

A 21st Century Vision

A long range plan for the
Eugene Symphony Association

Adopted: September 27, 2007
Revised and Adopted: October 20, 2010; August 31, 2011; October 30, 2013



The Landscape

In 2005, the Eugene Symphony engaged in an intensive long range planning process, more comprehensive than any such effort in the symphony's history, involving consultation within the community and beyond. From this process, a plan emerged that helped the symphony transform itself and continue to enrich lives through the power of music.

The Eugene Symphony's plan grew out of a desire to improve operationally and artistically. With a history of fiscal stability and a trend towards growth, the symphony saw these positive circumstances as an opportunity to envision the future.

Immediately following the symphony's participation in the League of American Orchestras *Developing An Institutional Vision* initiative in the summer of 2005, the board of directors appointed a long range steering committee to review the need for, and feasibility of conducting an organization-wide planning process. The ensuing process included a larger planning committee comprised of musicians, board, patrons and staff, as well as three town hall meetings to which Eugene Symphony musicians, donors and subscribers were invited. Nearly 200 community members participated in the planning process led by organizational consultant Margot Helphand with oversight provided by board president and long range planning chair, Mary Ann Hanson.

The Framework

The Eugene Symphony agreed to create a long range plan using a framework created by management expert Jim Collins as described in his book, *Good to Great*. This framework outlines two distinct planning phases; the *Vision* phase and the *Strategy* phase.

Within the vision phase, the symphony formulated its "Core Purpose" (why we do what we do), its "Core Values" (who we are), and its "Big Goals" (where we are headed). The strategy phase is the point at which the symphony is currently operating, deciding what course of action will best make the organization's goals a reality.

The following pages outline the Eugene Symphony's long range plan as adopted by the board of directors on May 30, 2007. A subsequent review of the entire plan was led by strategic planning committee chair, David Pottinger throughout FY10. The committee's recommended changes and updates were adopted by the board of directors on October 20, 2010.

Our Core Purpose

Enriching lives through the power of music.

Our Core Values

Excellence

We are committed to the highest artistic and professional standards and serve as good stewards of our institution.

Service

We engage our community through meaningful experiences.

Passion

We are driven by a deep connection to music that inspires our work.

Optimism

We have a sense of possibility, approaching challenges from a positive perspective.

Our Big Goals

I. To make the concert-going experience an essential part of life.

- We awaken the innate musical curiosity in every individual.
- We perform to capacity crowds that trust us to deliver great musical experiences.
- Our community engagement programs allow multiple points of entry and are available to people at all levels of experience.

Current Strategies:

- Explore opportunities for multiple summer concerts, some of which may have associated ticket prices.
- Focus the education committee's efforts on expanding education and community engagement programs.
 - Develop activities that address the learning needs of current and future audience members that are designed to deepen their connection to the Symphony.
 - Program auxiliary activities throughout the concert week.
 - Support effective arts advocacy strategies.
 - Foster key relationships with regional school administrators and educators.
- Research and implement electronic media that allow performances to be electronically downloadable and/or disseminated.
 - Create a working group of staff, musicians and board members to determine appropriate technologies and recommend an implementation plan.
- Diversify our range of performance formats, styles and venues.

II. To be nationally recognized as a symbol of cultural and organizational excellence.

- We are recognized for performance quality and interpretation.
- We have an established presence throughout the region.
- Our programming is rich, bold, and diverse.
- We regularly produce nationally noted projects.

Current Strategies:

- Develop the artistic capacity of the orchestra.
 - Expand the range of individual orchestra members' interaction with the community.
 - Expand the artistic and geographic scope of our out-of-town concerts.
 - Establish a concert series in additional communities.
- Nurture a culture of communication among orchestra musicians, Board members, volunteers and staff.
- Augment composer-in-residence program.
 - Partner with the University of Oregon and other organizations to expand our current residency program.
 - Include the commissioning of new works.
- Annually engage the world's premier soloists.
- Identify, engage and build relationships with emerging guest artists.
 - Foster an affinity between artists and audience.
- Develop the role and artistic capacity of the Eugene Symphony Chorus.
 - Expand efforts to recruit quality vocalists.
 - Explore additional performance projects with the orchestra.
 - Explore feasibility of creating a core group of professional singers.
- Actively pursue regional and national media attention to highlight our activities.

III. To be an orchestra with operational independence.

- We plan and perform without limitations.
- We have an endowment that is at least three times our annual operating budget.
- We have deep and lasting relationships with our stakeholders.

Current Strategies:

- Expand the Symphony's capacity to generate annual earned and contributed revenue.
 - Populate and maintain an integrated donor and ticket history database.
- Complete the current endowment campaign.
- Build the Symphony's influence through local, state, and federal advocacy and lobbying efforts.
- Achieve greater control over rehearsal and performance scheduling.
- Enhance the entire patron experience.