

{chamber **music** columbus||

Long Range Plan

For the Six Seasons 2007-2008 through 2012-2013

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Long Range Plan for the presenting seasons 2007-2008 through 2013-2014

1 Introduction and Mission Statement

This document will show how Chamber Music Columbus (CMColumbus) plans to go about fulfilling its mission, as stated in Article I of the By Laws, during the next six seasons.

The mission of Chamber Music Columbus is to present chamber music ensembles of high artistic quality, both established groups and new ensembles of promise, to audiences of the greater Columbus area and to promote the advancement, awareness, and appreciation of a diversity of chamber music among its members and the general public.

Although the plan attempts to project our direction for a six-year period, it is intended that it should be revised and published on a three-year cycle.

2 Vision Statement

- Chamber Music Columbus seeks to fulfill and exceed its mission by presenting the world's finest chamber ensembles to Columbus audiences in a world-class setting, making Columbus a favored destination for artists as well as music lovers.
- We seek to collaborate with other local and regional arts organizations for the benefit of all and to have a greater impact on the community than we can individually.
- We strive to maintain financial stability and make our events accessible to a wide audience by continuing as a volunteer organization operating at the highest standards of professionalism.
- We hope to grow the audience for chamber music by enticing and educating the public and by engaging youth through direct and inspirational contact with great artists.

3 Major Objectives for the Planning Period

This document reflects a very ambitious plan for Chamber Music Columbus. It lists many objectives covering every important aspect of our operations. However, it lays out goals that the board of trustees believes can be accomplished in the six-year plan period, and to which it is committed. Since so many issues are covered by the plan, a brief summary of the major thrusts of the plan is provided here.

Programming:

All indications are that the current programming direction is well received. Since there is always room for improvement, we will continue to refine it, but do not intend to make large or sudden changes. We do intend to continue to strengthen the education and outreach component of our programming, and to continue our commitment to include local artists in our series.

Organization:

In terms of our internal organizational, we believe our all-volunteer status and committee structure are serving us well. Our major thrusts for the planning period involve improvements in governance issues, most notably improved documentation of procedures and board member responsibilities.

Audience Development:

While we do not believe in growth for its own sake, neither do we intend to stagnate, and we believe there is still a great deal of potential to attract more in the community to chamber music. We are targeting for a growth rate of 5% per year during the planning period. We also plan several actions to improve member and audience communication.

Financial:

Chamber Music Columbus is fortunate to be in a stronger financial position than most arts organizations, due primarily to careful fiscal management and the efficiency of our all-volunteer structure. We are cognizant, however, that the vagaries of public funding could impact this situation at any time. Therefore, our plan emphasizes continued careful fiscal planning and management, and continued development of grant-seeking skills among board members.

Evaluation:

Chamber Music Columbus has a long tradition of self-evaluation. This plan calls for improved formalization of the methods used for that purpose, and also for seeking more outside input to assure objectivity.

The following diagrams were used to help structure the planning process, and illustrate how we visualize the factors to be considered and some key relationships among them.

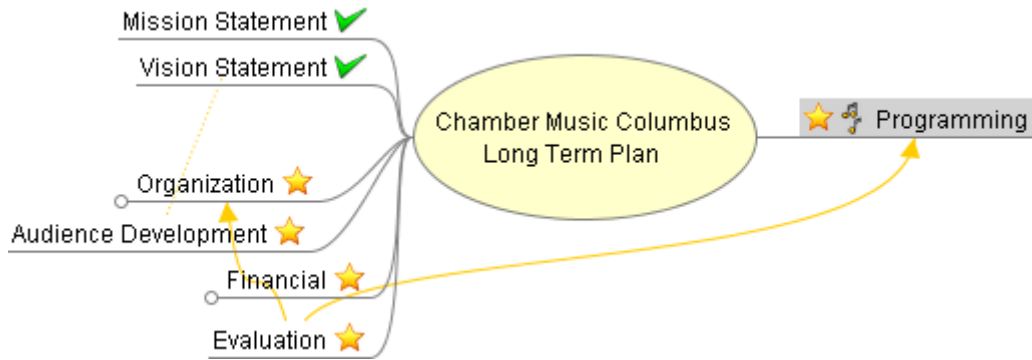


Fig. 1 – Major Plan Elements for Chamber Music Columbus

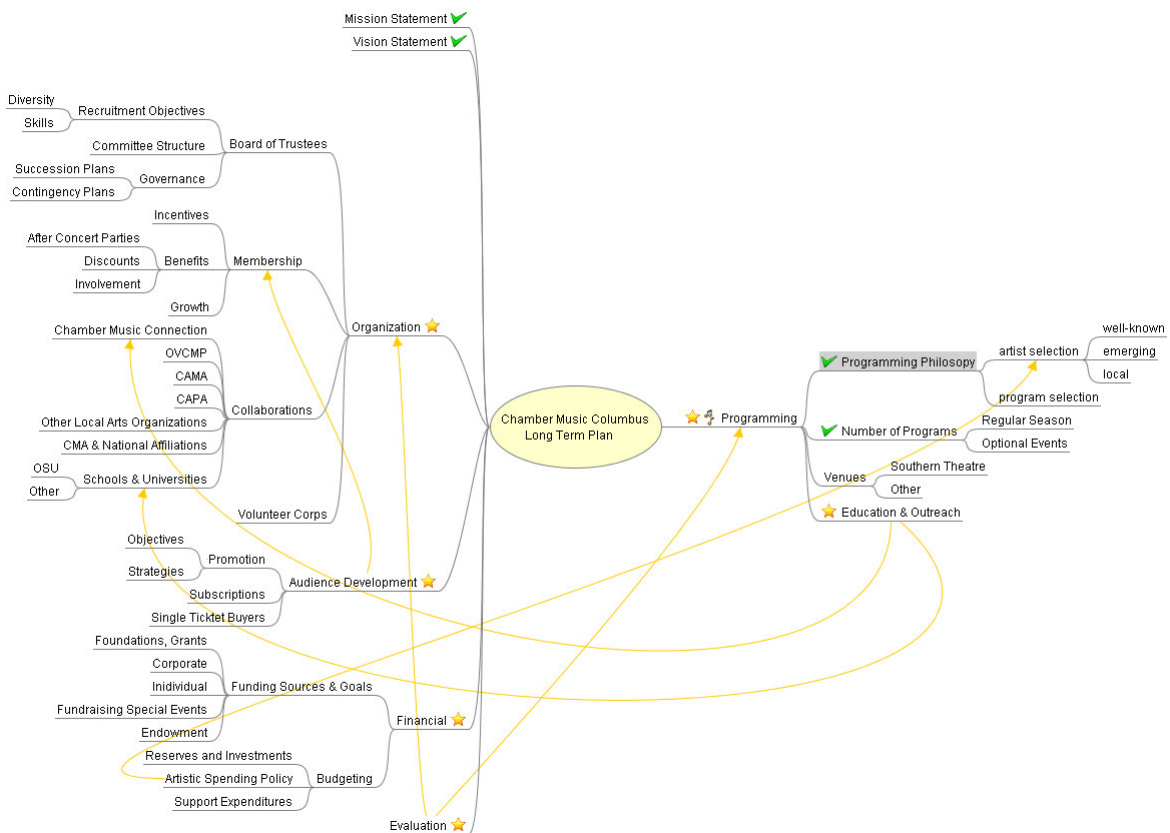


Fig. 2 – Visualization of Plan Considerations for Chamber Music Columbus

4 Programming

Feedback from our audience, from critics, and from our peers in the arts community all seem to affirm that the current direction of our programming is right. This does not mean that there is no room for improvement, but implies that changes should be evolutionary and carefully considered.

4.1 Artist and Program Selection

- Our primary programming role is to bring great professional chamber music artists from around the world to Columbus to present the highest quality in performance. We also seek opportunities to present local artists of similar caliber.
- Assure continued diversity in periods of music, ensembles, instrumentalists and vocalists, and balance the presentation of unfamiliar and new along with time-honored repertoire.
- Include at least one or two high profile events in each season.

4.2 Number of Programs and Venue

- Maintain approximately the same number of concerts (6-7) per season.
- Continue using the Southern Theatre as our primary venue.

4.3 Education and Outreach

- Continue to engage the performing artists for master classes with education partners, such as The Chamber Music Connection (CMC), local universities, and other organized music education programs.
- Expand outreach activities, such as joint concerts by the artists with CMC students, presentations in public schools, etc.
- Continue our "Student Awards" program for high school music students. Consider expanding it to earlier grades and improve follow-up to encourage greater participation.
- Sponsor master classes or other outreach event with as many of the presenting artists as possible.

5 Organization

Like our Programming, our organization is healthy. However, we are continually at risk of overtaxing those key volunteers who perform key functions for our organization. We remain committed to be an all-volunteer organization without paid staff, possibly contracting out some services.

5.1 Board of Trustees

- Assure that critical skills are adequately represented on the board at all times.
- Develop a plan to increase board diversity, including age.
- Create a process for new board member orientation.

5.1.1 Committees

- Continue the present Committee structure.
- Develop an Artist Hospitality function.
- Develop a Membership Development function.
- Make greater use of ad hoc task groups for specific tasks and events.
- Encourage more non-board-member participation on committees.
- Gather, preserve, and catalog archival material relating to the organization.

5.1.2 Governance

- Document expectations and qualifications for board membership.
- Complete a handbook to support the governance of the board and its committees.
- Review the Long Range Plan at the beginning of each year to establish specific goals for the season.

5.2 Membership

- Increase membership by at least 5% per year as a means for growing the health and vitality of the organization.
- Seek ways to increase the involvement of the membership.
- Apply the 50% youth discount to membership as well as tickets.
- Improve communication with members and subscribers. Consider vehicles such as web-based, e-mail, and USPS newsletters.

5.3 Collaborations

- Provide web links to programs of regional partners and request reciprocity.
- Provide mutual support for other local chamber music organizations, including program ad trades and similar in-kind exchanges.
- Develop and maintain personal relationships with other local arts organizations, supporting appropriate opportunities for artistic or marketing collaboration.

5.3.1 The Chamber Music Connection (CMC)

- Maintain at least the present level of collaboration with CMC.
- Work with CMC to enhance youth involvement in our organization.

- Invite a jointly selected Youth Representative to our board from CMC as soon as practicable.
- Establish a Chamber Music Columbus Scholarship to support a deserving student's tuition at The Chamber Music Connection.

5.3.2 Ohio Valley Chamber Music Presenters (OVCMP)

- Annually review our commitment to membership in OVCMP.
- Seek to strengthen the viability and usefulness of OVCMP.

5.3.3 Columbus Arts Marketing Association (CAMA)

- Continue membership and present level of participation. (Includes writing articles for newspapers, attendance at monthly meetings, serving on task groups.)
- Continue to offer special discounts to CAMA members.

5.3.4 CAPA

- Continue our present relationship as a "resident" organization at CAPA's Southern Theatre. CAPA rents the theater and provides box office services, stage staff, and house staff on concert nights..
- Maintain contact with other Southern Theatre resident organizations.

5.3.5 WOSU

- Develop further collaboration with WOSU.
- Continue the "media partner" relationship with WOSU.
- Continue financial support of WOSU in exchange for program announcements.

5.3.6 Chamber Music America (CMA) & National Affiliations

- Maintain CMA membership.
- Provide support to send a delegate to the CMA Annual Conference at least once every other year.
- Increase use of CMA member resources such as grants.

5.3.7 Schools and Universities

- Expand collaboration with The Ohio State University, Capital University and other area colleges and universities.
- Target at least one master class/year with a university, possibly in collaboration with CMC.
- Reach out to schools with established music programs, possibly in collaboration with CMC or others.
- Identify key contacts at local universities and schools.

5.4 Volunteer Corps

- Appoint a trustee Volunteer Coordinator.
- Involve interested students as volunteers.

6 Audience Development

Our view of audience development embraces both breadth and depth. We seek to broaden and diversify our audience, increasing the number of attendees by making ourselves more visible and respected in the community. At the same time, we seek to deepen our audience's understanding and appreciation of the music, and to close the loop by engaging them in spreading the word among their acquaintances.

6.1 Promotion and Marketing

- Reach new and more diverse audiences:
 - Investigate unusual media such as downtown billboards.
 - Broaden internet advertising.
 - Identify and use newsletters or other communications to Senior Centers.
 - Use attention-getting slogans to generate curiosity and interest.
- Increase lead-time for promotion.
- Explore joint marketing via CAMA
- Appoint greeters for the concerts to make attendees feel welcome.
- Improve the quality and professional appearance of all published materials so they are comparable to those of major arts organizations.

6.2 Subscriptions

- Increase by at least 5% per year over the six year period.
 - Continue to convert single ticket buyers to subscribers.
- Continue new subscriber discounts and partial season tickets.
- Add the capability to sell subscriptions and accept monetary contributions via the CMColumbus website.
- Investigate package subscription deals with other presenters.

6.3 Single Ticket Sales

- Increase single ticket sales by at least 5% per year.
- Institute a program to offer "new" patrons a discount to a following concert.
- Continue to offer targeted discounts to selected concerts (*e.g.*, ethnic groups associated with particular performers, employees of supporting corporations, ...).

6.4 Complimentary Tickets

- Develop a plan to use complimentary tickets as an effective marketing tool to grow our paying audience, outreach, and community awareness.
 - Prepare a plan to give away tickets more efficiently to groups.
 - Continue to provide free tickets for local University students & other potential attendees.

6.5 Audience Education

- Use interesting and engaging educational material in concert programs, through our website, and opt-in email messages to develop deeper audience interest, enthusiasm, and involvement.

7 Financial

By committing itself during the most recent planning period to a formal independent annual financial audit, Chamber Music Columbus has taken an important step toward openness and toward demonstrating its professionalism to foundations and corporate funders. Our financial position is currently strong, and has steadily improved during the most recent planning cycle. At the same time, we take our fiduciary responsibility just as seriously as our artistic responsibility, and pledge to constantly monitor our progress and make adjustments as necessary to maintain a healthy fiscal condition.

7.1 Funding

- Promote funding stability and diversification of funding sources.
- Continue regular monitoring of our finances.

7.1.1 Foundations & Grants

- Provide training in grant writing skills.
- Approach more foundations.

7.1.2 Corporate Funding

- Obtain support from two additional corporations.
- Obtain a sponsor with national recognition.
- Seek underwriting of specific events.

7.1.3 Individual Contributions

- Assure that net individual contributions increase at least at a rate consistent with our attendance and membership growth rates.
- Solicit individual contributions during concert events.
- Attempt to maintain an appropriate balance between individual contributions and other sources of funding.

7.1.4 Fundraising Special Events

- Plan a special fundraising event at least every other year.
- Involve a broader community in special fundraising events and underwriting.

7.1.5 Endowment

- Develop a brochure and actively promote the Legacy commitments to increase the endowment fund.

7.2 Financial Planning

- Develop and maintain a long-range financial plan.
- Formally document our financial procedures.

7.2.1 Reserve and Investment

- Maintain and improve our financial stability to assure continued viability.

- Maintain or reach a fund balance (exclusive of the Battelle piano) equal to one year's expenses.
- Maintain prudent investment policies.

7.2.2 Artistic Spending Policy

- The Finance Committee and Board should give budget guidelines to the Program Committee two years in advance.

8 Evaluation

Objective evaluation of performance is essential to maintain high levels of performance. During this planning period we intend to formalize the process of self-evaluation by implementing the following actions.

8.1 *Review of media coverage and reviews*

- Collect all known newspaper reviews and other media coverage of Chamber Music Columbus events.
- The Program Committee will review this material on a regular basis and report its findings and any proposed actions to the board.

8.2 *Audience Response*

- Conduct a major audience satisfaction survey at least every two years. Provide opportunity for constructive suggestions and follow up with board contact where appropriate.
- Continue to seek input at each concert by the "pink comment cards" currently entered into drawings for prizes.

8.3 *External Advice*

- Seek constructive written feedback from all artists and artist managers after each concert.
- Compile all feedback from funding organizations for full board review.
- Actively seek evaluation from outside agencies.

9 Signatures

We, as the chairs of the standing committees of the Board of Trustees of Chamber Music Columbus on behalf of the Board of Trustees, hereby affirm our belief in and commitment to this Long Range Plan and present it to the membership and all other interested parties.

Development Committee – Ivan Mueller

Education and Outreach Committee – Deborah Price

Executive Committee – Robert Wilhelm, President

Finance Committee – John Dickinson

Marketing and Promotion Committee – Marianne Mueller

Program Committee – Edmund King

Sales Committee – Sally Griffiths