



INDIANAPOLIS  
SYMPHONIC CHOIR

# STRATEGIC PLAN

Draft Version 3.1

# VISION

To share the unparalleled joy, beauty, and transcendent power of choral music, enriching lives in our community and inspiring audiences abroad.

# MISSION

We bring people, communities, and cultures together through performance, the creation of new choral works, outreach, and education in Indianapolis and beyond.



# VALUES

## Excellence

We strive for the highest standards in musical artistry, organizational performance, and community impact. Our commitment to innovation and excellence ensures that every performance, partnership, and initiative reflects the Choir's dedication to exceptional quality and continuous improvement.

## Big Fun

We foster a positive, engaging atmosphere, which enhances both performance and volunteer experiences. Big Fun is at the heart of our volunteer choir experience, driving enthusiasm, creativity, and a sense of community.

## Belonging

We actively create an environment that reflects and respects diverse perspectives and backgrounds. Our commitment to belonging ensures that the Choir is a welcoming space for all voices.

## Relevance

We continuously seek to reflect the evolving cultural and social landscape, ensuring that our music and mission resonate meaningfully with our audiences and participants. We continually adapt to contemporary audiences and social issues.

## Accessibility

We prioritize accessibility in all that we do, ensuring that our music reaches diverse audiences and that participation in our Choir is open and accommodating to all. We focus on outreach to underserved communities and adaptive services for participants.

## Sustainability

We are committed to prudent resource management, ensuring our financial, environmental, and organizational health to support future growth and longevity.

## Intentional Partnership

We collaborate with care, forming partnerships that encourage mutual growth and shared impact. By partnering strategically, we ensure that our shared work uplifts our Choir, our partners, and our community.

## Educational Impact

We believe in the transformative power of lifelong learning, fostering music education and appreciation for all ages to inspire future generations of musicians and audiences.





# GOAL 1

## MUSICAL EXCELLENCE AND ARTISTRY

We will deliver exceptional performances, foster a vibrant singer community, and ensure strong, consistent leadership to inspire audiences and continue to elevate the choral experience.

**GOAL 1: MUSICAL EXCELLENCE AND ARTISTRY**

# STRATEGY 1

Expand our performance opportunities and enhance our musical repertoire.

**Identify** and secure venues that accommodate the full ensemble and enhance the musical experience.

**Foster** demand for the Choir's performances by engaging in targeted community outreach and partnerships.

**Explore** and incorporate innovative and diverse repertoire that challenges and inspires both singers and audiences.

**Provide** robust support for the artistic direction, including resources for guest conductors, composers, and collaborative projects.

**GOAL 1: MUSICAL EXCELLENCE AND ARTISTRY**

# STRATEGY 2

Build community and inclusivity within our choir.

**Implement** a comprehensive onboarding process for new singers to foster immediate inclusion.

**Offer** educational workshops and masterclasses to enhance singers' technical and artistic skills.

**Create** initiatives that emphasize connection and camaraderie, enhancing the sense of belonging for our volunteer choir.

**Develop** recruitment strategies to expand and diversify the pool of singers, ensuring robust and dynamic membership.

**Organize** team-building activities and social gatherings outside rehearsals and performances.

GOAL 1: MUSICAL EXCELLENCE AND ARTISTRY

# STRATEGY 3

Ensure consistency and expertise in the administration and governance of the organization.

**Create** a succession plan for key artistic and leadership roles, ensuring artistic integrity, leadership continuity, organizational sustainability, and institutional knowledge.

**Foster** consistent engagement of the Board of Directors.

**Formalize** governance and administrative policies to maintain operational excellence and organizational resilience.





# GOAL 2

## AUDIENCE ENGAGEMENT

We will expand and diversify our audiences by making performances more accessible, telling our unique story, and fostering year-round engagement.



## GOAL 2: AUDIENCE ENGAGEMENT

# STRATEGY 1

Enhance accessibility and engagement in our performances.

**Break down** barriers between performers and audiences through interactive elements and post-performance discussions.

**Develop** targeted strategies to attract younger and more diverse audiences.

**Encourage** audience participation during select performances to foster connection and engagement.

**Experiment** with performing genres and programs that appeal to a broader demographic.

**Record** our music and provide virtual viewing options to reach audiences who cannot attend in person.

GOAL 2: AUDIENCE ENGAGEMENT

# STRATEGY 2

Better tell our story to attract more audiences and a wider cultural reach.

**Differentiate** the Choir by highlighting unique aspects of our performances and mission.

Indiana's **creative economy** plays a crucial role in retaining talent, particularly among younger generations, who value cultural experiences.

**Promote** our educational programming to new and diverse communities.

**Build** upon our history and our unique story.

**Partner** with other arts organizations to share and expand audiences.

GOAL 2: AUDIENCE ENGAGEMENT

# STRATEGY 3

Engage audiences throughout the entire season.

**Implement** strategies to encourage holiday audiences to return for performances throughout the year.

**Create** season-wide engagement initiatives, such as subscription packages or loyalty programs, to build long-term connections.

Regularly **communicate** with audiences through email, social media, and other channels to keep them informed and engaged.



# GOAL 3

## INCREASE OUR VISIBILITY

We will elevate our presence within Indianapolis and nationally through strategic communications, high-visibility activities, and a distinct, aligned brand.



## GOAL 3: INCREASE OUR VISIBILITY

# STRATEGY 1

Develop a comprehensive communications plan with qualitative and quantitative metrics.

**Promote** the value and significance of choral music to broader audiences.

**Establish** benchmarks and key performance indicators (KPIs) to track the effectiveness of communication strategies.

**Ensure** sufficient resources are dedicated to visibility efforts.

**Incorporate** diversity, equity, and inclusion into communications to authentically represent and engage with diverse audiences and communities.

### GOAL 3: INCREASE OUR VISIBILITY

# STRATEGY 2

Increase recognition regionally, nationally and internationally.

**Strengthen** Indianapolis Arts ecosystem through performance and other artistic opportunities.

**Pursue** opportunities for public performances, collaborations, and partnerships that connect with new audiences and reinforce our brand.

### GOAL 3: INCREASE OUR VISIBILITY

# STRATEGY 3

Distinguish our brand.

**Conduct** a brand review to ensure alignment between the Choir's identity and its mission and goals within the choral ecosystem of Indianapolis.

**Highlight** the Choir's historical and cultural contributions as a unique asset.

**Clearly** communicate the Choir's unique partnership with the Symphony to reinforce its unique role within the arts community.

**Foster** collaborations with other arts organizations to strengthen the Choir's position as a central hub for choral excellence in Indianapolis.

**Equip** ourselves to be able to do this work and differentiate ourselves.



# GOAL 4

## ORGANIZATIONAL SUSTAINABILITY

We will secure and optimize resources to ensure long-term sustainability and growth through strategic fundraising and effective resource allocation.



## GOAL 4: ORGANIZATIONAL SUSTAINABILITY

# STRATEGY 1

Emphasize our longevity to ensure the sustainability of the organization.

Indiana's arts funding lags neighboring states, pointing to **advocacy opportunities** for ISC to support increased public investment in arts.

**Develop** tailored case statements that highlight the impact of the Choir's legacy on the community.

**Leverage** the Choir's historical significance and achievements to strengthen grant proposals and donor appeals.

**Pursue** long-term funding opportunities with legacy donors and institutions.

## GOAL 4: ORGANIZATIONAL SUSTAINABILITY

# STRATEGY 2

Optimize our current resources to ensure relevance and broaden access to choral music.

**Conduct** a comprehensive review of current expenditures to identify areas for realignment or optimization.

Regularly **assess** program impact to ensure resources are being used effectively and efficiently.

**Prioritize** funding for initiatives that directly support artistic excellence, audience engagement, and organizational growth.

## GOAL 4: ORGANIZATIONAL SUSTAINABILITY

# STRATEGY 3

Strengthen and diversify our funding base.

**Expand** the pool of individual donors through targeted outreach and personalized engagement.

**Launch** focused campaigns to drive individual giving, attract corporate support, and secure grant funding.

**Secure** additional grant funding by identifying new opportunities and cultivating relationships with foundations.

**Raise** community awareness through events, strategic partnerships, and coordinated outreach efforts.

**Increase** corporate sponsorships by building partnerships with local and regional businesses.

**Ensure** a properly balanced share of responsibility among leadership for fundraising activities.

**Hire** a Director of Development to lead comprehensive fundraising strategies and enhance donor stewardship.



Prepared by



**SCHUNK**  
**MORELAND**  
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