The STA Operational Plan is reviewed and updated annually by the STA Executive Director and STA President and reviewed by the STA Executive Committee.
Shakespeare Theatre Association (STA) MISSION

The Shakespeare Theatre Association (STA) serves artistic, education, and management leaders of theatres whose primary focus is producing the works of William Shakespeare. It offers these leaders a forum to discuss issues and methods of work, to share resources and information, and to act as advocates for Shakespearean productions and training.

STA HISTORY

The Shakespeare Theatre Association of America (STAA) was established in 1991 to provide a forum for the artistic and managerial leadership of theatres whose central activity is the production of Shakespeare's plays; to discuss issues and share methods of work, resources, and information; and to act as an advocate for Shakespearean productions in North America.

In 2011 the association changed its name and the "of America" was dropped to better reflect the international character and mission of the organization and its work. The founding mission was also amended to include education directors in addition to the focus on artistic and managerial leadership.

Founding members developed very specific guidelines for the role of the organization. STAA would welcome as members organizations ranging from well-established professional companies to non-Equity and university affiliated festivals. STAA would facilitate the sharing of ideas related to the production of Shakespeare plays in America. It would be a resource network and an instrument of communication. It would bridge the gap between scholarship and production and it would promote better teaching of Shakespeare in schools. The founding members determined that a yearly meeting should be held in early January to avoid conflict with members' production schedules.

STA Membership Structure

STA is a membership organization that includes approximately 120 theatres, representing diverse types (indoor, outdoor, year-round, seasonal, university-affiliated, free) with wide-ranging budgets (US $25,000 to US $60,000,000) and Equity as well as non-Equity companies. Additionally, there are approximately 40 Associate Members.

Member companies are represented by executive leadership or an appropriate designee. (see Appendix A)

Membership benefits include two issues of Quarto (the STA on-line magazine and former newsletter) per year and access to the Members-Only section of the website if developed, which may be created to include detailed information and analysis about Shakespeare theatre production. Members pay annual dues, have voting rights (one vote per organization) and are guaranteed attendance at the annual conference. They are allowed
to bring delegates to conference, within the guidelines set out in Appendix A. Official representatives of member organizations are eligible to serve in leadership positions within the volunteer structure of STA. Definitions and guidelines for representatives and delegates are attached as Appendix A.

Associate Memberships including Organizational Affiliates are open to individuals or organizations who do not satisfy the criteria for full Membership but who have professional interests and experience that the Executive Committee consider a benefit to STA and its members. Associate Members and Organizational Affiliates pay dues but do not have voting rights and are not guaranteed attendance at the annual conference. These members do not have the right to bring delegates to the conference. The Executive Committee reviews applications. Acceptance is not automatic, nor continuous. An annual review of the Associates roster by the EC will ensure that Associates remain relevant to STA. An outline of Associate Membership criteria is attached as Appendix B.

Past Presidents become Lifetime Members, within the Associate Membership category, with voting rights, if/when they leave their organization or no longer act as the designated representative.

The STA annual conference has been the core membership activity since the organization’s inception. The format for the conference includes panel discussions, keynotes by notable figures in the field, workshops, performances, and training opportunities. In recent years, member services have expanded to include a searchable online database of member organizations, a three-year study of the impact of our work in communities across the country and, in response to an economic downturn, the addition of an economic survey. A workshop-based pre-conference was a successful additional development meant to focus hands-on training at one point in the schedule, leaving the main conference as the forum or a place of discussion, as indicated in STA’s mission.

An outline of the mission and structure of the annual conference is below.

With a membership comprised of acknowledged national and international leaders in the production of classic theatre, STA believes that classic literature and drama have timeless and universal relevance to our contemporary lives. For STA website see http://www.stahome.org/

AN OPERATIONAL PLAN FOR STA

At the 2011 conference, the membership determined that an Operational Plan was needed to provide a framework for the organization to ensure that it continued to provide services for its members and addressed the new and expanded mission. A sub-committee, including two Past Presidents and the current President and Vice President, was formed to draft an Operational Plan.

A formal survey was sent to all Members to determine the key areas that the Operational Plan needed to address.
The draft Operational Plan was reviewed by the Executive Committee and then sent to Past Presidents for comment. This revised Operational Plan was presented to Members in advance of the annual conference in Orlando where it was discussed before votes were taken.

In 2016 the plan was updated by the President and three Past Presidents, and reviewed by the Executive Committee. Items of consequence were debated in strategic planning sessions at the 2017 conference, and those requiring discussion and vote by membership were sent with recommendations to the 2017 Executive Committee.

As of 2017, the Operational Plan is reviewed and updated annually by the STA Executive Director and STA President and reviewed by the STA Executive Committee.

RECOMMENDATIONS

The 2016 committee recommends that this plan be included in an Executive Committee Handbook and reviewed annually by the Executive Committee, and specifically discussed with new EC members. It is recommended that the plan be reviewed (and updated if needed) annually, by members of the EC.

It is recommended that a board book be created that includes the operational plan, current budget and past 3 years final budget/actuals, most recent conference final report, staff job descriptions, copies of any contracts or MOUs currently in effect, and a contact sheet that includes EC and Staff members. Basic information regarding name and address of organization’s accountant, banking relationships, website passwords, and names or links of on-line repositories of minutes and documents should be provided to all EC members.

THE SURVEY

Based on a formal survey of members, the four primary areas covered in this Operational Plan include:

A) The Status of STA
B) STA Leadership (Role of Executive Committee/ Staff)
C) Member Benefits (Dues/ Website and Quarto/ Committees)
D) Annual Conference

Recommendation

The 2011 sub-committee recommended the Executive Committee create a new vision and values statement along with a revised Mission statement that reflects the broader role conceived for STA. The mission statement was updated to include Education Directors and the new name. Discussion was held regarding a values statement but it was not completed.
The 2016 sub-committee recommends that the 2017 EC continue work on that document.

A) THE STATUS OF STA

The 2011 sub-committee discussed the most effective model for STA based on responses to the survey. Should STA be a service organization, membership organization, or an alliance?

STA should remain a membership organization as this provides the greatest benefit to current members given the current financial situation. (As of 2016, the STA annual budget is approximately $50,000.) It gives members the right to have a say in the structure and priorities of the organization. Members elect board members and officers.

Though wanting to add a staff member to support the volunteer EC, the membership did not want to relinquish the guidance of STA to one paid staff member. Membership voted in a part time General Manager position in 2013. In 2015, the title was changed to Executive Director. This topic can be revisited should a steady stream of income be secured and provide an opportunity for STA to provide additional services to the field through the addition of staff and budgets to support these services.

STA members are invited to participate in and lead ad-hoc committees, some that meet only during the conference, and others that work on projects throughout the year. Each ad-hoc committee is given a member of the executive committee as their liaison. Sub committees are not authorized to incur expenses or fundraise on behalf of STA projects without approval from the Executive Committee. Requests for financial support are directed to the Executive Committee. Committee work is to be done by members.

Staff support to committees is limited to posting information on the website, forwarding information to membership, assisting with fundraising, and providing data from STA records. As of 2018, staffing is approximately 20 hours per week.

B) STA EXECUTIVE COMMITTEE, COMMITTEE STRUCTURE, AND STAFF

Overview

The Executive Committee (EC) numbers seven and includes the President, Vice President, Secretary, Treasurer, two positions representing the member companies hosting the two upcoming annual conferences and one at-large position.

Past Presidents

Originally, the at-large position was filled by the immediate Past President. Once the tenure was increased to 4 years, this was changed. Past Presidents are always welcome at EC meetings, though not required. They are frequently asked to serve on committees related to mission and history of the organization. In 2016, the President instituted a new
member orientation led by Past Presidents in order to maintain and establish better historical memory within the membership. In 2017, an advisory board of Past Presidents was created to be utilized by the Executive Committee as needed.

**Executive Committee**

a. **TERMS:** The Vice President is President-Elect, serving a total of four years, two in each position. The Secretary, Treasurer and at-large members each serve for three years. The two conference host positions each serve for two years.

b. The Executive Committee reflects the STA mission and represents Artistic, Education and Management areas. It is our practice to attempt the best diversification possible on the EC including but not limited to Artistic/Educational/Managerial leadership, the size of companies represented, professional and educational theaters, indoor and outdoor theaters, gender, race, skills, and historical memory.

c. Members of the EC come from the representatives of member theaters. Associate members are not eligible to be nominated to serve on the EC.

d. With the increase of the President's term to two years, the President's responsibility of determining the theme and content of the annual conference became a shared responsibility. President and conference host determine the theme. Conference Host with the Executive as a whole creates content. In 2017, it was established that in the event of conflicting ideas, the President has final say for Conference content.

e. The EC is the nominating committee, creating a slate of potential officers for presentation to the membership at the business meeting at the annual conference. In 2015 a nominating procedure was adopted that encourages nominations and self-nominations via a form that can be reviewed by all members of the EC during the Fall.

f. The President convenes sub-committees as necessary to accomplish the work of the organization.

g. The EC reviews the financial and membership records of the organization quarterly (while the President and Treasurer review financials monthly) and acts as the governing body of the organization.

h. Job Descriptions for Exec members are in Schedule A below.

**Committees**

**Overview**

Three standing committees related directly to the mission of the organization: the Leadership Convening groups which are chaired by members on a 2-year rotating basis.
These are the Artistic Director Leadership, Management Leadership, and Education Director Leadership groups. Each group elects its own chair. The other standing committee is the Personnel Committee, made up of the President, Vice President, and Treasurer. In 2017, an Inclusivity, Diversity, Equity and Accessibility (IDEA) committee was created.

Focus Groups at conferences should consider web, marketing and public relations, accessibility, Board and diversity issues as they relate to their specific disciplines.

Ad-hoc committees are created as deemed necessary from time-to-time. Past ad-hoc groups have included topic/discussion centered committees on Diversity, Advocacy, and Training, and the task-oriented 2016 Shakespeare’s Legacy Celebration committee and related sub-committees, among others.

History

In the past, committees were created with three agenda items: 1- open discussion of pertinent issues not addressed in the conference schedule or issues requiring further discussion; 2- generate topics for the next conference; 3- elect a chair. These committees have changed over the years but have included committees designated by leadership position (Artistic Directors, Managing Directors, Education Directors); committees by topic (Diversity, 2016 Shakespeare Legacy); two committees differentiating Education and Training (before Education Directors were added to the mission). The naming devices for the committee structure started as “committee” and “sub-committee” changed to “focus group” and as of 2016, the longstanding groups that met by job description changed to Leadership Convenings to better reflect their specific focus.

Purpose

Leadership Convenings are a forum specifically intended to support STA’s mission to create a forum for executive leadership of the companies that produce the works of William Shakespeare. As the conferences have grown, the need to establish a safe place to talk, not in the presence of delegates (employees or future employees) or associate members, made clarification of the leadership groups’ purpose necessary. One session is dedicated to these forums. A second session for broader topics is held under the title “focus group."

Leadership Convenings Structure

a. In addition to serving as a forum, these groups have an agenda with only two requests from the EC: generate content ideas for upcoming conferences, and elect a chair for the next year. A short verbal report is presented by each group at the business meeting at the end of the conference that includes a summary of discussion, ideas for future conferences, and the name of the next chair.

b. The chairs can serve for up to two years. Chairs report to the President.
c. The chairs may communicate with their groups between conferences if desired and relay suggestions to the EC through the President for presentation to the EC. The President and Vice-President should not chair Leadership/Focus Groups.

**Personnel Committee**

The personnel committee consists of the President, Vice President, and Treasurer. It is recommended that the personnel committee meets with staff each year to review performance, advise the staff member(s) on training or improvement needed, and to acknowledge what is working. The President chairs the committee. Notes on committee meetings and meetings with staff are to be taken.

**Ad-Hoc Committees**

a. Ad-hoc volunteer committees are created as needed. Suggestions for committees can come from the membership at any time.

b. As of 2016, ad-hoc committees include the 2016 Legacy Steering Committee with its own set of project-oriented sub-committees, and the “STA-U” committee investigating the creation of on-line educational content for new producers to be made available to members. In addition, an Advisory Committee consisting of Past Presidents serves with the President to make recommendations for revisions to this operational plan. In 2017, an Equity, Diversity, and Inclusion Committee was created.

c. Ad-hoc committee chairs will be assigned an EC liaison by the President. Reports to the EC are to made through the liaison. To make the part-time staff position manageable, it is important for members to observe the committee structure.

**Staff Member**

1. In 2012, STA contracted a part-time position titled General Manager paid at a rate of c. $18,000 - $20,000 per annum for 20 hrs per week.

2. The job title was changed to Executive Director in 2015, and a raise in salary was approved at the annual meeting. (Job description of position attached below – see Schedule A)

3. Duties of this position include but not limited to: managing website content, scheduling conference calls, writing grants, serving as financial manager and bookkeeper, maintaining notes from EC meetings, and promoting STA.

4. A written job description was created. The position is expected to fulfill the following duties: fundraising, bookkeeping, processing memberships, website updates/maintenance, supplying information to support the EC, online and written/verbal communications, including to members of the press, or requests for information from the public, and supplying information to support EC.

5. The staff person’s role is to support the volunteer activities of STA. The staff
member’s direct supervisor is the President. Discussion of matters related to financial management of the company are always to include the Treasurer.

C) MEMBERSHIP DUES AND BENEFITS

The 2011 sub-committee and the 2016 EC considered current membership dues: sliding scale vs. current flat fee structure; a recommended timeline for increases, penalties for failure to pay dues, and a process for both a company and/ or individual to be reinstated as Members.

The STA website and Quarto are designed as a resource for members and as an advocacy/promotional tool for the Association.

Membership Dues

a. A sliding scale or budget-structured plan for membership dues was implemented to support and maintain member benefits.
   - Annual dues as of 2017 are as follows:
     - Budget Size - Under US $100,000 Dues: US $150
     - Budget Size - US $100,000 - $499,999 Dues: US $250
     - Budget Size - US $500,000 - $1,499,999 Dues: US $350
     - Budget Size - US $1,500,000 - $4,999,999 Dues: US $450
     - Budget Size - US $5,000,000+ Dues: US $550
     - Associate Member Dues: US $100

b. Lapsed members are removed from the website, and invited to reinstate at any time.

Quarto

*Quarto* is edited by its founding editor, Jim Volz, Consultant for the Arts and Professor, California State University, Fullerton. It is published twice a year. All members are encouraged to submit articles, photos and information. Submission deadlines are March 1st and September 1st.

*Quarto* is exclusively an online magazine and newsletter (printable on demand). Its content reflects the President’s particular aims for STA during his/her tenure in discussion with the Editor, articles submitted by members on topics of interest to the membership, announcements of upcoming productions, photos of past productions and more.

The current goal is to transition more fully from a newsletter to a magazine. Full implementation of the strategy requires member support in the form of submitted articles. In 2017, the volunteer design team for quarto was not able to donate services. The Executive Committee made the decision to pay $200/issue to a designer for this work.
Website

The STA website, stahome.org, is maintained by staff at the direction of the EC. Submissions and recommendations from membership are always encouraged.

The website will always include lists of current organizational members and their contact information and lists of STA leadership and their contract information.

D) THE ANNUAL CONFERENCE

Overview

The STA Conference is the expression of the mission of the organization: it is the annual forum for artistic, managerial and educational leadership of theater companies whose primary activity is the production of the works of William Shakespeare. It is also the member organization's Annual Meeting. International in scope, the purpose of the conference is to provide a forum for discussion and collaboration on larger issues that affect producers nationally and globally, to provide professional development opportunities not adequately available to institutional leaders at other conferences and workshops, and to provide an opportunity for peer mentoring, including support of the next generation of Shakespeare producers.

The Practicum, originally titled the “pre-conference,” and in 2017 called The Practicon, originated with an ad-hoc group of members who arrived early at conference in order to share skills in hands-on, workshop settings. Over time, the pre-con slot has been used to fulfill various needs: to offer actor training to busy artistic directors and producers, to explore rehearsal techniques, and recently, when the education committee took on the responsibility for initial planning of the pre-con, to share teaching exercises for Shakespeare in-schools and summer programs. In 2016, the pre-con was focused on the conference theme, offering the second annual Shakespeare in Prisons conference as the pre-con to the annual conference.

Host Site and Executive Committee consult on the conference agenda for the annual conference with the President having the final say should there be any disputes.

Objectives of the STA Conference include:

a) Facilitating the sharing of ideas relating to how companies approach the production, promotion and teaching of Shakespeare.

b) Exploring best practices for the running, development, and growth of companies that produce Shakespeare plays.

c) Providing a resource network and an instrument of communication among Shakespeare companies and their leadership.

d) Promoting theatre-based teaching of Shakespeare in communities across the globe.
Considerations

The conference is the primary activity of the organization. Planning for the conference begins 2 years out, with the next two conference host companies providing a representative to STA’s executive committee, to serve a 2-year term. The workload is shared between the host company and the Executive Committee of STA and its Executive Director. The way the workload is shared is based on the personalities and preferences of the host representatives and the volunteer STA EC, as well as the resources of each unique host site and company. Fundraising needs, planning, and logistics vary widely from conference to conference.

STA is a moving feast! We attempt to rotate the conference location - for example, from East Coast to West Coast of North America, and to other countries in order to share the burden of travel across the membership over time. The general rule is to have only one “expensive conference” every 5 years. Cities such as London and San Francisco can be economically challenging due to hotel or travel costs. Approximately every ten years a “special” conference is held, frequently in a non-North American country, and/or with a unique structure or theme.

International in scope, STA honors its international membership. 3 conferences have been held in Canada, 2 in England, and 1 in Mexico. A delegation visited Brazil with the intent to plan a conference there in the future. Prague has volunteered to take on 2019. Approximately every 10 years there is an “expensive” and ideally international conference in order to broaden the horizons of members. Planning four years out will allow for adequate time for fundraising.

STA encourages mid-sized, as well as large organizations to consider hosting. Hosting a conference can bring local and regional attention to a company, increasing its profile in the local community. A community needs resources to house at least 140 people.

Current Practices

1. The theme is determined jointly by the President and conference host, and content is generated by the EC as a whole.

2. Budgets for the annual conference are drawn up by the host company in close cooperation with the Executive Committee. Staff provides samples of past budgets as well as past conference final reports for review by hosts.

3. Any additional conference expenses after the budget has been approved must be submitted to the Executive Committee for approval if they are over $500. The President can approve expenses of $500 or under.

4. Applications from member theatres to host a conference should include: conference dates, a paragraph description of the host company and its location, and, if possible, a potential theme and keynote speakers. This will aid in grant-writing for the conference.
5. The 2012 committee recommended that the host company arrange for note-takers for each session in advance. The Executive Committee would provide a basic template for note-takers to follow so that conference notes can be posted on the website. Final budget and notes were to be sent to the Executive Committee by the hosts no later than one month following the conference. The 2016 EC discussed the lack of use of said conference notes and agreed to experiment with the 2017 conference not providing formal notes. Future ECs may review needs in this regard.

6. The staff person will generate a final report, suitable for inclusion with acknowledgements to donors. This report will be distributed to the EC and made available to all future conference hosts as reference. It will include basics of a final report including dates, times, locations, funding sources, overview of budget, as well as media attention received if any, list of speakers, overview of schedule, notable innovations or experiments in structure, etc.

7. Staff will maintain an updated Handbook for the host company that includes past conference P&L statements (including revenue and expenses), recommended structures for the organization of the conference, and suggestions from previous host Festivals.

RECOMMENDATIONS

The 2012 committee recommended that all registrations and expenses should be processed through STA. A system should be developed on the current website to manage this. In 2017, it was established that it is easier for each host company to manage the registrations and expenses for the conference than it hosts.

The 2016 EC recommends that planning be enhanced by scheduling four years out when an international conference is a possibility, as was done for most recent London conference. This will assist members in fundraising and time management strategies, especially for special conferences held outside the US. As the conference has grown, larger conference facilities are frequently needed. Advanced planning allows for hotel and facilities needs to be met at reasonable rates.

Only the two upcoming conferences will be expected to serve on the EC. Future hosts can investigate hotel and conference facilities and begin the development of funding and political relationships that will support the conference.

STRATEGIC PLANNING

At the 2017 conference, a series of strategic planning sessions were held with the current EC, the incoming EC, and Past Presidents, moderated by Jim Volz. Six recommendations were made:
2017 STRATEGIC PLANNING RECOMMENDATIONS TO THE STA EXECUTIVE COMMITTEE:

1. Host Site and Executive Committee consult on the conference agenda for the annual conference with the President having the final say should there be any disputes.

2. Formalize/Organize a STA Mentorship Program

3. Revisit the STA Mission statement to add clearer language that reflects our commitment to Diversity, Equity, and Inclusion

4. Create a Values statement with input from the membership, including the newly formed Advocacy committee and Diversity committee

5. Gather data over the next few years in preparation for STA’s 30th Anniversary in 2020

6. President and Host put out a call and process for written proposals for the Practicon, which is open to Artistic, Management, and Education

THE BERGER FUND
Sandra Berger made a significant donation to STA in November 2013 of $50,000 and January 2014 of $50,000 for a total donation of $100,000. The intent of the donation was to underwrite the cost of an annual gift award to be given under the name of STA Founder Sydney Berger and to support STA. After several phone calls over the years with Sandra to make sure that her gift was being used in the manner that she intended, a formalized agreement was created in 2018 and signed by Sandra Berger, Melissa Nicholson (STA President), and Patrick Flick (STA Executive Director) to guide future EC’s and staff for usage of the funds.

The letter states:
This letter is to clarify certain aspects of the Sidney Berger Fund and Award. All signatories to this letter agree the primary purposes of the Fund are to:

- Present a monetary award to an Artistic Director of merit from amongst STA theatres in good standing on an annual basis. The amount of this award may change from time to time based upon recommendation of the Executive Committee, but will never fall below $2000.00 (two thousand dollars), and will henceforth only be presented to candidates whose title is considered that of an artistic director.

- From time to time provide General Operating Expenses and Conference and/or other Expenses for the Shakespeare Theatre Association with the understanding that any monies taken from the Berger Fund will not cause principle of the award to fall below the original donation of $100,000.00 (one hundred thousand dollars), and will only be taken with the recommendation of the Executive Committee.
**SCHEDULE A**

**Roles and Responsibilities for Executive Committee and Staff**

Executive Committee members are expected to have the resources (time and financial) to attend all conferences held during their terms. EC members are expected to be available for at least 10 meetings per year, generally held via conference call.

**President – 2-year term**

1. Ambassadors role:
   - Writes on-line president letter, quarterly or as desired
   - Cultivates potential new members of STA
   - PR/advocacy—pitching stories and developing press releases with Staff to promote STA
   - Visits Company Members as and when possible
   - Keeps Past Presidents abreast of Exec matters

2. Operations
   - Serves as supervisor for the staff member
   - Oversees the development and implementation of the Operational Plan
   - Oversees the development of the website
   - Develops occasional membership surveys when needed
   - Chairs and sets agenda for Executive Committee conference calls and meetings
   - Signatory on Bank Account unless living outside of the USA
   - Reviews monthly bank statements
   - Is the *de facto* liaison to all volunteer committees. May appoint other EC members to serve as liaisons.

3. Annual Conference
   - Presides at annual meeting.
   - Sets theme with host and reviews schedule and budget of the annual conference in consultation with the Executive Committee and host Festival.
   - Draws up Memorandum of Understanding between STA and the host company.
   - Prepares conference overview for quarto with host.
   - Reviews final grant reports in conjunction with host company and STA staff.

4. Responds to inquiries either directly or by forwarding to the appropriate executive committee member or staff.

**Vice-President – 2-year term**

1. Signatory on bank account unless living outside of USA
2. Reviews monthly bank statements
3. Participates in all Executive Committee conference calls
4. Supports President as follows:
• Responds to emails and other queries as required
• Implements operational plan
• With staff, cultivates membership through one-on-one communication (current, lapsed, potential)
• Handles requests for Associate Memberships and makes recommendations to the Executive Committee

5. Coordinates recognition of departing Executive Committee members
6. May be asked to perform other duties or act as liaison to volunteer ad-hoc committees as needed.

Secretary – 3-year term

1. Receives notes from Conference and draws up final draft of conference minutes for President’s on-line review. (Is responsible for final conference minutes useful for staff’s creation of final reports. 3 years of service ending with last conference.)
2. Takes minutes at STA business meetings at the annual conference.
3. Takes minutes from all STA Executive Committee conference calls.
4. Signatory on bank account, if not living outside of the USA, if both the President and Vice-President reside outside of the USA.
5. Participates in all Executive Committee conference calls.
6. May be asked to perform other duties or act as liaison to volunteer ad-hoc committees as needed.

Treasurer – 3-year term (must reside in the U.S. for signing purposes)

1. Treasurer oversees and provides guidance on all financial matters, including but not limited to review of P&L, budget-actuals and balance sheet provided by staff, before presentation to EC. (Knowledge of Quickbooks preferred.) In consultation with staff, creates annual budget.
2. Advises on set up of accounts and banking relationships.
3. Participates in all Executive Committee conference calls.
4. Signatory on bank account unless living outside of USA
5. May be asked to perform other duties or act as liaison to volunteer ad-hoc committees as needed.

Two At Large Positions – 2-year terms
Representatives from the host companies for the two upcoming conferences.
1. Participate in all Executive Committee conference calls and meetings.
2. Liaison between Executive Committee and host company.
4. Develop conference theme and content with Exec colleagues.

Seventh Exec Member, ad-hoc - 3 year term
1. This member replaced the immediate Past-President place on the Executive.
2. Participates in all Executive Committee conference calls and meetings.
3. Could chair a Leadership Group (as appropriate), but not required.
4. May be assigned duties or to an EC sub-committee at the discretion of the President.
   (2016 example: serving on a sub-committee investigating the development of a training tool for early producers.)
STA Staff - Executive Director

In 2012, the membership approved the following:
The cost for the General Manager will be covered by the recommended increase in membership dues and by recovering lapsed dues. STA reserves would be able to support the post by US $5,000 per year for two years but the General Manager would be expected - through securing sponsorship and grants and advertising revenue - to raise funds to cover the shortfall.

The use of reserves to support the salary was extended to a third year.

At the 2017 conference, the feasibility of the salaried staff position was reviewed by the EC and representative past presidents. It was decided that the staff position is vital to the success of STA and should continue.

Responsibilities:

- Manage Website Content
- Grant writing and reporting
- Develop sponsorship and web advertising opportunities for STA
- Serve as financial manager (see detailed outline below) and bookkeeper; draft annual budget
- Process dues and conference registrations
- Maintain and update membership contacts and profiles
- Schedule conference calls and maintain task-oriented notes from Executive Committee meetings
- Promote STA to the media and assist in bringing in new members
- Secure members’ dues
- Support and help coordinate STA year-round initiatives such as workshops / conferences / committee meetings
- Seek ways of promoting collaborative projects for STA members

As financial manager:

1. Maintains all financial documents for the organization and creates annual budget in conjunction with the Treasurer for approval by the EC.
2. Prepares and disseminates P&L and balance sheets for Executive Committee calls and business meetings at conference.
3. Responsible for making deposits, paying bills, managing QuickBooks and reconciling bank statements.
4. Signing authority on bank account deposits and checks.
5. Develops, disseminates, and tracks annual membership dues payments and contacts those in arrears
6. Records membership dues received on website.
7. Sends updates on status of membership dues payments to Executive Committee.
8. Prepares IRS paperwork.
9. Processes registration and contributed income.
Reporting Structure:

- Accountable to the Executive Committee
- Reports on a weekly basis to STA President; appraised by President, Vice President, and Treasurer through the Personnel Committee
- Reports to Treasurer regarding financial matters, conference budget, and dues

Expectations:

- Approximately 20 hours per week

Compensation:

- c.US $24,000 per year (per raise granted in 2015.)
- Approximately $1,500 in payroll taxes; STA Executive Committee will examine questions of liability and worker's compensation insurance including local taxes.
- No other benefits provided by STA
Appendix A

Shakespeare Theater Association

“Representative”, “Delegate” and other definitions

As of January 27, 2016

MEMBERS

STA is an organizational member organization. Member companies are defined by their relationship to the production of Shakespeare’s plays. The organization’s “primary focus” must be the production of Shakespeare’s plays. They are not defined by non-profit status, or budget size, or by professional versus community theater status.

An organization or company is a legal entity, not to imply any group of people who form ”a company of actors" within a community or within an educational institution. Member organizations may be “in residence” or “in affiliation with” an educational institution.

MEMBER REPRESENTATION TO CONFERENCES

Member Organization representatives may be registered for the members’ conference. Each member organization has one vote regardless of the number of representatives.

Associate Members may apply, but the number of associates invited to conference by the executive committee may be finite, depending upon the capacity and scope of the conference.

Representatives

The founders formed STA for the executive leadership of producing theater companies whose primary focus is the production of Shakespeare’s plays. Executive Leadership may be represented at the conference by Artistic, Education, Executive, Managing and Producing Directors. Members may designate another leader from their company to represent them, such as the lead Dramaturg, Associate Artistic Director, General Manager, or Director of Artistic Learning. These designated representatives will be in a position that oversees staff and budgets and/or possess long-standing historical knowledge of the member theater, thereby allowing them to make substantive contribution to the conversation that is the core of these membership conferences and the peer mentoring the conferences are meant to foster. Representatives from the categories listed above are welcome to register for and attend the conference. One of these representatives may vote at the business meeting on behalf of the organization.

Delegates

Membership has actively discussed and encourages Board Members of member organizations to attend the conferences in order to educate them on issues and concerns of the field.
Delegates should otherwise be fulltime staff leadership, “senior staffers,” of the member organization, or the equivalent leader in small or community organizations without full-time staff. Examples include, but are not limited to, marketing and development directors.

The conference is a place for leadership to discuss pertinent and pressing challenges of leadership and Shakespeare production, discuss issues of international and national concern to the field, and to offer each other support. Therefore, the Executive committee encourages members to carefully select their representatives from executive leadership or senior staff in order to promote discussion among equals and to prevent conferences from becoming “job fairs.”

The number of delegates allowed per member theater may be limited in the future due to the growing size of STA and the limitations of any given conference site. There is currently no limit on the number of delegates.

Exceptions to limitations include the conference host and the next year’s conference host. The next year’s host is encouraged to bring staff members to the conference for training purposes. A conference host company may invite individual artists or staffers to voluntarily work the conference in exchange for access to conference activities. These activities may exclude specific sessions such as the business meeting, leadership convenings, or budget-size breakouts, while including plenaries and general break-out sessions.

Guests

STA will, from time-to-time, invite guest speakers to conference. These guest speakers do not need to become members, and need not be official delegates of a member organization. An invitation to present at a conference does not imply future invitations.

In some cases it may be determined that guest speakers are indeed qualified for membership. In these cases, membership is strongly encouraged so that STA isn’t hosting guests without the financial support that membership provides.

Partners, spouses, and significant others who travel to the conference site with a bona fide representative of a member organization are welcome to purchase a ticket to the final banquet, or other designed social event. Beyond attendance at one session of their choosing, other conference activities are limited to paying representatives of member organizations.

Partners who work for the member company must register as a paying representative or official delegate if they intend to participate in conference activities.
Appendix B

Associate Membership Policy

as of January, 31, 2016

Language for the Website to replace current broad description: STA maintains a cadre of Associate Members whose service to STA, either as companies or individuals, warrant their inclusion in the organization. With the exception of Past Presidents, Associate Members must be nominated to STA by a company member in good standing, pay dues, and have no voting rights.

To be nominated, the potential candidate must request a short email nomination to the Vice President. Nominations are reviewed at regularly scheduled meetings. Associate Memberships are by invitation only and are reviewed annually by the Executive Committee.

Details on the definitions of membership, and the definitions of conference representative, delegate and guest, can be found here.

1- STA uses Associate Membership to provide a place for organizations that serve the member organizations, but are not themselves producing Shakespeare’s plays. These are non-voting memberships, and must be elected to membership by a majority vote of the STA Executive Committee. Dues are required, and membership is reviewed annually.

2- STA uses Associate Membership to provide a place for Past Presidents who are no longer working for a company member. These are voting memberships and membership is automatic. Membership dues are waived. Past Presidents become ex-officio members of the Executive Committee.

3- STA uses Associate Membership to provide a place for other past representatives of organizational members who have substantively supported the activities of STA, and are deemed appropriate to have a place within the membership once they leave their member organization. These members are non-voting and must be elected by a majority of the STA Executive Committee on an annual basis. Dues are required and membership is reviewed annually.

4- Associate Membership does not automatically include a place at the conference. The EC maintains the right to limit the number of associate members in attendance at any given time in order to maintain an appropriate balance with the company membership, or in order to adhere to the needs and limitations of a particular conference site, or other reasons as they arise.

5- To be considered for Associate Membership, the representative of a dues-paying company member in good standing must nominate the potential member to the executive committee by approaching the Vice President, with name, contact information and brief reason for nomination. A short email will suffice; an extensive letter is not required. The nomination will remain confidential. The Vice President will gather any additional information necessary and present the request to the EC at the next regularly scheduled EC meeting. (These meetings are generally held monthly.)
6- If an individual is working regularly, (full time, part time, or seasonally), with a member company, then associate membership is inappropriate. The member company will choose their representatives and delegates to STA.

7- Associate members do not have the right to bring delegates. The Executive Committee welcomes suggestions for specific individuals to be brought to the conference as guests of the EC, especially if the persons recommended can bring expertise relating to a conference theme or focus. The EC will vote at regularly scheduled meetings on such recommendations.
Appendix C

Workflow Schedule

as of August 2018

Workflow by Calendar:
February - President set goals for the year for the EC. Keep it simple. Include items that can be accomplished or begin to fulfill STA’s Strategic Planning goals.
February - President add new procedures or suggestions to the Operational Plan. (Tip: Add throughout the year and highlight in a color, but present to the EC at one time toward the end of the year so as not to get bogged down in Operational Plan minutiae at meetings.)
February - President and Executive Director check-in at least once a month. Discuss Workflow Schedule, Fundraising/Income Generation, and Matters Arising
February - (or following conference) President add Strategic Planning notes from that year’s conference to the Operational Plan and keep strategic planning goals on track and add changes, additions, progress to Operational Plan each year.
February 15 - Reminder about March 1 membership content and ad deadlines for Spring Quarto.
February - (or one month when conference is over) - Executive Director update website to replace info with a teaser and dates for next two conferences
February - get Focus group notes (Artistic, Management, Education) from conference just completed and forward to next year’s Conference Host and EC
March 1 - Deadline for member input and ads for Spring Quarto.
March - President, Vice-President, Treasurer, Executive Director - Review Fundraising/Income Generation Plan from last year. Update plan for the current year. President and/or Treasurer check-in with ED once a month on progress
March - President and Executive Director check-in at least once a month. Discuss Workflow Schedule, Fundraising/Income Generation, and Matters Arising
March - send out to Membership a call for Panel and Workshops for next year’s conference. These are proposals that are conducted by the membership for the membership at no cost to STA. Deadline for submittals: June 1.
March - Executive Director works on layout for Spring Quarto for April release.
April - President add new procedures or suggestions to the Operational Plan
April - President and Executive Director check-in at least once a month. Discuss Workflow Schedule, Fundraising/Income Generation, and Matters Arising
May - President and Executive Director check-in at least once a month. Discuss Workflow Schedule, Fundraising/Income Generation, and Matters Arising
May - Review Conference Grants program. Determine how much money (if any) is available for Conference Grants. Make application available July 15 to apply for a Conference Grant.
May - reminder: proposal deadline June 1 for Panel and Workshop sessions for next year’s conference
June - President add new procedures or suggestions to the Operational Plan
June - President and Executive Director check-in at least once a month. Discuss Workflow Schedule, Fundraising/Income Generation, and Matters Arising
June - President, Executive Director meet with Conference Host for 1.5 years out to determine two major components of that conference that can be included in grant-writing for the coming year. For example, in June 2019, meet with 2021 Conference Host.
June - President, Executive Director meet with specialized committees (for example, IDEA committee) to determine any major components for the conference 1.5 years out that can be included in grant-writing for the coming year. For example, in June 2019, need ideas for 2021 conference.
June - Review Associate memberships with EC.
Review new applicants as they come in throughout the year. Review existing Associate Members every 3 years to make sure their professional association is still current/beneficial to STA. Last completed in June 2017. Next rounds: 2020, 2023, 2026, etc.

June/July/August - President/Conference Host/Executive Director (EC as needed) discuss conference content. Get prelim schedule hammered out to send to membership in July. Continue fine-tuning to get as much detail as possible in place by September 15. Admin items to include in the Conference Schedule: Welcome/Company Introductions (run by President), Business Meeting (run by President), Focus Group sessions: Artistic, Management, Education (input from these sessions determine topics for next conference), Strategic Planning session, Closing Banquet

July - President and Executive Director check-in at least once a month. Discuss Workflow Schedule, Fundraising/Income Generation, and Matters Arising

June - Panel and Workshop session submissions given to Conference Host and President

July - Annual Fund pitch - send with preliminary info for upcoming conference

July - Conference Promo - preliminary. Send with Annual Fund pitch and Conference Grant application (if available that year.)

July - President/Conference Host/Executive Director (EC as needed) discuss conference content. Get prelim schedule hammered out to send to membership in July. Continue fine-tuning to get as much detail as possible in place by September 15.

August - President add new procedures or suggestions to the Operational Plan

July - Conference Host for 1.5 years out send Executive Director narrative for two major components of that conference that can be included in grant-writing for the coming year.

July - IDEA and/or other specialized STA committees send Executive Director narrative for components of the conference for 1.5 years out that can be included in grant-writing for the coming year.

July - apply to NEA for funding and then apply to other identified granting organizations for conference 1.5 years out

August - President and Executive Director check-in at least once a month. Discuss Workflow Schedule, Fundraising/Income Generation, and Matters Arising

August - Vice-President, President, Treasurer conduct Personnel Review of Executive Director

August - President/Conference Host/Executive Director (EC as needed) discuss conference content. Continue fine-tuning to get as much detail as possible in place by September 15.

August - apply to identified granting organizations for conference 1.5 years out

August - send out ad form for advertising in November Quarto. Ad deadline: October 1

September - President add new procedures or suggestions to the Operational Plan

September - President and Executive Director check-in at least once a month. Discuss Workflow Schedule, Fundraising/Income Generation, and Matters Arising

September 15 - Membership renewals for upcoming year. Conference Registration opens with as much schedule detail as is feasible. Reminder about October 1 membership content and ad deadlines for Fall Quarto.

September - Pres/VP/Conference Host/Executive Director/EC continue planning conference content to develop detailed schedule

October 1 - Deadline for member input and ads for Fall Quarto.

October - President present Operational Plan to EC for review, finalize by November each year

October - President and Executive Director check-in at least once a month. Discuss Workflow Schedule, Fundraising/Income Generation, and Matters Arising

October - Pres/VP/Conference Host/Executive Director/EC continue planning conference content to develop detailed schedule

October - Executive Director works on layout for Fall Quarto for November release.
October - Berger Award nominations, Conference Host bids, Executive Committee nominations, Douglas Cook Award nomination (not annual - lifetime achievement award when needed)

October - Treasurer and Executive Director begin work on Budget for next year. Ask EC for input on any programming that will require funding.

November 1 - Conference Registration reminder sent. Detailed schedule available

November - EC finalize Operational Plan for the upcoming year

November - President and Executive Director check-in at least once a month. Discuss Workflow Schedule, Fundraising/Income Generation, and Matters Arising

November - Treasurer and Executive Director continue work on Budget for next year. Include President and Vice President on drafts.

December - President and Executive Director check-in at least once a month. Discuss Workflow Schedule, Fundraising/Income Generation, and Matters Arising

December - VP organize thank you’s at the conference for outgoing EC members

December - Content for conference printed program. Be sure to include History of Conference locations/Hosts and list of Past ECs. Include Conference participants by company and by name.

December - December EC meeting: Treasurer and Executive Director present Budget for next year for EC approval. (This will then be ratified at the Annual Conference.)

January - send out ad form for advertising in April Quarto. Ad deadline: March 1

January - President and Executive Director check-in at least once a month. Discuss Workflow Schedule, Fundraising/Income Generation, and Matters Arising

Workflow by Item:

Annual Fund Pitch - President make a pitch in July to support STA’s Annual Fund. Should be sent to all member companies, as well as each individual who attended the last conference. Additional pitch should be made at the conference. Annual Fund donors are listed on the STA website and in the Conference Program.

Associate Membership Review - Associate members should re-apply for membership every 3 years to make sure that their professional association is still current/beneficial to STA. Executive Director has renewal application procedure. Last completed in June 2017. Next reviews: 2020, 2023, 2026, etc. NEW Associate Members can apply anytime and are reviewed by the Executive Director, Vice-President, and President on a case by case basis and taken before the Executive Committee if there is a need for additional input. The 3-year review happens regardless of when the Associate joined. (For example, if an Associate joins in 2019, they will need to reapply in 2020 as that is when the next 3-year review will take place.)

Berger Award - nomination forms should be sent out in October

Budget - Budget year runs July 1 through June 30. Treasurer and Executive Director work on initial drafts and solicit suggestions from EC for programs that need to be worked into the budget. Discuss draft budget with President and Vice-President in November. Present budget to EC in December. Present Budget to membership at Annual Conference.

Conference Grants program - When funding is available, this is one of the most popular uses of STA funds for our membership. In May, determine how much money (if any) is available for Conference Grants and what should be the criteria to apply to receive a conference grant. Make application available July 15 to apply.

Conference Hosting - Bids can be accepted anytime throughout the year through a simple application procedure available on the STA website. EC should determine by November who will host 3rd conference ahead. (For example, by November 2019, the 2022 conference host should be voted on by the EC and then presented at the 2020 conference for ratification at the Annual Business meeting.) If no bids have
been submitted by September 1, the EC should actively search and identify potential hosts and encourage them to submit a bid.

Conference Printed Program - Be sure to include History of Conference locations/Hosts and list of Past ECs. Include Conference participants by company and by name.

Conference Registration - is set up through the Host company’s website and should open on September 15. There is usually an Early Bird Discount in effect until December 1.

Conference Schedule - Developed by the Conference Host with input from the President and ultimately approved by the Executive Committee and Executive Director. In the event of a dispute, the President has final say in the decision to be made. Administrative items to include in the Conference Schedule: Welcome/Company Introductions (run by President and Executive Director), Business Meeting (run by President, recorded by Secretary), Focus Group sessions: Artistic, Management, Education (input from these sessions determine topics for next conference), Executive Committee meeting, Strategic Planning session, short Executive Committee meeting following Business Meeting for President to touch base with incoming EC and set consistent dates for EC meetings in the upcoming year, Closing Banquet

Executive Committee - nomination forms should be sent out in October

Fundraising/Income Generation Plan - This is a plan for grant submittals, contribution requests, fundraising strategies, other income generation strategies (such as ad sales, STA sponsors, etc.). It should be reviewed in March each year by the President, Vice-President, Treasurer, and Executive Director and updated for the current year. President and/or Treasurer check-in with ED once a month on progress.

Goal Setting - President sets goals for the year for the EC. Keep it simple. Include items that can be accomplished or begin to fulfill STA’s Strategic Planning goals.

Membership Renewal - Currently this is the Executive Director sending an invoice to current members to re-up for the coming year. Process should be updated to include a way for members to update contact information/leadership and a way for STA to collect Stats and Diversity information to have on-hand and be able to use and reference when needed.

NEA (National Endowment for the Arts) and other grant submissions - NEA application is due in July each year for funding to be received the following year. President and Executive Director should meet with Conference Host for 1.5 years out in June to determine two major components of that conference that can be included in grant-writing for the coming year. For example, in June 2019, meet with 2021 Conference Host. Conference Host should then submit narrative by July that the Executive Director can use in the NEA application and other grant submissions. In addition to the Conference Host, President and Executive Director should also meet with specialized committees (for example, IDEA committee) to determine any major components for the conference 1.5 years out that can be included in grant-writing.

Operational Plan - This is a living document of guidance and procedures for the Executive Director, the Executive Committee, and STA committees and needs to be updated each year to keep it current. (Tip: President add to this document throughout the year as matters arise. When adding something new, highlight the item in color. Present to the EC in October and explain that only the highlighted items are being changed/updated in the current plan. EC discusses, makes changes if necessary, and votes on finished plan at November meeting. This EC-approved plan is the Operational Plan for the coming calendar year.)

Panel and Workshop submission ideas - Proposals that are conducted by the membership for the membership at no cost to STA. Reminder sent to Membership in March that the deadline for submittals is June 1 for the upcoming conference. Submissions given to Conference Host and President in June and factored into Conference Schedule if appropriate.
Personnel Review - Vice-President, President, Treasurer conduct a Performance Review of the Executive Director in August. Submit a written evaluation to the Executive Director in September. Schedule additional meetings as needed for follow-up.

President/Executive Director Check-In - This should happen at least once a month during slower workflow months and once a week during heavy workflow months and is independent of the Executive Committee meeting.

Quarto - STA annual newsletter that is published twice a year in April and November. Deadlines for content are March 1 and October 1. Executive Director creates the layout for the publication and is compensated above base pay for the extra work. Jim Volz and a volunteer editorial staff edit the content.

Quarto ads - Advertisers should be actively pursued for the bi-annual publication. Member companies can place an ad in addition to their complementary write-up and photo submissions.

Strategic Planning - The current EC, Past Presidents, and Past EC members have one STA Strategic Planning session at each year's conference. The President is responsible for holding this meeting and can use an outside facilitator if needed. The purpose is to have some overall guidance for the current EC and to have an opportunity for long-range planning that may take longer than a President's two-year term. Following the conference, the President should add any updates and notes from the Strategic Planning to the Operational Plan.

Website - maintained by Executive Director. Should be updated in February (after annual conference) to remove outdated conference info and replace with teaser for upcoming conference and dates for next known conferences.

Workflow Schedule - This is a plan to map out the year in a way that the part-time Executive Director and volunteer Executive Committee are able to handle the workflow with a minimum of stress.
### Appendix D

#### STA EXECUTIVE COMMITTEE HISTORY

<table>
<thead>
<tr>
<th>Year</th>
<th>President</th>
<th>Vice-President</th>
<th>Treasurer</th>
<th>At-Large</th>
<th>At-Large</th>
<th>At-Large</th>
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<tr>
<td>2015</td>
<td>Lisa Tromovitch</td>
<td>Melissa Nicholson</td>
<td>Scott Jackson</td>
<td>Sarah Enloe</td>
<td>Grant Mudge</td>
<td>Lesley Malin, Christopher Edwards</td>
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<tr>
<td>2014</td>
<td>Jeff Watkins</td>
<td>Lisa Tromovitch</td>
<td>Scott Jackson</td>
<td>Sarah Enloe</td>
<td>Grant Mudge</td>
<td>Rebecca Ennels, Christopher Edwards</td>
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<td>2013</td>
<td>Jeff Watkins</td>
<td>Lisa Tromovitch</td>
<td>Scott Jackson</td>
<td>Sarah Enloe</td>
<td>Andrea Gammon</td>
<td>Rebecca Ennels, Michael Bahr</td>
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<td>2012</td>
<td>Patrick Spottiswoode</td>
<td>Jeff Watkins</td>
<td>Casey Gallagher</td>
<td>Michael Bahr</td>
<td>Andrea Jackson, Patrick Mulcahy</td>
<td>Sarah Enloe, Michelle Traynor</td>
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<td>2011</td>
<td>Patrick Spottiswoode</td>
<td>Jeff Watkins/Lesley Malin</td>
<td>Casey Gallagher</td>
<td>Michael Bahr, Pat Fick</td>
<td>Jim Helsinger</td>
<td>Michelle Traynor, Patrick Mulcahy</td>
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<td>Jim Helsinger</td>
<td>Patrick Spottiswoode</td>
<td>Casey Gallagher</td>
<td>Michelle Traynor, Pat Fick</td>
<td>Philip Sneed</td>
<td>Alphonse Keasling, Alphonse Keasling</td>
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<td>Philip Sneed</td>
<td>Donna Law</td>
<td>Lesley Malin</td>
<td>Michelle Traynor, Robert Barr</td>
<td>Patrick Spottiswoode, Alphonse Keasling</td>
<td>Pat Fick, Philip Sneed, Alphonse Keasling</td>
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<td>2008</td>
<td>Philip Sneed</td>
<td>Donna Law</td>
<td>Lesley Malin</td>
<td>Laura Cole</td>
<td>Robert Barr</td>
<td>Tina Packer, Patrick Spottiswoode</td>
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<td>2006</td>
<td>Dawn McAndrews</td>
<td>Robert Barr</td>
<td>Mark Jones, Melissa Nicholson</td>
<td>David Dreyfoss</td>
<td>Denis Hicks</td>
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<td>Lesley Currier</td>
<td>David Dreyfoss</td>
<td>Marcus Cato</td>
<td>Linda Dean</td>
<td>Ralph Alan Cohen, Marilyn Nevarro</td>
<td>Leiton, David Dreyfoss, Lisa Packer</td>
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<td>Lesley Currier</td>
<td>David Dreyfoss</td>
<td>Debbie Chin</td>
<td>Linda Dean</td>
<td>Alphonse Keasling, Philip Sneed</td>
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<td>2001</td>
<td>Tom Bradac</td>
<td>Richard Garner</td>
<td>Lesley Currier</td>
<td>David Prosser</td>
<td>Christine Dietze, Richard Garner</td>
<td>David Dreyfoss, Lisa Packer</td>
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<td>1993</td>
<td>Douglas Cook</td>
<td>Michael Addison</td>
<td>Tom Bradac</td>
<td>Sue Ellen Rieman, Louis Rackoff</td>
<td>Cindy Melby Phaneuf, Nicky and Jim</td>
<td>Richard Garner, Nicky and Jim, Mark Hoftlund</td>
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</table>
### Appendix E

**STA CONFERENCE HOST/LOCATION AND AWARDS HISTORY**

<table>
<thead>
<tr>
<th>Year</th>
<th>Conference Host</th>
<th>Location</th>
<th>Berger Award</th>
<th>Lifetime Achievement</th>
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<td>Prague SC</td>
<td>Prague, Czech Republic</td>
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<td>2018</td>
<td>Cincinnati SC</td>
<td>Cincinnati, OH</td>
<td>Jim Helsing</td>
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<td>Chesapeake SC</td>
<td>Baltimore, MD</td>
<td>Sarah Enloe</td>
<td>2017 Scott Phillips</td>
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<td>Stratford Shakespeare</td>
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<td>Guy Roberts</td>
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<td>PA Shakes</td>
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<td>Colorado Shakes</td>
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<td>Utah Shakes</td>
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<td>Nashville Shakespeare</td>
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<td>Baja Shakespeare</td>
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<td>Bard on the Beach</td>
<td>Vancouver, BC, Canada</td>
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<td>American Shakespeare Center</td>
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<td>Oregon Shakespeare</td>
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<td>The Shakespeare Theater</td>
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<td>Folger Shakespeare Library</td>
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