FOUR ESSENTIAL BALANCES

3:30 p.m. – 5:00 p.m.

GENOVESE VANDERHOOF & ASSOCIATES

THEATRE PLANNERS / LIGHTING DESIGNERS

Schuler Shook

THE NATIONAL OPERA CENTER AMERICA  

#OperaConf
FOUR ESSENTIAL BALANCES

Marc A. Scorca
Three Levels of Trust

Community

Mutual

Staff
Hearing, Understanding & Action

What have Board members been told?

What do Board members understand?

How do Board members act in relation to their understanding?

#OperaConf
Multiple Balances

- Financial
- Artistic
- Civic
- Human

#OperaConf
Financial Balance

Approved Budget

Monthly/Quarterly financial reports and projections
Cash flow
Payables

Audit/audit committee

Form 990
# Artistic Balance

<table>
<thead>
<tr>
<th>Artistic Policy Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reviews</td>
</tr>
<tr>
<td>Staff Assessment</td>
</tr>
<tr>
<td>Word of Mouth</td>
</tr>
<tr>
<td>Trusted Feedback Loop</td>
</tr>
<tr>
<td>Ticket Sales/Renewal rates</td>
</tr>
</tbody>
</table>
## Audience Experience

**Understand drivers**

**Five Es**  
- Entice  
- Enter  
- Engage  
- Exit  
- Extend

**Unprompted positive impressions**

**Net promoter score**

**Making people feel they belong**
## Human Balance

### BOARD
- Meeting attendance
- Percent of active members – offers of specific, strategic assistance
- Rate of assignment completion
- Generous contributions
- Self-assessment

### STAFF
- Ability to respond
- Ability to anticipate
- Investment in professional development
- Fair compensation and benefits
- Retention rate
- Assessment of workplace environment/satisfaction
Increasing Civic Impact

- Raise public visibility
- Build community trust
- Establish partnerships
- Participate in collective action
- Lead collective action

#OperaConf
Increasing Civic Impact

What do we know about our community and its priorities?

How can we join others in addressing these priorities?

How do we measure community impact?

#OperaConf
Making People Feel They Belong

In our community
In our art form
In our venue(s)
In our row

How do we make them feel that opera belongs to them?

#OperaConf
Measuring Civic Impact

Incoming requests for collaboration and partnership.

Support from donors/institutions that don’t necessarily like opera.

Unprompted positive impressions across the community.
Evaluating Results

What is easy to measure?

What is hard to measure?

What is very hard to measure, but still worth doing?
FOUR ESSENTIAL BALANCES

3:30 p.m. – 5:00 p.m.

GENOVESI VANDERHOOF & ASSOCIATES

THEATRE PLANNERS / LIGHTING DESIGNERS
Schuler Shook

THE NATIONAL OPERA CENTER AMERICA

#OperaConf