

{chamber **music** columbus||

Long Range Plan

For the Five Seasons 2003-2004 through 2007-2008

Chamber Music Columbus
Formerly Columbus Chamber Music Society

LONG RANGE PLAN
Seasons 2003 /4 through 2007/8

This document will show how Chamber Music Columbus (CMColumbus) plans accomplish the goals of its mission statement, as stated in Article I of the By Laws, during the next five 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.

OVERALL OBJECTIVES FOR THE PLANNING PERIOD

1. Continue to present regular seasons of six concerts, maintaining or improving on the existing high standards of quality.
2. Finding opportunities for the best local artists to perform with outside groups.
3. Continue to enhance the position of CMColumbus as a major Columbus cultural institution projecting an image of established excellence comparable to the Columbus Symphony, Ballet Met, or the Columbus Museum of Art.
4. Continue to increase promotion, outreach, and education so that public interest and the audience for chamber music is broadened.
5. Seek a substantial increase in corporate funding, while broadening the base of foundation and individual giving to support increased promotion cost and artistic goals, and establish an endowment fund, while continuing our tradition of sound financial management.
6. Increase the membership and improve the services provided to them.
7. Assist with the development of a regional consortium of Chamber Music Societies in Ohio and surrounding states with the purpose of sharing experience, joint commissioning of new works, cooperative bookings, and other activities as may prove beneficial to the member organizations.

THE PLAN

CMColumbus is run entirely by volunteers and plans to continue this administrative structure. The Board's committee structure was established during the 1998/99 season, and has since been adjusted to reflect changing needs. Committees' responsibilities are detailed below and their performance is monitored. This plan was prepared by the current (2002/3) committees and is presented in alphabetical order.

Development Committee

Responsibilities:

- Foundation and corporate fund raising, including networking, proposal writing, follow up, and reporting
- Individual fundraising, including organizing fundraising events
- Endowment development
- Membership development: new member recruitment; enhancement of ownership-perception within the membership (organizing group/social functions, such as post-concert parties, tours, and the Annual Meeting); follow up on non-renewing members

The Development Committee works in close cooperation with the Promotion and Finance Committees, the common goal being to maintain the financial stability of CMColumbus. While the Promotion Committee's main responsibility is to generate ticket sales, which currently provide about 50% of the budget, the remainder of the income is to be acquired through individual (currently 25%), corporate and foundation (currently 25%) fundraising efforts by the Development Committee.

The Committee also continues its efforts to retain the current membership by maintaining regular communications with members, having members' parties and dinners, conducting member surveys, helping in the continuing development of the website, and produce an Annual Report at the end of each season. In addition this Committee is responsible for the organization of the Annual Meeting and for encouraging members to attend in large numbers.

Long Range Goals:

1. Increase the unrestricted fund balance to \$50,000 by the end of this planning period.
2. Establish, in cooperation with the Finance Committee, an endowment fund to assure the organization's survival in future years.
3. Continue successful management of the assets of the Restricted Fund, primarily the Battelle Piano.
4. Continue efforts to increase the membership by 33% by the end of this planning period. The membership provides volunteer service, funding, a loyal audience, and needed input. It provides an opportunity to be close to the operations and to meet others with similar interests, and to interact with concert artists. Using as its source lists of subscribers, single ticket buyers, and attendees' feedback card submissions, this Committee will continue to issue invitations to become members, bring prospects to concerts and after concert parties, and send letters describing advantages.

Education And Outreach Committee

Responsibilities:

- Hosts outreach/education events with selected chamber groups presenting CMColumbus concerts
- Serves as liaison with other arts promoters to foster collaborative events
- Identifies and contacts organizations to co-host activities, including colleges and universities, public schools, and community groups

The Outreach and Education Committee has adopted an objective of hosting outreach/education events with selected artists from CMColumbus concerts. Arrangements with the artists are made in cooperation with the Program Committee, and are written into the artists' contracts. Each year the Committee will plan two to three events such as open rehearsals, residencies, informances, and master classes. The Committee will continue to foster collaborative events with other arts organizations, including colleges and universities, public schools, and community groups, such as The Ohio State University School of Music and the Chamber Music Connection.

Long Range Goals:

1. Projects under consideration include house concerts, a chamber music competition, commissioning new chamber works, and the possibility of contracting, in cooperation with the Program Committee, local/state chamber music groups for programming promoted as "CMColumbus presents the Best of Columbus" as part of the subscription series.
2. Collaborate with String and Orchestra Fall Conference, Central Ohio Teachers Associations, and the like will be pursued.
3. Outreach to broader groups of students and music teachers; identify (develop a database/ mailing list) of music teachers, including parochial and home-schooled (which, by the way, are vastly well organized). Outreach efforts are consistently successful, and should be expanded. We can do so by (a) developing volunteer activities for students, (b) adding middle schools to our current and planned award programs, (c) developing an "ambassador" category from college music programs, give free tickets for help, and (d) offering free tickets to less privileged students and parents.

Finance Committee

Responsibilities:

- Bookkeeping and financial reporting
- Invoicing
- Box office management
- Long range financial planning
- Cash management and investments

- Auditing CM Columbus' finances

It is the intention that the organization remain solvent and continues to add to its Fund Balance to ensure the stability of its chamber music presentations in Central Ohio. It is the intention to improve the contribution base of individuals, foundations, and corporations, which has been assigned to the Development Committee. Increased income would enable greater flexibility in programming, such as frequently engaging well-known artists.

Long Range Goals:

1. Continue to maintain accurate and up-to-date accounting records, filing tax returns, and presenting pertinent financial statements to the Board and to the Membership.
2. Redistribute the allocation of duties so that there is not too much reliance in a few individuals.
3. Increase through successful financial operations and in cooperation with the Development Committee, the unrestricted fund balance to \$50,000 by the end of this planning period. Successful financial operations would include a combination of gradually increased ticket prices and attendance (with the cooperation of the Promotion Committee), and cost control.
4. Continue successful management of the assets of the Restricted Fund.

Program Committee

Responsibilities:

- Locate the best music offerings
- Select the program
- Plan and schedule the season
- Negotiate and execute the contracts with the performers
- Negotiate and execute the contracts with the venues
- Conduct concert operations

Since the last planning cycle, the most significant change in planning of CM Columbus concerts is that we are now well established in the Southern Theatre. Our audience is not only getting used to the environment, but has also come to expect high quality in our offerings. The goal of the Program Committee is not only to maintain the high quality of musical offerings, but also to grow in several areas. CM Columbus become known among chamber music performing organizations and musicians as a highly professional and well-run volunteer organization, having one of the top venues in the country, and having a very receptive and knowledgeable audience.

Continuing responsibility of the Program Committee is to bring the best in chamber music to the Central Ohio audience. The Committee will make sure that (a) the presentations are of the highest quality, (b) there is a diverse and interesting mix of traditional chamber music, ensembles, (string quartets, piano trios), larger ensembles

(quintets or larger), chamber orchestras, solo recitals, small vocal groups and large choral ensembles, (c) CMColumbus presents "big name" groups as well as emerging young ensembles and artists, and (d) the concerts and recitals are such that will attract new audience.

There has been a significant increase in the cost of presenting the concerts since our 50th anniversary season due mainly to the rental and related cost of presenting concerts in the Southern. At the same time artist fees of the last three seasons showed only moderate growth. Our growth should be measured by our ability to attract additional audience and a corresponding increase in ticket sales via programming activity. This will be one of the most important considerations in planning future concerts.

Long Range Goals:

1. Joint presentations with other highly regarded local organizations, such as Early Music in Columbus.
2. Look for opportunities for local musicians to participate in our concerts, especially with well known ensembles.
3. Explore the opportunity offered by the Takacs Quartet to present a complete Beethoven quartet cycle, which may include six concerts spread over three seasons. Since such a program would be expensive, we will investigate the possibility of cooperation with another presenting organization, such as the chamber music societies of Dayton, Yellow Springs, Cincinnati or Cleveland.

Promotion Committee

Responsibilities:

- Develop and distribute printed marketing materials, season brochures, newsletters, bookmarks, etc.
- Coordinate media coverage including the preparation and distribution of News Releases
- Prepare and place paid and unpaid concert advertisements
- Prepare (in cooperation with the Program Committee) and produce the program notes and booklets for each concert.
- Solicit advertisements for the program booklets
- Develop and maintain the CMColumbus web page

CMColumbus currently uses and will continue to use the following methods of promotion: Mails approximately 8,000 season brochures yearly; advertises in the Columbus Dispatch, The Other Paper, and the WOSU Airfare; purchases time at WOSU for concert announcements, and as a cooperative effort with WOSU and WMNI provides tickets for giveaways in exchange for advertisement via the airwaves; takes advantage of ad trades with CSO, Ballet Met and CATCO. CMColumbus also donates tickets to Nationwide staff, at occasional auctions and raffles, as well as United Way giveaways. CMColumbus also distributes posters, news releases, newsletters, bookmarks, post cards, and offers discounts occasionally to the general public or to selected groups (OSU, CAS, Battelle, etc.). An important promotional tool is our website at www.CMColumbus.org.

Long Range Goals:

1. Develop link on the web site for “ticket discounts” – delineate how to get free or discounted tickets. Improve navigation and links so site visitors can quickly, easily see categories for discounts. Go back to the idea that we want to fill every seat at every concert. Sell all we can at full price, then promote discounts. Eventually, give some tickets away. The generosity of receiving a discount echoes in good things said about CMColumbus and the desire of the receivers of this good fortune wanting to attend again.
2. Distribute information and free tickets in new executive welcome packages. Work with GCAC, IAC, realtors and executive recruiters on this.
3. Provide information about CMColumbus by means of the slide shows shown between movies at the Drexel. This will be one type of ad we pay for, but the target audience is the right one. People who see “art cinema” probably also are interested in good concerts.
4. Develop collaborations with other entities that also target same consumer group, for example, the Columbus Zoo, COSI, Columbus Bar Association, AMA, and WOSU. For example, WOSU has a discount card it distributes to people who make donations a.k.a. become station members. CMColumbus is not among the groups in that program. It’s a perfect fit for us. We should be there and in other similar programs.
5. Improve web search ability to find CMColumbus site. Make sure we have key words optimally arranged on site; register fully with search engines.
6. Develop offers for specific concerts. Match offers to the potential audience. Special offers might include concert / dinner or concert / disc offers, or autographed CDs, or special offers to add interest to selling tickets.
7. Look for ways to get free ads or listings in art guides. Move away from paid ads.
8. Look for ways to get free mention. Could include public service announcements.

Sales Committee

Responsibilities:

- Database development and management
- Subscription sales
- Individual ticket sales
- Ticket printing

The Sales Committee provides the infrastructure to support CMColumbus, especially the Development, Finance and Promotion Committees. It provides an administrative function and it maintains the CMColumbus patron database. Its long range goal is to make this function more accessible.

Long Range Goals:

1. The Committee plans to write complete instructions on how to use and update the database, as well as to remove old entries no longer needed.
2. Additional automation of certain tasks is also planned.

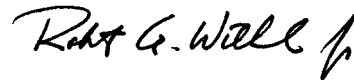
Miscellaneous Long Range Goals
Suggestions from the Promotion Committee

1. Assure that the Board includes only active “working” members and establish a special category for "corporate" members who do special projects for us, but otherwise don't have time to be active in the day to day operation of the Board.
2. Promote to fill committee positions with non-Board members who want to help on specific projects.
3. Promote the addition of a college student to the Board as an “intern,” to get the young viewpoint and to target the young market.

VISION STATEMENT

Chamber Music Columbus will continue to grow in stature among the major cultural institutions of Columbus, becoming recognized as the premier presenter of chamber music in the region. Chamber Music Columbus seeks to be a valued partner with its peers in the local arts community, and will continue to look for opportunities to collaborate with others to enrich the cultural life of the community at large. Chamber Music Columbus seeks to add value to the community by providing a product of the highest professional caliber while remaining an all-volunteer non-profit organization.

Duly adopted at the Board of Trustees meeting on November 3, 2003, Columbus, Ohio.



Robert G. Wilhelm, Jr.
President

Ivan I. Mueller
Immediate Past President