CENTRAL WISCONSIN SYMPHONY ORCHESTRA
STRATEGIC DIRECTION

Vision Statement

The Central Wisconsin Symphony Orchestra (CWSO) will lead the community on a journey of enrichment through music of excellence, beauty, and vitality.

Mission Statement

The Central Wisconsin Symphony Orchestra (CWSO) will enrich the cultural lives of the residents of the Central Wisconsin Area by presenting high quality concerts, fostering an appreciation of symphonic music, providing a performance venue for area musicians, and developing an educational opportunity for youth.

LONG TERM OBJECTIVES

Governance

To establish and to ensure implementation of governing policy for the CWSO and to establish the organizational structure and processes to allow for change and growth in response to community needs.

Committee/staff/ accountability
Board of Directors

Administration

To effectively manage the affairs and direct the operations of the CWSO in support of its mission.

Committee/staff/ accountability
Executive Director
Board of Directors
Executive Committee & the President

Artistic

To perform live symphonic music of excellence, beauty, and vitality at a consistently high level, providing to the orchestra and audience the joy of experiencing the spiritual richness of art music.

Committee/staff/ accountability
Music Director
Orchestra
Artistic Committee
Finance Chair
Executive Committee

Education

To be an active advocate in expanding the music knowledge base of children, youth, and adults in order to improve their enjoyment of music and to build audience.

Committee/staff/ accountability
Education Committee
Music Director
Volunteers

Finance

To administer the CWSO budget, including revenue and expense management; implement a functional accounting system; and to review existing cash management and make necessary recommendations for improvement and changes.

Committee/staff/ accountability
Finance Director (*bookkeeper*)
Finance Committee
Outside Actng Firm

Fundraising

To build a capital base, including endowments and campaigns, and a cash flow sufficient for the CWSO to carry out governing policy in a financially responsible manner

Committee/staff/ accountability
Fundraising Committee
Finance Director
Volunteers

Marketing

To establish the CWSO as a strong community presence by building relationships with people on a foundation of artistic excellence, leadership, administrative competence, and responsiveness to user values.

Committee/staff/ accountability
Marketing Committee
Volunteers

Personnel

To develop strong CWSO staff individually and collectively so that they are prepared, equipped, and inspired to carry out CWSO's mission, objectives, and operations.

Committee/staff/ accountability
Personnel Committee
Executive Committee
President

OBJECTIVE # 1: Governance

Mission	Objective	Strategies	Sub-strategies	Outcomes
To develop strong CWSO staff individually and collectively so that they are prepared, equipped, and inspired to carry out CWSO's mission, objectives, and operations.	**#1 Governance** To establish and to ensure implementation of governing policy for the CWSO and to establish the organizational structure and processes to allow for change and growth in response to community needs.	**1A- Provide leadership for the CWSO organization.**	1A(1)- Review all CWSO expenses and revenues from the last 5 years by 11/1/07.	
			1A(2)- Establish the meeting format for '07-'08 by 10/1/07.	
			1A(3)- Introduce the strategic plan to the board and the employees by 10/1/07.	
			1A(5)- Review and adjust the job descriptions of employees by 1/1/08.	
			1A(7)- Represent the orchestra to the community – ongoing.	
		1B- Develop policies for the organization.	1B(1)- Review the current policies and adjust them relative to the strategic plan by 2/1/08.	
			1B(2)- Establish outcome base evaluations for the board and employees by 6/1/08.	
		1C- Set priorities for the organization.	1C(1)- Educate the board and staff about our strategic plan and long term objectives by 10/1/07.	
			1C(20- Define individual committee sub strategies by 1/1/08.	
		1D- Develop a continuous process to prepare future leadership from the board to accept officer and other board. responsibilities.	1D(1)- Discuss and implement a plan for board succession by 5/1/08.	

OBJECTIVE #2: Administration

Mission	Objective	Strategies	Sub-strategies	Outcomes
To develop strong CWSO staff individually and collectively so that they are prepared, equipped, and inspired to carry out CWSO's mission, objectives, and operations.	**#2** **Administration** To effectively manage the affairs and direct the operations of the CWSO in support of its mission.	**2A. Ensure the coordination and the integrity of the orchestra and the concerts.**	2A(1)- Coordinate and schedule '08-'09 concert season by November, 2007 Board meeting.	
			2A(2)- Negotiate contractual agreements for the guest artists for the '08-'09 concert season following budget approval by the board at the November, 2007 Board meeting.	
			2A(3)- Manage, with the approval of the Music Director, the continuing player contracts for the '08-'09 season by 4/1/08.	
		2B. Provide the board with written monthly status reports about the direct operations of the CWSO. Report anything that is unusual or requires discussion to the board prior to the Executive Committee meeting - monthly Prepare the written report in advance of the meeting so that it can be attached to the agenda - 1 week prior to the meeting date.	2B(1)- Report concert attendance specifics prior to the board meetings when possible – ongoing.	
			2B(2)- Prepare the written report in advance of the meeting so that it can be attached to the agenda - 1 week prior to the meeting date.	
			2B(3)- Report concert attendance specifics prior to the board meetings when possible – ongoing.	
			2B(4)- Explore grant opportunities and prepare grants for submission through '07"08, pending a joint venture grant writer with the Arts Alliance.	
		2C. Develop a strong link between the public and the CWSO.	2C(1)- Work with the board and its committees to prepare and present the anniversary season by 7/1/08.	
			2C(2)- Support and assist the committees when directed or requested by the board and/o committee members as needed – ongoing.	
			2C(3)- Create, consolidate, and maintain the mailing list by 12/1/07 and maintain on an ongoing basis..	

OBJECTIVE #3: Artistic

Mission	Objective	Strategies	Sub-strategies	Outcomes
To develop strong CWSO staff individually and collectively so that they are prepared, equipped, and inspired to carry out CWSO's mission, objectives, and operations.	#3 Artistic To perform live symphonic music of excellence, beauty, and vitality at a consistently high level, providing to the orchestra and audience the joy of experiencing the spiritual richness of art music.	**3A. Select seasonal programs which will attract a wide audience.**	3A(1)- Confirm the '08-'09 concert programs by November, 2007 Board meeting.	
			3A(2)- Secure Executive Committee and Board approvals for the artistic plan by 12/1/07.	
			3A(3)- Develop and initiate a plan for the 60th anniversary celebration by December, 2007 Executive Committee meeting.	
		3B. Develop a five-year plan for programming needs.		
		3C. Develop a realistic budget artistic budget.	3C(1)- Review the past 5 years of concert revenues and expenses by 10/1/07.	
			3C(2)- Develop a 5 year projection for the concert budgets by 1/1/08.	
		3D. Evaluate skill level of current orchestra members.	3D(1)- Review current orchestra members' skills and contract for '08-'09 by 4/1/08.	
			3D(2)- Develop areas for improvement and/or changes in the orchestra by summer, 2008.	
		3E. Hold auditions for orchestra vacancies through a competitive audition by May 1 of each year.		
		3F. Provide special speakers promoting CWSO for various community events to make the community more aware of CWSO.	3F(1)- Conduct 4 community presentations by 4/20/08.	

OBJECTIVE #4: Education

Mission	Objective	Strategies	Sub-strategies	Outcomes
To develop strong CWSO staff individually and collectively so that they are prepared, equipped, and inspired to carry out CWSO's mission, objectives, and operations.	**#4** **Education** To be an active advocate in expanding the music knowledge base of children, youth, and adults in order to improve their enjoyment of music and to build audience.	**4A. Partner with local schools and the CWSO.**	4A(1)- Coordinate the Bi-Annual Dorothy Vetter Education Concert by 5/1/08.	
			4A(2)- Promote the Family Concert by 11/30/07.	
			4A(3)- Increase attendance at the Family Concert by 5 % by 12/3/07 by working in conjunction with other promotional efforts.	
			4A(4)- Coordinate the UWSP scholarship recipients' presentations in the local schools by 6/1/08.	
			4A(5)- Identify and sponsor the Central Wisconsin area campership for high school string music students by 6/1/08 with a specific budget request.	
		4B. Facilitate development of the Bi-Annual Young Artist Competition.	4B(1)- Prepare for the '07-'08 season by 10/1/07.	
		4C. Involve the community with the CWSO.	4C(1)- Help coordinate the Music Director's community presentations to include at least 4 presentations by 4/20/08.	
			4C(2)- Facilitate the LIFE class presentations for each concert as requested by 4/20/08.	
			4C(3)- Develop an action plan to improve youth involvement with Suzuki and UWSP.	

OBJECTIVE #5: Finance

Mission	Objective	Strategies	Sub-strategies	Outcomes
To develop strong CWSO staff individually and collectively so that they are prepared, equipped, and inspired to carry out CWSO's mission, objectives, and operations.	#5 Finance To administer the CWSO budget, including revenue and expense management; implement a functional accounting system; and to review existing cash management and make necessary recommendations for improvement and changes	**5A. Prepare a balanced budget.**	5A(1)- Meet with the Executive and Artistic Directors to obtain input on expenses for the '08-'09 concert season by 11/1/07.	
			5A(2)- Meet with each committee to determine a realistic expense budget by 10/1/07.	
			5A(3)- Review expenses for each of the board committees by 10/1/07.	
			5A(4)- Obtain realistic ticket sales/income after each concert.	
			5A(5)- Determine the revenues needed to balance the budget by 11/1/07.	
		5B. Monitor monthly revenue and expenses.	5B(1)- Provide monthly reports indicating cash flow and debt to the Board of Directors.	

OBJECTIVE #6: Fundraising

Mission	Objective	Strategies	Sub-strategies	Outcomes
To develop strong CWSO staff individually and collectively so that they are prepared, equipped, and inspired to carry out CWSO's mission, objectives, and operations.	**#6** **Fundraising** To build a capital base, including endowments and campaigns, and a cash flow sufficient for the CWSO to carry out governing policy in a financially responsible manner.	**6A. Develop an overall master plan for annual fundraising on behalf of CWSO that includes short term fund raising (annual campaign) and long term fund raising (endowments).**	6A(1)- Create a work plan for the fundraising committee by 12/1/07 which will include a review of the five year budget history and a history of the fund raising for CWSO, a list of the business donors, a list of individual donors, and a work calendar for the year.	
		6B. Build a capital base.	6B(1)- Nurture existing contributors to insure repeat support – ongoing.	
			6B(2)- Develop 10 new business contacts for the upcoming seasons by 3/1/08.	
			6B(3)- Secure sponsorships for all concerts by 3/1/08 (for placement on season brochures).	
			6B(4)- Secure donors for principal player chairs by 6/1/08.	
			6B(5)- Develop and maintain a data base for business contacts – ongoing.	
		6C. Develop and implement annual campaigns.	6C(1)- Develop and conduct the '08-'09 annual fund drive and increase the number of businesses contributing by 10% by 6/30/08.	
			6C(2)- Assist in securing sponsorships for each series of concerts for the '08-'09 season by 3/1/08.	
			6C(3)- Nurture existing business contacts to insure repeat support by 6/30/08.	
			6C(4)- Develop and conduct the '08-'09 annual individual fund drive, via direct mail, with an increase of 10% in total donations over the previous year by 6/30/08.	
			6C(5)- Host various public events during '07-'08 to raise funds to support the CWSO by 6/1/08.	
		6D. Maintain and increase endowment.	6D(1)- Introduce a planned giving program by 7/1/08	

OBJECTIVE #7: Marketing

Mission	Objective	Strategies	Sub-strategies	Outcomes
To develop strong CWSO staff individually and collectively so that they are prepared, equipped, and inspired to carry out CWSO's mission, objectives, and operations.	**#7** **Marketing** To establish the CWSO as a strong community presence by building relationships with people on a foundation of artistic excellence, leadership, administrative competence, and responsiveness to user values.	**7A. Increase ticket sales.**	7A(1)- Conduct marketing committee brainstorming session to create the new plan by 12/1/07.	
			7A(2)- Create linkage to Arts Alliance by 10/1/07.	
			7A(3)- Create linkage to UWSP by 2/1/08.	
		7B. Build awareness of the CWSO through a complete review of marketing materials.	7B(1)- List current marketing materials by 9/1/07.	
			7B(2)- Review marketing costs by 11/1/07.	
			7B(3)- Review effectiveness of present marketing strategies by 10/15/07.	
			7B(4)- Determine which marketing materials to repeat and establish the costs by 12/1/07.	
			7B(5)- Select, if applicable, past marketing tools that were effective by 11/1/07	
			7B(6)- Conduct an audience survey by 10/15/07.	
			7B(7)- Analyze survey data by 11/15/07	
		7C. Maintain and nurture current supporters.	7C(1)- Send a personal letter, prior to each concert weekend, written by the Executive Director, Music Director, or key community individual to all current symphony supporters begin 10/15/07.	
			7C(2)- Contact, via phone, all '07-'08 new members to thank them, determine satisfaction, and what brought them to the concert by 2/1/08.	

OBJECTIVE #8: Personnel

Mission	Objective	Strategies	Sub-strategies	Outcomes
To develop strong CWSO staff individually and collectively so that they are prepared, equipped, and inspired to carry out CWSO's mission, objectives, and operations.	#8 Personnel To develop strong CWSO staff individually and collectively so that they are prepared, equipped, and inspired to carry out CWSO's mission, objectives, and operations.	**8A. Have the Personnel Committee of the Board of Directors implement and carry out annual employee reviews.**	8A(1)- Have the President complete a job analysis of all written descriptions for each administrative staff member position in the CWSO and the Music Director and conduct an interview with each administrative staff member and the Music Director on what they believe their actual job responsibilities are by 12/1/07.	
			8A(2)- Have the President report the results of that review to the personnel committee by 1/1/08.	
			8A(3)- Have the personnel committee review the above and recommend a set of measurable objectives for each employee which can be accomplished during the spring of '08. The committee will access current efficiencies and productivity and identify potential areas of focus for improvement for administrative staff and for the music director by 2/1/08.	
			8A(4)- Have the personnel committee report the results of those reviews to the Executive Committee of the Board of Directors no later than 4/1/08.	
			8A(5)- Do a compensation comparison for the orchestra, staff, and Music Director by 5/1/08.	
			8A(6)- Recommend salary adjustments for staff based on performance reviews by 6/1/08.	
			8A(7)- Establish performance objectives for staff for the '08-'09 season by 7/1/08.	
		8B. Have the Executive Committee plan and carry out new board member orientation.	8B(1)- Provide new board member orientation by 10/1/07	
		8C. Recruit ant train potential volunteers.	8C(1)- Identify a volunteer coordinator by 11/1/07	
			8C(2)- Develop a training system for new volunteers by 3/1/08.	