

# PART I: The Mission



# LITERARY MANAGERS & DRAMATURGS OF THE AMERICAS

## EXECUTIVE PLAN (2026-2028)

### PART I: THE MISSION

Since its founding in 1985, LMDA has defined its mission as **affirming the function of dramaturgy, exploring its practice, and promoting the profession.**

With between 3-500 members yearly, on average, and our members (primarily in Canada and the US) – including literary managers, institutional and freelance dramaturgs, creative producers, literary agents, directors, development executives, educators, students, and other artists and administrators in theatre and the performing arts – LMDA has made its organizational mark on the theatrical landscape by serving its diverse constituency and providing leadership in the growing global field of dramaturgy.

As stated in its bylaws, LMDA's purpose is **to cultivate, develop, and promote the fields of dramaturgy and literary management** by:

- Creating an international network of dramaturgs and literary managers
- Educating the public about and promoting the work of dramaturgs and literary managers
- Establishing a communication network and information bank for members and the public

To fulfill its mission and purpose, LMDA's goals are threefold:

1. **To serve the membership,**
2. **To strengthen the organization,**
3. **And to further the field of dramaturgy.**

The organization's first Three-Year Plan, which concluded in 2009, expanded the scope of LMDA's activities in order to better serve the role of dramaturgs and literary managers in North American theatre and to assert the organization's growing responsibilities as a prominent arts service organization. The second three-year plan, concluding in 2012, worked to sustain the organization's expansion in tangible ways while reaching beyond our borders in North America.

The third plan concluded in 2016 and made furthering the field a top priority, which encouraged the organization to make bold gestures and take a clear leadership role in dramaturgical discourses. Among its accomplishments were completing a comprehensive membership survey, developing outreach to and involvement of early-career dramaturgs (including Lessing Week fundraising activities), expanding regional activity and reporting, establishing a rolling membership renewal, creating a strong presence on social media, supporting the launch of the National New Play Network New Play Exchange, disseminating Employment Guidelines, and initiating Sample Contracts.

The scope of the Executive Plan was adjusted to two years in 2016 to coincide with the term of the President and Executive Committee. The plan that concluded in 2018 brought new and revised online resources, such as the updated LMDA Bibliography and Guide for Dramaturgy Programs. The plan that concluded in 2020, focused on creating Good Practices documents to encourage equity, diversity, and inclusion, and support the work and values of our membership. Throughout the 2022-2024 presidency, the organization maintained a hybrid convening model and achieved major milestones, including hosting the first-ever digital conference and focusing on the education-to-employment pipeline. The 2024–2026 presidency encompassed the 40th Anniversary of LMDA in 2025; it prioritized rebuilding arts institutions and audience engagement while increasing the preservation and documentation of dramaturgical initiatives.

Building on this foundation, and entering our next forty years, the 2026–2028 Executive Plan aims to strengthen LMDA’s people- and practice-first values by refining internal and operational structures to better support volunteer capacity while pursuing data-driven field advocacy and achieving true international parity across the different national and international constituencies that make up LMDA membership.

# PART 2: The Plan



# LITERARY MANAGERS & DRAMATURGS OF THE AMERICAS

## EXECUTIVE PLAN (2026-2028)

### **PART II: THE PLAN**

To fulfill its mission and purpose, the Executive Committee for the 2026–2028 term will focus on the following projects and strategic initiatives to further LMDA’s threefold goals:

- (1) to serve the membership,**
- (2) to strengthen the organization, and**
- (3) to further the field of dramaturgy.**

These Executive Focus Projects and Goals are designed to work within the capacities of our volunteer leadership while ensuring we continue to explore the practice and promote the profession of dramaturgy across the Americas. As a living document, this plan remains in active dialogue with the membership and will be updated as these strategies progress throughout the term.

### **2026–2028 EXECUTIVE Focus:**

#### **Affirm and Build On Existing LMDA Values:**

- Set an ethos that LMDA, as a primarily volunteer-run, international organization, must work within the capacities of its members, especially those in leadership, and with that in mind must aggressively recruit, sustain, and build a pipeline of leadership that is mutually beneficial to both members and the organization.
- Set an ethos that LMDA is anti-discriminatory and inclusive across age, race, ethnicity, sex, gender, sexuality, career stage, and any other trait.
  - Continue our commitment to justice, equity, diversity, inclusion, and accessibility as guiding principles for our organization (beliefs and values statement)
  - Continue our commitment to a leadership team that is free from sexism, misogyny, homophobia, and transphobia.

- Set an ethos that LMDA is an international organization with internationally focused goals and purview, supported by and in partnership with LMDA Canada and LMDA Mexico.
  - Continue to codify these international and collaborative relationships through documentation and listening.
- Set an ethos that LMDA is a welcoming place where dramaturgs, dramaturg-hyphenates, dramaturg-affiliates, and the dramaturgically curious can find a professional home and network focused on peer mentorship and advocacy.
  - Continue our commitment to embracing every human who identifies as a dramaturg or engages in dramaturgy.
- Set an ethos in which LMDA leadership responds promptly to issues affecting the field and its membership, and creates spaces for members to express their concerns and opinions.

### **Conduct a State of the Field Survey:**

Conduct a comprehensive “State of the Field” survey to gather data on current dramaturgical practices.

- Find out the current breakdown of institutional vs. freelance dramaturgs, including differentiating between university institutions.
- Find out job titles members are working under in dramaturgical or dramaturgical-adjacent capacities.
- Find out current rates and salaries (anonymized).
- Inquire about current professional needs across constituents, including Mexico, Canada, and abroad.

### **Institute a Regional Realignment for CA, MX, and US:**

Introduction of newly split regional portfolios, which move the leadership of LMDA Canada (CA) and LMDA Mexico (MX) to the LMDA Board.

- Canada Regional Expansion (with guidance from LMDA CA President and VP Regional, CA):
  - Establish 1-3 new metro-focused regions within Canada, focusing on localized gathering and peer mentorship.
  - Appoint 1-3 Regional Representatives for newly formed Canadian regions.
- Mexico Regional and Organizational Building:
  - Prioritize support for LMDA MX as it enters its next 5 years and grows into its own organizational structure.

- Building regional engagement in Mexican metropolitan centers with no expectation of appointing regional representatives as LMDA MX continues to define itself.
- Increase Translation & Access, by:
  - Collaborating with the Conference Chairs/Hosts, Advocacy, and Media portfolios to ensure webpage materials and conference sessions are accessible in Spanish.
- US Regional Structural Reorganization:
  - Activate a structural reorganization, by:
    - Overseeing the disbanding of broad multi-state regions in favor of specific and active metro-region hubs.
    - Assessing which regions are active and rebuilding around LMDA members excited to organize in their region.
    - Reorganizing into a regional representative structure reflective of current LMDA leadership structures.
    - Supporting and encouraging local and in-person events and peer networking.

### **Support Sustainable Grant & Fiscal Infrastructure:**

- Support the creation of an endowment.
- Support the organization's capacity and long-term sustainability.
- Support the expansion of LMDA grants, by:
  - Creating a more stable granting calendar and process.
  - Assessing the restricted funds for each grant and their current fiscal support.
  - Supporting the new Mid-Career Dramaturg grant.
  - Codifying Leon Katz award funding structure, or determining next steps under the Board's oversight.
  - Codifying who runs the Lessing Week ECD Travel Grant fundraiser and moving it firmly out of either the Membership or Media portfolios.
  - Assessing when Lessing Week is held, and considering decoupling from the January date.
  - Codifying principles around the Fall Fundraiser.
- Explore regional mini-grants to help rebuild local dramaturgical communities post-pandemic on a regional level across all constituencies.
- Support the expansion of the LMDA staff and contracted workers team, prioritizing a Communications and Development Associate who will report to the Executive Director and President.

### **Expand Translation and Accessibility Systems:**

- Prioritize Translation as a core dramaturgical and organizational task, by:
  - Implementing Spanish interpretation and translation at all conferences and on the website.
  - Building a year-round database of volunteer translators for ASL and Spanish.
  - Looking to expand into Quebecois.
- Increase hybrid and digital engagement options in recognition of the greater difficulty some members face in traveling internationally, by:
  - Bringing back an early-spring digital convening to support membership renewal and engagement.
  - Assessing the success of a fall digital convening in 2026 and considering its adoption for 2027.
  - Including hybrid options within the structures of the 2027 and 2028 conferences without devaluing the in-person gathering.
  - Opening opportunities for membership to lead digital gatherings under LMDA oversight.
  - Supporting local and in-person regional engagement as the other balance in creating a peer network.

### **Realign Communications Practices and Platforms:**

- Transition some labor from the volunteer portfolio to a paid Communications and Development Associate staff position, which will support and report to the Executive Director and President.
  - This role will take on some of the workload from the former Communications portfolio and support the organization's financial stability.
  - The core tasks of this role will be crafted in collaboration with the Board, President, Board Chairs, and Executive Director.
- Complete Website and Brand Revamp, by:
  - Completing projects started during the 2024-2026 term.
  - Completing the rebrand of LMDA with new logos, fonts, and colors. Update all external communications to reflect the rebrand.
  - Seeking remaining funding and conducting a complete redesign of the LMDA website, focusing on aesthetics, access, and needed features.
  - Improve the website's "Find a Dramaturg" function and increase participation. (*goal from 2016 Executive Plan*)
- Increase Digital Bilingual Access, by:
  - Implementing Spanish translation and accessibility features on the LMDA website, *Bulletin*, and social media.
  - Supporting the creation of a Spanish-language newsletter.

- Emphasize the Realignment of LMDA Social Media, by:
  - Instituting organizational standards for social media.
  - Archiving and closing Twitter.
  - Completing the archiving and sunseting of regional Facebook Groups.
  - Realigning and refocusing the management and implementation of Slack by first conducting a finding-and-listening session and then convening a working group.
  - Assessing the capacity to support YouTube and a podcast as LMDA media platforms.

### **Expand the Reach of the *Review*:**

- Ensure Accurate DOIs and Facilitate Archiving by:
  - Securing DOIs (Digital Object Identifiers) for academic archiving.
  - Rerunning previous *Review* articles in the *Bulletin* when possible.
- Aid *Review* Expansion, by:
  - Adding a dedicated Book Review Editor (Proposed: TBA).
  - Adding a feature to the *Bulletin* that supports the *Review*.
- Increase Promotion, by:
  - Sending the VP to academic conferences to promote the *Review*, funds allow.

### **Redefine How Programs, Projects, Working Groups, And Task Forces Work Within the LMDA Volunteer Structure (See Part 3):**

To advance the field of dramaturgy, the Executive Committee will use Working Groups and Task Forces to investigate, coordinate, and empower the membership to respond to the profession's evolving landscape.

- Consider all current, recent, and advertised programs on the website and determine what should be sunset and archived as a resource.
- Set the standard that VPs can only conduct or outline programs and projects to occur within their own term, unless it is a core function of the organization, portfolio, or the President or Board Chairs have indicated that this will be supported beyond their term.
- Define which programs, tasks, and projects are core LMDA functions and codify them further.

### **Respond to Emergent Field Issues and Develop Best Practices:**

- **Activate Membership Expertise:** Use Working Groups and Task Forces, supported by EC and Board members, as a primary vehicle to respond to emergent issues in the field of dramaturgy, theater, and performance.

- **Enable Knowledge Sharing:** Activate the membership by bringing their specialized professional knowledge to bear and sharing those insights with the rest of the organization to foster peer-to-peer learning.
- **Work with Sibling Organizations to co-create relevant Guidelines:** Strengthen relationships with other organizations in the field.
- **Develop Best Practices (Emergent Issues):** Investigate and compile “Best Practices” documents for critical areas, such as the following examples:
  - AI Usage in Theater: Establishing guidelines on how to handle AI usage within theatrical production and new play development.
  - Cultural Consulting: Defining the role and professional standards for cultural consulting within dramaturgical practice.
  - Negotiating Alternative Benefits: Providing resources on how to negotiate for alternative benefits while building a sustainable freelance or institutional career.
  - Student Dramaturgy Standards: Establishing best practices for undergraduate and graduate student dramaturgs working in university settings.
  - Navigating Funding: Creating guides on how to identify and navigate diverse funding sources specifically for dramaturgical projects.

#### **Form Executive Working Groups & Task Forces (Potential and As-Needed):**

- **Conference Committee:** Led by Stephen Drover (2027 Host) and Suzi Elnaggar (President); the Co-Board Chairs, Executive Director, Web Developer, Treasurer, and VPs of Media, Grants and Awards, and Advocacy & Anti-Oppression will be de facto members of the committee, supporting in their various roles, though not all may attend any or all conference planning meetings.
- **State of the Field Working Group:** A cross-portfolio effort.
- **Slack Working Group:** A cross-portfolio effort to make LMDA Slack a valued member benefit.

#### **Conduct Living Document Updates:**

Continuing the example set by LMDA President Sara Freeman in the 2024-2026 term, this document will be updated in real time with progress on specific strategies or expansion of the Executive Plan.

# PART 3: The People



# LITERARY MANAGERS & DRAMATURGS OF THE AMERICAS

## EXECUTIVE PLAN (2026-2028)

### **PART III: THE PEOPLE**

The objectives of the 2026-2028 plan will be pursued by the LMDA Executive Committee.

#### **Volunteer Expectations:**

VPs are expected to volunteer an average of 3-10 hours per month (acknowledging natural periods of higher and lower effort), and Associate VPs, organizers, representatives, and committee members are expected to volunteer an average of 1-5 hours per month. Members of the EC should clearly communicate capacity and ask for support when needed, as these are volunteer roles, there is no expectation of “have-to” or “must” but of collaboration and collegiality.

#### **Organizational Hierarchy:**

The relationship between the LMDA Executive Committee and the Board of Directors is that of collaborators and co-laborers, with EC members also serving on the Board as *de facto* members, with each portfolio representing only one vote.

Each (Co-)VP will chair a portfolio and is encouraged to organize a portfolio committee of at least three other LMDA members. Some portfolios may have Associate VPs who oversee or assist with large areas of responsibility or effort, or who help lead projects and programming within the portfolio.

#### **Defining Structure and Action:**

Committees are made up of LMDA members serving on specific committees within portfolios to ensure broad organizational representation and shared labor. This also includes the leadership of regions and affinity groups.

Working Groups and Task Forces represent collaborative efforts across portfolios and may be directed toward a specific goal or activity, either ongoing or tied to an outcome or the EC term. These may also be led by non-EC or Board members of LMDA.

Programs and Projects are how the 2026-2028 EC will describe the goals for their portfolios that are not the core tasks and duties. Each portfolio will pursue between 1 and 3 goals in its term.

Intervalled Duties are duties that reflect or are aligned with a portfolio's mission or core duties but are performed on a cyclical basis rather than in each EC term. Examples of these are the LMDA Bibliography, Guide to Dramaturgy Programs, and the LMDA Wiki, which are historically updated in intervals (e.g., 2018, 2024).

### **Portfolio Leadership & Reworked Roles:**

Following recent efforts to streamline portfolios, the 2026-2028 leadership structure includes several merged or revived roles, with more details on the following pages:

#### **EXECUTIVE COMMITTEE LEADERSHIP**

- **President:** Suzi Elnaggar
- **Past President:** Sara Freeman
- **Executive Director:** Lindsey R. Barr
- **Treasurer:** Nakissa Etemad
- **President-Elect:** TBD Summer 2027

These lists are not yet determined and will be updated as VPs finalize their committees.

#### **ADVOCACY PORTFOLIOS**

These portfolios focus on field-wide leadership, equity, advocacy for dramaturgs, and the promotion of professional dramaturgical standards.

- VP, Advocacy & Anti-Oppression: Kristi Good
  - Associate VP, Advocacy & Access, CA: Kemi King
  - Disability Affinity Group Organizer: Allison Backus
- VP, Mentorship and Education: Shelley Graham
- Co-VP, University Relations: Jen Shook
- Co-VP, University Relations: Dan Smith
- Co-VP, Professional Practice and Field Relations (Institutions): Jess Ellison
- Co-VP, Professional Practice and Field Relations (Freelance): Lindsay L. Barr

#### **OPERATIONAL PORTFOLIOS**

These portfolios prioritize direct member engagement, local community building, and organizational sustainability.

- VP, Membership: Heather Helinsky (one-year bridge term)

- Associate or Co-VP, Membership: *TBD by January 2027*
- VP, Regional Activities, Canada: Ashley Chodat
- VP, Regional Activities, Mexico: Martha Herrera-Lasso
- VP, Regional Activities, USA: Maren Robinson
  - Regional Representatives: Current Regional VPs until further notice

## **OUTREACH PORTFOLIOS**

These portfolios manage LMDA public-facing media, professional publications, and external recognition and granting.

- VP, Media & Engagement: Editor, *Bulletin*: Molly Sharfstein (formerly, Communications)
  - Associate VP, Newsletter: Co-Editor, *Bulletin*: Jordan Hardesty
  - Associate VP, Social Media: Joan Starkey
  - Social Media Committee: TBA
- VP, Publications: Editor, *Review*: Allison Backus
  - Associate VP, Publications; Co-Editor, *Review*: Sarah Johnson
  - Associate VP, Publications; Book Review Editor, *Review*: (Proposed)
- VP, Grants & Awards: Marjan Moosavi
  - Adjudication Committees: TBD

## **CURRENT CONTRACTED & STAFF ROLES**

- Executive Director: Lindsey Barr
- Grants Coordinator: Jared Strange
- Digital Conference Coordinator (Fall 2026): Margo Skornia
- Webmaster / Tech Consultant: Mark Fossen

## **CONTRACTED & STAFF ROLES (Upcoming)**

- Communications and Development Associate: Proposed

**Conference Leadership and Support:** Specific roles for Conference Coordinators and Co-Chairs for both in-person and digital convenings.

**2027 (LMDA CA supporting)**

- Digital Conference Coordinator/ Producer 2027:
- Conference Coordinator/ Producer 2027: CA role
- Conference Accessibility Coordinator 2027: CA role
- Conference Communications Coordinator 2027: Proposed, CA role

**2028**

- Digital Conference Coordinator/ Producer 2028:
- Conference Coordinator/ Producer 2028:
- Conference Accessibility Coordinator 2028:
- Conference Communications Coordinator 2028: Proposed

**Other:**

- Conference Relations & Knowledge (Board Activity in 2026)\*
- LMDA Archivist

\*This is a proposed portfolio, but for 2026, this will be moved to the Board as a task. To be reassessed.

## 3.A (Detail) Advocacy Portfolios & Treasurer

For the 2026–2028 term, the *Treasurer* is part of the Executive Committee; there will be continued assessment of whether this role should become a Board position or otherwise be repositioned.

## Treasurer

**Role Description:** Supports, along with the *Executive Director, President, and Board-Chair(s)*, advanced financial planning. Provides oversight for the organization’s long-term fiscal health. This includes overseeing and assisting in annual budgets, cash reserves, and the administrative processing of grants.

**Treasurer:** Nakissa Etemad

### Core Tasks (Duties):

- Budget Supervision & Financial Oversight:
  - Supervising the creation and execution of the annual budget.
  - Supporting the collection of dues and maintenance of the organization’s cash reserves.
  - Writing the Annual Report with the *Executive Director*.
- Ongoing Organizational & General Effort:
  - Updating and maintaining copy for the relevant portion(s) of the LMDA website.
  - Attending and participating in EC and Board meetings.
  - Being accessible via LMDA email and ensuring portfolio documentation resides within the LMDA Drive.

### Collaborative Tasks:

- Budget Monitoring:
  - Working with the *Executive Director* and the *President* to clarify responsibilities regarding the creation and monitoring of the fiscal year budget.
- Conference and Gathering Budgets:
  - Serving as a de facto member of the *Conference Committee* to support the financial aspects of the annual International LMDA Conference, Digital Conference or Symposium, and Regional Activities gatherings.
- Grant Budgeting and Allocation:
  - Supervising and assisting in the financial side of processing and administering grants in alignment with the approved budget with *Grants and Awards*.

- Development:
  - Collaborating with the LMDA Board *Development Committee* to mobilize the Fall Fundraiser and Lessing Circle to create more robust awards and grants.
- Data Analysis:
  - Supporting the *Membership* portfolio to analyze annual donation and membership data to evaluate the impact of pricing on member contributions.

### **Executive Focus Projects (2026–2028 Goals):**

- Sustainable Funding and Development:
  - Working with the *LMDA Board* to secure sustainable funding to fulfill the organization’s mission, including targeting fundraising beyond the current membership.
- Fiscal Infrastructure:
  - Monitoring grant disbursements and budget tracking to ensure long-term stability.

### **Committees & Task Forces (Potential and As-Needed):**

- TBD for upcoming term.

## ADVOCACY PORTFOLIOS

These portfolios focus on field-wide leadership, equity, advocacy for dramaturgs, and the promotion of professional dramaturgical standards.

### 1. Advocacy & Anti-Oppression

**Portfolio Description:** Spearheads field-wide advocacy for dramaturgical work and coordinates and oversees the affinity groups and accessibility efforts, as well as advising the *President* on organizational responses to current events.

**VP:** Kristi Good

**Associate VP, Advocacy & Access, CA:** Kemi King

**Disability Affinity Group Organizer:** Andrea Kovich

*Note: This portfolio may add more Co- and Associate VPs as it builds its infrastructure. It will also seek to add more information about Affinity Groups, treating them as de facto groups under its umbrella.*

### **Core Tasks (Duties):**

- **Accessibility:**
  - Advising on accessibility support for all international and digital LMDA conferences and convenings.
- **Field Advocacy:**
  - Coordinating activities that protect and promote the work of members and the profession at large.
  - Overseeing/assisting in the revision and dissemination of field advocacy documents such as the Employment Guidelines and Sample Contracts.
- **Affinity Groups:**
  - Supporting and advising LMDA's various Affinity Groups/Spaces.
  - Updating the website copy as needed.
  - Providing the *Media & Engagement* team with information about upcoming meetings to disseminate.
- **Ongoing Organizational & General Effort:**
  - Updating and maintaining copy for the relevant portion(s) of the LMDA website.
  - Being accessible via LMDA email and ensuring portfolio documentation resides within the LMDA Drive.

### **Collaborative Tasks (potential and ongoing):**

- **Recruitment:**
  - Partnering with *Membership* and *Media & Engagement* to actively recruit and retain a diverse membership.
- **Reporting:**
  - Advising the *President* and *Board* on field-wide issues.

### **Executive Focus Projects (2026–2028 Goals):**

- **Update LMDA Guidelines:**
  - Working with the *Field Relations* portfolio to update sample contracts and the internship guidelines in response to the State of the Field Survey.
- **Promote LMDA Grants:**
  - Coordinating with *Grants & Awards* for the *Mid-Career Dramaturg Travel Grant* adjudication.

**Portfolio Focus Projects (2026–2028 Goals):**

- TBD for VPs to determine for their terms; can also align with Executive goals.

**Committees & Task Forces (Potential and As-Needed):**

- Accessibility Task Force (as needed):
  - A dedicated group focused on organizational access.
- Affinity Group Organizers: TBA

## 2. Mentorship & Education

**Portfolio Description:** A revived portfolio serving as the centralized hub for mentorship and career development across all parts of a dramaturg's path, from early interest to mid-career peer learning.

**VP:** Shelley Graham

**Core Tasks (Duties):**

- Early Career Dramatug Support:
  - Crafting and implementing Early Career Dramaturg (ECD) programming.
- Mentor Match program:
  - Focusing on reviving the program with both ECD and MCD support.
  - Sitting on a Working Group about the ACTF partnership.
- Debut Panel:
  - Running the Debut Panel at the annual international LMDA Conference.
- Ongoing Organizational & General Effort:
  - Updating and maintaining copy for the relevant portion(s) of the LMDA website.
  - Being accessible via LMDA email and ensuring portfolio documentation resides within the LMDA Drive.

**Collaborative Tasks (potential and ongoing):**

- Promote LMDA Grants:
  - Coordinating with *Grants & Awards* for the *ECD Travel Grant* adjudication.

**Executive Focus Projects (2026–2028 Goals):**

- Build a new portfolio and help outline its tasks.

**Portfolio Focus Projects (2026–2028 Goals):**

- TBD for VPs to determine for their terms; can also align with Executive goals.

**Committees & Task Forces (Potential and As-Needed):**

- TBD for upcoming term.

### 3. Professional Practice and Field Relations

**Portfolio Description:** Advocates for professional standards, representing the diverse needs of the membership while maintaining critical relationships with external theatre organizations and supporting both institutional and freelance dramaturgs working in roles and projects outside university institutions. Previously, *Institutions* and *Freelance*, now merged into a single collaborative portfolio.

**Co-VP (Institutional):** Jess Ellison

**Co-VP (Freelance):** Lindsay L. Barr

**Core Tasks (Duties):**

- Employment Member Benefits:
  - Managing the Jobs Board,
  - Assessing sample contracts (with Advocacy),
  - Assessing guidelines and best practices documents (with *Advocacy*).
- Relationship-building:
  - Building and maintaining relationships with the Dramatists Guild, TCG, and SDC, and other identified professional organizations.
- Ongoing Organizational & General Effort:
  - Updating and maintaining copy for the relevant portion(s) of the LMDA website.
  - Being accessible via LMDA email and ensuring portfolio documentation resides within the LMDA Drive.

**Collaborative Tasks (potential and ongoing):**

- Promote LMDA Grants:
  - Coordinating with *Grants & Awards* for the *Elliot Hayes Award* adjudication.

**Executive Focus Projects (2026–2028 Goals):**

- Continue revising the Internship Board and updating Internship best-practices recommendations.
- Assess Institutional Membership benefits.
- Help lead the State of the Field Survey.

**Portfolio Focus Projects (2026–2028 Goals):**

- TBD for VPs to determine for their terms; can also align with Executive goals.

**Committees & Task Forces (Potential and As-Needed):**

- TBD for upcoming term.

## 4. University Relations

**Portfolio Description:** Represents the interests of dramaturgy and dramaturgical professors and students in universities and colleges, serving as a bridge between academia and the outside professional field.

**Co-VP:** Jen Shook

**Co-VP:** Dan Smith

**Core Tasks (Duties):**

- Advocacy:
  - Supporting and advocating for dramaturgs working in and learning in university institutions.
- Hot Topics Panel:
  - Running the Hot Topics Panel at the annual international LMDA Conference.
- Relationship-building:
  - Building and maintaining relationships with ATHE, ASTR, and ACTF, and other identified academic and educational organizations.
- Documentation:
  - Overseeing the update of related LMDA documents (interval duty):
    - Such as the LMDA Bibliography and the Guide to Dramaturgy Programs.
  - Developing and maintaining employment-related resources for the university sector.



- Ongoing Organizational & General Effort:
  - Updating and maintaining copy for the relevant portion(s) of the LMDA website.
  - Being accessible via LMDA email and ensuring portfolio documentation resides within the LMDA Drive.

**Collaborative Tasks (potential and ongoing):**

- Promote LMDA Grants:
  - Coordinating with *Grants & Awards* for the *Leon Katz Award* adjudication.

**Executive Focus Projects (2026–2028 Goals):**

- Continue as before and document the portfolio processes.

**Portfolio Focus Projects (2026–2028 Goals):**

- TBD for VPs to determine for their terms; can also align with Executive goals.

**Committees & Task Forces (Potential and As-Needed):**

- TBD for upcoming term.

## 3.B (Detail) Operational Portfolios

## OPERATIONAL PORTFOLIOS

These portfolios prioritize direct member engagement, local community building, and organizational sustainability.

### 1. Membership

**Portfolio Description:** Focuses on recruiting and retaining members across all career stages and ensuring the value of membership is clearly communicated.

**VP:** Heather Helinsky (one-year bridge term until 2027)

**Assc or Co-VP:** *To be named by December 2026 to assist in the 2027 Membership drive and complete a 2-year term through 2029.*

**Committees:** None currently

*Note: This portfolio will have an overlap between the incoming and outgoing VPs in Jan 2027 to ensure organizational communication and strategy.*

#### **Core Tasks or Duties:**

- Membership Drive:
  - Running the annual membership drive and advising on auto-renewal and reminder systems.
- Data Analysis:
  - Conducting member surveys and providing data analysis to the Board and Executive Committee to evaluate membership.
- Benefits Analysis and Promotion:
  - Advising on and promoting member-only benefits.
- Ongoing Organizational & General Effort:
  - Updating and maintaining copy for the relevant portion(s) of the LMDA website.
  - Being accessible via LMDA email and ensuring portfolio documentation resides within the LMDA Drive.

#### **Collaborative Tasks (potential and ongoing):**

- Mentorship Support:
  - Supporting the new *Mentorship* portfolio on the Mentor Match program.

- Advocacy:
  - Participating in the State of the Field survey working group (led by *Field Relations & President*).

### **Executive Focus Projects (2026–2028 Goals):**

- Leadership Transition:
  - Training the incoming *Membership* VP during the six-month overlap.
- Member Outreach:
  - Sending the VP to conferences and festivals (as funds allow) to drive recruitment of members.
  - Putting together a handbook for *Membership*.

### **Portfolio Focus Projects (2026–2028 Goals):**

- TBD for VPs to determine for their terms; can also align with Executive goals.

### **Committees & Task Forces (Potential and As-Needed):**

- Slack Working Group (member):
  - A cross-portfolio effort to make LMDA Slack a valued member benefit.

The following portfolios replace the former national VP, Regional Activity, with three distinct roles focused on metro-region engagement and organizational parity across North America.

## 2. Regional Activity, Canada

**Portfolio Description:** Focuses on building and maintaining active dramaturgical communities within Canadian metro regions, moving away from broad international oversight toward localized engagement.

**VP:** Ashley Chodat

**Regional Representatives:** TBD

### **Core Tasks (Duties):**

- Metro-Engagement and Regions:
  - Cultivating regional engagement and leadership within specific Canadian metropolitan areas.
  - Overseeing Regional Representatives.

- Membership Retention:
  - Supporting LMDA Canada in maintaining membership levels between Canada-based conference years.
- Liaison with LMDA CA:
  - Liaising with LMDA Canada leadership and *LMDA Executive Committee*.
  - Coordinating the reporting of Canadian regional activities to the *LMDA Executive Committee* and *Board*.
- Ongoing Organizational & General Effort:
  - Updating and maintaining copy for the relevant portion(s) of the LMDA website.
  - Being accessible via LMDA email and ensuring portfolio documentation resides within the LMDA Drive.

### **Collaborative Tasks (potential and ongoing):**

- Conference Collaboration:
  - Working with the *President* and *Board* on agreement outlines for collaborating on future Canadian-hosted conferences.
- Engagement:
  - Partnering with the *Media & Engagement* portfolio to ensure Canadian regional news is featured in the monthly *Bulletin*.

### **Executive Focus Projects (2026–2028 Goals):**

- Regional Expansion (with *LMDA Canada President*):
  - Establishing 1-3 new metro-focused regions within Canada, focusing on localized gathering and peer mentorship.
  - Appointing 1-3 Regional Representatives for newly formed Canadian regions.

### **Portfolio Focus Projects (2026–2028 Goals):**

- TBD for VPs to determine for their terms; can also align with Executive goals.

### **Committees & Task Forces (Potential and As-Needed):**

- LMDA Canada Leadership Team:
  - TBD

### 3. Regional Activity, Mexico

**Portfolio Description:** Prioritizes local community building and metro-region engagement within Mexico to strengthen the network of Mexican dramaturgs and their connection to the broader international LMDA organization.

**VP:** Martha Herrera-Lasso

**Regional Representatives:** TBD

#### **Core Tasks (Duties):**

- Metro Engagement:
  - Building regional engagement in Mexican metropolitan centers.
  - No expectation of appointing Regional Representatives, as the focus is on building LMDA MX.
- Liaison with LMDA MX:
  - Liaising with *LMDA Mexico* leadership and the *LMDA Executive Committee*.
  - Coordinating the reporting of Mexican regional activities to the *LMDA Executive Committee* and *Board*.
- Ongoing Organizational & General Effort:
  - Updating and maintaining copy for the relevant portion(s) of the LMDA website.
  - Being accessible via LMDA email and ensuring portfolio documentation resides within the LMDA Drive.

#### **Collaborative Tasks (potential and ongoing):**

- Networking:
  - Working with *Field Relations* to identify bi-national networking opportunities.
- Conference Collaboration:
  - Supporting long-term capacity building, planning, and institutional knowledge for the ongoing rotation of international LMDA conferences held in Mexico.
- Academic Outreach:
  - Building networks between LMDA and Mexican universities that teach theatre and dramaturgy (and helping *University Relations* to build a list of Mexican programs that support dramaturgical training).

### **Executive Focus Projects (2026–2028 Goals):**

- Translation & Access:
  - Collaborating with the *Conference Chairs/Hosts, Advocacy, and Media* portfolios to ensure webpage materials and conference sessions are accessible in Spanish.
- Regional Initiative:
  - Establishing new regions in Mexico in collaboration with the *US Regional VP* and the *Canada Regional VP*.

### **Portfolio Focus Projects (2026–2028 Goals):**

- TBD for VPs to determine for their terms; can also align with Executive goals.

### **Committees & Task Forces (Potential and As-Needed):**

- LMDA Mexico Leadership Team:
  - Drawing from established leadership members in LMDA MX as they continue to build and define their organizational structure.

## 4. Regional Activity, USA

**Portfolio Description:** Prioritizes local community building and metro-region engagement within the US (both continental and AK, HI) to strengthen the network of US-based dramaturgs and their connection to the broader international LMDA organization. Manages the transition from large, multi-state regions to a more concentrated focus on metro-region engagement and local community building within the United States.

**VP:** Maren Robinson

**Regional Representatives:** TBD; current Regional VPs may continue in their roles at the VP's discretion and based on their interest in continuing. Focus will be on building regions where LMDA members are excited to support vibrant, localized gatherings and peer membership, especially in metro areas.

More details to be determined by the *President* and the *Regional VP* in the upcoming term.

### **Core Tasks (Duties):**

- Local Leadership:
  - Identifying and supporting regional representatives in key US cities.
  - Identifying opportunities for gatherings or regional activities.
- Ongoing Organizational & General Effort:
  - Updating and maintaining copy for the relevant portion(s) of the LMDA website.
  - Being accessible via LMDA email and ensuring portfolio documentation resides within the LMDA Drive.

### **Collaborative Tasks (potential and ongoing):**

- Mentorship Support:
  - Partnering with *University Relations* and *Mentorship & Outreach* to identify potential local dramaturgs that can connect students with working professionals.
- Outreach:
  - Working with *Membership* and the *Executive Director* to align regional activities with membership goals.

### **Executive Focus Projects (2026–2028 Goals):**

- Structural Reorganization:
  - Overseeing the disbanding of broad multi-state regions in favor of specific metro-region hubs.
  - Assessing which regions are active and build around LMDA members excited to organize in their region.
  - Reorganizing into a regional representative structure to reflect current LMDA leadership structures.
- Grant & Fiscal Infrastructure:
  - Exploring regional mini-grants to help rebuild local dramaturgical communities post-pandemic.

### **Portfolio Focus Projects (2026–2028 Goals):**

- TBD for VPs to determine for their terms; can also align with Executive goals.
- Handbook:
  - Leading the creation of a standardized *Regional Activities Handbook* for the USA, Canada, and Mexico to clarify expectations for the new metro-focused mission.



**Committees & Task Forces (Potential and As-Needed):**

- US Regional Representatives Working Group:
  - To be populated by *Regional Representatives* especially centered on Metro-hubs (e.g., Chicago, NYC, Kansas City).
- TBD for upcoming term.

## 3.C (Detail) Outreach Portfolios

## OUTREACH PORTFOLIOS

These portfolios manage LMDA public-facing media, professional publications, and external recognition and granting.

### 1. Grants & Awards

**Portfolio Description:** Coordinates the promotion, evaluation, and selection of awardees for LMDA's various grants and awards, ensuring the organization recognizes professional excellence and provides financial support for dramaturgical projects.

**VP:** Marjan Moosavi

#### **Core Tasks (Duties):**

- Award Selection / Adjudication:
  - Coordinating the promotion, evaluation, and selection for the *Gotthold Ephraim Lessing Award*, *Early Career Dramaturg (ECD) Travel Grant*, *Mid-Career Dramaturg (MCD) Travel Grant(s)*, *Elliot Hayes Award*, and *Leon Katz Award*.
- Grant Promotion:
  - Promoting LMDA grant opportunities and award nomination cycles to the membership and the wider theatre field.
  - Updating the website copy and send *Media* the announcements in a timely manner.
- Ongoing Organizational & General Effort:
  - Updating and maintaining copy for the relevant portion(s) of the LMDA website.
  - Being accessible via LMDA email and ensuring portfolio documentation resides within the LMDA Drive.

#### **Collaborative Tasks:**

- Fiscal Oversight:
  - Working with the *Treasurer* to monitor award budget lines and ensure fiscal health.

- Collaborative Adjudication:
  - Partnering with the Board Chairs and President for the *Gotthold Ephraim Lessing Award*.
  - Partnering with *Mentorship & Education* to sit on adjudication panel(s) for *Early Career Dramaturg (ECD) Travel Grant(s)*.
  - Partnering with *Advocacy & Anti-Oppression* to sit on adjudication panel(s) for the *Mid-Career Dramaturg (MCD) Travel Grant(s)*.
  - Partnering with *Professional Practice & Field Relations* to sit on adjudication panel(s) for the *Elliot Hayes Award*.
  - Partnering with *University Relations* to sit on adjudication panel(s) for the *Leon Katz Award*.
- Development Collaboration:
  - Working with the LMDA Board *Development Committee* to mobilize fundraisers (e.g., Lessing Circle) for more robust funding.

### **Executive Focus Projects (2026–2028 Goals):**

- Promoting LMDA Grants:
  - Seeking new ways to ‘promote, expand, and enrich’ the current grants and awards infrastructure. Considering redefining membership parameters for grants.

### **Portfolio Focus Projects (2026–2028 Goals):**

- TBD for VPs to determine for their terms; can also align with Executive goals.

### **Committees & Task Forces (Potential and As-Needed):**

- Adjudication Panels:
  - Representative panels for each cycle, ideally including a Board member, an officer, and an early-career member.

## 2. Media & Engagement

*(Replacing Communications as a Portfolio)*

**Portfolio Description:** Manages the LMDA brand and all digital touchpoints, especially *social media* and the email newsletter *LMDA Bulletin*, ensuring consistent, engaging, and thoughtful external communication across all platforms.

**VP: Editor, *Bulletin*:** Molly Sharfstein

**Associate VP: Newsletter (Co-Editor, *Bulletin*):** Jordan Hardesty

**Associate VP: Social Media:** Joan Starkey

**Social Media Committee:** *To be added*

**Core Tasks (Duties):**

- Organizational Messaging and Media:
  - Managing the monthly *Bulletin*;
  - Managing and creating content for all LMDA social media accounts (Facebook, Instagram, LinkedIn).
- Web Advising:
  - Advising (rather than being the main interface) on the website alongside the *President* and *Executive Director*.
  - When a staff role is created, this duty will primarily be removed from the profile.
- Brand Management:
  - Collaborating on internal/external communications to maintain the LMDA brand.
  - When a staff role is created, this duty will primarily be removed from the profile.
- Ongoing Organizational & General Effort:
  - Updating and maintaining copy for the relevant portion(s) of the LMDA website.
  - Being accessible via LMDA email and ensuring portfolio documentation resides within the LMDA Drive.

**Collaborative Tasks (potential and ongoing):**

- Accessibility:
  - Partnering with *Advocacy* to implement Spanish translation and accessibility features on the website.
- LMDA News:
  - Coordinating with *Regional VPs* and *Membership* to ensure regional and member news is disseminated via the *Bulletin*.

### **Executive Focus Projects (2026–2028 Goals):**

- Staffing Transition:
  - Transitioning some labor from a volunteer portfolio to a paid *Communications and Development Associate* staff position, which will support and report to the *Executive Director* and *President*.
- Digital Bilingual Access:
  - Implementing Spanish translation and accessibility features on the LMDA website, *Bulletin*, and social media.
- Sunsetting and realignment of social media.
  - Archive and close Twitter.
  - Complete the archiving of regional Facebook Groups.
  - Assessing the current capacity of the volunteer team and needed support.

### **Portfolio Focus Projects (2026–2028 Goals):**

- TBD for VPs to determine for their terms; can also align with Executive goals.

### **Committees & Task Forces (Potential and As-Needed):**

- Social Media Committee:

## 3. Publications

**Portfolio Description:** Exclusively dedicated to the production, editorial oversight, and academic archiving of the annual, peer-reviewed *LMDA Review*.

**VP (Editor of *Review*):** Allison Backus

**Assc VP; (Co-Editor):** Sarah Johnson

**Book Review Editor:** New role the Editor will be developing and filling.

### **Core Tasks (Duties):**

- Editorial Management:
  - Recruiting and supporting contributors and editors to ensure the annual publication of the *Review*.
- Ongoing Organizational & General Effort:
  - Updating and maintaining copy for the relevant portion(s) of the LMDA website.



- Being accessible via LMDA email and ensuring portfolio documentation resides within the LMDA Drive.

**Collaborative Tasks (potential and ongoing):**

- TBD for the upcoming term.

**Executive Focus Projects (2026–2028 Goals):**

- DOIs/Archiving:
  - Securing DOIs (Digital Object Identifiers) for academic archiving.
- Review Expansion:
  - Adding a dedicated Book Review Editor (Proposed: TBA).
- Promotion:
  - Sending the VP to academic conferences to promote the *Review*, funds allowing.

**Portfolio Focus Projects (2026–2028 Goals):**

- TBD for VPs to determine for their terms; can also align with Executive goals.

**Committees & Task Forces (Potential and As-Needed):**

- Editorial Board (TBD for the upcoming term).