



---

# Strategic Plan 2013-2016

Musica Nova, Inc.  
and the  
MusicaNova Orchestra

Updated August 2014

## Who We Are – Our Core Values

Musica Nova, Inc., is a 501(c)3 non-profit public charity, incorporated in Arizona in 2003.

- Our **mission** is to perform musical works of exceptional quality to enrich the lives of our listeners and artists.
- Our **vision** is to become known as a premiere classical musical company throughout the Phoenix metropolitan area.

Musica Nova offers regular performances in three series:

**The Orchestra Series** features the MusicaNova Orchestra, a professional classical symphony orchestra, playing thrilling music with the utmost virtuosity and unrivaled interpretation. At orchestra concerts we tell the stories behind the music, to entertain and inform everyone from long-time classical music lovers to those attending their first concert. We regularly challenge ourselves with new works, neglected works that should be heard, new interpretations of the classics, and new collaborations with partners in instrumental and vocal music, as well as other arts and cultural fields.

**The Young Artists Series** highlights our belief in the future of great music. These concerts are devoted to young musicians, featuring both exceptionally talented solo and ensemble young performers and works by brilliant young composers. Performers also participate in MusicaNova's partnerships with schools to bring the joy of playing and hearing great music to many who might not otherwise have the opportunity.

**The Collaborative Series** features performances by members of the MusicaNova family and others in a variety of settings. Musical styles range from classical and chamber, to pops, jazz and Broadway, to experimental and interactive. We actively cooperate and collaborate with other performing, visual, and dramatic artists, educators, and public arts exhibitions.

## Our Officers, Directors, and Managers

- Bob Altizer, President
- Warren Cohen, Music Director
- Elizabeth McKinnon, Secretary and Orchestra Personnel Manager
- Hannah Selznick, Treasurer
  
- Peter Carlston, Director
- John Cleveland, Director
- Hillary Decker, Director and Music Librarian (on leave of absence)
- Ethel Harris, Director
- Donna Reiner, Director and Development Manager
- Susan Speak, Director
  
- Fei Xu, Young Artist Coordinator
- Hong Zhu, Young Artist Coordinator
- Rogerio Araujo, Interim Music Librarian

## Looking at Ourselves

The MusicaNova board of directors did this Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis in June 2013:

	Helpful to achieving our objectives	Harmful to achieving our objectives
<b>Internal</b>	<p><b>Strengths:</b> Characteristics that give the organization an advantage over others</p> <ul style="list-style-type: none"> <li>• Loyalty and tenacious determination of the board</li> <li>• Overall quality of the music</li> <li>• Cohesiveness among the orchestra and supporters</li> <li>• Warren’s skills (programming and repertoire; preparation, conducting, and interpretation; telling the story behind the music)</li> <li>• Liz’s skills (engaging top-flight musicians to play)</li> <li>• Musicianship of the players</li> <li>• Enthusiasm of most players</li> <li>• Quality of the ensemble</li> <li>• Ability to bring programs together quickly</li> <li>• 1,150 name mailing list</li> </ul>	<p><b>Weaknesses:</b> Characteristics that place the team at a disadvantage relative to others</p> <ul style="list-style-type: none"> <li>• Lack of name recognition in the community</li> <li>• Crisis-driven response to issues related to productions and finances</li> <li>• Ineffective use of mailings, advertising and PR</li> <li>• Uncertainty of long-term financial viability</li> <li>• Organization and delegation of tasks by the board</li> <li>• Having enough people to delegate to</li> <li>• Board members’ personal financial commitment</li> <li>• Unfamiliar composer and performer names on the programs (tunes may be known but not linked to composer)</li> <li>• MNO has no experience in full-season ticketing</li> </ul>
<b>External</b>	<p><b>Opportunities:</b> Elements that the organization could exploit to its advantage</p> <ul style="list-style-type: none"> <li>• Membership in local and downtown organizations (Central Arts District, Local First Arizona)</li> <li>• Ties to general public and music community offer opportunities for extensive and effective marketing.</li> <li>• New venue with great sound</li> <li>• New audience possibilities</li> <li>• Downsizing our financial commitment</li> <li>• Collaboration and partnering with youth organizations, schools, and other arts organizations</li> <li>• New exposure in a new neighborhood</li> <li>• Greater exposure of Warren’s introductory talks (educational/teaching moments)</li> <li>• Introducing sustaining memberships</li> <li>• New web site and use of modern technologies</li> </ul>	<p><b>Threats:</b> Elements in the environment that could cause trouble for the organization</p> <ul style="list-style-type: none"> <li>• Existential risk due to lack of financial resources and weaknesses as described (risk of closing)</li> <li>• Lower funding for non-profits nationwide</li> <li>• Lack of a reliable revenue stream</li> <li>• Competition over downtown performance venues</li> <li>• Lots of competition for the Phoenix classical music audience</li> <li>• IRS giving limits on contribution tax deductibility</li> </ul>

## Our Strategic Objectives

MusicaNova has identified four strategic objectives spanning our 2013-2014, 2014-2015, and 2015-2016 seasons that are key to our organizational growth and shaping our future:

- Growing our financial security
- Growing our audience
- Growing our collaborations with other organizations
- Growing our musical programming.

For each strategic objective we identify success factors and key performance indicators.

### Growing Our Financial Security

We will establish a robust and sustainable funding plan that will enable us to keep the MusicaNova Orchestra and our collaborative efforts operational over the next three seasons. We will keep our commitment to operate as a professional ensemble for all our Orchestra Concerts, and will prudently engage artists, venues, and professional services that support our mission and vision and enable us to attain our goals while remaining solvent.

#### *Financial Security Success Factors*

- **Big Money:** We will assertively seek out and manage applications for local and regional grants from foundations and corporations. At each board meeting our Development Manager will report status on grants in play, application materials needed, and progress toward receiving the grant. Board members will represent MusicaNova with granting organizations as needed to represent the organization's need for and use of grants.
- **Small Money:** We will expand our individual donation program by establishing a supporting membership category for regular monthly support (similar to that used by other non-profits), actively solicit donations from our regular ticket buyers, increase individual and board member contributions, and begin a regular program of crowdfunding support for individual concerts or other special events, with appropriate rewards focusing on the MusicaNova experience.

#### *Financial Security Key Performance Indicators*

- Based on the projected season budget, funding for each season will be 50% complete by September 1, and 100% complete by January 1.
- One or more new corporate or foundation grants will be received per season.
- Two or more successful crowdfunding projects will be completed per season.
- Sustaining membership will grow by 20% each season.

## Growing Our Audience

The MusicaNova Orchestra has an outstanding reputation with its players, current audience, and many classical music fans around the world. We will leverage that name recognition within the Phoenix area and will vigorously reach out to spread the word about the MusicaNova experience to potential audience members.

### *Audience Growth Success Factors*

- **Publicity and Marketing:** We will upgrade our public outreach through targeted advertising in local media, including a major upgrade of our Website and more effective use of the Web, email, and social media. We will join and become active in regional and neighborhood advocacy groups through which we can advertise MusicaNova, particularly those in our principal communities in the Phoenix Arts District and Scottsdale. Our volunteers and good-will ambassadors will make frequent person-to-person contact with groups and individuals who want to learn about classical music in general, and MusicaNova in particular. To keep our message active year-round, orchestra concert programs will be set by January 1 each year for the following season.
- **Building our Paying Audience:** We will leverage our increased public presence into a larger paid audience at both our orchestra and young artists concerts by assertively promoting ticket sales with all our constituents, including past ticket buyers, orchestra contacts, and our collaborators. Goals for ticket sales will be set for each event. We will actively survey and track audience interests and satisfaction with our programs.

### *Audience Growth Key Performance Indicators*

- Website upgrade to be completed by mid-August 2013.
- Website and social media content to be refreshed at least weekly.
- Website and social media statistics to be tracked to improve offerings.
- Measured increase in name recognition throughout the Phoenix metropolitan area.
- Publish upcoming next-season programs by January 1 each year.
- Four orchestra concerts per season with attendance at 75% of house capacity.
- Six young artists concerts per season with attendance of 80% of house capacity.

## Growing Our Collaborations

MusicaNova has a history of successful collaborations with public and private schools, conservatories and private teachers, and other community arts organizations. We will extend our relationships with current partners, and we'll seek out new partnerships with schools, performing arts companies, and arts organizations – particularly those in the Phoenix Central Arts District – with whom to create new collaborative performing opportunities of all types.

### *Growing Collaboration Success Factors*

**Collaborating With Schools:** Our current partnerships with schools, including the Arizona School For The Arts, the BASIS Schools, and Tempe High School, and others, have provided a wonderful source of two-way engagement, with participation of individual players and instrumental and vocal ensembles in several MusicaNova orchestral and young artists concerts and artist development workshops. We will seek out and establish similar relationships with appropriate public or private secondary schools, colleges, and music education foundations.

**Collaborating With Arts Organizations:** We seek to extend our successful school collaborations to partnerships with community and professional arts organizations. We're particularly interested in new collaborative dramatic or operatic productions, including both traditional and experimental new works. To leverage our presence in the Phoenix Central Arts District we will engage with area museums and other potential performance spaces, as well as neighborhood associations and civic organizations including Local First Arizona (joined in July 2013), Artlink Phoenix, and the Downtown Phoenix Partnership.

### *Growing Collaboration Key Performance Indicators*

- One or more First Friday-linked performances per season.
- One new school collaboration per season.
- One new arts organization collaboration involving the MusicaNova Orchestra per season.
- One new collaboration or series involving ensembles from MusicaNova per season.
- Three or more cross-advertising agreements with arts organizations each season.

## Growing Our Programming

We will grow our musical programming in orchestral, young artists, and collaborative concerts by presenting new interpretations of classic pieces and works by well-known (and not so well-known) composers, as we continue the MusicaNova tradition of bringing important new discoveries and neglected works to our audience. We recognize the importance of having familiar names and works in our programs, and we will energize our audiences through our performances of them. We will also continue our tradition of presenting exceptionally talented young composers and performers in our orchestral, young artist, and collaborative concerts.

### *Programming Growth Success Factors*

- **More Familiar Names:** We'll ensure that our season concert programs will feature composers and works that are well known to the general public, as well as some less frequently heard works by those composers and new and exciting interpretation of their more standard repertoire.
- **More New Names:** We will bring new works by brilliant contemporary composers to the stage for the first time, and feature young and emerging virtuoso artists who we are confident will become major contributors to 21<sup>st</sup> Century classical music.

### *Programming Growth Key Performance Indicators*

- Survey audience interest in future programming.
- Collect, record, and review audience feedback following every MusicaNova event.
- Increase audience "delighted" ratings by 10% per season.
- Perform one or more American Premieres per season.
- Perform one or more major new compositions by a young composer per season.
- Feature two or more younger solo performers per season.

# MusicaNova Strategic Plan Overview 2013-2016

