

The Audrey Herman Spotlighters Theatre
Board Meeting
Monday, November 6, 2017 6:30 pm
Theatre Lobby

Agenda

1. Review of Minutes & Reports (sent via email to be reviewed before the meeting)
 - a. Minutes of October Meeting
 - b. Education Report
 - c. P&L Report
 - d. Show Report
 - e. Comments/Questions to reports
2. Status of Building Repairs
3. December Board Meeting - move up to avoid Tech for First Date
 - a. Monday, Dec 4, 2017 6:30 pm
4. Additional Business
5. Hathor Associates -- Strategic Planning & Goal Setting

Minutes

The meeting convened at 6.42 pm.

Board Members in attendance were: Suzanne Hoxsey, Fuzz Roark, Michael Tan, Nick Fuhr, Alan Zemla, Stephanie Ruzala, Lydia James-Harris, and Kathy Mosmiller. Also in attendance was Leslie Marqua.

1. **Review of Minutes & Reports** (sent via email to be reviewed before the meeting-subject to consent agenda)
 - a. Minutes of October Meeting
 - b. Education Report
 - c. P&L Report
 - d. Show Report
 - e. Comments/Questions to reports

There were no questions, so the consent agenda items were unanimously approved.

2. Status of Building Repairs

Fuzz noted that the lobby ceiling has been repaired. The owner is going to get a bid on removing the steam pipes in the lobby. The theatre may be asked to share some of the cost of the steam pipe removal.

3. December Board Meeting

Because of tech week for First Date, the next board meeting will be one week earlier, on Monday, December 4, 2017, at 6:30 pm.

4. Additional Business

- a. Alan Zemla presented a draft proposal for an Associate Board.
 - i. Billy Georg and Kathryn Stamps have agreed to be on the Associate Board. They will be invited to board meetings and receive board minutes and information. Michael will add them to list of recipients.
 - ii. The bylaws will be amended to include the Associate Board duties.
- b. Michael received an inquiry from a patron, Eric Marcus, about board membership. Fuzz has sent him the application and follow-up information.

5. Hathor Associates -- Strategic Planning & Goal Setting

- a. Mission/Vision/Values

Fuzz and Leslie presented the current Mission and Vision Statements (below). The board approved them without discussion.

- i. Mission Statement: To provide exceptional, diverse, creative, bold, and affordable theatrical productions, which stimulate and entertain both audience and artist. Spotlighters strives to increase and enhance the Baltimore community's appreciation for, and participation in, the experience that is live theatre.
- ii. Vision Statement: Spotlighters will become Baltimore's premier teaching community arts center and theatre, recognized for its challenging, diverse, innovative work and intimate theatre experience. Our vision is to foster collaboration within arts community of Baltimore through expanded facilities and greater physical opportunities. We will be a financially solvent, sustainable organization engaging our local community with performance, education, collaboration, and outreach programming.

iii. Values Discussion

Leslie asked the board for what they consider to be the values of the theatre. The following is the list of values. Leslie then asked each member what they considered to be the most important value. The numbers to the right of each value is the number of board members who considered it the most important.

1. Quality - 2
2. Inclusion
3. Innovation
4. Community-based -1
5. Education and outreach -1
6. Thought-provoking -1
7. Heritage/Legacy – respect the history
8. Personal/programmatic growth
9. Entertaining
10. Relationships – camaraderie -1
11. Fun -1

Leslie noted that there were a couple of values that were missing:

- a. stability and financial integrity
- b. audience development

In particular, she noted that the stability and financial integrity need to become fundamental values of the theatre, and particularly its board of directors.

b. Pressing Issues

Leslie recapped the pressing issues that were identified by the board at the last meeting, and asked for any additional issues. The board identified the following:

- i. Location
- ii. More butts in seats
- iii. Money
- iv. Structure
- v. Strategic planning
- vi. Exposure
- vii. Broaden leadership
- viii. Millennials
- ix. Succession planning

c. Strategic Issues for Next Five Years

Leslie took the pressing issues, and with the board's assistance consolidated them into the following four:

- i. Location – (no one's #1)
- ii. Audience Development (Marketing/more butts in seats/millennials/messaging) – (3 persons' #1)
- iii. Sustainability (money, strategic planning, succession planning, management structure) – (3 persons' #1)
- iv. Board Development – (2 persons' #1)

After identifying the four strategic issues, Leslie asked everyone to list the four issues in order of importance. identify their number one (most important issue, and then second, and so on). The numbers are reflected in the parentheses to the right.

There was a tie between Audience Development and Sustainability (3/3) for number one. Leslie said that she considers all four as equal in importance for the theatre. The theatre needs to create four workgroups (as board members) for these four issues.

Leslie is asking all current members to think about which group they will participate in. New board members will also be a part of at least one group. Leslie suggested that the board look at the experience and capacity of prospective board members in light of these four initiatives.

There being no more business, the meeting was adjourned at 7:50 pm (motion by Alan, and seconded by Suzanne, and unanimously approved).

The next meeting will be Monday, December 4, 2017 at 6:30 pm at the theatre.

Tasks for board members (note deadlines):

- contact Stephanie and Michael, if you are interested in being a board officer (President, Secretary, Treasurer), within one week (by Monday, November 13, 2017)
- review the bylaws by next board meeting (in Dropbox Folder)
- pick which strategic groups (Location, Board Development, Audience Development, Sustainability) to participate in by next board meeting
- review the Associate Board Proposal and come to the next meeting ready to discuss and vote on it

Respectfully submitted, Michael Tan, Secretary