



## VISION STATEMENT

Ross Ragland Theater is a financially stable, nationally recognized destination renowned for its excellence in performing arts, youth education programs and cutting-edge cultural activities for all age groups.

## MISSION STATEMENT

To provide high-quality performing arts and educational experiences that enhance community life in the Klamath Basin.

## CORE VALUES

- Community* We forge strong connections within the community and value community ownership.
- Pride* We pride ourselves on our commitment to becoming a leader in rural arts programming and audience diversity by providing a wide range of high-quality performances.
- Commitment* Our board, staff, and volunteers are committed to hard work and tenacity, knowing that our dedication to Ross Ragland Theater is necessary for executing excellence.
- Relevance* We are committed to programming which is relevant to the community and reaches our diverse constituencies.
- Inspirational* We believe that delivering high quality programs that inspire a diverse audience enables us to bring joy, optimism, and hope for a brighter future.
- Inclusiveness* We seek to be inclusive of a broad range of the community knowing that diversity is our goal.

## GOALS

- Eliminate long-term debt and achieve financial stability
- Create clear awareness of Ross Ragland Theater as a community and creative center for Oregon and a destination for arts, performance, and education
- Leverage current arts education and develop new programs which involve community members of all ages, funds, trains, and keeps quality arts educator; and creates sustainable systems to ensure sustainability
- Attract a more diverse audience/demographic that will regularly attend and promote Ross Ragland Theater's programs, performances, and activities
- Present a fully staffed, smoothly functioning theater building for the community that everyone can be proud of and enjoy coming to

## OUR GOALS TO ENHANCE COMMUNITY LIFE IN THE BASIN WILL:

- Emotionally engage constituents
- Build our brand
- Forge partnerships
- Develop sustainable systems

## TO ACHIEVE THE VISION, MISSION, VALUES, AND GOALS

*Each employee and volunteer will demonstrate professional behavior that supports team efforts and enhances team behavior, performance, and productivity.*



A broad-based community campaign transformed the 1940 Art Deco-style Esquire Theater into a state-of-the-art performing arts center in 1989. The completion of the Ross Ragland Theater heralded the renovation of Klamath Falls' downtown area, encouraged the use of renewable energy by extending the city's geothermal line and, above all, revived community interest in the performing arts.

The Ross Ragland Theater is a year-round, multi-cultural, multi-disciplinary arts center serving South Central Oregon and Northern California. The theater, with near-perfect sight lines and acoustics, provides the perfect venue for a wide array of artists from around the world as well as local productions, meetings, and events.

When the Ross Ragland Theater opened its doors in March of 1989 with a local production of Meredith Wilson's *The Music Man*, it represented a culmination of community vision and dedication to advance the arts.

The theater's namesake, Ross Ragland, was a prominent local civic leader and champion of the arts. Chairman of the campaign for the theater renovation, Mr. Ragland died in 1987, before the theater's completion. The project leaders quickly moved to name the theater in honor of his memory and service.

## THE RAGLAND CULTURAL CENTER

In 1997, the community once again banded together in the fundraising for the \$2 million addition of the adjoining Cultural Center. The addition of The Ragland Cultural Center, with its two large rehearsal/meeting rooms and full catering kitchen, allowed the theater to further serve Klamath organizations and individuals as a community gathering place.

Now boasting a season of over 20 artists, at least 1 full-scale community production and 400 other activities, the Ragland serves over 40,000 residents and visitors each year.

## STAFF, BOARD, AND VOLUNTEERS

A major resource for the theater has been the Ross Ragland Theater Guild, a volunteer organization of over 75 members who staff every event with ushers and concessionaires. The Guild collectively volunteers 3,200+ hours each year, over \$81,000 worth of time in-kind.

The Theater is governed by a volunteer board of directors whose primary function is to ensure the efficient and effective use of resources to fulfill its mission. The staff is managed by an executive director who runs the day-to-day operations of the Theater.

## CONCLUSION

The existence and continued operation of the Ross Ragland Theater & Cultural Center is a testament to the dedication and aspirations of the residents and businesses of the Klamath Basin. It is your theater and it is an integral part of what makes Klamath Falls such a unique place to live, work, and play.

## BOARD MEMBER DUTY DESCRIPTION/PROFILE

The Board of Directors of the Ross Ragland Theater is responsible for the exercising fiduciary oversight, providing strategic direction, and ensuring the future viability of the Ross Ragland Theater. As a corporate body, the Board of Directors provides overall leadership of the organization via its supervision of the Executive Director. Members are nominated and selected pursuant to the Bylaws of the organization and serve a three (3) year term of office with a two (2) term maximum.

The primary purpose of the Theater's Board is to ensure the organization's resources are used efficiently and effectively in pursuit of its mission. Second, the board asks not just *whether* but also *how effectively* programs advance the Theater's mission, a type of analysis that involves performance measurement. Third, the board promotes lawful and ethical behavior and seeks to ensure compliance with basic standards of safety, legality, and honesty.

## ESSENTIAL FUNCTIONS OF THE BOARD

**Participation:** Board Members govern the Ross Ragland Theater via active involvement and participation in board meetings. Board Members make available their individual resources and are willing to serve in the roles of officer and/or committee member, as needed.

**Community Involvement:** Board Members are ambassadors for the Ross Ragland Theater and engage with the community as an advocate and as a learner, listening mindfully to be attuned to community desires in terms of theater programming and accessibility.

**Fundraising Campaigns:** Board Members willingly participate in fundraising activities, and campaigns and support these campaigns via personal contributions of financial resources, time and expertise.

**Providing Strategic Direction:** Board Members develop a Strategic Plan for the organization and ensure that its goals and objectives are carried out; ask and answer questions of strategic relevance and importance for the organization; and provide strategic direction for the theater operations.

**Mission, Vision, and Organizational Values:** Board Members articulate and communicate the Mission, Vision, and Organizational Values of the Ross Ragland Theater with the larger community.

**Governance:** Board Members ensure that ongoing governance and leadership of the Ross Ragland Theater is:

- conducted in a way that is consistent with its Mission, Vision, and Organizational Values,
- seeks the ongoing relevance and meaning of the Ross Ragland Theater's contribution to the larger community,
- secures the future viability of the organization by safeguarding the organization's distinctive traits, character, and its emerging role in the community.

## ROSS RAGLAND THEATER PROGRAMS AND SERVICES

### PERFORMANCE SEASON

**Main Stage Series** features performances by touring artists and ensembles from around the world. The Ross Ragland has hosted Country greats such as Garth Brooks and LeAnn Rimes as well as classical, Broadway and folk groups from around the world and local.

**Community Productions** are hosted on the mainstage and feature an all-local talented cast of dancers, singers and actors. Past shows are *Les Miserables*, *Mary Poppins* and *CATS*.

**Ragland Film Screen (RFS)** is the digital cinema featuring live-streaming style events and shows, classic films, and other shows from the Met to the National Theater of London and are only available to theaters such as the Ragland for showings.

### ARTS EDUCATION AND OUTREACH

**Young Audience Matinees:** Books, science, math, and history come alive on the stage for over 7,000 students. We bring 6-8 shows that are open only to school's grades K-12.

**Youth StARTS:** Local artists go twice a week for eight weeks in a classroom to teach arts to students in grades K-6. Over 6,900 students in Klamath County schools get up to 24-32 weeks in movement, music, and theater.

**Camps and After-School Classes:** After-school classes throughout the school year and camps during breaks (Spring and Summer) offer over 200 students arts experiences every year. Every camp culminates in a performance!

**Teen Theater Program** is in its 4 year and going strong, we do auditions in September and accepted a group of local high school students, who are trained by a director in the many aspects of theatrics (performers, backstage, costuming, and even stage managing) and the dynamics of interacting with young audiences and culminating in performances for our Young Audience Matinee series at the end of the 4-month program. Participants learn how to perform for a large audience and interact with younger students.

**Digital Matinee Experience:** In this NEW program, we will bring Jr High and High School student to the theater for an educational film that will follow with a Q&A from guest speakers. Science on Screen (SoS) has a high interest for science teachers to use as a learning tool. We have done 2 seasons of SoS and are planning to add Exhibition on Screen (EoS) to invite literature and Arts classes, as well as foreign films, like (French and Spanish) to spark an interest in students to learn more about the arts and literature and be able to ask questions from a variety of guest speakers with peers from both City and County schools.

**The Outreach program** has a wide variety that we offer to the community at no charge, so everyone can be involved. In this program we engage with students by bring professional Artist to their classrooms (City & County) for Q&A's, and small showcases by the Artist. Community Outreach is mostly for junior high and high school students (grades 6-12), but we have been known to go to elementary schools on special occasions or have a matinee showing at the theater along with the senior center and the three dance studios in town.

### COMMUNITY SERVICES AND PROGRAMS

Connecting to community groups and programs is a trademark of the Ragland. We provide rehearsal space for the Klamath Chorale, and rental spaces for weddings, business meetings, memorial services, Quinceaneras, and other community gathering events to bring together our residents in a lovely and community-based facility.



## ANNUAL BOARD COMMITMENT

I agree to each of the following personal responsibilities as a board member:

**Attendance:** Attend at least 5 of the 7 meetings held annually. Meetings are held the third (3<sup>rd</sup>) Thursday in September, November, January, March, May, June, and August.

**Participation:** Participate fully: Be informed about the organization's mission, services, policies and programs. Review agenda and supporting materials prior to Board and committee meetings. Actively contribute to discussions at meetings. Assist the Board in carrying out its fiduciary responsibilities, such as raising money in support of the theater's programs and reviewing the organization's annual financial statements. I will represent the Ross Ragland Theater in a positive manner.

**Recruitment:** Assist in the recruitment of new Board members who can make significant contributions to the work of the Board and the organization.

**Board Fee:** There is currently a small board fee assessed at the beginning of each fiscal year of \$100.00. (September) \$50 helps to pay for the Guild appreciation dinner. \$50 goes toward scholarships for youth education programs.

Additionally, 100% of the Board members will make a personal cash gift. There is currently no prescribed amount.

**Give and Get:** The following board give/get criteria is a universal standard for all board members of the Ross Ragland Theater. The board may adopt higher standards in future years. This can be accomplished through a variety of board member activities.

Active board participants will sell Tables for the Red Tie Romp; and raffle tickets for the Broadway Extravaganza, in addition to other fundraising activities.

Board members will also identify, cultivate, and solicit prospective donors and/or members. Board members focusing on planned gifts will have a written plan for progress rather than a dollar goal.

**Out of Boardroom Support:** Board members select 20 hours of out-of-boardroom support annually based on their skill set and interests. Please indicate areas that interest you:

**Expertise:** Provide staff support in finance, law, HR; either as needed, or as a member of a specific task group.

**Public Relations:** Representing the organization as needed in the local community. Accepting opportunities to speak, or attend events requiring a board presence, etc.

Thanking happy donors - Cultivating existing donors. ( Calling \$500+ donors to extend a personal thank you.)

**Fund Development:** Soliciting donations and fulfilling other fund development tasks.

## I ACCEPT THE BOARD'S ROLE IN FUND-RAISING

Board members are involved in Constituency Development and Face-to-Face Solicitation. Constituency Development can involve providing personal names and addresses as prospects for membership campaigns, signing letters to personal contacts for annual campaign, calling personal contacts as part of annual campaign, or calling donors to thank them. Face-to-Face Solicitation can involve a team solicitation with another board or staff member, soliciting own personal contacts, determining the amount

of the request for personal contacts, making community presentations or soliciting new community contacts.

- I am committed to the mission of the organization?
- I can contribute the time necessary to be an effective board member?
- I am comfortable with the approach and tone of the organization's fund-raising efforts?
- I can contribute financial support consistent with the organization's expectations of board members?
- I can place the organization's purposes and interests above my own professional and personal interest when making decisions as a board member?

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*Signature*

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*Date*



## BOARD OF DIRECTORS NOMINEE QUESTIONNAIRE

For us to consider nominees completely and equitably to the board of directors of the Ross Ragland Theater and Cultural Center, please complete the following questionnaire. Responses will remain confidential. Thank you, and we look forward to welcoming enthusiastic new board members!

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Business/Organization: \_\_\_\_\_

Telephone (circle preferred): Home: \_\_\_\_\_ Office: \_\_\_\_\_ Cell: \_\_\_\_\_

Email: \_\_\_\_\_

1. Why would you like to be on the Ross Ragland Theater Board?
2. What other experiences have you had, if any, on nonprofit boards?
3. What special skills, education or interests do you feel you would bring to the Board?
4. What experience have you had at raising funds? (If none, are you willing to learn?)
5. What questions or comments do you have for us that we can answer?