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

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
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

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

  o Number of orchestra members that attended school programming
  o Number of youth tickets sold
  o Number of schools involved

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

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