MISSION STATEMENT

The Festival Choir’s mission is to provide a broad musical experience for its audience and singers which educates, illuminates and uplifts through engaging performances of culturally significant, historically relevant and artistically excellent choral music.

*Wording last updated and passed by Board 1-30-2010*

THE STRATEGIC PLAN: BUSINESS INITIATIVES for 2010 – 2012

1) ACHIEVE BROADER RECOGNITION - BUILD AUDIENCE BASE

- Expand the audience/listener community with innovative marketing and programming strategies. Develop and implement a robust marketing plan, incorporating new technologies for communication.
- Consider the regional choral arts “scene” and aim for increased statewide, and (Midwest) recognition.
- Diversify programming to satisfy a wider variety of audience demographics while still maintaining artistic quality and presentation of both new and historical works.

2) ENHANCE FUND RAISING PLANS AND IMPROVE FINANCIAL STABILITY

- Identify and cultivate additional individual high-dollar donors.
- Continue to provide strong incentives for individuals to become subscribers — set an increased numerical goal for subscriptions for 2011-2012
- Develop a plan for social events for subscribers, recurrent concert goers, and “friends of the choir” (potential and current friends).
- Operate with a surplus of revenue over expenses, consistent with benchmarks set by Chorus America for our peer group
- Increase funding from governmental grant funding sources. Strive to apply for every grant, in every cycle, for which we are eligible. Maintain strong relationships with local grand funding sources
- Identify and pursue additional non-governmental grant funding sources.
- Maintain existing corporate underwriters (American Family, Alliant Energy, National Guardian Life Insurance, Stafford Rosenbaum, QTI Group) and identify new ones.
- Plan and execute an annual fund-raising event on a recurring basis.

3) INCREASE COLLABORATION WITH OTHER ORGANIZATIONS and INDIVIDUALS

- Continue to pursue collaborations with local arts organizations.
- Continue to pursue collaborations with non-arts local organizations and businesses when relevant to thematic concert content.
- Continue the Composer in Residence program, implemented in 2007.
- Continue to commission original works for the Choir. Seek specific funding for commissioned compositions.
4) IMPROVE ORGANIZATIONAL INFRASTRUCTURE

- Review and update the organization chart to identify major areas of responsibility and accountability
- Establish volunteer coordinator position
- Refine Board and key administrative job descriptions to include primary duties that are most critical to the choir's success
- Develop formal job descriptions and position guidelines for volunteer positions
- Identify and solicit volunteers for each position

5) BOARD DEVELOPMENT

- Enhance Board composition by adding more corporate/community members
- Continue to have singer representation on the Board of Directors
**ARTISTIC**

- **Board of Directors**
  Bylaws provide that both Choir Singers and Non-singing community/business leaders are included for balance

- **Artistic Director**
  Drew Collins (paid position)

- **Music Director**
  John Wack (paid position)

- **Section Leaders (appointed not volunteers)**
  - Alto
  - Soprano
  - Tenor
  - Bass

  Section Leaders are responsible for certain tasks for their sections (Drew and John assign)

- **Festival Choir Singers**

**OPERATIONS**

- **Executive Director**
  (put acting name in here) (paid position)

- **Graphic Design**
  - Concert Programs
  - Postcards
  - Posters
  - Season Brochure
  - Newsletters

- **Concert/House Manager**
  - Wardrobe Mistress/Master

- **Database Coordinator**
  - Mailings

- **Volunteer Coordinator**
  - General Office Assistant
  - Concert Project Mgr.
  - Webmaster

- **Fundraising Special Events only**
  - Program Ad Sales

- **Choir “Guild” or “Friends”**

The choir has a robust volunteer infrastructure that continues to operate effectively in event of change in executive or artistic director.

The average tenure of key volunteer positions is over eight years.