

# STRATEGIC PLANNING SURVEY OVERVIEW

Presented to

COLORADO  
CONSERVATORY  
of DANCE

30<sup>th</sup>  
anniversary

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# WHO RESPONDED

- Students:
  - Current/regular: 110/215 51%
  - With drop-in/alumni: 116/652 18%
- Staff & Faculty: 27/26 100+%
- Partners: 10/15 67%
- Leadership: 15/15 100%
- Donors: 8/10 80%
- Event attendees: 2/82 2%
- Volunteers: 2/?:
- **TOTAL: 180**
- Time with CCD
  - Less than 1 year: 23%
  - 1 to 2 years: 16%
  - 2 to 5 years: 17%
  - 5 to 10 years: 21%
  - 10 years+: 23%
- 61% have been with CCD 2+ years

# WHO RESPONDED

- Race/Ethnicity:
  - White: 71%
  - BIPoC: 28%
- Gender:
  - 79% female
  - 8% male
  - 5% gender neutral/inclusive
- LGBTQIA+: 17%
- Require accommodations:
  - Do NOT: 87%
  - DO: 8%
- Age:
  - Youth (under 18): 36%
    - 1-12: 22%
    - 13-18: 14%
  - 30 – 49: 28%
  - 50 - 59: 12%
  - 60+: 7%
- HH income:
  - Low income: 11 %
  - Middle income: 17%
  - \$100,000+: 42%

# OVERALL CULTURE & SATISFACTION

Group	Average Rating	1	2	3	4	5	N/A
students	4.0	2	6	12	30	30	4
partners	4.8	0	0	0	1	3	2
leadership	<b>3.5</b>	0	3	2	5	2	1
staff/faculty	4.2	1	1	1	9	10	0
volunteers	4.0	0	0	0	1	0	0

# TREATED WITH RESPECT

Group	Average Rating	1	2	3	4	5	N/A
students	4.3	1	6	9	17	49	2
partners	5.0	0	0	0	0	3	3
leadership	4.1	0	1	2	5	5	0
staff/faculty	4.4	1	2	0	3	16	0
volunteers	5.0	0	0	0	0	1	0

# ORGANIZATION HEARS YOU

Group	Average Rating	1	2	3	4	5	N/A
students	<b>3.4</b>	9	6	17	12	18	22
partners	4.7	0	0	0	1	2	3
leadership	<b>3.8</b>	1	2	0	4	5	1
staff/faculty	4.1	1	1	2	8	9	1
volunteers	5	0	0	0	0	1	0



# ORGANIZATION SOLICITS FEEDBACK

Group	Average Rating	1	2	3	4	5	N/A
students	<b>3.2</b>	13	6	20	13	16	16
partners	4.3	0	0	0	3	1	2
leadership	<b>3.5</b>	0	5	1	2	5	0
staff/faculty	4.0	0	2	5	6	8	1
volunteers	5	0	0	0	0	1	0

# INCLUSIVE & WELCOMING TO ALL

Group	Average Rating	1	2	3	4	5	N/A
students	4.5	0	5	7	8	51	13
partners	5.0	0	0	0	0	4	2
leadership	4.2	0	1	2	3	7	0
staff/faculty	4.8	0	0	1	3	18	0
volunteers	5	0	0	0	0	1	0



# REOCCURRING POSITIVE COMMENTS FROM COMMUNITY

- Quality classes
- Well trained and professional faculty
- Welcoming community, feels like home
- Nurturing and supportive culture
- Judgement free, body positive environment
- Organization is accepting and respectful
- Individual feedback is heard and often acted on
- Opportunities to perform are appreciated
- Adult students feel welcome
- Welcoming to LGBTQIA+ students and students with disabilities

# REOCCURRING POSITIVE COMMENTS FROM FACULTY, STAFF & LEADERSHIP

- Quality classes
- Well trained and professional faculty
- Love teaching and working at CCD
- Welcoming community, feels like home
- Organization is accepting and respectful
- Appreciate recent efforts to place more focus on DEIA
- Strong teamwork
- Faculty adequately compensated
- Some feel comfortable initiating feedback
- Appreciate opportunity to provide feedback in survey

# REOCCURRING CONCERNS FROM COMMUNITY

- Communication is lacking
- Feedback is not frequent or equitably solicited
- Resistant to change and/or reluctant to act on feedback
- Staff stretched too thin/overworked
- Many parents/volunteers don't feel heard or respected
- Too focused on professional-track dancers and ballet
- Favoritism towards some dancers and parents
- Rules are strict and inflexible and do not always apply to everyone
- Lack of racial/ethnic and gender diversity
- Student elitism/cliques can feel unwelcoming
- Parents blind-sided by constant asks for money
- Financial requirement barrier to families with less means
- Long and unreasonable hours for families with students still in school

# REOCCURRING CONCERNS FROM FACULTY, STAFF & LEADERSHIP

- Communication is lacking
- Resistant to change and/or reluctant to act on feedback
- Tension within leadership is frustrating staff
- Few opportunities to provide feedback, need more formal opportunities
- Frustrated with frequent need for and lack of substitute teachers
- Lack of racial/ethnic and gender diversity
- Disconnect between conservatory and community programming
- Professional development to help organization embrace DEIA work
- Legacy programming that does not advance the organization prevents new ideas and programs from being implemented
- Staff stretched too thin/overworked and underpaid
- Too focused on ballet, need more diverse types of dance (tap, jazz) and more diverse teaching styles

# STRENGTHS

- The environment is body positive, healthy and safe
- Quality training and faculty
- Community outreach programming
- Outstanding performances
- Commitment to artistic excellence
- Welcoming and homey environment
- Reputation and leadership in community
- Strong managerial team
- Inclusivity – dance is for everyone

# WEAKNESSES

- Lack of consistent and two-way communication with all stakeholders
- Resistance to change
- DEIA not a consistent focus
- Need more variety of dance styles
- Need more clarification of roles – who to go to for what
- Lack of early planning for faculty schedules
- Staff morale and overwhelming workload, understaffed
- Frequent subbing for faculty, lack of available subs
- Limited reach past Broomfield
- Need more marketing to draw new students and audiences
- Need to build more and sustainable revenue streams
- Trying to be everything to everyone
- Long-term programs that do not generate revenue or advance CCD