concrete declaration that we will continue to flourish and thrive as an institution, as artists and as global citizens no matter what obstacles we face.

We will explore **New Frontiers** by providing an artistic home for the highest caliber of theatre professionals, creating a vibrant new play development program, promoting inclusivity and diversity in our audiences, and unifying Asolo Rep’s brand.

We will maximize **Community Impact** by engaging in stimulating dialogue concerning local, national, and global issues, as well as expanding and deepening our youth and family programming.

We will build a **Strong Foundation** by acquiring and developing the appropriate facilities, infrastructure, and technology to amplify and support the creative goals of the theatre.

A very special thank you to our treasured community, whose outstanding support continually inspires us to address our challenges and strive to achieve the highest artistic integrity.

At Asolo Rep, all the artists, actors, directors, designers, artisans, staff, and board know that we must continue to be champions of theatre, an ancient art form that could not be more vital today. We are ready.

Please join us in **Staging Our Future**.

Michael Donald Edwards  
Producing Artistic Director





## The Visioning Process

As Asolo Rep embarked on the fifth year of the American Character Project, and the final year of its attendant five year strategic plan, we recognized the importance of producing a particularly dynamic, inclusive and focused plan to guide us for the next five years. The 2012-2017 plan was highly successful in bringing growth and development in areas of artistic excellence, endowment, community outreach and technology. In addition to building on these successes and Asolo Rep's significant growth, the 2017-2022 plan needed to address the imminent challenges of infrastructure and capacity. To develop a plan appropriate to meeting these critical needs, we determined the process would be as inclusive as possible, with input from the Board of Directors, community members, subscribers, donors, vendors, artists and staff. To bring this all to fruition in a timely manner, we enlisted the aid of Gulf Coast Community Foundation which assisted in hiring a consultant who could help us achieve our goals.

Christie Nolan, President and CEO of Mission Matters Consulting & Coaching Group, was selected as our facilitator and guide. With nearly two decades of experience working with not-for-profits, Ms. Nolan was enthusiastically embraced by the Strategic Planning Task Force, which met frequently to ensure the process could be nimble. The Strategic Planning Committee and Board of Directors were kept carefully abreast of developments and given opportunities for big picture brainstorming and plan recommendations.

We want to thank everyone who participated in the creation of this plan through interviews, surveys, one-on-one sessions and group meetings. We are

particularly grateful to Ms. Nolan, Anne Jones, Asolo Rep staff and artists, the Strategic Planning Task Force, the Strategic Planning Committee and the full Board of Directors. You have helped Asolo Rep approach the next five years with confidence, enthusiasm and a clear course!

### Strategic Planning Task Force:

Anne Jones, Chair; Larry Haspel, Board President; Ann Charters, Vice President, President Elect; Michael Donald Edwards, Producing Artistic Director; Linda DiGabriele, Managing Director; Corinne Deckard, General Manager; Judith Lambert, Marketing Director; Vic Meyrich, Production Manager

### Strategic Planning Committee:

Chair: Anne Jones, Vice Chair: Ann Charters, Susan Dweck, Herman Frankel, Larry Haspel, Nancy Markle, Audrey Robbins, Flori Roberts, Bruce Rodgers, Bill Sandy, Eva Slane, Mary Lou Winnick, Geri Yonover, Participating Staff Members: Corinne Deckard, Linda DiGabriele, Michael Edwards, Gary Keehner, Judith Lambert, Greg Leaming, Vic Meyrich, Tricia Mire, Kathryn Moroney, Lauryn Sasso

Linda M. DiGabriele  
Managing Director

Cover: Jenna Burns and Marc Koeck in *West Side Story*. Inside front cover: The cast of *The Grapes of Wrath*. Page 2: Daniella Dalli and F. Wade Russo in *Show Boat*. Photos by Cliff Roles.

## From Our Board Leadership

### From the President

In March of 2017 the Board of Asolo Repertory Theatre approved a new and exciting five year strategic plan that reflects our vision for the future. This plan builds upon the successful completion of the American Character Project which not only brought outstanding theater to this community, but record breaking box office sales and national recognition and acclaim to Asolo Rep as well.

This new strategic plan will serve as our compass for the next five years, guiding us as we strive to serve our community by continuing to provide the highest quality theater experience in all respects - from the selection of our productions through every detail of implementing them. The plan contemplates expansion of our facilities, allowing for a greater capacity for our productions, and also enhancement of our outreach efforts to better serve our diverse community.

This new strategic plan challenges all of us - Board members, management, artists and employees - but I am confident that we have the unwavering dedication and exceptional talent that will enable us to meet our objectives and further enhance the reputation of Asolo Rep, not just in our local community, but regionally and nationally as well.

THE BEST IS YET TO COME!

Larry Haspel  
President



### From the Strategic Planning Chair

As chair of Asolo Rep's 2012-2017 Strategic Plan, which concluded June 30, 2017, it is difficult to envision a more comprehensive and dynamic plan than the one we crafted for those five years of the American Character Project. It set the stage for enormous productivity and success with input from a diverse set of stakeholders.

However, the inclusive, new plan, created to cover years 2017-2022, has proven even more exciting and will catapult our theatre to new heights. This plan is the result of many hours of productive meetings with our extraordinary facilitator Christie Nolan who led countless brainstorming meetings with our talented Board, exceptional staff, and dedicated community members.


This plan is a living document to guide our path for the next five years of innovation and growth. It provides clarity of direction for the future, ever mindful of our vision, our values, and our mission to engage our audiences with extraordinary theatrical experiences, enhanced by deeply integrated education and community outreach programs for all ages.

I commend all those involved with this dynamic process. Now, it's our turn to make the plan a reality!

Anne E. Jones  
Strategic Planning Chair







**“Asolo Rep  
is not just  
a Florida  
treasure, but  
a national  
treasure.”**

*Frank Galati, Tony Award-  
winning director and  
Asolo Rep Associate Artist*

*A.K. Murtadha in *The Great Society*, photo by Cliff Roles.*

## Setting The Stage

### Who Are We?

Asolo Rep is a nationally acclaimed professional regional theatre that produces an ambitious mix of reimagined classics, contemporary and new works on multiple stages each season. The company has a commitment to developing new work through playwright commissions, staged readings, collaborations with other regional theatres and world premiere productions.

The resident company assembled each season includes professional actors from the national and regional community, as well as highly trained graduate student actors and talented local performers. Its visionary productions are shaped by the highest caliber of guest artists: directors, choreographers, designers, composers and more.

Asolo Rep is one of a few theatres in the nation that has a mainstage performance schedule rooted in true rotating repertory, a unique performance method that requires a large, highly skilled resident company and extensive technical craftsmanship. This repertory, combined with performances in other venues, gives audiences the opportunity to see multiple productions in the span of a few days.

Asolo Rep has an enormously successful and longstanding partnership with the FSU/Asolo Conservatory for Actor Training, a graduate training program that attracts highly qualified young artists from around the world. Through rigorous professional training, the Conservatory provides Asolo Rep with a company of actors capable, in their third year of study, of working alongside the professional acting company. This complex relationship between the two organizations increases the capacity of both institutions.

Asolo Rep is committed to ensuring people of all ages and backgrounds can experience the power of live theatre. Audiences are welcomed into a variety of public programming events, and every season local residents lend their voices to a community-based theatre project. The theatre serves area families, students, educators, and individuals with special needs, through a combination of performances, workshops, discussion forums and theatre-making opportunities.

### Asolo Rep Vision and Values

The **vision** for Asolo Rep is to enrich lives through compelling theatrical experiences created in a collaborative and adventurous environment.

The **values** of Asolo Rep include a culture of inclusiveness, effective communication, ethical behavior, highest artistic standards, innovation, commitment and fearlessness.

### Asolo Rep Mission

Engage and inspire audiences with extraordinary theatrical experiences created with vision, passion and artistry and enhanced by deeply integrated education and community outreach programs.

### Objectives

- To produce bold, compelling work in a creative, nurturing home for resident and guest artists and the staff that supports them,
- To give a diverse audience access to world-class productions and public programs,
- To develop and present new work and embrace innovation in artistry,
- To inspire youth throughout the region to experience, discuss, and create live theatre and,
- To foster the next generation of artists for the American Theatre through its programmatic partnership with the FSU/Asolo Conservatory.



# Strategic Goals:

## NEW FRONTIERS

Asolo Rep will explore **New Frontiers** by providing an artistic home for the highest caliber of theatre professionals, creating a vibrant new play development program, promoting inclusivity and diversity in our audiences, and unifying Asolo Rep's brand. We must rise to the challenge of being champions of art, the artists and all who assist, support and appreciate the work they create. Excellence and inclusivity are essential elements.

### GOAL

**Provide an artistic home for experienced and emerging creative and administrative professionals throughout the organization, challenging them to produce their best work in a culture of support and respect**

Key Actions:

- 1: Exemplify an organizational culture of inclusion from Board and staff to artists and Conservatory students
- 2: Strengthen operations, working conditions and communications for staff and artists
- 3: Create conditions for employee engagement and retention at all levels of mission execution
- 4: Engage with FSU, The Ringling Museum, and other universities by encouraging faculty and student visits, residencies and apprenticeships at Asolo Rep

### GOAL

**Create a vibrant new play development program that supports the strongest options for developing new work that will broaden Asolo Rep's artistic scope and attract new audiences**

Key Actions:

- 1: Expand relationships with other theatres and arts organizations to share information about exciting artists and the work they are passionate about creating
- 2: Create a structure and process for developing new work at Asolo Rep
- 3: Cultivate relationships with playwrights, agents and new play festivals

### GOAL

**Grow audiences from local, regional and national communities by providing inclusive initiatives that increase access**

Key Actions:

- 1: Develop and implement a branding communications plan that supports the overall mission and strategic direction of the organization
- 2: Engage diverse audiences through marketing initiatives
- 3: Develop local family audiences
- 4: Expand performance opportunities in other communities with touring or co-production

\* All goals and key actions are considered priority and are listed in no particular order.

2017/2022



Clockwise from top: Brendan McMahon in *Twenty Thousand Leagues Under the Sea*, photo by Gary W. Sweetman. 2016 Director's Take Luncheon panel: Lauryn Sasso, Michael Donald Edwards, Frank Galati, Peter Amster, Molly Smith, Nicole A. Watson. Michael Donald Edwards, TayLar, Robert Schenkkan, David Breitbarth at the 2017 staged reading of *Building the Wall*, photos by Cliff Roles. Just for Girls attendees at youth matinee of *Twenty Thousand Leagues Under the Sea*, photo by Kyle Sorice. A standing ovation for the cast of *Bonnie & Clyde*, photo by Frank Atura.





# Strategic Goals:

## COMMUNITY IMPACT

Asolo Rep will maximize **Community Impact** by engaging the community in stimulating dialogue concerning local, national, and global issues, and expanding opportunities for youth and family programming. We are rooted in this community and must reflect and celebrate the lives of all its members with the work on stage and off.

### GOAL

Engage the community in stimulating dialogue about local, national and global issues revealed in our productions and broaden participation with populations currently underserved by Asolo Rep

Key Actions:

- 1: Grow creative and inclusive public programs, linked to the work onstage, to provide opportunities for dialogue and increased points of access
- 2: Partner with community members and organizations to explore mutually beneficial opportunities to engage patrons and magnify impact
- 3: Deepen the scope of community based theatre projects
- 4: Expand youth program offerings to include young artist training
- 5: Serve area schools with highest quality performance opportunities and accompanying educational tools

2017/2022



Clockwise from top: IllumiNation panel discussion, photo by Gary W. Sweetman. Wyatt McNeil in *The Tragedy of Hamlet*, 2016 Tour; Ria Cooper and Kiara "the Guitar" Irizarry in *Kaleidoscope*, photos by Cliff Roles. Family Day at *Twenty Thousand Leagues Under the Sea*, photo by Emma Bruno. Performance of *Faces of Change*, 2017; Kids arrive for youth matinee of *Twenty Thousand Leagues Under the Sea*, photo by Cliff Roles.



# Strategic Goals:

## STRONG FOUNDATION

We will build a **Strong Foundation** by acquiring and developing the appropriate facilities, infrastructure, and technology to amplify and support the creative goals of the theatre. Fiscal and physical sustainability are the cornerstones of this expansion. Our Capital and Endowment Campaign will join our Annual Fund Drive to ensure appropriate funding for investments in technology and facilities, along with associated annual expenditures.

### GOAL

Ensure organizational sustainability through operating revenue growth and the development and funding of appropriate facilities, which will amplify and support the work of staff and artists

Key Actions:

- 1: Develop a strategic facilities plan to address production, housing, and organizational needs
- 2: Build upon our dedicated base of community support in order to augment revenue growth and ensure sustainability
- 3: Initiate next phase of capital campaign to raise funds for facilities purchases and remodeling, and for endowed funds to support maintenance of capital projects
- 4: Maximize green choices for all facilities

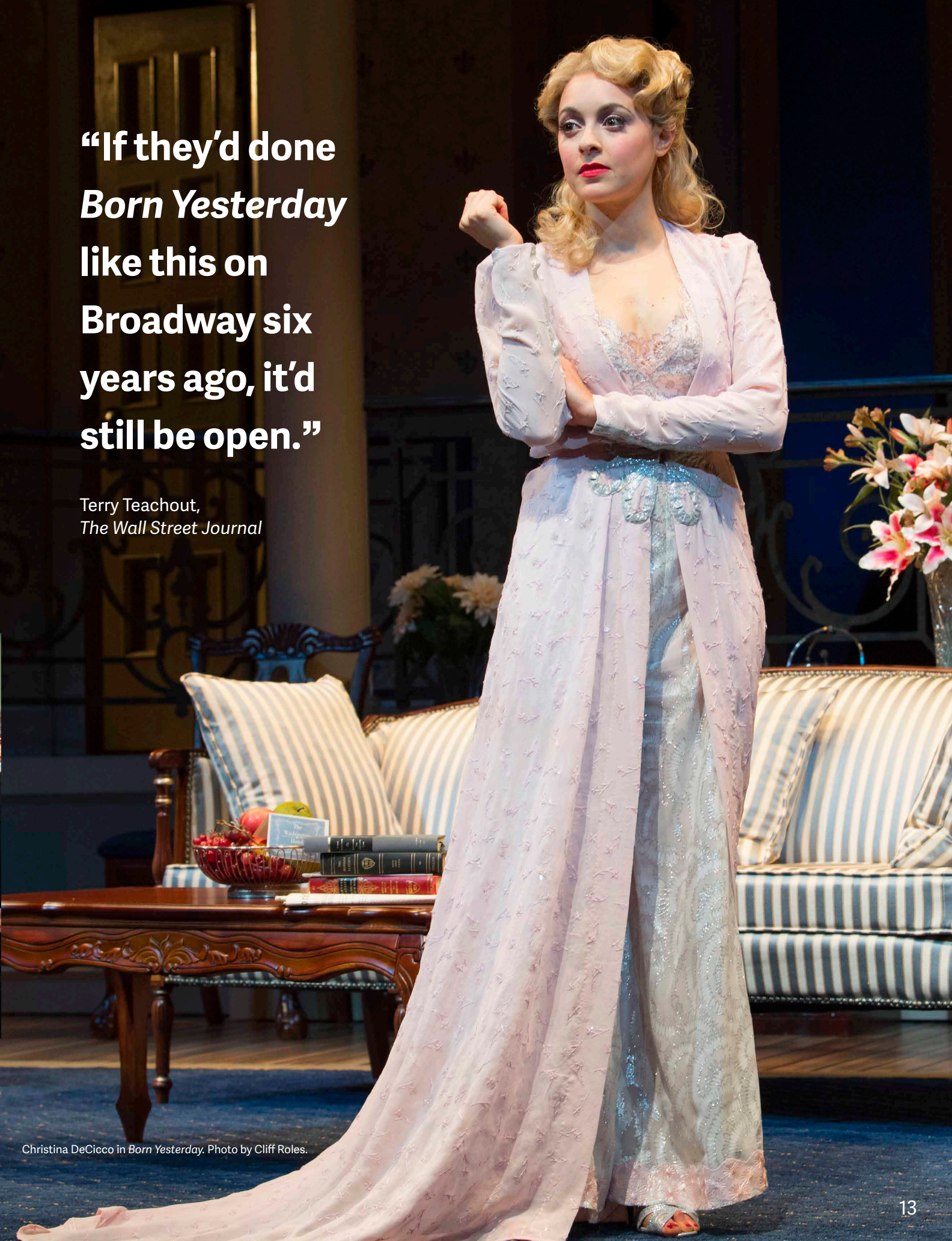
2017/2022

Right: Grand Opening of The Robert and Beverly Koski Production Center, February 22, 2012. Below: Cast of *Julius Caesar*, 2017 Tour. Photos by Cliff Roles.



“If they’d done *Born Yesterday* like this on Broadway six years ago, it’d still be open.”

Terry Teachout,  
*The Wall Street Journal*



Christina DeCicco in *Born Yesterday*. Photo by Cliff Roles.



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## 2017/2022 Strategic Plan

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The Giving Partner

The intersection of community and philanthropy.