



EUGENE SYMPHONY

Eugene Symphony Long-Range Plan 2022-2027

UNANIMOUSLY ADOPTED BY THE BOARD OF DIRECTORS
February 9, 2022

Mission

Enriching lives through the power of music.

Vision

Music is part of life for everyone in our community.

Values

Passion

We are inspired by a deep connection to music that drives our work.

Optimism

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

Inclusion

We embrace and promote a diversity of people, ideas, and cultures.

Service

We listen to and engage with our community through shared musical and educational experiences.

Excellence

We hold ourselves to high standards of artistic achievement and professional integrity.

Strategic Themes

Community Engagement

Aim: To provide accessible and engaging programming that reflects community interests and needs.

Strategies

1. Increase access to Eugene Symphony programming through diverse programs available to people from broad socioeconomic backgrounds;
2. Support and strengthen regional school district and community music education programs;

3. Create opportunities for ESA, our audiences, and the community at large to engage and have dialogue about community interests and needs.

Artistic Excellence and Growth

Aim: To reflect the human experience through multi-faceted programming that is bold, diverse, and relevant to the community we serve.

Strategies

1. Foster creativity and connection through inclusive programming partnerships;
2. Expand the range of individual orchestra members' interactions with the community;
3. Attract and retain excellent musicians, including Music Director, orchestra members, guest artists, and composers.

Thriving Organization

Aim: To ensure a culturally and financially healthy organization with the capacity for ongoing growth.

Strategies

1. Invest in staffing and technological resources to increase operational effectiveness and financial sustainability;
2. Rebuild and expand audience, and grow Earned and Contributed Revenue streams;
3. Cultivate a culture of partnership and collaborative decision-making among Board, musicians, staff, and volunteers;
4. Advance Diversity, Equity, and Inclusion (DEI) principles across the organization;
5. Build ESA's influence and visibility through advocacy and authentic relationship-building.

Evaluation

Responsibility for oversight of this Long-Range Plan is vested in the Strategic Planning Committee under Section 7.4.1 of the Association's Bylaws. The Initiatives and Projects below represent the Association staff's intentions with respect to operationalizing the Mission, Vision, Values, and Strategic Themes above, which together constitute the Long-Range Plan. The Strategic Planning Committee will review progress and updates semi-annually and report back to the full Board annually.

Suggestions or input about any of the Initiatives or Projects listed below may be sent to ESA's Executive Director.

Initiatives and Projects (February 2022 — June 2024)

Community Engagement

1. *Increasing access to Eugene Symphony programming:*

- Provide a wide range of accessible, community-oriented Eugene Symphony events, including SymphonyGO!, chamber ensembles in parks, Conduct-the-Symphony, and similar programs;
- Provide opportunities to engage with historically underserved and excluded communities;
 - Collect demographic data of existing patrons, where possible, to identify underserved areas and excluded communities;
 - Maintain and explore opportunities to expand or adapt *Symphony Connect* program at regional social and human service agencies;

2. *Strengthening school district and music education programs:*

- Provide programs that ignite young people’s musical curiosity and offer sequential learning through in-school and community music education opportunities;
 - Expand Education Committee’s role in setting goals and evaluating educational programs;
 - Advocate for strong music programs in local schools through an engaged Music Pathways & Advocacy Subcommittee.

3. *Creating opportunities for dialogue:*

- Facilitate the Community Voices Council†, and apply key learnings to create and enhance future programs;
- Increase diversity of perspectives on eligible Board committees (i.e. Education, Marketing, DEI) by prioritizing community participation.

Artistic Excellence and Growth

1. *Fostering creativity and connection:*

- Create innovative programs that explore the connections between people, ideas, and cultures;
- Pursue commissions and partnerships including projects that emphasize social and environmental concerns;
- Expand commitment to showcasing guest artists, conductors, and composers who are from historically underrepresented and excluded populations;
- Create artistic development pathways and opportunities for artists and composers who are early in their creative careers;

2. *Expanding the range of individual orchestra members’ interactions with the community;*

- Increase employment opportunities outside the concert hall;
 - Partner with orchestra members to create community events;
 - Provide a wide range of accessible, community-oriented Eugene Symphony events, including SymphonyGO!, chamber ensembles in parks, Conduct-the-Symphony, and similar programs;
- Provide opportunities for orchestra members to musically engage with guest artists.

3. *Attracting and retaining excellent musicians, including music director, orchestra and chorus members, guest artists, and composers;*

- Continue to set the standard for musician wages locally and work toward a regionally competitive wage level;
- Explore and establish new recruitment strategies with focus on musicians from historically underrepresented and excluded populations;

- Re-envision and explore the feasibility of re-establishing a fellowship program for student members in the orchestra;
- Advocate with the Hult Center for more rehearsals to be scheduled in Silva Concert Hall.

Thriving Organization

1. *Investing in staffing and technology:*

- Restore Marketing and Development staff to FY20 levels, then add another two FTE;
- Attract and retain staff members through competitive salaries and benefits packages;
 - Conduct a study to compare wages and benefits of regional nonprofits with similar budget sizes and position responsibilities, and then meet or exceed those wages and benefits;
 - Improve professional development investment to provide growth opportunities for all staff;
- Update and embrace accounting and database software to streamline operations and better understand and utilize patron data;

2. *Rebuilding and expanding our audience and revenue streams;*

- Listen to what patrons and the larger community want from their local orchestra;
 - Utilize findings from *Amplify Eugene* project, including Focus Group results;
 - Actively implement suggestions made by Community Voices Council whenever possible;
 - Conduct surveys and market research annually;
- Set specific targets for growth in Earned Revenue over a three-year period, starting in 2022/23
 - Increase Marketing budget as an investment toward achieving those targets;
- Set specific targets for growth in Contributed Revenue, starting in 2022/23;
 - Increase Individual and Founders Society giving, in terms of both dollars and households;
 - Increase Development budget as an investment toward achieving those targets;
 - Launch Planned Giving program to grow Eugene Symphony Foundation assets, yielding greater future draw to support new and existing programs.

3. *Cultivating a culture of partnership among Board, musicians, staff, and volunteers:*

- Embrace a learning organization mindset, in which ESA is open to new ways of doing business that will provide new opportunities and revenue streams;
- Attract, train, and retain effective and engaged Board members
 - Update Board recruitment methods to incorporate industry best practices and increase the diversity of perspectives represented;
 - Provide comprehensive orientation and frequent subject-matter updates on relevant topics;
- Initiate a series of social events, either around rehearsals/concerts or outside of service schedule, designed to increase connectivity and closeness among all constituents;
- Create programs and activities that increase engagement among Board members.

4. *Advancing DEI principles:*

- Diversify Board membership to better reflect the communities we serve;
- Commit to a shared responsibility for affirming our values, a collaborative decision-making model, and an inclusive work culture;
 - Seek out funding to support broadened access for underrepresented groups of people;
- Actively build and sustain relationships with diverse patrons and communities to foster trust and expand reach and representation.

5. *Building ESA's influence and visibility:*

- Ensure that all Board members are prepared with key talking points when opportunities for dialogue occur;

- Create opportunities for Board, staff, and musicians to engage in dialogue with legislators, key government officials, and community leaders;
 - Encourage Board and staff to participate in community forums, listening and learning about issues and opportunities that are important to the community;
 - Seek opportunities for staff and musicians to serve on external advisory groups such as Lane Arts Council and Cultural Advocacy Coalition of Oregon;
 - Advocate for strong music programs in local schools through an engaged Music Pathways & Advocacy Subcommittee.

†Established in 2019, the Community Voices Council is a cross-section of community stakeholders who help assess the implementation, outcomes, and impacts of the Symphony's community-focused programming and audience development endeavors.