

Building on 50 Years

A Strategic Vision for Ballet Rhode Island's Next Chapter

STRATEGIC PLAN 2026-2029

BALLET
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What will Ballet Rhode Island
look like fifty years from now?

Art is why we exist.

Everything else exists to support it.

Our North Star

Mission defines why we exist. Vision defines where we are going. Values define how we will get there.

MISSION

To thrill and move our audiences, dancers, choreographers, students, supporters and staff with art and discipline.
We dance to enrich and inspire lives.

VISION

To continuously increase in passion and artistic excellence and strength, achieving national and international recognition as a creative force in dance.

VALUES

Integrity • Tradition
Creativity • Excellence
Community • Stewardship
Education

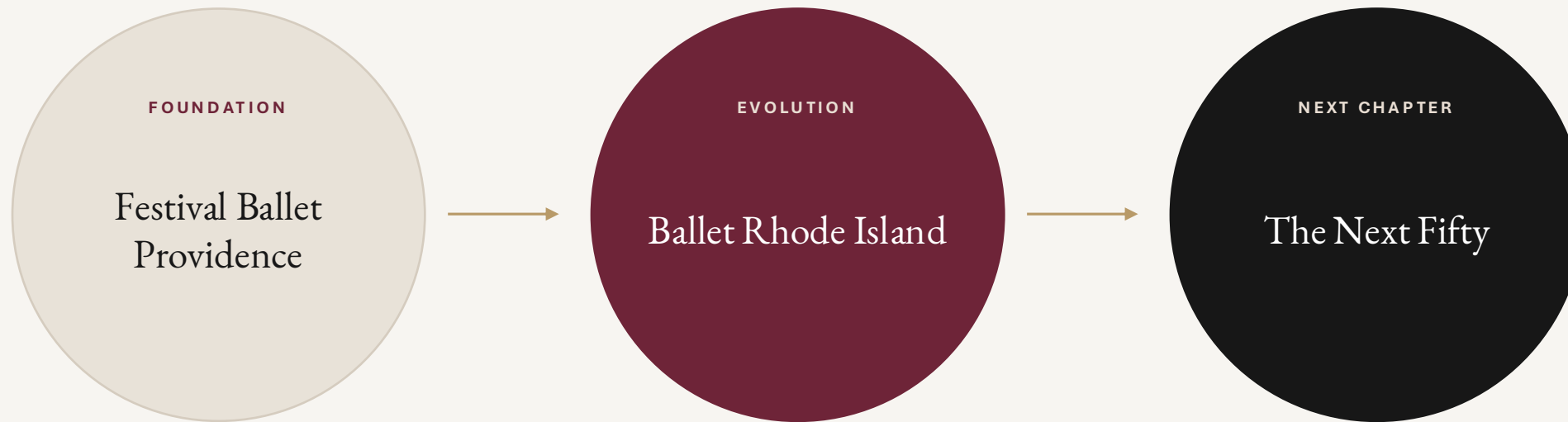
What are we trying to accomplish?

To build a nationally recognized creative force in dance—rooted in Rhode Island, distinguished by artistic excellence, and sustained by education, community, disciplined stewardship, and courageous leadership.

This is the destination against which every strategic choice should be tested.

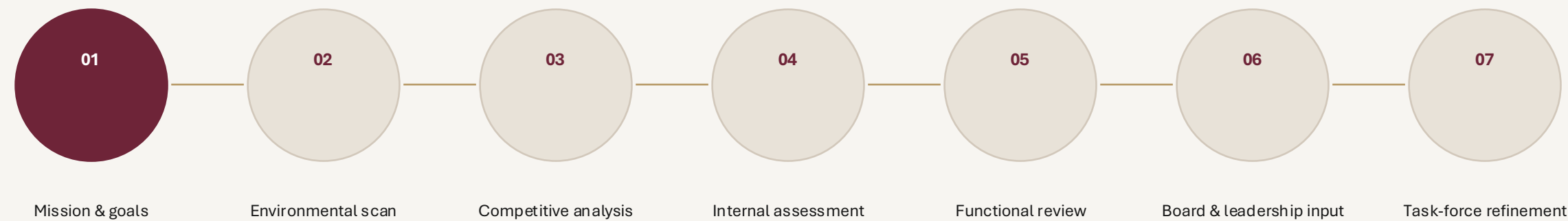
From Festival Ballet Providence to Ballet Rhode Island

An evolution that honors nearly five decades of artistic service while embracing a broader ambition.



A Plan Built Through Inquiry

The process began with the February 2026 strategic planning session and continued through leadership, Board, and task-force review.



The result is a focused framework for sustainable growth, operational stability, and greater regional and national visibility.

Why Now?

Ballet RI is entering a pivotal stage of organizational growth.

GROWTH

Our artistic reputation, school, and community reach are expanding.

OPPORTUNITY

Rhode Island and the broader field offer new possibilities for visibility, partnership, and impact.

RESPONSIBILITY

Momentum must be matched by disciplined governance, capacity, and stewardship.

What the Planning Process Revealed

1

Artistic excellence is the central asset.

2

The School is a mission engine and growth platform.

3

Visibility has not yet caught up with artistic quality.

4

Philanthropy and infrastructure must deepen.

5

Facilities constrain artistic, educational, and revenue growth.

6

Board and staff capacity must continue to strengthen

THE FIVE FOUNDATIONS

Five decades of legacy.
Five foundations for the future.

ART

Create extraordinary art

EDUCATION

Educate the next
generation

COMMUNITY

Expand our reach

STEWARDSHIP

Build organizational
strength

LEGACY

Lead the future

ART

Create Extraordinary Art

Create Extraordinary Art

Strengthen Ballet RI’s artistic profile, distinctive voice, and ability to attract and retain exceptional artists.

STRATEGIC PRIORITIES

- Strengthen local and national recognition of artistic leadership, the company, and training programs.
- Plan repertoire across a three-year horizon, balancing innovation with commercially recognized work.
- Expand choreographic, artistic, and regional partnerships.
- Improve dancer recruitment and retention through compensation, contract length, support, and facilities.
- Explore touring, festival participation, longer seasons, professional video capture, and venue strategy.

LEADERSHIP

Staff-led: Artistic Executive Director and Artistic Team

Board role: advocacy, philanthropy, introductions, and support for artistic ambition.

WHAT SUCCESS LOOKS LIKE

A distinctive artistic voice that artists seek out and audiences recognize.

EDUCATION

Educate the Next Generation

Educate the Next Generation

Develop the School of Ballet RI as a leading regional institution with growing national and international reputation.

STRATEGIC PRIORITIES

- Analyze growth opportunities across programs, age groups, and training pathways.
- Strengthen the pre-professional pipeline and explore SEVIS participation.
- Recruit and retain outstanding faculty through competitive support and professional development.
- Complete formal syllabi for core and children’s programs
- improve customer service and administrative systems.
- Expand scholarships, community engagement, family connection, partnerships, and potential satellite opportunities.

LEADERSHIP

Staff-led: Artistic Executive Director, OD, School leadership and faculty/Staff

Board role: scholarship support, community connections, advocacy, and partnership development.

WHAT SUCCESS LOOKS LIKE

A joyful, rigorous training community that develops artists and lifelong audiences.

COMMUNITY

Expand Our Reach

Expand Our Reach

Increase institutional visibility, audience engagement, civic contribution, and recognition in Rhode Island and beyond.

STRATEGIC PRIORITIES

- Build a comprehensive institutional marketing and communications strategy.
- Create targeted campaigns for Nutcracker, repertory, subscriptions, group sales, and the School.
- Grow press, critical coverage, social storytelling, audience analytics, and data-driven marketing.
- Strengthen community partnerships, public events, artist talks, and gifts of performance tickets.
- Deepen understanding of community entry points to engagement and clarify how prospects are further engaged.
- Strengthen relationships with key officials, foundations, and local influencers
- Use the 50th Anniversary as a launchpad for the next era—not only a look back.

LEADERSHIP

BOARD TASK FORCE
Audience Expansion

Staff-led execution: Operations Director, marketing, artistic, school, and community teams.

WHAT SUCCESS LOOKS LIKE

Ballet RI’s visibility and audiences reflect the quality and breadth of its work.

STEWARDSHIP

Build Organizational Strength

Build Organizational Strength

Build the philanthropic, administrative, financial, technological, and human capacity required for sustainable growth.

STRATEGIC PRIORITIES

- Continue to evaluate gaps and growth potential in administrative staff
- Redesign the organizational chart and clarify managerial roles and job descriptions.
- Invest strategically in marketing and PR expertise, junior staff development, technology, and software.
- Advance scholarship, New Works, foundation, tourism, and Board-led cultivation opportunities
- Strengthen financial planning, oversight, consultant support, and internal performance review systems.
- Focus on a Major Gift strategy to amplify individual donations and grow our donor base
- Create a “Dress Circle” event strategy
- Deepen donor cultivation and stewardship by giving tier; expand Ballet Society leadership giving

LEADERSHIP

BOARD TASK FORCE
Advancement Taskforce

STAFF LED: Artistic Executive Director, Operations Director

Staff oversight: development, administration, finance and marketing

WHAT SUCCESS LOOKS LIKE

A resilient organization with the capacity to support, and not constrain, artistic ambition.

LEGACY

Lead the Future

Leading us into the Future

Strengthen governance and pursue the facilities, partnerships, and long-term leadership needed for the next fifty years.

STRATEGIC PRIORITIES

- Form and empower a Facilities Expansion Committee; define organizational space needs.
- Explore redevelopment, partnership, financial modeling, capital feasibility, and interim “Plan B” strategies.
- Build a visible, vibrant cultural destination in Providence that supports artistic and educational growth.
- Advance Board recruitment, succession, expectations, policies, committee effectiveness, training, and self-assessment.
- Strengthen Board fundraising and donor cultivation
- Plan for an endowment
- Cement a creative stamp and unique niche for Ballet Rhode Island within the national and international community

LEADERSHIP

BOARD TASK FORCES
Facilities Expansion
Governance

Staff-led partnership: AED, OD, and administration.

WHAT SUCCESS LOOKS LIKE

A permanent future shaped by strong governance, financial stability and a home worthy of the mission, so Ballet RI can thrive for generations.

Board Task Forces: Strategy in Action

The task forces translate Board stewardship into focused leadership on the priorities that require sustained Board ownership.

FACILITIES EXPANSION

Define needs • explore opportunities • test feasibility • guide capital readiness

AUDIENCE EXPANSION

Increase visibility • grow audiences • strengthen civic engagement • activate the 50th

ADVANCEMENT

Deepen cultivation • expand leadership giving • support scholarships and new work

GOVERNANCE

Recruit strategically • clarify expectations • strengthen committees • plan succession

Organizational Leadership: Turning Strategy into Action

Executive leadership ensures staff stays on mission and focused on our strategic priorities

ARTISTIC

Define vision • Dancer development/recruitment • Artistic Partnerships • Talent Incubator • Creative Standards

SCHOOL

Training Excellence • Enrollment growth • Faculty development • Student recruitment and development

OPERATIONS/SYSTEMS

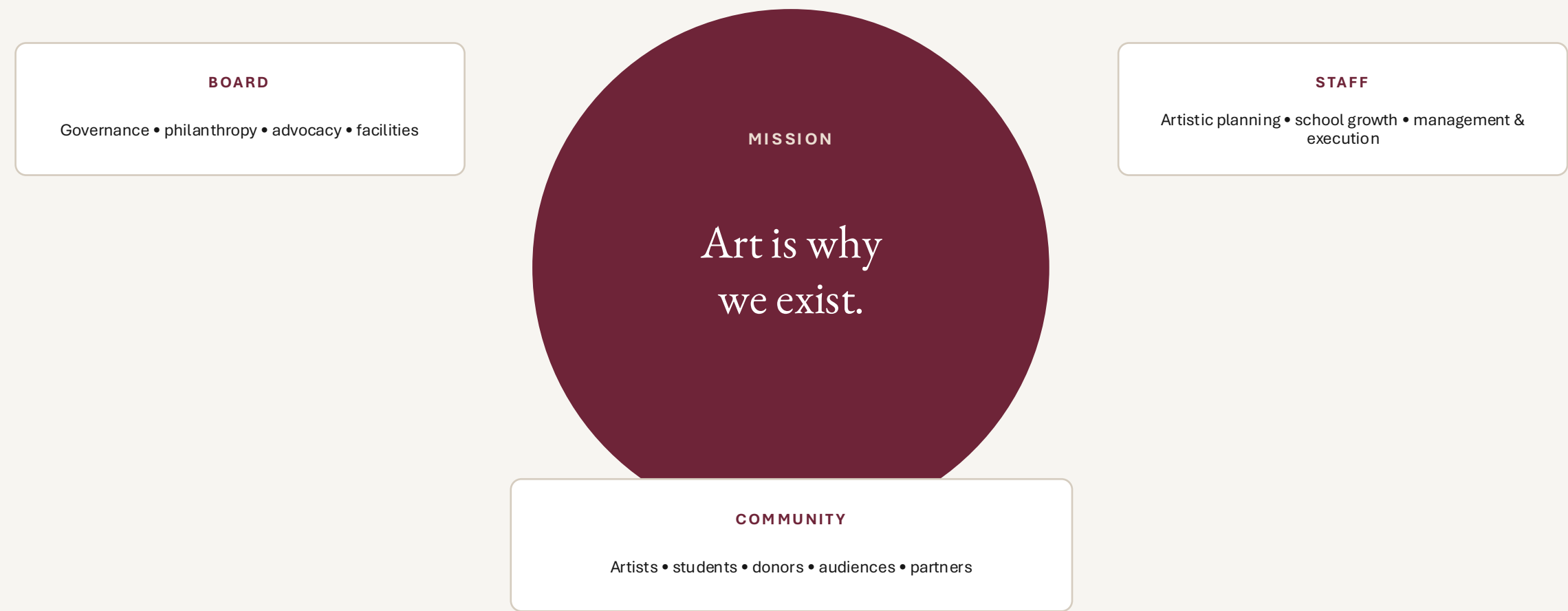
Financial sustainability and accountability • Organizational systems • Staff Development • Operational Efficiency

MARKETING/COMMUNICATIONS

Brand Identity and Positioning • Audience Development • PR and Storytelling • 50th Anniversary visibility and institutional profile

One Strategy. Shared Leadership.

The plan succeeds through complementary Board and staff roles, not parallel work.



Fifty years ago, others imagined
the Ballet Rhode Island we inherited.

Today, it is our turn to imagine the Ballet Rhode Island we will leave behind.

Art is why we exist.
Everything else exists to support it.

