

# Texas Choral Consort Strategic Plan 2010

## Executive Summary

**Introduction:** In October, 2009, the Texas Choral Consort (TCC) decided to embark upon a strategic planning process by establishing a Strategic Planning Committee. The Committee polled various constituencies including the TCC Board of Directors, singers, former singers, audience members, and donors. The Committee's full report was presented to the Board on April 18, 2010. The Board received the report and is considering the various recommendations. The purpose of this Executive Summary is to provide a short description of the Strategic Planning Committee's findings and recommendations.

**Major Findings:** TCC as an organization is fundamentally sound. The Symposium model gives us a powerful niche in the Austin-- indeed, the national-- choral scene. We have a strong reputation as being a welcoming community. Our singers are enthusiastic and they have fun. The quality of our performances is high and is improving. We have strong artistic leadership and have successfully transitioned from our founder to a new, dynamic Artistic Director. And, unlike many non-profit arts organizations, we are financially strong. We need to continue to work to remain that way in a challenging economic environment. We need to attract more singers and increase the size of our audiences. There is a desire to engage in more outreach activities in the community. The Board needs to become less involved in day-to-day management and more engaged in fund-raising and planning.

**Mission Statement:** TCC's Mission Statement was written several years ago. The Committee reviewed it and found, fortunately, that with only one minor change, the statement continues to reflect the organization's fundamental purpose. It reads: *The Texas Choral Consort will be the premier choral organization in Central Texas, which offers both rewarding auditioned and non-auditioned performances and educational activities which nurture personal enjoyment, musical growth and performance excellence in the choral art.*

**Vision Statement:** TCC did not have a Vision Statement. The full statement developed by the Committee is contained in the Report. The essential points are as follows:

- TCC will continue to improve and expand our **Symposium** model while continuing to emphasize musical inclusivity. This will be done in two ways: a) increasing opportunities for participation (i.e. additional symposia), and b) reducing the cost of singer participation (through improved fundraising and increased ticket sales).
- TCC will continue to develop a small **auditioned chamber chorus** to perform with greater frequency for special musical projects and collaborations.

- TCC will improve **marketing** efforts in conjunction with greater **community involvement** through, for example, more collaboration with other choral, arts, and civic organizations.
- **Educational Outreach** through involvement with area school-based music programs will receive special attention.
- TCC will continue and increase our commitment to **support professional musicians**, both by employing professional musicians and by **commissioning new choral works**.

**Specific Organization & Operation Recommendations:** The full report contains 12 specific recommendations for Board consideration. Half of these recommendations deal with how the Board should organize itself at this stage of TCC's development. These recommendations include:

- Forming a **Marketing Committee** to help expand audiences and generally increase TCC's visibility in the community;
- Establishing a **Development Committee** to improve and increase fundraising efforts in light of the fact that ticket sales cannot be relied upon to provide all the revenue for TCC to function adequately;
- Replacing the current Nominating Committee with a **Nominating and Governance Committee** to oversee the development of the Board from a management body into a governing body more concerned with fund raising and the planning TCC's future;
- Forming a **Finance Committee** to assist the Treasurer, help develop financial policies, and monitor TCC's financial health;
- Establishing a **Singers Committee** to mentor new singers, monitor the singer experience, and assess singer satisfaction;
- Formally establish a **Strategic Planning Committee** to oversee implementation of the strategic plan and develop an annual planning process.

One recommendation proposed that the Board form an **Education and Community Outreach Task Force** to consider the exciting prospects for greater community involvement that were discussed during the planning process and report back to the Board by the end of this summer.

The remaining five recommendations deal with various matters that are specifically relevant to TCC at its current stage of evolution as an organization. These recommendations include:

- Following appropriate and inclusive deliberations, the Board should consider a **New Name** that better represents the excitement, inclusivity and uniqueness of the organization;
- The Board should establish a **Volunteer Liaison** to clarify, organize and manage the volunteers who currently play such important parts in

running TCC; the Board should also establish a financial benchmark to meet in order to **hire paid staff**;

- The Artistic Director and Board Chair should review the several proposals that have been made concerning a **review of the number of Symposia each year, and rehearsal timing**;
- Regular **salary and appointment reviews** should become part of the standard operating procedures of the Board and the Executive Committee;
- Additional **touring, both international and local**, should be considered.

**Conclusion:** The full report also contains a detailed three-year programming plan that the Board is considering. It also contains appendices that report the findings from the data collection efforts involving the various TCC constituencies.