

2018 - 2023 Jackson Symphony Orchestra Strategic Plan

Objectives: Enhance financial stability
Broaden our reach
Improve audience experience

Strategy: Improve internal organization and quality (O)
Expand educational offerings (E)
Expand geographically and engage with new audiences (R)

Performance

- Raise and equalize orchestra member salaries to continue to attract quality musicians (O)
 - Investigate our competitors
 - Establish pay levels
 - Review travel policy
 - Be on par w/our competitors over a 5-year period
 - Decide if we want any special rates
- Review Orchestra member Policies (O) (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 (O, R)
 - Going forward, all new vacancies will be auditioned
- Create a free, community-oriented concert series (R)
 - Collaborate w/Michigan Theatre, DDA to provide free programming
- Modify the Music-on-Tap schedule (O)
 - Identify dates that facilitate maximum attendance
 - Review and reflect each year
- Add a family pops concert (R)
 - Attract new audience
 - Provide more services for musicians
 - Create new revenue stream
 - Possibility for community collaborations
- Invest in new percussion instruments and celesta (O)
 - Improve the JSO's performance and streamline logistics
- Design a 3-year capital purchasing/replacement plan for musical instruments (O)
- Explore new venues and locales
 - Expose new communities to the JSO by performing in 3 new venues by 2023
 - Run out concert to Chelsea High School

- Continue partnership and joint marketing w/Franke Center Marshall, MI
- House Concerts
- Perform in community centers
- Collaborate with a minimum of 1 new arts organization or university (R)
 - Gilmore Keyboard Festival
 - Partnerships with MSU
 - Establish a university string quartet performance scholarship
- Replace Saturday warm-up rehearsals with Tuesday string-only rehearsals (O)
 - Better quality performances
 - Pilot one concert in 18/19

Education

- Investigate Carnegie Link up! (E, R)
 - Enhance the recorder programs at local elementary schools with this capstone performance
 - Investigate how many schools offer recorder in 2018-2019
 - If the JSO feels like it can register over 1000 students from this info, join Link Up in 2019-2020
- Perform a run-out concert to enhance school orchestra programs while exposing students to the JSO (R, E)
 - Pilot a run out concert with JSO guest artists to Chelsea High School in 2019
- Determine ways to to improve and augment the CMS curriculum (E, O)
 - Investigate or visit at least 3 community music schools to gain insight and best practices during the 2018-2019 season
- Tell the CMS “story” to increase enrollment and raise awareness (E, R)
 - Solicit parent and student testimonials for social media
- Evaluate CMS pricing to stay competitive in our market (O, R)
 - Research other arts organizations
- Refine CMS Class offerings (E, R)
 - Match our class offerings to our community

Operations

- Implement Patron Manager to leverage the value of our data to increase ticket sales and fund development (O, R)
 - Subscribe and invest in Patron Manager software platform beginning in the 2018-2019 season
- Create a paid intern position to provide professional development while gaining insight to the newest trends in marketing and music education (O, R, E)
 - Create and advertise one paid intern for the fall of 2018

- Provide a better work environment to improve staff productivity and efficiency (O)
 - Take advantage of new technology
 - Invest in new laptops
 - Upgrade software and hardware
 - Remote workdays

Facility

- Improve Percussion Storage in order to protect our assets (O)
- Continue to organize and clear the 3rd floor to provide organized storage for JSO, possible CMS expansion (O, E)
- Create clear usage rule for tenants (O)