



FARGO-MOORHEAD  
**SYMPHONY**  
ORCHESTRA

# STRATEGIC PLAN 2018





# BUILDING A FUTURE OF GREAT MUSIC

## STRATEGIC PLAN 2018

### OUR MISSION

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**“Enriching our community through the power of live music that educates, entertains and inspires”**

### OUR VISION

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**The Fargo-Moorhead Symphony has a long-standing tradition of presenting high-quality live performances. We will focus on future efforts to ensure that we are:**

- *Presenting a platform for excellent solo performances by local, emerging and internationally-recognized guest artists, as well as developing the artistry of our own musicians*
- *Reaching out to engage all segments of the community*
- *Collaborating with other arts and community organizations*
- *Leveraging technology to offer unique concert experiences*

**The Fargo-Moorhead Symphony will accomplish this by being a cultural leader which exemplifies musical excellence and advocates for the arts in our community.**

### OUR VALUES

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**The Fargo-Moorhead Symphony Orchestra is committed to:**

- *Sustaining a tradition of excellence*
- *Being an orchestra of and for the community*
- *Inspiring joy and passion through a variety of music*
- *Providing educational opportunities for all*
- *Ensuring sustainability of our Mission*
- *Respecting the collective contribution of our Board, Musicians, Staff, and Volunteers*

### OUR STRATEGIC INITIATIVES FOR SUCCESS

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**The Fargo- Moorhead Symphony Orchestra will achieve its mission, vision and values through fulfillment of its STRATEGIC PLAN. The following Strategic Initiatives will guide our efforts as we “Enrich our community through the power of live music”:**

**TRADITION OF EXCELLENCE**

**EDUCATION & ENGAGEMENT**

**ADVOCACY**

**FISCAL GROWTH & SUSTAINABILITY**

# STRATEGIC INITIATIVES

## TRADITION OF EXCELLENCE

*Because of the Fargo-Moorhead Symphony's efforts, the orchestra will continue to grow artistically, and our community will appreciate and value the elevated artistic experience.  
We will accomplish this by:*

### **GOAL 1: Expanding our roster musician recruiting reach**

*(current programs, small \$ impact)*

OBJECTIVE 1: Expand advertising of auditions to a 300-mile radius *(staff time cost, low \$ impact)*

OBJECTIVE 2: Budget for increased transportation reimbursement *(modest \$\$ impact)*

OBJECTIVE 3: Ensure we have adequate volunteer in-home housing for out-of-town musicians

### **GOAL 2: Providing professional development for FMSO Musicians**

*(NEW, medium \$\$ impact)*

OBJECTIVE 1: Offer funding/subsidy for FMSO musicians to take a lesson from a colleague within the orchestra or to travel to take a lesson with someone outside the Fargo-Moorhead area

OBJECTIVE 2: Offer funding/subsidy for FMSO musicians who perform in chamber ensembles to receive coaching for their ensemble

OBJECTIVE 3: Offer the opportunity for FMSO musicians who are music teachers in the community to take conducting lessons/coaching from Christopher Zimmerman

OBJECTIVE 4: Offer funding/subsidy for FMSO musicians to travel to professional conferences (LAO, ASTA, etc.) or performance opportunities like Minnesota Orchestra's "Fantasy Camp"

### **GOAL 3: Providing more performance opportunities for Musicians**

*(NEW, large \$\$\$ impact)*

OBJECTIVE 1: Add full concerts – Family Concert (NDSU or Fargo Theatre)

OBJECTIVE 2: Add one or two more Masterworks (likely contingent upon new performance hall) (CZ)

OBJECTIVE 3: Add chamber performances – small ensembles performing throughout the community

OBJECTIVE 4: Touring – offering performances to nearby communities (CZ)

### **GOAL 4: Adding a full-time string quartet to the roster**

*(NEW, large \$\$\$\$ impact)*

OBJECTIVE 1: Re-open conversation with NDSU, other potential partners (CZ)

# EDUCATION & ENGAGEMENT

*Because of the Fargo-Moorhead Symphony's efforts, children and adults will have additional opportunities to experience performances and learn about music.*

*We will accomplish this by:*

## **GOAL 1: Expanding access to current programming**

*(current programs, small \$ impact)*

- OBJECTIVE 1: Expand VOUCHER programs – Student, FMAYS, Bring a Friend, MetroArts Pass
- OBJECTIVE 2: Promote Young People's Concerts to more regional elementary schools
- OBJECTIVE 3: Better promote Urban Overture and Music After Dark as access points for newcomers
- OBJECTIVE 4: Explore collaborations to reach new audiences, including Luther Social Services, F5, etc.

## **GOAL 2: Bringing performances out into the community**

*(NEW, medium \$\$ impact)*

- OBJECTIVE 1: FMSO Soloists/ Ensembles performing at major corporate employers, public spaces, etc.
- OBJECTIVE 2: FMSO Soloists/ Ensembles performing around the region ("Water Music at the Lakes")
- OBJECTIVE 3: Explore unorthodox performance venues (i.e. bars, breweries, libraries, zoo, etc.)
- OBJECTIVE 4: Perform at special events like Million Cups, TedX Fargo, Chamber/United Way events

## **GOAL 3: Creating new programming for Education/Engagement**

*(NEW, large \$\$\$ impact)*

- OBJECTIVE 1: **Family Concert** with full orchestra – NDSU or Fargo Theatre – **TOP PRIORITY**
- OBJECTIVE 2: Develop educational materials and curricula for community schools and partners
- OBJECTIVE 3: Offer Adult Ed programming and experiences

## **GOAL 4: Utilizing Christopher Zimmerman in the community more**

*(staff time cost, low \$ impact)*

- OBJECTIVE 1: Send Chris to schools, community events, etc. – make him face of FMSO
- OBJECTIVE 2: Pursue more media opportunities while he is in town – radio, TV, print etc.
- OBJECTIVE 3: Create short videos of Chris for website and social media
- OBJECTIVE 4: Continue annual Conductor Seminar for 7 young professional conductors



# ADVOCACY

*The Fargo-Moorhead Symphony Orchestra will be a voice locally, regionally and nationally to further the cause of the arts in general and orchestral music specifically.  
We will accomplish this by:*

## **GOAL 1: Being a leader in building a new Performing Arts Center**

*(Board and Staff time, no cost)*

OBJECTIVE 1: Serve on the Mayor's Performing Arts Center Task Force and other relevant groups

OBJECTIVE 2: Research and provide information on design that is beneficial and necessary for FMSO

OBJECTIVE 3: Be a visible and credible advocate in the community in this effort

## **GOAL 2: Participating in the greater community**

*(Board and Staff time, variable cost)*

OBJECTIVE 1: Promote conversations about the role of the arts in workforce recruitment/ retention, etc.

OBJECTIVE 2: Play an active role in the community to elevate the arts as a vital element in major issues

OBJECTIVE 3: Maximize the benefits of membership in associations:

- a. Chamber, Arts Partnership Leadership & Arts Peers groups, Tourism Alliance (local)
- b. North Dakotans for the Arts (state)
- c. League of American Orchestras (national)
- d. Attend regional and national conventions

*(currently are members, attending conventions would be NEW w/ medium \$\$ impact)*

## **GOAL 3: Facilitating effective advocacy efforts**

*(Board and Staff time, no cost)*

OBJECTIVE 1: Provide accessible and structured ways for FMSO Board, Musicians, Staff and Patrons to be effective voices of advocacy at the local, state and national level

# FISCAL GROWTH AND SUSTAINABILITY

*Through its ongoing efforts, the Fargo-Moorhead Symphony will develop and sustain the financial and human resources it needs to fulfill its mission. We will accomplish this by:*

## **GOAL 1: Increasing Annual Giving**

*(Staff/Board time)*

OBJECTIVE 1: Maximize investment and participation in Lori Jacobwith's *Ignited Fundraising* training to improve our individual donor solicitation and retention efforts, including Board training

OBJECTIVE 2: Develop a schedule of personal fundraising calls for staff and Board members with monthly goals and follow-up

OBJECTIVE 3: Continue participation in Giving Hearts Day, exploring ways to enhance that effort

## **GOAL 2: Increasing Business Giving and Sponsorships**

*(Staff/Board time)*

OBJECTIVE 1: Maximize our Board members' networks in seeking out new opportunities for sponsorships, ad sales, corporate giving and corporate foundations

OBJECTIVE 2: Identify more programs and programmatic elements that can be offered up for sponsorship

## **GOAL 3: Maximizing Event-Based Fundraising**

*(Staff/Board/Volunteer time)*

OBJECTIVE 1: Examine potential of Symphony Rocks to raise more funds

OBJECTIVE 2: Explore other event-type opportunities, being mindful of staff/organizational capacity

## **GOAL 4: Maximizing Performance Revenue**

*(Staff/Board time)*

OBJECTIVE 1: Drive single ticket sales through compelling programming and effective marketing

OBJECTIVE 2: Encourage season ticket renewals through competitive pricing, perks, incentives

OBJECTIVE 3: Work to attract new audiences from diverse age, experience and cultural backgrounds

## **GOAL 5: Maximizing Planned Giving**

*(Staff/Board time)*

OBJECTIVE 1: Continue efforts toward growing the Endowment Fund and encouraging Planned Giving as launched in the 2016 Legacy Campaign

## **GOAL 6: Explore Systemic Funding Sources**

*(Staff/Board time)*

OBJECTIVE 1: Research food/beverage taxes for possible arts funding source

OBJECTIVE 2: Work with The Arts Partnership in their search for systemic funding avenues