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.
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.

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.
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 Mummers, 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 Mummers. In 1999, MCT purchased the Yucca Theatre, and continues to host Summer Mummers and additional productions and rentals at this historic downtown theatre. MCT’s marketing slogan for Summer Mummers is “it can’t be explained, it must be experienced” and anyone who has attended this event and thrown popcorn will understand this slogan.
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 75th 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 75th 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.
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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
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:

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*Timeline: Strategic Plan 2022-2025*
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
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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 Jebsen, Executive Director
Dr. Paul Mangum, Board of Governors

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Dr. Paul Mangum, President-Elect
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Kenny Lunda
Stephen Pocsik
John Wilkinson
Laura Wolf

MCT Staff
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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
Matt Rist

Arts Consulting Group
Douglas R. Clayton
Linda Lipscomb