



ST. LOUIS | JUNE 20-23

OPERA CONFERENCE 2018

LIFTING MANY VOICES

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





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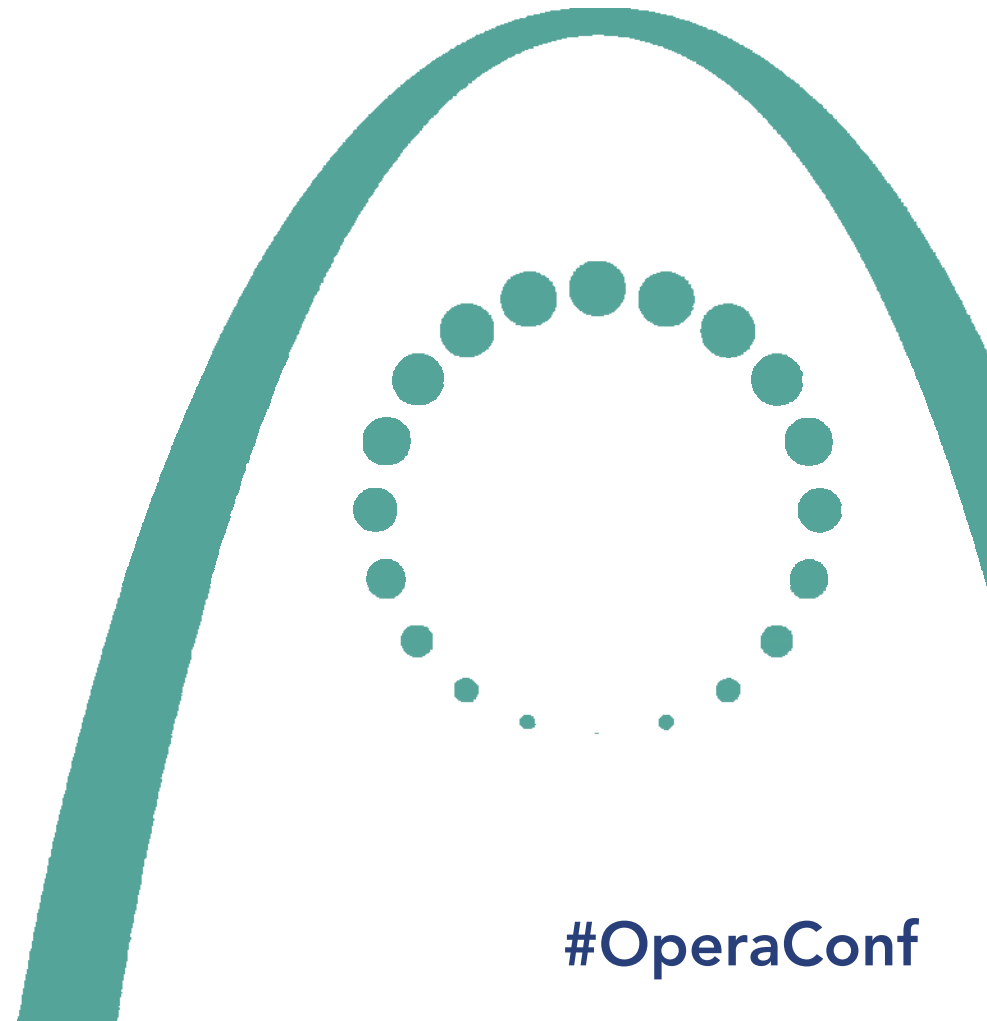
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Marc A. Scorca

THE NATIONAL **OPERA** CENTER
AMERICA



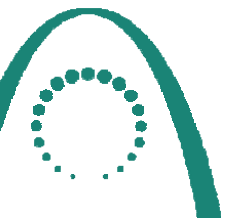
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Three Levels of Trust

Community

Mutual

Staff



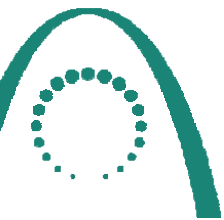
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Hearing, Understanding & Action

What have Board members been told?

What do Board members understand?

How do Board members act in relation to their understanding?



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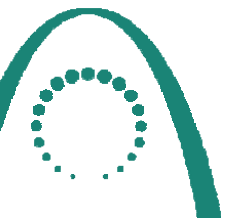
Multiple Balances

Financial

Artistic

Civic

Human



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Financial Balance

Approved Budget

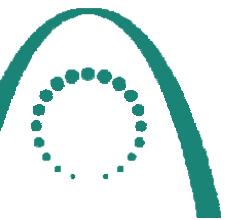
Monthly/Quarterly financial reports and projections

Cash flow

Payables

Audit/audit committee

Form 990



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Artistic Balance

Artistic Policy Statement

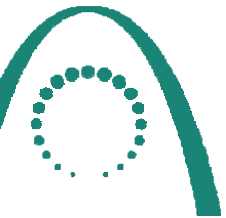
Reviews

Staff Assessment

Word of Mouth

Trusted Feedback Loop

Ticket Sales/Renewal rates



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Audience Experience

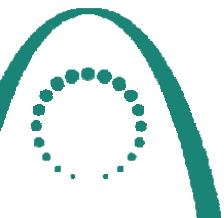
Understand drivers

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

Unprompted positive impressions

Net promoter score

Making people feel they belong



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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

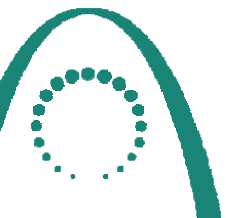
Ability to anticipate

Investment in professional development

Fair compensation and benefits

Retention rate

Assessment of workplace environment/satisfaction



Increasing Civic Impact

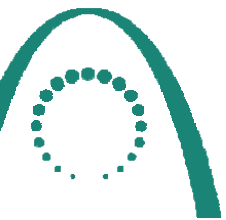
Raise public visibility

Build community trust

Establish partnerships

Participate in collective action

Lead collective action



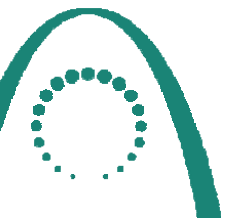
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Increasing Civic Impact

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?



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Making People Feel They Belong

In our community

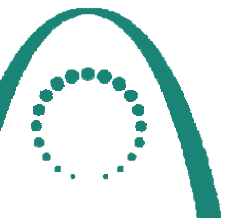
In our art form

In our venue(s)

In our row

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

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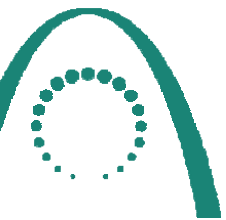


Measuring Civic Impact

Incoming requests for collaboration and partnership.

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

Unprompted positive impressions across the community.



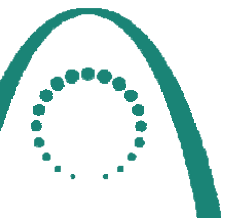
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Evaluating Results

What is easy to measure?

What is hard to measure?

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



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