

WELLSPRING

CORI TERRY & DANCERS

Strategic Priorities Framework

Wellspring/Cori Terry and Dancers' longevity and impact are the outcomes of a dedicated group of committed individuals. Collectively, this group represents something much more than a roster of volunteers, donors, staff, and board members. Rather, they represent a social movement that is passionate about dance, education, our community, and, of course, the Wellspring staff/dancers.

Not unlike the art form of modern dance, Wellspring is constantly evolving, changing, and responding to the needs and interests of our community, patrons, dancers, partners, volunteers, and donors. With a small administrative staff, effective coordination of volunteers, board, and committee members is essential. Over the 40 years of Wellspring's history, "ingenuity" and "progress" are key qualities most often associated with Wellspring's culture.

Strategically, Wellspring's focus is clear. Over the longer-term time horizon, Wellspring will have an impact in the following key areas:

- Artistic Impact
 - Collaboration
 - Cultivating company leadership
 - Presenting and supporting choreographers and dancers
- Educational Impact
 - Leveraging dance as a tool for education and community advancement
 - Offering exceptional dance instruction that accommodates all students from recreational to pre-professional

- Community Engagement Impact
 - Inviting involvement and participation on Wellspring committees
 - Collaboration with other organizations on key community issues
 - Leveraging partnerships with community organization to broaden impact
- Organizational Impact
 - Revenue diversification through earned income strategies
 - Board recruitment, education, and leadership development
 - Engagement of former board members
 - Diversity, Equity, and Inclusion efforts across all areas of the organization
 - Staff/Dancer professional development
 - Brand development and Communications

Wellspring recognizes that organizational culture dictates whether these strategic priorities remain ideas or whether they become activity areas with measurable results. Therefore, Wellspring works to cultivate a culture of strategic thinking and doing. This includes:

- Board and staff strategy sessions once or twice a year to set “doable” goals within each of the four areas of the framework.
- Reserve time in board meetings for either member education or strategic conversations about an issue relevant to the strategic framework
- By setting strategic annual goals, a culture of success and accountability emerges while remaining responsive to important unanticipated opportunities or challenges