

## **2014 - 2028 Ann Arbor Symphony Orchestra Guiding Principles and Strategic Plan Mission, Vision and Values**

**Artistic Excellence:** “Our quality must set us apart.”

Guiding principles:

- \* A<sup>2</sup>SO presents high-quality concerts for all ages, all walks of life.
- \* A<sup>2</sup>SO concerts provide a quality music experience to the life-long music lover as well as to the first-time trialist.
- \* A<sup>2</sup>SO concerts create a warm and welcoming environment for all its guests.
- \* A<sup>2</sup>SO Music Director is of the highest musical quality and is a leader with integrity.
- \* A<sup>2</sup>SO Musicians are of the highest quality.
  - Musicians play together on a consistent basis.
  - Musicians make playing with the A<sup>2</sup>SO a priority.
  - A<sup>2</sup>SO will continue to be sensitive to scheduling conflicts to allow flexibility to play with other orchestras.
  - Musicians will play a diverse repertoire including established and less familiar pieces across the centuries which grow their repertoire and professional experience.
- \* A<sup>2</sup>SO will seek creative collaborations with other arts and cultural organizations in the area including the UMSM&D, and UMS.
- \* A<sup>2</sup>SO Guest Artists
  - Big-name artist to start each season
  - Rising star locally as well as nationally
- \* Composers
  - Commission original scores from up and coming and established composers on a regular basis
- \* Venue
  - All rehearsals will take place at the performance venue.
  - “Doubles” for all mainstage concerts.
  - Perform at least once each year in Hill Auditorium.
  - Perform at least one run-out each year.
  - Fill each venue where we play.
- \* Recording
  - A<sup>2</sup>SO broadcasts of all mainstage concerts on WRCJ, WKAR
  - a second A<sup>2</sup>SO CD (or equivalent) on reputable label by 2020

**Community Presence:**

Guiding Principles:

- \* A<sup>2</sup>SO presents concerts for all ages, all walks of life, and represent cultural, ethnic, and demographic diversity.
- \* A<sup>2</sup>SO educational concerts and events serve Washtenaw and surrounding counties to benefit all students in public, private and home schools, including minorities, disadvantaged and special-needs youth.

- \* A<sup>2</sup>SO serves as a connector for promoting like-minded educational and arts focused non-profits and community organizations.
- \* A<sup>2</sup>SO provides run-outs (second or repeat performances) in surrounding counties.
- \* A<sup>2</sup>SO provides side-by-side concert experiences for area orchestra students.
- \* A<sup>2</sup>SO provides concerts to our older community members at long-term care facilities and other locations easily accessible by the elderly.
- \* Community includes
  - Musicians
  - Music Director
  - Board
    - > A<sup>2</sup>SO Board engages talented leaders and motivated individuals.
  - Staff
    - > A<sup>2</sup>SO engages talented and motivated individuals.
  - Patrons
  - People who haven't discovered A<sup>2</sup>SO programs/events.

Goals: Education programs serve 100% of the Ann Arbor Public Schools by 2020.  
 Education programs serve 100% of the Ypsilanti Public Schools by 2020.

### **Financial Sustainability:**

#### Guiding Principles:

- \* Maintain balanced budget.
- \* Operate effectively in our budget.
- \* Maintain an operational reserve.
- \* Provide “opportunity capital” to add, renew or upgrade programs, take part in serendipitous opportunities.
- \* Develop capital to sustain operations through unforeseen situations.
- \* Grow the endowments.
- \* Eliminate over-dependence on special event fundraising by growing earned income.
- \* Fundraising is an organizational priority (staff, board, volunteers, friends) in identifying prospects, promoting giving and stewarding patrons and supporters
- \* Sound organization and governance structure:
  - A<sup>2</sup>SO employs talented and motivated Staff.
  - A<sup>2</sup>SO Board supports and empowers Staff.
    - >A<sup>2</sup>SO Staff are paid at competitive rates as well as fitting in organization's finances.
    - > A<sup>2</sup>SO Staff have the space and tools to do their jobs well.
      - A<sup>2</sup>SO is up to date on IT: hardware and software.
  - A<sup>2</sup>SO Board Members engages talented leaders and motivated individuals.
    - >A<sup>2</sup>SO has a succession plan for Board leadership and committees.
- \* Music Director is to be paid at competitive rates as well as fitting in organization's finances.
- \* Musicians are to be paid at competitive rates as well as fitting in organization's finances.

#### Increasing Revenue Goals:

- \* Increase ticket income from current 36% to 60% by 2020
- \* Increase subscribers to 1600 to open opportunity for double concerts on a weekend by 2020.
  - >Increase 1<sup>st</sup> and 2<sup>nd</sup> year subscriber renewals to 75% by 2020.
- \* Increase advertising revenue to highest untaxable level
- \* Operate effectively in our budget
- \* Sponsor each concert and program fully, identifying sponsors by January of the previous season by 2015.

Fundraising Goals:

- \* Fully sponsor each chair in the orchestra by 2018.
- \* Fully endow each chair in the orchestra by 2028.
- \* Fully endow the podium by 2028.
- \* Cultivate planned gifts.
- \* Grow the endowment by 10% annually.
- \* Build general endowment to \$10M by 2020.

**2028 is the 100<sup>th</sup> anniversary of the A<sup>2</sup>SO: plans to celebrate include:**

- Commission major new work
- Commission new children's program or concert
- Celebration to honor the podium being endowed
- Celebration to honor each chair being endowed

Mission:

**The Ann Arbor Symphony Orchestra is passionately committed to lead and enrich the culture of the region. We attract, inspire and educate the most diverse audience possible, foster a growing appreciation for orchestral music and regional talent, and provide imaginative programming through community involvement.**

Vision:

**The vision of the Ann Arbor Symphony Orchestra is to deliver the greatest degree of artistic excellence with an emphasis on both core repertoire and new works. We grow the adult and youth community through musical involvement and outreach.**

Ann Arbor Symphony Orchestra Staff Values:

**The Staff of the Ann Arbor Symphony Orchestra promises to serve all with integrity, respect, compassion, creativity, an enthusiasm for learning, tenacity and a sense of humor.**