

Strategic Plan for the Kalamazoo Children's Chorus
2014-2018
Adopted: 2014

Vision

We envision a future where choral singing is considered a vital part of the fabric of our community and where we provide a bridge to cultural understanding through music.

Mission

The Kalamazoo Children's Chorus will provide an opportunity for children to learn and perform in an atmosphere of artistic excellence, and by so doing, enrich the artistic life of the community.

Guiding Principles and Beliefs

We value children and their role in our future. We believe that all children deserve access to high quality singing experiences and are committed to promoting choral singing as a life- long activity.

We value artistic achievement and innovation. We are committed to supporting and inspiring choral singers throughout their careers both vocational and avocational.

We value service and knowledge. We believe that our leadership and professionalism are vital to developing and sustaining a robust and prosperous arts community. We are committed to providing exciting and innovative programs to meet the needs of our community. We are committed to collecting data that enhances our understanding of our place in our community.

We value effective management and governance. The Kalamazoo Children's Chorus is at its best when we can rely on qualified, visionary and transparent board and staff leadership.

We value inclusivity and diversity. We are committed to including all communities and cultures and to expanding the diversity of the choral repertoire.

We value collaboration. We are committed to establishing and building partnerships and sharing expertise with, members, community organizations, arts organizations and the public to make more robust the arts community in Kalamazoo.

We value participation and community engagement. We believe that choral singing can foster understanding and serve as a catalyst for positive social change.

Positioning Statement

The Kalamazoo Children's Chorus strengthens our community by providing professional choral training to children and by offering programming that is innovative, collaborative and accessible to the community. The Kalamazoo Children's Chorus provides and invaluable training ground for young singers to bridge cultural and social concerns and by so doing fosters diversity and understanding.

The Kalamazoo Children's Chorus speaks with a strong and unified voice to increase the recognition of choral singing as an essential part of our society.

Organizational Goals

Goal One: Build upon our proven ability to provide an outstanding choral experience for children.

Goal Two: Enhance the visibility and communicate the value of the Kalamazoo Children's Chorus as a vital part of our arts community.

Goal Three: Ensure that the Kalamazoo Children's Chorus's policies, programs and operations include culturally and ethnically diverse perspectives.

Approach to Achieving Organizational Goals

In order to achieve the Kalamazoo Children's Chorus organizational goals over the next four years, the chorus leaders will be ambitious on behalf of the chorus and committed to:

- Anticipating future challenges and responding to emerging issues
- Deepening the chorus' value to the community
- Leading the chorus to become increasingly strong, creative and vibrant

Organizational Goals, Objectives and Indicators of Success

Goal One: Build upon our proven ability to provide an outstanding choral experience for children.

Objectives:

- A. Identify the future capacity/building needs of the chorus and determine strategies to expand our value to our community .

- B. Invest in development of current and future artistic, administrative, and board leadership in the field.
- C. Encourage creativity and promote innovation.
- D. Model effective operational practices and systems by being transparent about our processes.
- E. Build sustainable board, staff (to include a full time Artistic Director and full time Executive Director), and financial capacity at the Kalamazoo Children's Chorus to support new programs and ongoing services through grants, patronage, and a capital campaign.

Goal Two: Enhance the visibility and communicate the value of the Kalamazoo Children's Chorus as a vital part of our arts community.

Objectives:

- A. Take a more prominent leadership role in advocating for the arts in general, for choral arts specifically and for quality singing experiences for all children.
- B. Develop a communications and public relations plan that will increase the Kalamazoo Children's Chorus visibility and impact, utilizing new technologies in order to enhance the image of the entire choral field.
- C. Insure that there are adequate board, staff and financial resources at the Kalamazoo Children's Chorus to support visibility and advocacy efforts.

Goal Three: Ensure that the Kalamazoo Children's Chorus's policies, programs and operations include culturally and ethnically diverse perspectives through the use of technology to reach the underserved population.

Objectives:

- A. Gain consensus about what the goal of becoming more diverse can mean for the Kalamazoo Children's Chorus and our community and develop a common agenda for moving ahead.

- B. Communicate the importance of inclusiveness and diversity and share strategies to increase diversity- with regards to policies, programs, operations and repertoire.
- C. Broaden the involvement of the chorus by developing services for young singers throughout the community.
- D. Seek opportunities for strong partnerships, collaborations and affiliations to increase diversity.
- E. Align the chorus's board, staff, policies and practices with the goal of becoming more diverse and inclusive.

Discrimination Policy

The Kalamazoo Children's Chorus does not discriminate on the basis of race, color, religion, gender, gender expression, age, national origin, disability, marital status, sexual orientation or military status, in any of its activities or operations. These activities include, but are not limited to, hiring and firing of staff, selection of volunteers and vendors, and provision of services. We are committed to providing an inclusive and welcoming environment for all members of our choirs, staff and volunteers.

The Kalamazoo Children's Chorus is an equal opportunity employer. We will not discriminate in employment, recruitment, advertisements for employment, compensation, termination, upgrading, promotions, and other conditions of employment against any employee or job applicant on the bases of race, color, gender, national origin, age, religion, creed, disability, veteran's status, sexual orientation, gender identity or gender expression.