

Tactics for GALA Sample Chorus’s Strategic Plan FY2014-FY2016

Example: The “GALA Sample Chorus” is now entering the third and final year of their current strategic plan. The final year continues work completed in the first two years; year three now includes an emphasis on preparing for GALA Festival 2016.

Check marks note tactics that have been completed in years 1 and 2. Tactics highlighted in red have been identified for year 3. Budget planning for year 3 will reference this document as well as budgets and actual financial reporting for attending past GALA festivals.

Artistry: Provide musical programming that is exceptional, entertaining, and educational.

Committee/team: Strategic Planning

Strategic Goal	Description	Tactics to Achieve Strategy
<p>Articulate an artistic vision: A clear vision sets the artistic direction for the organization and guides programming.</p>	<p>ISSUE: The Chorus needs to set a clear artistic vision to ensure it achieves the vision and mission.</p> <p>SOLUTION: Articulate an artistic vision and plan that furthers the performance, outreach, and advocacy goals of the Chorus.</p>	<ul style="list-style-type: none"> • Artistic Director will articulate his artistic vision for the Chorus. ✓ • Artistic Director will create a 3-year plan that will deliver the artistic vision. ✓ • Use the artistic vision and singing in GALA Festival as a recruiting tool for singers and Board members. • Build an operating reserve fund. ✓ (And ongoing)
<p>Build upon the artistic successes of the Chorus: Assisting the artistic director will strengthen the artistic success of the Chorus.</p>	<p>ISSUE: Continue to improve our artistic reputation.</p> <p>SOLUTION: Assist the artistic director to build upon the artistic successes of the Chorus.</p>	<ul style="list-style-type: none"> • Strengthen the production committee and its work with the artistic director. ✓ • Artistic Director and Production will review each completed program against the artistic vision, audience response, marketing goals, production standards, and singing membership response. ✓ • Develop an Artistic Director’s assistant conducting position. ✓ • Task the marketing committee with developing a media plan for future events that include reviews, previews, and features. ✓

Strategic Goal	Description	Tactics to Achieve Strategy
<p>Commission new music: New music creates an artistic legacy for the chorus.</p>	<p>ISSUE: There is little new music that conveys issues affecting the GLBT community.</p> <p>SOLUTION: Commission new music that creates an artistic legacy for the Chorus.</p>	<ul style="list-style-type: none"> • Build an operating reserve that can be used to commission new music. ✓ • Encourage new music and arrangements from membership. ✓ • Identify donors who would pay for commissions. ✓ • Oversee matching grant solicitation for new commissions. ✓ • Review use of restricted funds for commissions. ✓ • Ensure recognition of core funders. ✓ • <u>Develop new commission for GALA Festival</u> • <u>Engage key funders in the commission process, including communication updates, celebrations, previews, and other commission-related events.</u>

Community: Build a safe place where achievements are recognized and differences valued.

Committee/team: Strategic Planning

Strategic Goal	Description	Tactics to achieve strategy
<p>Build community by promoting leadership and an understanding of differences: Celebrate the unique contributions that each person makes.</p>	<p>ISSUE: The Chorus is not always welcoming of differences, leaving some people feeling marginalized or excluded. Feedback showed that the Chorus can be cliquey.</p> <p>SOLUTION: Building community by promoting an understanding of differences as a unifier rather than a divider, including differences in musical ability.</p>	<ul style="list-style-type: none"> • Have singing membership sign social contract each CPP and empower Chorus leadership to support the code of conduct. ✓ • Adopt organizational core values. ✓ • Develop a volunteer base. ✓ • Develop a stronger succession process for membership leaders, including officers and section administrators and leaders. • Feature profiles of singers in marketing materials and other communications. ✓
<p>Create a “safe space”: Create a safe place where the Chorus and audience can “come as they are” be accepted for that, and where it is safe to express themselves.</p>	<p>ISSUE: Society is not always welcoming of differences and people can feel isolated and unable to fully express who they are.</p> <p>SOLUTION: Develop and promote the Chorus as a safe place to be and act in a manner that is true to oneself.</p>	<ul style="list-style-type: none"> • Promote the Chorus as a safe place to be yourself. ✓ • Use social media as a way for members to tell their stories and promote the Chorus as a safe space. ✓ • Develop web content and a welcome packet that tells the story of the Chorus, including stories from individual members of how they were able to utilize the safe environment to further grow and express themselves. ✓ • Ensure that new member orientation includes review of code of conduct and cultural expectations. • Explore ways to engage donors, audience, and Board to interact with members.

Advocacy: Be a leader in identifying and addressing GLBT community issues and delivering messages through music.

Committee/team: Strategic Planning

Strategic Goal	Description	Tactics to achieve strategy
<p>Reach and develop new audiences: Produce programs that reach and develop new audiences. This might include performing in different concert venues and touring outside of the Metropolitan area.</p>	<p>ISSUE: The Chorus needs to broaden its audience.</p> <p>SOLUTION: Look for opportunities to increase exposure to the Chorus.</p>	<ul style="list-style-type: none"> • Perform in various locations in the greater Metropolitan area (concerts and previews). ✓ • Tour outside the greater metropolitan area. ✓ • Speak and perform to groups where understanding is limited. ✓ • Equip Board and singing members with the tools needed to speak about the Chorus on a personal level. ✓ • Identify additional advocacy and outreach opportunities. ✓ • Charge the marketing committee to seek out opportunities for community recognition. ✓
<p>Proactively identify and address GLBT issues: Provide proactive leadership in identifying and addressing issues relevant to the GLBT community of the Upper Midwest.</p>	<p>ISSUE: Implementation of the recommendations provided by the ad hoc Advocacy committee.</p> <p>SOLUTION: Proactively identify and address issues and build a plan that is fully integrated with the Chorus’s activities consistent with the Chorus’s status as a non-profit organization.</p>	<ul style="list-style-type: none"> • Identify existing relationships that Sample Chorus members have within the GLBT community to assist with advocacy and outreach opportunities. ✓ • <u>Engage members from the Chorus, other GLBT organizations, funders, community leaders, elected officials, and other arts organizations, to proactively identify emerging community issues.</u>

Actively engage in outreach and advocacy:

Be an organization that is open and responsive to outreach and advocacy opportunities.

ISSUE: The organization struggles with the notion that advocacy and outreach are burdensome and ancillary to our mission.

SOLUTION: Educate the chorus members about the value of advocacy and outreach and develop ways that supports participation in these activities.

- Using the results of the ad hoc board committee’s planning process, define a clear set of criteria that can be used to determine when the Chorus will (and will not) respond to requests for advocacy and outreach. ✓
- Develop a standard repertoire than can be used for outreach performances. ✓
- Use our online presence to support advocacy and outreach goals. ✓
- Appropriately budget for on-going advocacy efforts of the Chorus, including use of complimentary concert tickets to do “outreach” during season concerts. ✓
- Use our internal resources for education about the importance of advocacy and outreach. ✓
- Create a culture that embraces advocacy and outreach. ✓