

# NOYO Strategic Plan 2021-2024

*Stability, Diversity, Community*

## **Statement of purpose**

The Northern Ohio Youth Orchestra's Board of Trustees and administrative staff have developed this strategic plan to guide NOYO's activities over the next three years toward a set of goals that will advance our organization in a way that is consistent with our vision, mission, and values.

## **Mission**

The Northern Ohio Youth Orchestra provides exceptional musical education through a variety of performance opportunities for young musicians of all backgrounds in an inclusive community of learning and growth.

## **Vision**

The Northern Ohio Youth Orchestra will be a national model for providing innovative music education while fostering growth and a sense of belonging in every young musician.

## **Values**

- Learning and Creativity: To instill a love for continuous learning and creative expression.
- Access and Inclusion: To make high quality music education available to students of diverse backgrounds.
- Teamwork and Community: To inspire friendship and collaboration among our musicians; to work in partnership with music educators throughout the region.
- Quality and Dedication: To honor our tradition, the music, and our students.

# Stability

*Finances | Enrollment | Staff | Ensembles & Programs*

## Goals

- Return to pre-pandemic operating budget and enrollment numbers by the 23-24 Season
- Retain our stellar conducting and administrative staff
- Strengthen our currently offered ensembles and programs

## Objectives

- Reach ideal ensemble enrollment numbers as follows:
  - Amati Strings 30
  - Philharmonia Orchestra 60
  - Sinfonietta Strings 60
  - Symphonic Band 50
  - Wind Symphony 30
- Diversify our funding sources to increase both earned and contributed income and decrease reliance on grant funding
- Improve compensation and benefits for staff
- Develop our programs to ensure their appeal to our communities

## Action steps

### Reach ideal ensemble enrollment numbers

- Starting in the 21-22 season, annually expand recruitment to at least 5 additional schools with band and/or orchestra programs in Lorain County and the surrounding counties

### Diversify our funding sources to increase both earned and contributed income and decrease reliance on grant funding

- Secure 10% of annual contributed income budget from corporate sponsorships by 2024 season
- Increase contributed income from individuals by 20% annually through our individual giving programs (direct mail, Sustainers, fundraising events)
- Add three new planned gift donors to our Legacy Society by 23-24 season
- Create an endowment fund at the Community Foundation of Lorain County by the end of the 22-23 season
- Utilize ticketing and tuition pricing schemes to better balance access and increase earned income by 15% by the 23-24 season

### Improve compensation and benefits for staff

- Increase compensation for administrative and conducting staff by 10% over 3 years

- Increase professional development budget line by 10% over 3 years

## **Develop our programs to ensure their appeal to our communities**

- Use annual participant surveys (preseason and postseason) to collect student preferences on repertoire, social activities, etc.
- Evaluate season concert cycle and calendar to determine best frequency of rehearsals, performances, and programs and make adjustments as needed
- Program at least 66% repertoire by underrepresented composers (composers who are nonwhite and/or not cisgender male)
- Achieve ideal enrollment in our smaller-scale programs, including the Chamber Music Extension (20), Lab Group (10), Jazz Combo (6), and Consort of Viols (8)

## **Diversity**

*Personnel | Programs | Initiatives*

### **Goals**

- Reflect the diversity of the communities we serve in our participants, staff, and board
- Engage voices and amplify perspectives from underrepresented groups
- Advance equity as it relates to the field of music education in our area

### **Objectives**

- Ensure our recruitment and hiring procedures are fair and equitable
- Recruit participants, staff, and board members who represent a broad range of perspectives
- Build awareness of, teach, and perform more works by underrepresented composers
- Engage musical guests and program partners who will enrich our offerings with their diverse backgrounds, knowledge, and experience
- Remove barriers to participation and provide increased access to our programs

### **Action steps**

#### **Ensure our recruitment and hiring procedures are fair and equitable**

- Research best practices and annually review our position descriptions, job posting and recruitment procedures, interview & hiring/election procedures, and audition & student recruitment procedures and adjust as necessary

#### **Recruit participants, staff, and board members who represent a broad range of perspectives**

- Strive to more closely match our participant demographics to that of Lorain County; specifically, increase Black and Latinx enrollment to 10% each by 2024

- Maintain at minimum 25% underrepresented community board membership through the 23-24 season
- Develop a written application for prospective board members, to be utilized in the 21-22 season
- Hire professional and student coaches from underrepresented populations each season

### **Engage musical guests and program partners**

- Prioritize hiring artists in coaching and guest positions who represent different backgrounds, experience, and perspectives, including by indicating this preference in job postings
- Partner with at least three Lorain County non-music community organizations (El Centro de Servicios Sociales, Boys & Girls Clubs, etc.) to reach a broader audience for our programs and performances

### **Build awareness of, teach, and perform more works by underrepresented composers**

- Secure or allocate additional funds for the Larry & Arlene Dunn Composer-in-Residence Program in order to add a second composer/commissioned work annually by the 22-23 season
- Perform works by underrepresented composers on every concert

### **Remove barriers to participation and provide increased access to our programs**

- Publish our recruitment and audition materials and season handbook in Spanish beginning in the 21-22 season
- Consider efficacy and feasibility of satellite rehearsal locations or virtual content/programming to address potential transportation issues
- Expand our subsidized lesson program to include teachers beyond the Oberlin Conservatory

## **Community**

*Perception | Reach | Partnerships | Inclusion*

### **Goals**

- Increase awareness and enhance perception of NOYO within Lorain County and across a broader geographic area
- Form strategic partnerships with peer groups and other organizations to help us reach our goals and maximize our impact
- Cultivate a sense of belonging and build strong relationships among our participants, our staff, and our board

### **Objectives**

- Expand our marketing efforts
- Position NOYO as a welcoming, inclusive organization

- Collaborate with our peer NUCA organizations and other area arts organizations
- Build more social experiences into our programs
- Engage our program alumni to create an active network of supporters

## **Action steps**

### **Expand our marketing efforts**

- Create an annual marketing and communications plan that includes press releases, social media, radio, and other communications outlets starting in the 21-22 season
- Increase marketing/publicity budget line by 25% by 2024
- Formally incorporate social media implementation (as laid out in season-length strategy document) into GM and AAD responsibilities in the 21-22 season
- Schedule small ensemble community performances and instrument petting zoos to reach new audiences (outside Oberlin) at least once per season

### **Position NOYO as a welcoming, inclusive organization**

- Collect and publish student testimonials and quotes to share their perspective on NOYO's learning and social environment
- Publish audition notices in additional publications and community calendars
- Increase advertising for our financial aid programs and highlight our non-competitive atmosphere, esp. on our website and social media
- Create 1-2 minute videos from each conductor with a welcome message/friendly invitation to audition for their ensemble that can be shared on social media, emailed through school teachers, etc.

### **Collaborate with our peer NUCA organizations and other area arts organizations**

- Program at least one collaborative work per season with the Oberlin Choristers, MAD\* Factory, and/or FAVA
- Collaborate with one non-Oberlin-based arts organization at least once through the 23-24 season

### **Build more social experiences into our programs**

- Plan one student retreat or field trip per season
- Hold at least one social gathering (i.e., not a fundraiser) for board and staff each year
- Increase participation in our Friends at the FEVE event for area teachers by 25% by 2024

### **Engage our program alumni to create an active network of supporters**

- Improve our postseason communications and information collection from graduating seniors
- Identify and create opportunities for alumni to engage with the organization