

CSYSA Strategic Plan * July 2019-June 2024

(Approved May 16, 2019)

Vision

CSYSA aspires to be a model of exceptional music education and an indispensable community asset in the Pikes Peak Region.

Mission*

To inspire young musicians in the Pikes Peak Region to become future leaders, to provide artistic and personal development as well as diverse musical experiences for young musicians, and to collaboratively create and share exceptional music that bridges cultures and communities.

**A revision of the Mission Statement is anticipated as a result of feedback during the strategic planning process. As a part of the post-plan approval process, sample CSYSA mission statement language will be provided to the CSYSA board for review/revision/approval.*

Core Values

Quality: CSYSA is on a journey toward excellence in all aspects of our work. As individuals and as an organization, we are committed to the highest standards of artistic excellence, governance, management, and stewardship.

Teamwork: Like an orchestra, each individual plays an important role in creating something magnificent and unachievable alone. At CSYSA, we embrace the idea that we are better together and seek every opportunity to work in partnership with each other and with the community.

Accountability: CSYSA is dedicated to meeting the responsibility inherent in working collaboratively with the personal discipline required to ensure the success of the group. Individually and as an organization, we are committed to meeting our obligations and keeping our promises.

Inclusiveness: CSYSA knows that music is universal as a uniting force for good to improve the human condition. We are committed to creating a welcoming environment for all by breaking down barriers for participation and bettering our understanding of the differences between us that add richness to life.

Innovation: Creativity and innovation should go hand in hand. As such, CSYSA embraces the exploring of new ideas structurally, culturally, and artistically, to proactively seek new ways to achieve our vision and mission.

Guiding Principles

CSYSA is dedicated to creating and maintaining an organizational culture dedicated to exceptional programming, artistic quality, fiscal responsibility, professional management, and thoughtful governance.

- CSYSA believes that participation in music education is key to the development of successful individuals committed to personal excellence and the creation of flourishing communities.
- CSYSA believes music education that nurtures excellence requires personal and organizational accountability to musical, educational, and performance best practices.
- CSYSA believes that access to a variety of musical styles, opportunities and experiences inspires musical and personal innovation.
- CSYSA believes that music, like life, is a collaborative process.
- CSYSA believes in and strives for music without boundaries, available to all regardless of personal differences or life circumstances.
- CSYSA believes that communities thrive that value and support music and the arts.

Core Strategies, Goals & Objectives (July 2019-June 2024)

GOAL 1: ENGAGE WITH THE COMMUNITY

Solidify CSYSA's role and reputation as a premier youth music organization and collaborative partner in the Pikes Peak Region's arts community through active participation in and public support for community partners and partnerships, strengthened internal and external communications and branding, and proactive and ongoing relationship building.

Objectives

- 1-1: Increase participation in community arts partnerships
- 1-2: Increase representation of CSYSA at community arts activities and performances
- 1-3: Engage with community music/performance organization leadership 2-3 times per year
- 1-4: Draft and Implement an Annual Marketing/Communications Plan
- 1-5: Convene a Marketing/Outreach Committee of board and community members

GOAL 2: INCREASE AND BROADEN PARTICIPATION

Develop a recruitment and retention pipeline of CSYSA members through increased Mozart Strings and school-based programming, expanded audition opportunities, partnerships with private music instructors, increased scholarship/financial assistance programs, and increased retention efforts.

Objectives

- 2-1: Expand Mozart Strings programming
- 2-2: Increase school-based programs and experiences
- 2-3: Engage private music instructors in CSYSA recruitment and programming
- 2-4: Evaluate and revise the CSYSA scholarship/support program
- 2-5: Expand audition sites
- 2-6: Engage home school families
- 2-7: Analyze and improve current retention strategies
- 2-8: Engage in organization-wide training in diversity/equity/inclusion

GOAL 3: ENRICH THE MEMBER EXPERIENCE

Diversify the member experience to include opportunities for advanced music education, exposure to a variety of musical styles, expanded collaboration with professional musicians, and a variety of performance venues and opportunities at home and abroad.

Objectives

- 3-1: Expand musical options by type (blue grass, jazz, other)
- 3-2: Increase music education opportunities for members (theory, composition, other)
- 3-3: Increase member/professional musician interaction opportunities
- 3-4: Increase type and location of optional performance opportunities

GOAL 4: LEVERAGE THE ROLE OF PARENTS

Engage parents/families in the success of their musician and CSYSA through training, effective use of parent leaders/Parent Council, expanded volunteer opportunities, ongoing communication, and creation of Ensemble-based parent “communities”.

Objectives

- 4-1: Review/revise the role and structure of the Parent Council

- 4-2: Increase parent engagement
- 4-3: Strengthen parent communications

GOAL 5: SECURE THE FUTURE – SUCCESSION PLANNING, INFRASTRUCTURE & FACILITIES

Secure CSYSA’s future through the development of a multi-level succession plan that documents the lessons learned over 39 years of growth, increased operational efficiency, and engage in a community-based collaborative process to secure a long-term home for CSYSA.

Objectives

- 5-1: Draft, approve, and implement an ongoing succession planning process (ED, Music Director, Board)
- 5-2: Review/revise operations for efficiencies and/or new processes and systems
- 5-3: Find a long-term home for CSYSA

GOAL 6: BALANCE FINANCIAL SUSTAINABILITY & AFFORDABILITY

Build a strong financial foundation for CSYSA’s ongoing operations and strategic initiatives through the implementation of fundraising best practices, establishment of fiscally responsible financial management policies, and the integration of strategic goals into the budgeting process.

Objectives

- 6-1: Double annual fundraising by FY2025, with an emphasis on individual giving. *(Requires hiring of full-time or job share director of development.)*
- 6-2: Raise capital funds above and beyond annual fundraising increases
- 6-3: Draft and approve financial management policies
- 6-4: Review/revise ongoing financial reporting
- 6-5: Review/revise the budgeting process to incorporate strategic (programmatic) goals
- 6-6: Expand the CSYSA foundation strategic reserve and board-designated fund structure to meet capital needs and operational continuity (i.e. quasi-endowment)