

**MIDLAND COMMUNITY THEATRE**



# Strategic Plan

## 2022-2025

*Approved in October 2021*



# Strategic Plan 2022-2025

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## Purpose of the Strategic Plan

**This Strategic Plan for Midland Community Theatre was developed by the Board and Staff with support from Arts Consulting Group in the spring and summer of 2021.**

**This Plan, including the People, Mission, Vision, and Values statements, is intended to support the Theatre and its leadership in vital decision making, and to identify several important areas where the Theatre can grow, improve, and change in the years ahead.**



## Strategic Plan 2022-2025

### A Message From Our Executive Director

Since I started working as your Executive Director in August 1997, I have made it my goal to work with the Board, staff, volunteers, patrons and the community at large to improve this arts organization. This work was started by our founder Art Cole, who built an incredibly solid foundation for our organization during his years of leadership. I sincerely hope that our efforts over the past 24 years have added to the legacy of his tremendous work.



Timothy P. Jebson  
Executive Director

Today, we move forward with plans to continue the growth and development of our community theatre. During the pandemic, MCT took this opportunity to take a look at itself and seek outside opinions and insights in order to provide an overview of where we can work harder and improve. This document is the result of this time and effort.

MCT could not have produced this document without the leadership of our Board of Governors. I would particularly like to thank the members of the Strategic Planning Steering committee, including Ann Hankins (endowment board), Dr. Paul Mangum (board), Jeff Bryden (board), Lisa Durgin (board) and Judith Giebler (staff). Many other staff members, supporters and volunteers also worked on research and information for this document. Finally, I would like to thank the Abell-Hanger Foundation, who provided the funding to allow us to hire Douglas Clayton and Linda Lipscomb from the Arts Consulting Group, who asked the hard questions and probed the Board, staff and volunteers and challenged us to come up with these goals.

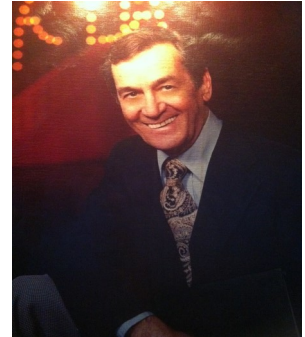
I look forward to working with our Board and staff to implement and move forward on these long-range goals. Thank you for your continued support of your community theatre –  
Midland Community Theatre.



## Strategic Plan 2022-2025

### A Concise History of Midland Community Theatre

Midland Community Theatre was founded in 1946 by Art Cole, who was stationed at the Midland Air Field during World War II and returned after the war to organize theatrical efforts in Midland. The organization started in an old military Quonset hut located in downtown Midland, producing live shows for local audiences. In 1958, MCT raised funds and opened the Theatre Center, which was located near Dennis the Menace Park in Midland. In 1978, the theatre opened the Cole Theatre on Wadley, which housed two performance spaces, construction spaces for sets and costumes, expanded office space and educational classrooms. In 1995, Midland Community Theatre proudly hosted the American Association of Community Theatre (AACT) National Community Theatre Festival. In 2005, the theatre raised \$3.5 million for a renovation to the Cole Theatre, which was completed in time for the organization to host the AACT International festival in the summer of 2006. During our 75 years, MCT has been the first community theatre in the USA to produce the amateur productions of ***The Best Little Whorehouse in Texas***, ***The Producers***, ***Rent*** and ***Shrek the Musical***. Midland Community Theatre continues to produce musicals, comedies, dramas, mysteries, melodramas and children's theatre for audiences from all over West Texas.



1949 was the first year for Summer Mommers, which would become MCT's annual fundraiser. This event is a traditional American melodrama, with the heroine starting the show with something, the villain coming to steal it away and the hero finally arriving to save the day. Midland's melodrama also includes a movie, which opens and closes each act and is filmed around town prior to the start of the summer. Finally, each evening ends with the All-American Olio, a variety show of dancers, singers, comedians and specialty acts like The Blues Brothers, Idiot Stick and Mule Train. In 1981, the theatre started a long-term rental with the Yucca Theatre in downtown Midland, which became the home for Summer Mommers. In 1999, MCT purchased the Yucca Theatre, and continues to host Summer Mommers and additional productions and rentals at this historic downtown theatre. MCT's marketing slogan for Summer Mommers is "it can't be explained, it must be experienced" and anyone who has attended this event and thrown popcorn will understand this slogan.





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### A Brief History of Midland Community Theatre

Educational offerings have been an important part of MCT since the beginning. Art Cole envisioned education as crucial to building a viable community theatre. Just three months after MCT's first show, children's theatre classes and productions were developed and taught by Mr. Cole, filling MCT's Theatre School with eager students.

In 1968, Education Director Ed Graczyk created the Pickwick Players program for teenagers. Over the years, the Pickwicks have expanded to include three productions per year. In addition to local performances, the Pickwick Players have also travelled internationally, performing in New Zealand, England, Belgium and Singapore. The annual Pickwick fundraiser is Fine Arts Camp, which was started in 1990. This event takes place during Spring Break, with Pickwicks teaching Theatre School students about music, dance, art and drama.

Over the last 20 years, the Midland Community Theatre's Education Department has developed additional educational programming that includes Pre-K classes, Centerstage for 7-12 graders, Thinking Cap Theatre (a children's theatre outreach performance tour) and the Applause! Players (for students with autism). The Theatre School continues as the mainstay of education at MCT, providing on site and outreach offerings for thousands of students year-round.

2020 was the 75<sup>th</sup> Anniversary of this organization, and the pandemic delayed many celebratory events that were planned for this historic year. However, MCT is currently working on plans to celebrate the 75<sup>th</sup> Anniversary of Summer Mummers soon, and will incorporate some of these events during this time. In the meantime, Midland Community Theatre looks forward to another 75 years of providing quality theatrical entertainment for the Permian Basin.





## Strategic Plan 2022-2025

### Our People

Midland Community Theatre engages with a wide variety of people in different ways. Our strategies intentionally consider the needs and interests of our volunteers, members, ticket buyers, local residents, visiting guests, families and children in our educational programs as well as our donors, funders and corporate sponsors.

### Our Mission

Midland Community Theatre provides opportunities for all people of all ages to participate in and experience quality theatre arts and education.

### Our Vision

Midland Community Theatre will use our collective creativity to find fresh, vibrant ways to reach wide varieties of people

### Our Values

In all our interactions with audiences, volunteers, students, the general public and each other, we focus on:

**Community, Creativity, Connection**







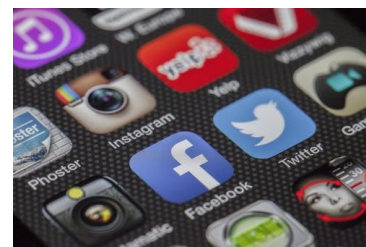
## Strategic Plan 2022-2025

# Midland Community Theatre Strategic Objectives for 2022-2025

## #1 Upgrading the Theatre Facilities



## #2 Revising MCT's Brand and Marketing Strategy to Broaden Engagement



## #3 Enhancing and Expanding MCT's Volunteer Participation





# Strategic Plan 2022-2025

## Timeline:

	2022	2023	2024
Upgrading the Theatre Facilities	Cole: Capital Campaign Yucca: Facilities Review Implement Future Investment Strategies	Cole: Construction and Renovation Yucca: Customer and Production Audit	Cole: Complete Construction and Renovation Yucca: Discussions with City of Midland and other partners
Revising MCT's Brand and Marketing Strategy to Broaden Engagement	Implement Structural Action Strategies	Implement Education Promotion Strategies Explore New Relationship Strategies	Implement Selected New Relationship Strategies
Enhance and Expand MCT's Volunteer Participation	Implement Onboarding and Volunteer Relationship Strategies	Implement Information Gathering Strategies	Implement Communication Strategies





## Strategic Plan 2022-2025

### Responsibility, Accountability, and Visibility

To follow through on the new Mission, Vision, and Values of the theatre and the Strategic Plan, MCT will:

- Establish three ongoing committees: Facilities, Marketing & Branding, and Volunteer Participation
- Each committee will set specific goals for each year, based on the overall path in the strategic plan, and will make those goals clear to the Board
- Each committee will meet every other month and more often as needed
- Each committee will report at Board meetings held every other month (alternating from committee meeting months) about their area, and progress relating to the Action Plans
- The Board will discuss updates or changes to the Strategic Plan as needed, based on committee reports and progress

To maintain visibility of MCT's Mission, Vision, and Core Values, MCT will:

- Post them on the MCT website
- Include them on all Board agendas
- Post in the MCT conference room
- Include in the Prompter (program)
- Explore posting them at the Box Office or in the lobby
- Include references to them verbally (in announcements and speeches) as appropriate



# Strategic Plan 2022-2025

## Planning Methodology

Midland Community Theatre developed this Strategic Plan over a eight month period in partnership with Arts Consulting Group in 2021. The Planning process included:

- Establishment of a Strategic Planning Committee
- Review of MCT history and documentation
- Internal Survey of MCT Staff and Board
- Interviews with MCT Stakeholders
- Four Strategic Planning Committee Workshops (March 20, April 3, April 24, August 14)
- Three Strategic Objective Planning Meetings (July 6, 7, and 8)
- Two Full Board Workshops (May 1, September 11)
- Additional dialogue with MCT Staff

## Acknowledgements

Midland Community Theatre would like to thank the following individuals for their support in the development of this Strategic Plan:

### Strategic Planning Committee

Jeff Bryden, Board of Governors  
Lisa Durgin, Board of Governors  
Judith Giebler, MCT Staff  
Ann Hankins, Endowment Board  
Tim Jebson, Executive Director  
Dr. Paul Mangum, Board of Governors

### 2021 Board of Governors

Leah Robertson, President  
Dr. Paul Mangum, President-Elect  
Pete Schrenkel, Treasurer  
R. Shaun Rainey, Secretary  
Jessi Willmann,  
Mummers President  
Lauren Darnell,  
Hamhocks President  
Brennan Berry  
Laura Metzger-Bond  
Jeff Bryden  
Brad Bullock  
Annette Dozier  
Michael Fields  
Chris Hall  
Kenny Lunda  
Stephen Pocsik  
John Wilkinson  
Laura Wolf

### MCT Staff

Tim Jebson, Executive Director  
Ken Olson, Managing Director  
Carol Wakefield, Accountant  
Laura Abbott, Box Office Manager  
Wendi Guerrero, Public Relations  
Audrie Palmer, Development  
Nelson Kirby, Building Engineer  
Tracy Alexander,  
Production Manager  
Crystal Wilkerson-Diaz,  
Costume Designer  
Eddie W. Taylor,  
TD/Light and Set Designer  
Bill Williams, Pickwick Players  
Judith Giebler, Theatre School  
Lauren Darnell, Rental Manager  
Elfida Perez, Custodian  
Jennifer Mangum, House Manager  
Samatha Spencer, House Manager  
Riley O'Sullivan, Costume Intern  
Alaina Galasso, Technical Intern  
Kaylee Cochran, Rental Shop

### Community Stakeholders

Karmen Bryant  
Arlen Edgar,  
Abell Hanger Foundation  
Rosalind Grover  
Danny Holeva,  
Midland Arts Council  
Carl Moore  
Mark Palmer,  
Abell Hanger Foundation  
Dr. Eileen Piwetz, FMH Foundation  
Renee Pocsik  
Jack Rathbone  
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### Arts Consulting Group

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