

Revised 2022

Holland Symphony Orchestra Strategic Plan

Revised annually by teams/committees and Executive Committee

(Date of annual team revisions noted on top of each page)

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I. Mission, Core Values, Vision Statement

Mission Statement

The **Holland Symphony Orchestra** is committed to engaging people in music to enrich the cultural life of the community.

To that end, Holland Symphony Orchestra seeks to meet the following goals:

- Create varied, quality symphonic concerts to entertain and inspire
- Provide educational programs to promote a lifelong interest in music
- Encourage the musical education of area youth
- Expand community collaborations and respond to community needs
- Increase audience and patron participation
- Assure responsible stewardship of financial and human resources

Core Values

- Commitment to our community
- Communication and collaborative environment
- Excellence and variety in symphonic music
- Opportunities for growth for musicians and organization
- An appreciation of music through education
- Diversity, equity and inclusion in our audience, programs and personnel
- Honesty, loyalty, integrity, sensitivity and trust
- Accountability
- Financial and corporate stability
- Remember our beginnings - Orchestra began by musicians who played for the love of the art

Vision Statement

Holland Symphony Orchestra will be broadly recognized as an exceptional cultural institution throughout the State of Michigan, the West Michigan area and within our arts peer groups based on artistic quality, the size and growth of our audience, the success of our education programs and our fiscal strength and stability.

II. Diversity, Equity and Inclusion Policy

The Holland Symphony Orchestra seeks to foster equitable relationships and opportunities through the teaching and performance of music in our community. We recognize that music serves as a powerful force to unite all as we celebrate our diversity.

The Holland Symphony Orchestra:

- Seeks to provide an artistic product that is available to all members of the community we serve.
- Intentionally expands access to and cultivation of interest in orchestral music.
- Commits to these ideas across all organizational groups, to include: artists, staff, orchestra members, board of directors, volunteers, and audiences.

A successful organization best serves its constituency and area by striving to be open to everyone, to be representative of our community, and to nurture a safe and welcoming environment for our area and in all aspects of our work.

Non-Discrimination Policy

Holland Symphony Orchestra is committed to equal opportunity for all persons and does not discriminate in employment, educational programs, or other activities on the basis of race, color, religion, national origin, age, sex, sexual orientation, gender identity, gender expression, marital status, disability, height, weight, pregnancy, genetic information, veteran status, and other protected characteristics in accordance with applicable federal, state, and local laws.

III. Profile of Holland Symphony Orchestra – 2022-2023

Who we are: Dedicated volunteers, music enthusiasts and local musicians who carry out the mission of the Holland Symphony Orchestra.

Symphony volunteers consist of: Holland Symphony Orchestra Board of Directors – Maximum of up to 24 directors who serve on the following teams and committees:

Artistic
Audit
Board Development
Diversity, Equity & Inclusion
Executive Committee
Finance and Management
Marketing/Public Relations/Resource Development
Education/Outreach
League

The staff consists of one employee and the remainder contract staff:

- President & CEO - employee
- Music Director
- Cover Conductor
- 80 musicians
- Bookkeeper
- Ticket Manager/Program/Admin Asst.

- Graphics/Ad Development/Website/Social Media
- Operations/Personnel manager
- Librarian/concertmaster/program notes writer
- Social Media
- Youth Orchestra personnel: 2 conductors, general manager, assistant manager

Our financial support comes from:

- subscribers
- advance single ticket buyers
- individual donors
- business and corporate donors
- Michigan Council for the Arts and Cultural Affairs
- National Endowment for the Arts
- Family Foundations
- City of Holland - inkind
- Holland Charter Township
- Laketown Township
- Macatawa Area Coordinating Council
- Income generated by our endowment and investments
- Income generated from fund at the Community Foundation of the Holland/Zeeland Area

What we do: Concert offerings include a wide range of opportunities for the whole family:

- Three full orchestra classical subscription concerts
- Onstage with HSO replaces Chamber Orchestra Classics Up-Close Concert (Onstage seating for an upcharge.)
- Holiday Concerts
- Classics Discovery Concert featuring the winner of the Norbert Mueller Memorial Concerto Competition (high school concerto competition)
- Pops at the Pier, concert at Eldean Boat Shed in June
- Community Concert, free concert held in August in Kollen Park,
- Holland Symphony Youth Orchestra concerts
- Series of Kids Concerts developed in collaboration with Herrick Library

Educational offerings: HSO is dedicated to educational and therapeutic outreach programs for adults and children alike, not just as listeners, but also as participants. Currently HSO:

- Sponsors Holland Symphony Youth Orchestras: Holland Area Youth Orchestra, Holland Area Concert Strings, Holland Area Junior Strings
- Sponsors Holland Symphony Youth Orchestras Chamber Music Seminar
- Sponsors New Horizons String Orchestra
- Collaborative project with Herrick Library to create programming for children
- Hosts Music in Me
- Hosts an annual concerto competition for area high school musicians
- Hosts a concert oriented to the family
- Hosts educational workshops for all ages
- Offers pre-concert lectures at Freedom Village for residents and Pre-concert talks prior to four Classical Concerts at the Miller Center (During Covid, online website videos replacing live talks.)
- Refers musical ensembles for special events
- Refers orchestra members who wish to teach private lessons to students
- Offers presentations for musical enhancement and advocacy of orchestral music
- Series of children's concerts in collaboration with Herrick Library

Contribute to the economic and cultural development of the greater Holland area

- Enhance cultural diversity
- General support of the arts
- Provide local, convenient entertainment opportunity for citizens and tourists
- Enhance the quality of life for Holland citizens and their visitors
- Expand cultural offerings through collaborations with community organizations
- Stimulates economic development
- Teaching and learning organization for all ages
- Opportunity for service

Whom we serve:

- Concert Programs reach an estimated audience of more than 10,000 people.
- Over 5000 youths are served through school education programs.
- Radio listening audience of Blue Lake Public Radio
- Audience is drawn from the following geographic areas: Holland, Zeeland, West Olive, Grand Haven, Spring Lake, Muskegon, Hudsonville, Jenison, Saugatuck, Douglas, Fennville, South Haven, Grand Rapids area

IV. History of Holland Symphony Orchestra

The Holland Symphony Orchestra is a semi-professional orchestra with strong ties to the local community. The orchestra began as Holland Chamber orchestra in 1989 and was incorporated as a non-profit organization in 1990 performing the first concert that spring under the direction of Gerrit Van Ravenswaay. John Varineau led the orchestra as Music Director from 1992-1996 and Mihai Craioveanu from 1996-2001. The musical leadership of Morihiko Nakahara from 2001-2007 brought exciting growth to the orchestra and the organization. German-born Johannes Müller-Stosch was appointed for the 2007-2008 season from a field of 140 candidates following a national search.

In 2000 the Holland Chamber Orchestra formally changed its name to the Holland Symphony Orchestra to communicate more fully the growth of the orchestra. Led by a Board of Directors of up to 24 members, 100 musicians and substitutes from the greater Holland area and beyond comprise the orchestra.

V. Implementation and Monitoring

The Holland Symphony Orchestra must on an annual basis review its progress against this plan, measuring all goals and strategies, and be prepared to adjust accordingly. The Executive Committee function includes a strategic planning component, and they should initiate this process, involving all appropriate teams/committees, always based on the information learned from measuring achievement, taking those measurements into consideration, and using the financial budget that has been produced to support this plan. This review should take place in the spring of each year. If benchmarks are missed, the organization must make the effort to analyze the reasons and take those reasons into consideration in modifying the plan. This annual review is a critical component of this plan and of effective organizational operation. Timeline: February review by team chairs with compilation by CEO/sent to Board Chair/April review by Executive Committee and follow through with teams.

VI Plan for the Future

To achieve its mission and vision, the Holland Symphony Orchestra has established the following goals, objectives and strategies for the following teams formed according to the Bylaws of the HSO Board of Directors to fulfill the operations of the orchestra.

Executive Committee
Revised 12-14-2021

Goals: The Executive Committee of Holland Symphony Orchestra is committed to oversee the following: management and control of the affairs of the corporation between Board meetings; annual evaluations and certain personnel issues; strategic planning.

Executive Committee Objective #1: Management and control of the affairs of the corporation between Board meetings.

Strategies:

1. Review and monitor operations as reported by President/CEO.
2. Monitor team activities.
3. Initiate and review policies when needed.
4. Review board agenda items.
5. Appoint a nominating committee for Board officer elections: CEO, two Board members, and two current officers.
6. Oversee an office environment, computers and other resources to facilitate efficient and effective use of staff time.

Executive Committee Objective #2: Oversee annual evaluations of the President/CEO and Music Director and other appropriate personnel issues.

Strategies:

1. The Chair shall develop methods for the performance evaluations of the CEO and Music Director from the job descriptions on file and present them to the Executive Committee for approval.
2. The Chair will ensure that the evaluations take place, summarize the results and share them with the Executive Committee.
3. The Chair and Vice-Chair will discuss the results of the evaluations in private meetings with the President and the Music Director.
4. Ensure that the President/CEO is completing annual evaluations of the staff.
5. Ensure that succession planning for leadership and management positions is taking place.

Executive Committee Objective #3: Continue the strategic planning process on an annual basis to respond to changes in the organization, community and orchestra field.

Strategies:

1. Monitor the progress on the strategic plan on an annual basis.
2. Revise, update and append the strategic plan in response to changes in the organization and/or the community.
3. Hold periodic board and staff planning retreats to bring stakeholder constituencies together to form a vision for the future.

Holland Symphony Orchestra League

Revised October 2022

Holland Symphony Orchestra League is a team of the Holland Symphony Orchestra and serves as a volunteer organization dedicated to the support of the Holland Symphony Orchestra through educational, promotional and fund-raising activities.

The Objectives are to:

1. Support the mission of the HSO
2. Develop and maintain a strong volunteer corps
3. Promote music appreciation and educational opportunities throughout the community
4. Increase public awareness of the orchestra and the Holland Symphony Orchestra League.

Community members who assist working in the following capacities:

1. Volunteers: office, workshops, events
2. Ushers
3. Ticket takers
4. Receptions

Artistic Team Strategic Plan Goals & Strategies
3-19-2022 revision

Goal: The Artistic Team of the Holland Symphony Orchestra is dedicated to ensuring the artistic quality and direction necessary for fulfillment of the organization's mission.

Artistic Objective #1: Create quality concerts for the community.

Strategies:

1. Develop a five-year artistic plan centered around the growth of the organization and orchestra to allow for financial, educational and marketing planning needed to support the future.
2. Program concerts that:
 - Inspire, energize, educate, and entertain the audiences.
 - Plan length appropriate to the audience and performers.
 - Promote the commissioning of new works.
 - Feature soloists of artistic excellence, with a broad mix of ages and backgrounds including traditionally underrepresented groups, including both guest artists and HSO musicians.
 - Provide a balance of different styles and musical eras, including composers of traditionally underrepresented groups.
 - Occasionally include other art forms (e.g. visual, dance, theatre...).

Artistic Objective #2: Provide opportunities for members of the orchestra to participate in artistically rewarding musical experiences.

Strategies:

1. Program concerts with repertoire appropriate to the talents and interests of the performers.
2. Work with other HSO committees and personnel to develop a concert schedule that is compatible with performers' schedules.
3. Communicate regularly with members of the orchestra and seek their feedback to ensure that they find the participation experience artistically and personally rewarding.
4. Work with other HSO committees and personnel to secure the best venues for musical rehearsals.
5. Explore ways to improve performance and preparedness of the musicians.
6. Assist in the process of hiring the Music Director and guest conductors.
7. Enhance the sense of community within the orchestra members

Artistic Objective #3: Promote communication of artistic issues between the orchestra, board, and staff.

Strategies:

1. Work with other HSO committees and personnel to develop a concert season that both appeals to current HSO audiences and also allows for expansion of the audience to represent more of the community.
2. Serve as a resource for the Music Director and Orchestra Committee.
3. Participate in the discussion of fair artistic fees/stipends in the budgetary process that promote that artistic excellence of the organization without sacrificing financial or institutional integrity.
4. Work with HSO committees and personnel to secure the best venues for musical performances, rehearsals, competitions and events.
5. Work with Marketing to develop an annual survey of the audience.
6. Work with Marketing to survey artists following performances.
7. Invite members of the Board of Directors to attend a designated rehearsal, sitting on stage in the orchestra.

Artistic Objective #4: Help promote artistic collaboration within the local community and beyond.

Strategies:

1. Help to maintain and expand relationships between the HSO and other artistic and educational institutions in the area.
2. Work with area music teachers to ensure that students have access to musical participation and the ability to attend concerts.
3. Expand opportunities for access to concerts through ticket promotions outside of the usual marketing plan.
4. Collaborate with Carnegie Hall to present the culminating Link Up experience for area music students.
5. Promote local artists and groups within the community either through solo opportunities, the use of room 106, or collaboration on a concert.

Board Development and Governance Team
Revised 11-3-21

Goals: The Board Development Team of the Holland Symphony Orchestra is committed to governance of the organization by recommending Board and team membership and leadership, board policy and procedures, and board education.

Board Development Objective #1: Ensure the continuation of strong and effective Board membership and leadership.

Strategies:

1. Research and evaluate the needs of the Board and teams to assess leadership and appropriate membership
2. Strive to achieve a diverse board membership to support the organization.
3. Involve the entire Board membership in making recommendations for potential members.
4. Cultivate new Board members.
5. Initiate and facilitate evaluations from Board members and recommend appropriate follow-up to the Board.

Board Development Objective #2: Recommend policies to establish and refine the methods for operation of the Board and its committees.

Strategies:

1. Evaluate issues such as Board size, committee structure and other governance issues to allow the organization to grow and evolve.
2. Maintain a policy for document retention and destruction.
3. Maintain a policy for ethical issues, such as a Conflict of Interest Policy.
4. Conduct periodic reviews of the HSO Bylaws and Governance Plan and recommend changes to the Board.

Board Development Objective #3: Improve Board and orchestra members' knowledge of the operations of HSO.

Strategies:

1. Provide an in-depth Board orientation for new and current Board members to educate them about the organization, roles and responsibilities, and governance issues.
2. Provide current board members who will help orient and support new members.
3. Provide an educational component at each Board meeting about the music, musicians or issues in the field.
4. Provide opportunities to connect different constituencies (musicians, board, staff, and volunteers).

**Holland Symphony Orchestra
Diversity Equity and Inclusion Committee
3-26-22**

The overarching goal of the Diversity, Equity and Inclusion Committee of Holland Symphony Orchestra is to unite the community by celebrating its diversity and expanding the idea of inclusion and belonging. We seek to accomplish this through advocacy exemplified by active projects, education, and expanding our artistic product.

Goals/Strategies:

1. **To advocate, support, create projects demonstrating DEI**
 - Collaborate with Hope College, City of Holland, area underrepresented groups
 - Seek corporate sponsorships/grants to further DEI work
 - Develop expanded branding and marketing for HSO events
 - Demonstrate DEI efforts through action and creation of projects:
 - Increase board and staff representation to reflect the greater Holland area

2. **To foster equitable relationships and opportunities through education**
 - Improve outreach to schools to increase awareness of orchestras
 - Increase playing opportunities for underrepresented students
 - Improve access to youth programs
 - Establish scholarship programs for youth instruction
 - Educate starting with each individual as well as HSO teams, board, staff and volunteers
 - Establish mentorship programs to support new board, staff and volunteers

3. **To provide an artistic product that will draw in all members of the community we serve**
 - Use composers, conductors and artists from underrepresented groups cultures and global regions
 - Promote access to concerts
 - Add to the global accessibility of newly discovered music: ex. Using an HSO performance, developed score and recording of a piece of music not performed since 1920 to increase usage.

Education/Outreach

Revised 2-8-2022

The Goal of the Education and Outreach Team of the Holland Symphony Orchestra is to provide educational and outreach programs for adults and children throughout our community, as listeners and participants, to increase their understanding and love of music.

Outreach/ Education Objective #1: Youth Programming

Present and implement youth programming that is musically stimulating, develops musical skills of listening and/or performing and fosters lifelong appreciation for symphonic music.

Strategies:

Oversee and sponsor youth programming such as the Holland Symphony Youth Orchestras and the Chamber Music Seminar.

Host an annual concerto competition for area high school musicians.

Host a family-oriented concert.

Offer master classes or school presentations by guest artists.

Create posters/fliers to promote educational offerings and opportunities.

Host educational workshops.

Outreach/ Education Objective #2: Adult Programming

Create and present programs that guide adults to a deeper understanding of orchestral music.

Strategies:

Oversee and sponsor adult programming such as the New Horizons String Orchestra.

Offer lecture and listening events for residents at Freedom Village and other senior living locations.

Host pre-concert lectures.

Provide comprehensive program notes for Classical (and other appropriate) concerts.

Utilize the web site and other social media to provide information about the HSO.

Outreach/ Education Objective #3: Community Outreach

Continue and strive to expand community outreach programs, collaborating with other organizations when appropriate.

Strategies:

Develop innovative programs to serve newly identified and underserved constituencies within our community.

Partner with area schools and Carnegie Hall in providing the Link Up program.

Collaborate with Herrick Library to create programs for children.

Advocate for the Holland Symphony Orchestra and symphonic music by:

- Referring musical ensembles from the HSO for special events
- Maintaining a list of HSO musicians available for private lessons
- Offering presentations for musical enhancement and advocacy of orchestral music

Sponsor a free Community Concert in Kollen Park with the City of Holland.

Donate tickets to other non-profit organizations to support their fundraising efforts.

Advocate for strong music and arts programs.

Communicate with and solicit cooperation from area schools.

Recognize music educators.

Finance / Management
Revised 1-25-2022

Goals: The Finance / Management Committee of the Holland Symphony Orchestra is committed to: monitor financial activity, oversee budget preparation and monitor investment policy.

Finance Objective #1: Monitor fiscal activity for responsible stewardship

Strategies:

1. Assure the financial health of the organization, both short and long term.
2. Recommend an annual operating budget to the Board of Directors for the subsequent fiscal year.
3. Continue monthly monitoring of actual financial performance vs. the current operating budget and the prior year.
4. Review all compensation annually.
5. Continue multi-year forecasting in conjunction with Artistic planning.
6. Monitor cash management for maximum revenue opportunities.
7. Upgrade financial reports and activity-based analysis for improved efficiencies.
8. Make recommendations on financial practices to the board.
9. Review insurance coverage and market pricing on a regular basis.

Finance Objective #2: Provide administrative resources and staff sufficient to implement the goals and objectives of the organization.

Strategies:

1. Recommend to the Board of Directors administrative staff compensation that is competitive in the community to attract and maintain quality staff.
2. Ensure that the development software handles the expanded donor base and expands prospecting information as needed.
3. Provide and support professional staff training.

Finance Objective #3: Monitor Reserve and Endowment funds to generate maximum revenue for the Symphony and to insure long-term financial stability.

Strategies:

1. Investment Committee reports to the Finance Committee.
2. The Chair of the Board, Treasurer and the President & CEO of the Symphony are authorized to direct investment transactions for the Board.

**Audit Team
Revised 2022**

Goal/Audit Objective #1: The Audit Team of the Holland Symphony Orchestra is committed to the financial oversight of the organization

Strategies:

1. Audit the financial activities of the organization leading to a review.
2. Select company to do financial review, 990 and License to Solicit in a timely manner.
3. Make recommendations on financial practices to Finance Team.

Marketing & Public Relations / Resource Development
1-19-2022

Goal: The Marketing/Resource Development Team of Holland Symphony Orchestra is committed to ensuring sufficient support for programs by identifying financial resources and determining objectives for growth, including: increasing public awareness of the Symphony, enhancing its image, building ticket sales, broadening the audience base among all area constituencies and maximizing the customer experience.

OBJECTIVE # 1: Build awareness of the Symphony by creating and maintaining an identifiable image through its materials.

Strategies:

1. Ensure brand recognition with a consistent look across all printed pieces, all advertising and all web presence.
2. On a periodic basis, examine and adjust the Symphony's graphic image to insure it continues to reflect the goals of the organization.
3. Support the HSO Teams, Committees and programs by creating public relations and promotional materials
4. Support HSO teams/committees with planned giving and other materials.
5. Develop institutional marketing at least four times per year.

OBJECTIVE #2: Build ticket sales through effective advertising and promotion.

Strategies:

1. Market concerts and programs by producing advertising and promotional materials.
2. Utilize the website and other digital outlets and direct mail postcards as primary advertising vehicles. Utilize Holland-based newspaper **media** other local media as secondary vehicles.
3. Maintain continuity among existing subscribers through Early Bird ticket offer.
4. Offer periodic special % off to retain audiences.
5. Utilize publicity releases with major media.
6. Execute promotion plans to reach diverse populations in our community.

OBJECTIVE # 3: Increase the Annual Fund.

Strategies:

1. Maintain contact with current and former sponsors, while developing new ones.
2. Create program-level sponsorship opportunities to supplant more limited concert/artist sponsorships.
3. Create innovative alternative ways for sponsors to support the Symphony.
4. Develop individual promotional packages with our current sponsors.
5. Maximize personal contacts with donors via board, team and staff.
6. Review donor giving levels and benefits.

7. Evaluate campaign strategy effectiveness annually and recommend improvements for following year.
8. Review sponsorship program annually to identify opportunities and benefits to determine levels of sponsorship.
9. Determine opportunities to increase cross promotion with HSO sponsors..
10. Continue to develop and promote planned giving and endowment opportunities
11. Identify prospects capable of making outright endowment gifts or planned gifts.
12. Enhance donor recognition/cultivation programs and maximize opportunities for income growth potential.
13. Review and assure the use of sound, efficient and useful donor giving records and database.

OBJECTIVE # 4: Act as advocates for the Symphony, especially with community leaders and government officials who are decision-makers for public funding.

Strategies:

1. Accept speaking engagements to promote the orchestra.
2. Attend community events and meetings to promote the Symphony.
3. Maintain contacts with government officials.
4. Review and develop opportunities for enhanced government relations by inviting officials to concerts and events.
5. Contact Governor of Michigan to advocate for arts and thank for grant.
6. Invite Michigan Council for Arts and Cultural Affairs local panel members to the Symphony concerts and/or to speak
7. Utilize public relations and publicity to leverage awareness among this audience.