

Utah Symphony | Utah Opera Strategic Plan

Vision:

We are a Destination Organization.

Mission:

To give great performances which engage, educate and enrich the lives of our community.

Values:

Excellence, Integrity, Trust and Communication

Goal for the Next 1000 Days:

We will create a financially strong, unified organization that empowers us to achieve excellence as an enduring cultural asset to the community.

➤ **We are an enduring, financially-strong organization.**

Accordingly, we will:

- Execute the Comprehensive Campaign (a fundraising campaign which encompasses bridge funding, increased annual support and endowment gifts) that allows us to achieve a balanced budget by
 - Securing the Leadership Challenge (bridge funding) of \$10 million.
 - Growing the Annual Fund to \$6 million a year.
 - Initiating a campaign to grow the Endowment to a minimum of \$80 million.
- Broaden our family of supporters and grow their appreciation and commitment to our art forms by
 - Educating the staff, board and musicians on the patron loyalty program (a new organizational focus that develops our supporters into loyal “family” members and ultimately into real difference makers for the organization).
 - Adopting this program as a new way of doing business and providing means of active participation by all.
 - Implementing and tracking initiatives related to the program.
- Maintain and expand public funding by
 - Strengthening existing and forging new political relationships.
 - Aligning our activities with public policy objectives.
 - Maintaining existing funding levels and creating new public funding mechanisms.
- Pursue additional earned and contributed revenue sources by
 - Aligning with donor interests on special projects and programs.
 - Presenting special event performances that can maximize earned revenue.
 - Creating a set and costume business plan that increases rental potential to yield revenues that can be invested back into Utah Opera productions.
- Explore and assess evolving business models as we adapt to economic and cultural changes to create revenue growth and sustainability.
- Manage expenses by implementing appropriate cost reductions throughout the organization and developing a flexible cost structure.

➤ **We achieve excellence as a fundamental cultural and economic asset to the community.**

Accordingly, we will:

- Insist on artistic excellence as Utah's flagship arts organization by
 - Engaging a Music Director for the Symphony who embodies the vision, mission and values of the organization.
 - Creating major initiatives that require artistic growth, the opportunity to forge new relationships in the community, and the prospect of elevating the organization's reputation.
- Expand our community by
 - Creating an additional fee based satellite series that cultivates local ownership of our organization in communities throughout Utah and the Intermountain West.
 - Pairing education tours and community concerts to build state touring revenue potential.
 - Increasing educational presence in the community through in-depth education programs which include greater personal interaction between professionals and students, as well as increased frequency of performances and geographical reach.
- Demonstrate our presence and relevance in the community by
 - Launching a three-year plan to introduce the new Symphony Music Director to the community.
 - Developing the profile of artists and fostering an understanding of their impact on the 'cultural eco-system' in the region.
 - Promoting noteworthy events that foster a sense of ownership for the community as Utah's flagship arts organization.
- Strengthen existing community partnerships and look for new partnerships by
 - Improving our relationship with the Mormon Tabernacle Choir, Utah's most globally-acclaimed arts group.
 - Cultivating relationships with advanced educational institutions throughout the state.
 - Maintaining current and establishing new relationships with regional businesses.

➤ **We are an empowered, unified organization.**

Accordingly, we will:

- Strengthen our leadership and governance by
 - Recruiting and retaining committed Trustees, actively engaged with USUO.
 - Developing tailored action plans with each Trustee, involving the Trustees in the strategic plan.
 - Develop committee charters to define the role of our committees in governance and support for the strategic plan
- Create a united message we communicate internally and externally by
 - Telling the story of successes and challenges.
 - Telling the story of our history, community impact and legacy.
- Build internal trust by
 - Strengthening relationships between staff and orchestra members
 - Strengthening relationships between Trustees and orchestra members
 - Living by our organizational values.