

# Marquette Symphony Orchestra

## Strategic Plan

Updated April, 2021

**Mission:** The Marquette Symphony Orchestra's mission is to create, provide, and promote professional performances of orchestral music through collaboration with residents and music educators of the central Upper Peninsula of Michigan.

### Goals for 2021-2026

1. Increase Reach and Diversity of Audience
  2. Administrative Restructuring by 2026
  3. Increase Youth/School Engagement
  4. Maintain Quality and Improve Diversity of Performances
  5. Rebrand the Marquette Symphony Orchestra
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## Goal 1: Increase Reach and Diversity of Audience

### Action Steps:

- Develop outreach to the following audiences:
  - Young Professionals
  - Senior Centers/Nursing Homes
- Develop ticket distribution system for first time attendees
- Reach out to virtual viewers
  - Explore streaming concerts for a lesser fee/longer viewing time to get virtual viewer information (example of NMU student recitals)
- Explore new forms of outreach like virtual performances, outdoors small performances along bike path

***One year milestone – First Time Attendee tickets being tracked***

### Evaluation

- Ticket sales demographics
  - Number of new season ticket holders in target demographic
  - Number of new donors in target demographic
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## **Goal 2: Administrative Restructuring by 2026**

### **Action Steps:**

- Connect with Symphony Orchestra League (renew membership)
- Identify multiple similar symphonies in size to review their employment structures
- Research arts and culture organizations locally for structure and salary
- Assess gaps of workflow
  - Marketing and program coordination
  - Staff interviews to review job description
  - Committee chairs provide list of volunteer roles
  - Conductor expectations outlined
- Investigate additional financial resources
  - Current staff pay
  - Endowment at Community Foundation
  - Financial investments
- Determine ideal structure for staffing

***1 year Milestone – Gaps in workflow have been identified and documented***

### **Evaluation**

- New structure successfully put into place
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## **Goal 3: Increase Youth/School Engagement**

### **Action Steps:**

- Janise will lead this initiative
- Master classes
  - Engage local teachers to recruit students
  - Zoom platform for performance
  - Classes taught by MSO performers and possibly soloists
  - Could engage small group performances like quintets
  - Coordinate with Audience Development to get students to rehearsal

- Virtual engagement
  - Explore other ways of engaging with schools and youth programs
  - Especially geographically distanced schools
- In class events + the tour
  - Recruit smaller ensemble (strings, brass)
  - Explore runout event at a school outside of regular footprint once a year
  - Look at theater outside of area to do second show one weekend (example Saturday in Marquette, Sunday in another town)
  - Develop Budget
- Youth engagement
  - Add younger member of symphony (18-30 year old) to artistic advisory
  - Explore youth sub-committee of Artistic Advisory (K-12)
  - Add youth committee member to Communications Committee

Funding – donors from other areas, grants for schools, grants for MSO

***1 year milestone – All targeted schools have been offered partnership. Youth committee members instated.***

### **Evaluation**

- Number of orchestra members that attended school programming
  - Number of youth tickets sold
  - Number of schools involved
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## **Goal 4: Maintain Quality and Improve Diversity of Performance**

### **Action Steps:**

- Octavio to set goal for orchestra for the year (overall and/or section)
- Education on musical selections from diverse composers – Race, Gender
- Performances contain BIPOC and/or female composed pieces
- Collaborate with DEI focused organizations on and off campus

***1 year Milestone – Octavio had a goal set for the orchestra for 22-23 season.***

***BIPOC and/or female composed piece has been performed.***

#### **Evaluation**

- **Goal in place for the orchestra**
  - **Number of diverse selections played**
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## **Goal 5: Rebrand the Marquette Symphony Orchestra**

#### **Action Steps:**

- Graphic design assistance
- New logo
- New website with sustainable plan for updating
- Develop brand guide
- Create an inventory of assets used for events
- Develop templates for assets
- Create a content creation plan for video and photo
- Create a calendar for email and direct mail dates and subjects

***1 year Milestone – Graphic designer has been contracted to lead graphic work.***

#### **Evaluation**

- Website up to date
- Brand guide used by staff/board
- Content calendar in place and being used