2020 - 2024 Jackson Symphony Orchestra Strategic Plan

Mission (New)
Enrich our community by providing superior performance, listening and learning experiences in a variety of settings. (Potential: World class music, so close to home.)

Vision (for discussion-reference draft vision statements from 1/15)
The JSO is a hub for all things music in the greater Jackson area. We are a collaborative organization that educates and exposes music to our community and beyond.

Objectives/Goals (we need measurable goals--see italics):
Elevate
Performance
Education
Increase CMS enrollment from 250-400 while maintaining our current subsidization
If the JSO feels like it can register over 1000 students from this info, join Link Up in 2021-2022
Operations
Marketing
Development
Collaborate
Performance
Education
Operations
Marketing
Development
Innovate
Performance
Education
Operations
Marketing
Development
Celebrate

Slogans (for discussion):
World class music so close to home.
Let’s music together!

Performance
- Innovate and expand Music-on-Tap
  - Identify season headliner
  - Identify dates that facilitate maximum attendance
  - Review and reflect each year
- Review Pops offerings
  - Attract new audience
  - Provide more services for musicians
  - Create new revenue stream
  - Possibility for community collaborations
- Design a capital purchasing/replacement plan for musical instruments
  - Purchase new timpani
- Expand the demographic and geographic reach through new venues, locales, formats, and definitions of performance
  - Run out concerts
  - Explore meaningful collaborations with minority populations
  - House Concerts
  - Community centers
- Collaborate with other arts organizations or universities
  - Establish a university string quartet performance scholarship

Education
- Investigate Carnegie Link up!
  - Enhance the recorder programs at local elementary schools with this capstone performance
  - Investigate how many schools offer recorder in 2020-2021
- Determine ways to improve and augment the CMS curriculum
  - Investigate or visit at least 3 community music schools to gain insight and best practices during the 2020-2021 season
  - Review (Keep, Stop, Start) CMS Class offerings
  - Match our class offerings to our community
- Determine the relationships we want to have with other music organizations

Operations
- Adjust the organizational chart to represent the current and future needs of the organization
○ Split Executive Director and Music Director
○ Use independent contractors

● Venues
  ○ Downtown-Weatherwax Hall, or Michigan Theatre

● EOS
  ○ Traction Library

Marketing
● Expand reach and brand awareness
  ○ Invest time to develop our Instagram presence
  ○ Continue to survey to find and refine what’s working best
  ○ Solicit parent and student testimonials for social media
  ○ Evaluate pricing to stay competitive in our market
● Implement the California Symphony Audience Development pyramid (R)
  ○ Define our customer segments
  ○ Determine metrics to track according to goals
  ○ Refine reporting

Development
● Investigate and implement a planned giving program
● Revisit our “Endowed Chairs” program to enhance financial stability
● Use house concerts as a way to cultivate individual donations
● Create systems to steward individual donors

Other categories for discussion:

Facility
● Design a capital purchasing/replacement plan for the building

75th Anniversary
Governance

Mission (Discussion)
Transform our community by providing superior performance, listening and learning experiences.
Transform our community with music.
A catalyst for inspiring our community by providing music for all generations
Bring music into everyone’s life.
Vision (Discussion)
Elevate, innovate, collaborate and celebrate with music.

TACTICS-Performance
● Raise and equalize orchestra member salaries to continue to attract quality musicians
  ○ Investigate our competitors
● Review Orchestra member Policies
  ○ Tenure/Core/Grievance/Minimum Services
  ○ Acquire other orchestra contracts
  ○ Personnel Manager & MD draft new policies
  ○ Musician's Committee reviews
● Continue auditions to continue to attract quality musicians
  ○ All new vacancies will be auditioned

Operations
● Take advantage of new technology
  ○ Invest in new laptops