VIRGINIA OPERA STRATEGIC PLAN
2022-2025
SUMMARY

Completed:

- Board, staff and community surveys and interviews
- Vision, Mission, Values, BOD vote – **Board approved**
- Five objectives of Strategic Plan, BOD – **Board approved**
- Strategic Plan town halls for regional review - May 2022

To be completed:

- Final BOD vote to adopt Strategic Plan - June 16, 2022
- Committees and Staff establish document for each committee with specific tactics, dates and plan to accomplish initiatives – December 31, 2022
STRATEGIC OBJECTIVES

- Insure Organizational stability
- Enhance Artistic growth
- Broaden focus on Civic Engagement
- Sustain current audience and donors while building those for the future
- Embrace Diversity, Equity and Inclusion across the entire organization
Review all aspects of governance

- Define role of Regional Boards
- Review term limits and define process for board advancement
- Review and adapt Strategic Plan quarterly
- Review committee structure
- Develop member orientation and education
- Clarify staff reporting content and timing
  - Create P&L post performance report
  - Simplify Financial reports to BOG and BOD
Implement newly developed Financial Policy stressing Financial Integrity and Long-term Stability

- Evaluate feasibility of endowment campaign
- Implement newly approved Financial policy
  - transparent, reality/based budgets with a 3-year planning schedule, contingency funding, maintenance of positive cash flow
  - intended use of cash surpluses
  - strategy to prevent long-term debt in the future
- Define and allocate budget dollars to the three regions individually
- Align budget to growth-minded goals.
- Document history of past long-term liabilities
- Create a proforma for development growth
- Create planned giving program

FY23 Foundation Board, Staff
FY23 Finance, Staff
FY23 Finance, Staff
FY23 Finance, Staff
FY23 Staff
FY23 Foundation Board, Executive, Staff
o Adapt and adhere to Artistic Policy developed in 2022
  ▪ Maintain highest level of artistic quality and professionalism
  ▪ Continue commitment to new works
    • 50th anniversary commission

FY22-25 Executive, BOD, Staff
BROADEN FOCUS ON CIVIC ENGAGEMENT

- Increase VOA’s visibility in every one of its regions  
  FY23-25 Civic Engagement, Marketing Strategy, Staff
  - Embrace and sustain community partnerships
  - Expand use of artists to build awareness
  - Improve communications with all community stakeholders
  - Develop new community partners

- Broaden education programs for all ages  
  FY23-25 Staff

- Develop speakers bureau  
  FY23 Civic Engagement, Staff

- Rebrand  
  FY23-25 Executive, Marketing Strategy, Staff
SUSTAIN CURRENT AUDIENCE AND DONORS WHILE BUILDING THOSE FOR THE FUTURE

- Deepen relationships with current audience and donors
  - Honor tenured donors
  - Create a more welcoming patron experience for all patrons

- Create initiatives to expand presence in Richmond
  - Incorporate Opera into local arts community
  - Focus activities of Central Virginia Board

- Rebuild audience in Northern Virginia and rebuild and engage Northern Virginia regional board

- Expand opportunities for new audiences
  - Focus on non-mainstage programs in different venues to build interest
  - Create programs to improve accessibility

FY23-25 Governance, Staff
FY23-25 Civic Engagement, Staff
FY23-24 Civic Engagement, Staff
FY23 CVA BOG, Staff
FY23 NOVA BOG, Staff
FY23-24 Staff
EMBRACE DIVERSITY, EQUITY AND INCLUSION ACROSS THE ENTIRE ORGANIZATION

- Create a DEI Committee with members from board, staff and community  
  July 1, 2022 Governance, Staff

- Create organization-wide DEI policy  
  FY23-24 DEI Committee, Staff
  - Identify DEI facilitation and funding
  - Engage in training for board and staff
  - Establish self-identification for board, staff and artists
  - Consider revising bylaws to reflect our commitment to DEI
  - Develop a process to measure, track, report and hold ourselves accountable

- Establish initiatives and programs to increase diversity across the entire organization  
  FY23-25 DEI Committee, Staff
  - Board of Directors
  - Management
  - Audience and donors
  - Artists (see Artistic Policy)