

**Flint Institute of Music
Strategic Plan 2008-2011**

Board Development Committee Members

Bob Fuller, Chair
Lennetta Coney
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Flint Institute of Music

MISSION STATEMENT

“A lifelong continuum of music and dance”

BELIEFS AND VALUES

Growth – Help participants to develop personally, professionally, artistically and creatively

Excitement – Generate enthusiasm through excellent educational and performance programs.

Innovation – Initiate new ways of using resources to enhance quality and efficiency.

Responsibility – Operate the organization in a manner that builds trust and respect.

Balance – Give equitable attention to all areas of importance, responsibility and diversity.

Relationship – Connect, communicate, understand and resolve issues in a caring manner.

Empower – Assist participants in achieving their goals through self-evaluation and nonjudgmental feedback.

VISION

“Excellence in training and performance”

FIM STRATEGIC PLAN 2008 - 2011 EXECUTIVE SUMMARY

The 2005-08 Strategic Plan set forth an exciting agenda for the Flint Institute of Music (FIM). The Executive Summary began with these words: “This Strategic Plan 2005-08 lays the foundation for the next two subsequent plans, 2008-11 and 2012-14 and is about the FIM becoming “world class” in all of its programs and operations.” Indeed this has been the case.

Perhaps the most important accomplishment of the 05-08 plan was the fact that audiences continued to grow at a time when the economic climate of Flint and Michigan, and even the country, began to slide. Who would think that deficits did not occur, employees were not laid off, and programs were not cut. During these last three years, the FIM flourished. And it is the FIM’s intention that this journey continue during the second phase of this Strategic Plan 08-11.

A report to the board in 2007 on the journey to becoming World Class made the following points:

- **We are on the path to taking the FIM from Good to Great** as we have a strong reputation, excellent staff, board members and volunteers, exceptional programs and outstanding facilities
- **We are making progress in** widening accessibility and broadening financial support
- **We need to continue to** embrace diversity, be sensitive to changing community needs, minimize costs and increase endowments
- **And we will have the potential to** balance access across all income levels, overcome barriers to participation and be an even stronger leader in performance and education in Michigan.

In refreshing and updating the FIM’s strategic plan in 2008, we revisited each of our seven powerful goals, assessed progress made and identified priorities for the coming three years:

- I. WORLD CLASS DIVERSITY: Include and celebrate every cultural background while honoring their differences.** The Diversity Committee is charged with developing an updated vision and definition of diversity which focuses on race, age and economic status, identifying real or perceived barriers to participation, creating strategies for reducing or eliminating those barriers, and effectively communicating our message and accomplishments through enhanced marketing and promotion. Outreach, tuition-free and tuition-assisted programs will be nurtured.

- II. WORLD CLASS PROGRAMS: Bring the FSO and FSPA (board and staff) closer together to deliver more opportunities of excellence, passion, love of music and the sense of achievement and belonging.** The FSO will continue to strive for artistic and managerial excellence by evaluating and addressing present and current needs and expanding the reach of the symphony into regional markets. The FSO will develop new ways to demonstrate it values the African American community. It will increase audiences by 5% annually. The FSO will also evaluate, enhance and prioritize its outreach programs. The FSPA will increase awareness, internally and externally, of its strengths and attributes as it develops new sources of revenue for

- III. WORLD CLASS MARKETING: Create waiting lists of students, standing room only audiences, performers and faculty demanding to work here, and attract active supporters, volunteers and members.** Marketing staff is charged with being World Class at telling the FIM story and utilizing multi-media tools to reach local, regional and national markets. The FIM will develop messages that promote the organization as a safe, secure, welcoming environment for people of all ages and backgrounds.
- IV. WORLD CLASS FUNDRAISING: Embrace everyone who encounters FIM's programs in order to develop sufficient revenues and engage and delight all participants.** The FIM has established a goal of increasing attendance and revenue by 5% annually. Development plans to evaluate all special events and modify or discontinue those that do not support the overall financial objectives. The FIM will also conduct an endowment campaign to support tuition-free programs and the FSO. The annual fund will be renamed "Membership," and board members will be utilized more effectively to improve relationships with current and potential donors. Planned giving will be enhanced. Overall, the Development Office will evaluate the allocation of resources and modify board and staff responsibilities where necessary.
- V. WORLD CLASS FINANCE: Become World Class at finance to support the world class diversity, programs and marketing because the Strategic Plan creates a funding challenge on top of an already existing funding challenge.** The Finance Committee will continue to effectively monitor endowment performance, the annual audit and the FIM's overall financial performance. The Finance Committee will also develop strategies to lessen dependence on foundation and government operational grants.
- VI. WORLD CLASS FACILITIES: Maintain the world class facilities recently renovated and constructed.**
- VII. WORLD CLASS GOVERNANCE: Provide world class stewardship of this plan through leadership, monitoring and evaluating results and alternating plans when needed.** The Board Development Committee will continue to monitor the implementation of this Strategic Plan and report to the board. The FIM will assess and monitor its relationship with other FCC organizations. The Board Development Committee will monitor Board performance, including an evaluation of the board committee structure, establishing minimum expectations of board members, reviewing the structure of board meetings and creating educational opportunities for board members.

The FIM continues to define World Class as *going well beyond your means to create something exceptional*. It is a journey whose destination is always on the horizon—going from “good” to “great” to “greater.” Like the artistic process, a Strategic Plan is a process of continual discovery. And, like the artistic process, it requires courage, confidence and a belief that the answers will come. There is not always a clear roadmap on how to get from point “a” to point “b”. However, the questions, when answered, will make the journey clear and exciting.

If the expected transfer of Flint Youth Theatre (FYT) from FCCC to the FIM occurs, new challenges and opportunities will present themselves. Our courage and confidence will be tested. The FIM, FYT and FCCC have worked hard at identifying and resolving programmatic and operational issues associated with the transfer. Once a transfer is finalized, this Strategic Plan will need to be updated to incorporate these issues. Most significant is the potential for artistic and managerial synergies when the FIM adds theatre to its brand. There is also the potential to reach out to greater numbers of people in the city and beyond, enhancing the FSO and FSPA as people have the opportunity to become “cross over” participants. If the FIM becomes a regional center for the performing arts, the journey to World Class is advanced.

Paul Torre
President
Flint Institute of Music

**Flint Institute of Music -
October 2008-September 2011 Strategic Plan**

GOAL I: WORLD CLASS DIVERSITY: Include and celebrate every cultural background while honoring their differences.				
Status	Action Plan	Responsibility	Timeline	Measurement
	A. CONTINUE TO ADMINISTER AND MONITOR THE DIVERSITY PLAN ADOPTED BY THE BOARD IN MARCH 2005.	Diversity committee	Jan 09/10/11	Report to president and board
	1. Develop an updated vision and definition of diversity which focuses on race, age and economic status.	Diversity committee	Jan 09	Approved by board
	2. Develop tools to introduce FIM to constituencies unfamiliar with its vision and mission and set monthly goals for their use.	Staff/Diversity committee	Sep 09	Implement and monitor
	B. DEVELOP A PLAN TO REDUCE OR DISMANTLE BARRIERS TO PARTICIPATION IN FIM PROGRAMS.	Diversity committee	Apr 09	Report to president and board
	1. Identify real or perceived barriers by city residents such as financial constraints, programming, lack of awareness of FIM programs and elitism.	Diversity committee	Feb 09	Report to president and board
	2. Identify real or perceived barriers by suburban and rural residents such as fear of Flint, economic considerations, lack of awareness of FIM programs.	Diversity committee	Feb 09	Report to president and board
	3. Create strategies for reducing the impact of each barrier.	Diversity committee/staff	Mar 09	Report to president and board
	4. Implement strategies and monitor results.	Diversity committee/staff	Apr 09	Make changes and monitor activity
	5. Communicate our accomplishments through enhanced marketing and promotion efforts.	Diversity committee/ Marketing staff	Ongoing	Creation or updating of marketing pieces
	6. Speak at churches and local groups.	Diversity committee	Ongoing	Set schedule and meet with groups
	7. Study the potential of developing a "Magic Music Bus" for transporting children and seniors from remote areas to FIM, performing group tours to rural and suburban areas.	Diversity committee FSPA committee FSO committee	Jan 10	Report to board
	8. Develop partnerships with minority businesses and other organizations.	Diversity committee/Development staff	Jan 09/10/11	Report to board

Status	Action Plan	Responsibility	Timeline	Measurement
	C. NURTURE TUITION FREE (OUTREACH) PROGRAMS: GREAT START SCHOOL READINESS PROGRAM; ON AND OFFSITE PROGRAMS; AND SUPER SATURDAYS.			
	1. Identify funding needs.	FSPA staff	May 09/10/11	Submit budget to president/Finance Committee
	2. Secure annual funding through grants and annual gifts, and long term funding of an endowment.	FSPA staff/board	Ongoing	Submit proposals and conduct campaigns
	3. Determine method of program evaluation.	FSPA staff	Jan 09	Report to president
	4. Evaluate programs and suggest improvements.	FSPA staff	Jan 010/11	Report to president
	D. CONDUCT <i>SEEING STARS!</i> TUITION ASSISTANCE PROGRAM.	FSPA staff	Ongoing	Estimated 700 student lessons annually
	1. Secure funding through <i>Seeing Stars!</i> Benefit, Annual Auction, grants, annual gifts and endowment.	FSPA/Development staff/ Volunteer committee	Ongoing	Raise \$100,000 annually
	2. Award aid to students through sponsor/relationship program.	FSPA staff	Ongoing	Inform students

GOAL II: WORLD CLASS PROGRAMS: Bring the FSO and FSPA (board and staff) closer together to deliver more opportunities of excellence, passion, love of music, and the sense of achievement and belonging.				
Status	Action Plan	Responsibility	Timeline	Measurement
FSO/FSPA				
	A. APPROACH PROGRAMMING (LOOKING AT THE MISSION “A LIFE-LONG CONTINUUM OF MUSIC AND DANCE”) FROM A SINGLE “INSTITUTIONAL” VISION (RATHER THAN TWO POINTS OF VIEW, FOR EXAMPLE, FSPA AND FSO.	FSO/FSPA board committees/Administrative and Artistic staffs	2011	Report to president and board
	1. List organizational constraints preventing FIM from achieving world class programs (use the definition of “world class” in the executive summary).	FSO/FSPA board committees/Administrative and Artistic staffs	2011	Report to president and board
	2. State artistic goals and vision for FSO and FSPA given known resources.	FSO/FSPA board committees/Administrative and Artistic staffs	2011	Report to president and board
	B. RESEARCH EFFECTS OF MUSIC AND DANCE ON THE COGNITIVE DEVELOPMENT OF CHILDREN AND DECIDE ON HOW TO USE THE INFORMATION IN PROGRAMMING, MARKETING AND FUNDRAISING.	Board/staff/consultants	Ongoing	Report updates Dec 11
FSO SPECIFIC				
	A. CONTINUE TO STRIVE FOR AND ACHIEVE FSO ARTISTIC AND MANAGERIAL EXCELLENCE.			
	1. Develop ‘themed’ seasons, whenever possible.	FSO Manager/FSO Conductor	Feb 09/10/11	Report to president
	2. Evaluate present and future artistic staff needs including retention of current orchestra conductor.	FSO Manager/FSO committee	Ongoing	Report to president
	3. Evaluate present and future management and operational staff needs, including succession planning.	FSO Manager/president	Ongoing	Report to president
	4. Educate board on roles and responsibilities of artistic and managerial staff.	FSO Manager/Board Development committee	Ongoing	Completion of material and presentation to board

Status	Action Plan	Responsibility	Timeline	Measurement
	5. Attract (recruit) high quality guest artists.	FSO Manager/FSO Conductor	Ongoing	Report to president
	6. Explore the possibility of expanding the outreach of the orchestra into the Midland, Detroit and Lansing markets.	Staff/FSO committee	09/10/11	Report to president
	7. Explore the possibility of joint ventures with other orchestras.	FSO staff/FSO Conductor	Ongoing	Report to president
	8. Consider bringing back the Crescendo Club and the trips to area performances.	FSO staff	Jan 09	Creation of working group
	B. DEVELOP NEW WAYS THE FSO CAN DEMONSTRATE IT CARES ABOUT AND VALUES THE AFRICAN AMERICAN COMMUNITY.			
	1. Be sensitive to (evaluate) costs of programs to the consumer.	FSO Manager/FSO Conductor	Mar 09/10/11	Report to president
	2. Consider developing a concert that honors African-American composers, music and artists.	FSO Manager/FSO Conductor	Feb 09/10/11	Report to president
	3. Continue presenting FSO/FSPA ensembles in faith based communities and in Black fraternities and sororities.	Combined FSO/FSPA staffs and committees	Ongoing	Report to president and board
	4. Continue the Black Classical Music Family Festival and the Black History Month Program to honor and celebrate African-American <i>classical</i> music.	FSO staff/BCMFF committee/FSPA staff	Feb 09/10/11	Completion of BCMFF related activities
	5. Support special programming needs such as Music in the Parks and BCMFF in a manner that reflects a diverse audience.	FSO Manager	Annually	Completion of programming for each event
	C. REACH NEW FSO AUDIENCES AND TELL OUR STORY. INCREASE REVENUE EACH YEAR BY 5%.			
	1. Continue to evaluate effectiveness of current social opportunities and interactions and make changes accordingly.	Special Events Director	Ongoing	Explore new opportunities
	2. Use existing audiences to reach new audiences.	Marketing/FSO staff/FSO committee	Ongoing	Increase in audience attendance from new areas
	3. Use the FSO History Book in marketing and development efforts.	Marketing/Development staff	Ongoing	Use in marketing and publicity efforts

Status	Action Plan	Responsibility	Timeline	Measurement
	4. Evaluate using big screen monitors at concerts to show Enrique and musicians up close.	FSO staff	Jan 09	Evaluation and report to president
	5. Consider creating an audio promotional CD – tie the history of FSO to the history of Flint.	FSO staff/Marketing	Sep 10	Completion of CD and report to president/board
	6. Consider organizing an FSO tour.	FSO staff/Marketing	Sep 11	Report to president on feasibility
	7. Investigate use of I-tunes and YouTube.	Marketing staff	Jun 09	Report to president and senior staff
	8. Explore joint ventures and exchanges with other orchestras.	FSO Manager/FSO Conductor	Sep 11	Evaluation and report to president
	D. ENHANCE FSO OUTREACH PROGRAMS.			
	1. Hire a professional evaluator to examine Music in the Parks, Troubadours, Holiday Pops and Family Concerts.	FSO staff/committee	Sep 09	Hire evaluator
	2. Incorporate findings and make necessary adjustments.	FSO staff	Dec 09	Report to president and board
	3. Prioritize outreach programs and develop corresponding fundraising plans.	FSO staff/committee/Development Director	Jan 10	Finalize budget and send to Finance Committee
	4. Utilizing existing resources develop opportunities for joint programming with the FYSO on an annual basis either through mentoring or joint concerts.	FSO/FSPA staff	Annually	Completion of one collaboration per year
FSPA SPECIFIC				
	A. INCREASE INTERNAL AWARENESS OF THE STRENGTHS AND ATTRIBUTES OF THE FSPA AMONG FACULTY, STAFF, BOARD, CONTRIBUTORS, PARENTS, AND STUDENTS BY DEVELOPING A MULTI-YEAR COMMUNICATION PLAN.			
	1. Include feature stories in FIM newsletter.	FSPA staff/Marketing	Twice annually	Distribution of newsletter
	2. Have performances for stakeholders and at board meetings.	FSPA staff/faculty	Ongoing	Schedule as needed
	3. Review the orientation process for new students.	FSPA staff	Annually	Completion of orientation

Status	Action Plan	Responsibility	Timeline	Measurement
	4. Conduct orientation for students about FSPA teaching approach.	FSPA staff	Ongoing	Completion of orientation
	B. INCREASE AWARENESS OF THE STRENGTHS AND ATTRIBUTES OF THE FSPA AMONG THE GENERAL PUBLIC, MUSICIANS, CHURCHES, SCHOOL MUSIC PROGRAMS, NATIONAL ARTS ORGANIZATIONS, MEDIA AND POTENTIAL FUNDERS IN ORDER TO INCREASE TUITION REVENUE BY 5% ANNUALLY.			
	1. Create partnerships with national businesses and corporations.	FSPA committee/ staff/Development Director	Ongoing	Creation of joint strategy and report to president and board
	2. Develop an advisory board of esteemed individuals from across the country.	FSPA Director	May 09	Report to president on feasibility
	C. MAKE TUITION MORE AFFORDABLE AND DEVELOP NEW SOURCES OF REVENUE TO INCREASE THE CAPACITY TO PROVIDE TUITION ASSISTANCE WHENEVER IT IS NEEDED.			
	1. Create a fund for students enrolled in ensembles.	FSPA staff	Aug 09	Develop budget and present to president and Finance committee
	2. Develop and use challenge grants when possible.	FSPA/Development Director	Apr 09	Development and implementation of strategy and report to president and board
	3. Create strategies for the FSPA to be the leader in financial and tuition assistance among tuition based schools.	FSPA staff and committee	Annually	Review of processes and modification where required.
	4. Review the current policy regarding all forms of tuition assistance and, if necessary, revise to cover additional family and individual needs.	FSPA staff and committee	Annually	Review of processes and modification where required
	5. Participate in the development of a fund raising plan to support anticipated growth in financial aid while supporting the overall long term needs of the entire organization.	FSPA staff/Development Director/board	May 09	Creation of plan and approval by board
	D. ENSURE CONTINUATION AND GROWTH OF FACULTY, STAFF, STUDENT AND PROGRAM EXCELLENCE.			
	1. Review and ensure competitive compensation for faculty.	FSPA Director/FIM President	Annually	Recommend changes to Finance Committee
	2. Create a fund to increase full time staff.	FSPA Director	Jun 09	Report to president

Status	Action Plan	Responsibility	Timeline	Measurement
	3. Generate opportunities for mutually beneficial collaborations between the FSPA, church music and school music programs.	FSPA Director	Ongoing	Collaborations with church programs and musical support
	4. Provide ongoing training.	FSPA staff	Annually	Completion of one training event on an annual basis
	5. Promote 'Pop music' programs at the FSPA.	FSPA Director/Marketing	May 09	Report to president
	E. CONTINUE JOINT PROGRAMMING BETWEEN FSO AND FSPA.			
	1. Continue collaboration between FSO and Flint Youth Symphony including concerts, special events, mentoring programs. Highlight public relations.	FSO Manager/FSPA Director/Marketing	Annually	Staff report on joint programs
	2. Consider developing an FSPA alumni program on the website including highlighting former FSPA students who are now performing with FSO or other orchestras.	FSPA staff/committee/Marketing	May 09	Initiation of plan including budget and report to president and board
	3. Continue engaging Enrique in the FSPA and FYSO.	FSO Manager / FYSO/FSPA	Annually	Arrange one appearance per year
	4. Consider FSPA and FSO developing some contemporary programming around artists such as the Beatles or Elton John, perhaps including spoken word and dance. i.e., Jubilee Chorale.	FSO Manager/ FSPA Director	Jun 09	Report to president

GOAL III: WORLD CLASS MARKETING: Create waiting lists of students, standing room only audiences, performers and faculty demanding to work here, and attract active supporters, volunteers and members. Approach Marketing from one institutional vision				
Status	Action Plan	Responsibility	Timeline	Measurement
FIM SPECIFIC				
	A. DEVELOP “WORLD CLASS” STORIES (PROGRAMS; DIVERSITY; SUCCESS OF STUDENTS, MUSICIANS AND STAFF; SUCCESS IN TEACHING AND MANAGEMENT PHILOSOPHY; ETC.) OF FIM’S SUCCESS USING THE FOLLOWING TOOLS:	Marketing committee/staff	Ongoing	Report to board
	1. Focus groups/consultants.	“ “	“	“ “
	2. Research data.	“ “	“	“ “
	3. Traditional forms of marketing.	“ “	“	“ “
	4. Non-traditional forms of marketing.	“ “	“	“ “
	5. Continue developing and utilizing e-mail lists for feature stories.	FSPA staff/Marketing	Ongoing	Use of e-mail lists
	6. Write-up, distribute and feature the success stories on website.	FSPA staff/committee/Marketing	Ongoing	Publication of stories
	7. Create profiles of conductor and musicians.	FSO/Marketing	Annually	Publication of articles
	8. Have easily accessible database on website for faculty to upload achievements of themselves and students.	FSPA Staff/Marketing	Jan 10	Report to president on feasibility and implementation
	9. Brag without appearing or feeling like you’re bragging.	FSPA committee/staff/Marketing	Ongoing	Review of print media
	B. BE “WORLD CLASS” AT TELLING THE STORY, WEAVING IT INTO WEB SITE, PRINT MEDIA, BROADCAST ADVERTISING, NEWSLETTERS, PRESS RELEASES, PSA’S, PROFESSIONAL JOURNALS AND PROMOTIONAL MATERIAL. THE STORY SHOULD BE TOLD IN LOCAL, REGIONAL AND NATIONAL MEDIA MARKETS.	Marketing committee/staff	Ongoing	Match the emotional impact and technical mastery of instruction and concerts at the FSPA and FSO, in particular the enthusiasm of the parents and FSO audiences during standing ovations. Report to board
	C. INCORPORATE TASK FORCE MARKET STRATEGIES 04/05.			
	1. Attract residents of outlying counties that have a potential interest in the FIM.	Marketing committee/staff	Ongoing	Report to board

Status	Action Plan	Responsibility	Timeline	Measurement
	2. Continue the existing effort, particularly with the Flint Journal, abc12 and NBC25.	FSPA staff/Marketing	Ongoing	Regular meetings and collaborations
	3. Consider using words such as: joy, beauty, excellence, friendship, passion.	Marketing/FSPA	Ongoing	Review of print media
	4. Consider marketing FSO in print media in other locations, i.e. Detroit HOUR magazine, Chicago life-style magazine, Northwest in-flight magazine.	Marketing staff	Ongoing	Publication of articles
	D. DEVELOP MESSAGES PROMOTING FIM AS A SAFE, SECURE, WELCOMING ENVIRONMENT FOR PEOPLE OF ALL AGES AND INCORPORATE THIS MESSAGE IN ALL MARKETING MATERIALS.			
	1. Create focus group.	Marketing staff and committee	Sep 09	Creation of group
	2. Make recommendations to the staff.	Marketing staff/committee	Oct 09	Report to president and implementation
	E. INVESTIGATE THE NEED AND USE OF TARGETED MARKETING APPROACHES FOR SPECIFIC GEOGRAPHIC AREAS CURRENTLY NOT SERVED OR UNDERSERVED BY FIM.			
	1. Identify and prioritize geographic areas.	Marketing staff/committee	Oct 09	Completion of task and report
	2. Prioritize and create approaches based on geographic size.	Marketing staff/committee	Nov 09	Completion of task
	3. Make recommendation to staff.	Marketing staff	Jan 10	Report to president and implementation
DEVELOPMENT SPECIFIC	F. WORKING WITH THE DEVELOPMENT OFFICE, CREATE A SERIES OF TOOLS WHICH WILL BE USED TO PROMOTE FIM TO FOUNDATIONS, INDIVIDUALS, CORPORATIONS AND OTHER ENTITIES THAT ARE FAMILIAR WITH OUR MISSION OR OBJECTIVES.			
	1. Identify messages specific to foundations, individuals, corporations etc.	Marketing/Development staff	Sep 09	Completion to messages as needed for each entity
	2. Create preliminary promotional materials based on specific message.	Marketing/Development staff	Ongoing	Review of initial materials and report to president
	3. Modify as necessary.	Marketing/Development staff	Ongoing	Completion of modifications and report to president
	4. Finalize materials.	All Senior staff	Ongoing	Completion of materials
	5. Use FSO history book.	Marketing/Development staff		Use as needed

GOAL IV: WORLD CLASS FUNDRAISING: Embrace everyone who encounters FIM's programs in order to develop sufficient revenues and engage and delight all participants. Approach fundraising for one institutional vision.				
Status	Action Plan	Responsibility	Timeline	Measurement
SPECIAL EVENTS	A. DEVELOP "WORLD CLASS" SPECIAL EVENTS (EMPHASIZE RELATIONSHIPS).			
	1. Conduct Gala, Seeing Stars! Benefit, Annual Auction, Podium Club.	Special Events Director/board/volunteers	Ongoing	Hold events and raise combined total of \$250,000
	2. Evaluate need to expand volunteer base annually from previous year, as needed.	Special Events Director	Ongoing	Report results to board
	3. Increase corporate support, attendance, and revenue each successive year by 5%.	Special Events Director	Ongoing	Report results to board
	4. Develop special events to targeted audiences, as needed.	Special Events and Membership committees	Meet annually	Report results to board/Hold events
	5. Need an event for the average donor.	Special Events Director	Ongoing	Report to president and senior staff
	7. Interface with annual fund/membership more effectively.	Special Events Director	Ongoing	Coordinate joint activities
	8. Survey participants regularly.	Development staff	Ongoing	Mail and compile survey data within one month after each event
	9. Evaluate special events using a return on investment formula. Modify any event in a manner that benefits FIM and discontinue those that do not support the overall financial objectives of the organization.	Development Director/ Special Events Director	Annually for all events	Completion and report to president
	B. CONDUCT ENDOWMENT CAMPAIGN FOR DIVERSITY EFFORTS AND FSO PROGRAMMING (EMPHASIZE RELATIONSHIPS).	Board/FIM staff	Sep-Dec 10	Conduct \$8 million campaign (\$3 million for Tuition Free Programs and \$5 million for existing FSO programs)
	C. ASSIST WITH MEMBERSHIP AND EFFECTIVENESS OF ORGANIZATIONS ASSOCIATED WITH THE FIM BY ATTENDING MEETINGS (EMPHASIZE RELATIONSHIPS).	Development Director		
	1. Allegro	" "	4 times per year	Attend meeting
	2. St. Cecilia	" "	"	" "
	3. Crescendo Club	" "	"	" "

Status	Action Plan	Responsibility	Timeline	Measurement
	D. RENAME ANNUAL FUND "MEMBERSHIP."			
	1. Realign Development Department practices to support the change.	Development Director	Immediate	Completion of review, report to president and realignment as needed.
	2. Re-design program book (shell) to reflect the change...	Development/Marketing staff	Immediate	Completion to redesign and report to president
	3. Communicate to board names of individuals and businesses being solicited and results.	Development Director	Monthly	Include in written report to board
	4. Provide means of identifying donor over \$1000 more effectively.	Development staff	May 09	Report to president
	5. Improve Marketing pieces for use in recruiting and soliciting new donors.	Development/Marketing	May 09	Report to president
FUNDRAISING	E. CONDUCT MEMBERSHIP SOLICITATIONS WITH ESTABLISHED FUNDRAISING OBJECTIVES AND FINANCIAL GOALS. CREATE OBJECTIVES AND TRACK PROGRESS USING EXISTING PROGRAMS.			
	1. Increase member giving by 5% on an annual basis.	Development Director/Development staff	Annually	Completion of monthly campaign and report to president
	2. Communicate to board names of individuals and businesses being solicited and results.	Development Director	Monthly	Report to board
	3. Consider developing a video for use by board members.	Marketing/Development	May 09	Report to president and board
	4. Communicate funding needs to members.	President/Development Director	Ongoing	
BOARD MEMBERS	F. UTILIZE BOARD MEMBERS AND THEIR MEETINGS TO DISCUSS WAYS TO BUILD, MAINTAIN, AND IMPROVE RELATIONSHIPS WITH INDIVIDUALS, BUSINESSES AND POLITICAL LEADERSHIP.			
	1. Require and enforce board participation in friend and fundraising, personal giving.	Board Development committee	Annually	Completion at board orientation
	2. Make requirements clear to current and potential board members.	Board Development committee	Monthly	Written requirements to all board members

Status	Action Plan	Responsibility	Timeline	Measurement
	3. Reduce size of board.	Board Development committee	Annually	Complete as a part of annual board review
	4. Enlist greater support from the board through education and create individual fundraising objectives.	Board Development committee/president	Monthly	Report on board fundraising objectives
ENDOWMENT	G. CONDUCT A MULTI YEAR ENDOWMENT CAMPAIGN FOR THE FSO AND FSPA.			
	1. Develop marketing pieces to communicate need prior to campaign.	Development/Marketing staff	Jan 09	Completion of all marketing materials for endowment campaign
	2. Conduct campaign.	Development/Volunteer committees/board	Jan 09/10 11/12	Completion of multi year campaign
	3. Communicate how FIM uses endowment.	Marketing/Development	Jan 09	Creation of marketing materials
	4. Recognize individuals and businesses more effectively.	Development staff	Ongoing	Completion of strategy and report to president
	5. Communicate to board names of individuals and businesses being solicited and results.	Development Director	Monthly	Include in written report to board
	6. Revise Program Book recognition.	Development Director/president	Annually	Review and make modifications as needed
	7. Finalize C.S. Mott contribution to the endowment campaign and determine if it will be used as a challenge grant.	Development Director/president	Jan 09	Finalization of contribution
	8. Endow chairs, concerts, conductor, and guest conductor.	FSO/Development Director	Jan 09	Creation and implementation of funding strategy – Report to president and board
	9. Investigate challenge grant opportunities with Kresge Foundation, Mott Foundation.	FSO/Development Director	Jan 09	Completion of investigation and report to president
	10. Contact families of early supporters of FIM.	FSO committee	Mar 09	Creation of list and beginning of contact
	11. Examine committee structure to determine how fund development committee will interact with endowment efforts.	FSO/Development Director	Immediate	Assignment of activity and report to president
	12. Explore planned giving opportunities.	Development Director	Ongoing	Report to president
	13. Develop strategies with dollar goals, timelines, etc.	Development Director	Ongoing	Report to president

Status	Action Plan	Responsibility	Timeline	Measurement
	14. Provide support to the Development Office in raising an endowment for the FSO.	Combined FSO staff and committee	Ongoing	Participation in endowment campaign
PLANNED GIVING	H. CREATE A KNOWLEDGE BASE AND PROVIDE OPPORTUNITIES FOR PLANNED GIFTS.			
	1. Using recognized processes, increase planned giving participation on an annual basis. Steps in a process could be a) Identification b) Qualification c) Development of Strategy d) Cultivation e) Solicitation and Negotiation f) Acknowledgment g) Stewardship h) Renewal	Development Director	Annually	Increase of 3 individuals, families, trusts etc.
	2. Educate public about planned giving and make compelling case.	Development Director/president	Annually	Review and make modifications as needed
	3. Identify attorneys, financial planners and trust officers and keep them informed.	Development Director	Annually	Update as necessary
	4. Revise Program Book recognition.	Development Director/president	Annually	Review and make modifications as needed
	5. Use J. Dallas Dort Society more effectively.	Development staff	Ongoing	Provide opportunities for distribution of information
	6. Determine whether this is a high priority by assigning or hiring staff to carry out vs. keeping this a low priority and use attorneys, financial planners and trust officers.	Development Director/president	Immediate	Review and set policy
ALLOCATION OF RESOURCES	I. EVALUATE THE ALLOCATION OF RESOURCES WITHIN THE DEVELOPMENT OFFICE AND MODIFY JOB ASSIGNMENTS AND RESPONSIBILITIES IN A MANNER THAT SUPPORTS THE FUND RAISING OBJECTIVES OF THE ORGANIZATION. THIS ALSO INCLUDES ALL FUND RAISING AND EVENT COMMITTEES.	Development Director	Annually	Report to president

Status	Action Plan	Responsibility	Timeline	Measurement
	J. USING OBJECTIVE CRITERIA, EVALUATE EFFECTIVENESS OF THE MEMBERSHIP AND PLANNED GIVING CAMPAIGNS.			
	1. Hire a professional evaluator to manage the process.	Development Director	Jun 09	Hiring of evaluator
	2. Assist in creating, managing, and summarizing the evaluation.	Development Director	As needed	Completion of evaluations
	3. Modify campaign processes, if needed.	Development Director/Fund-raising committees	Sep 09	Report to president and board committees

GOAL V: WORLD CLASS FINANCE: Become world class at finance to support the world class diversity, programs, and marketing because the Strategic Plan creates a funding challenge on top of an already existing funding challenge. Do this by achieving a 10% surplus (total income vs. total expense FSO/FSPA/Administration combined) each year before depreciation.

Status	Action Plan	Responsibility	Timeline	Measurement
	A. MONITOR ENDOWMENT'S PERFORMANCE.			
	1. Evaluate needs.	Finance committee	Quarterly	Report to board
	2. Analyze investments.	" "	"	" "
	3. Work with auditors and financial experts in examining and implementing 990 requirements.			
	B. MONITOR AUDIT.			
	1. Conduct annual audit.	Finance committee	Annually	Report to board
	2. Meet with auditors.	" "	"	" "
	C. MONITOR FINANCIAL PERFORMANCE.			
	1. Analyze balance sheets, operational statements.	Finance committee	Monthly	Report to board
	2. Analyze Capital Campaign expenditures and income.	" "	"	" "
	3. Analyze financial systems.	" "	"	" "
	D. DEVELOP STRATEGIES TO LESSEN DEPENDENCE ON FOUNDATIONS AND GOVERNMENT OPERATIONAL GRANTS.			
	1. Identify key areas of need in organization that will have significant impact on financial performance.	Finance committee	Ongoing	Report to board
	2. Renew proposals by standing and ad hoc committees needing funding, specifically identified endowment needs from last strategic plan for FSPA and FSO.	" "	"	" "

GOAL VI: WORLD CLASS FACILITIES: Maintain the world class facilities recently renovated and constructed.				
Status	Action Plan	Responsibility	Timeline	Measurement
	A. EXAMINE FCCC ROLE IN INSURANCE, LAWN MAINTENANCE, AND OTHER SUPPORT SERVICES.	Staff/Board Development committee	Annually	Report to board
	B. CONTINUE BIDDING PROCESS FOR POOLING OF SUPPLIES AND SMALL EQUIPMENT PURCHASES.	Staff	Sep 09	Report to board
	C. UPDATE COMPUTERS AND OTHER TECHNOLOGY SYSTEMS.			
	1. Evaluate technology needs annually	Staff/consultant	Annually	Report to president
	D. EVALUATE EFFECTIVENESS OF HVAC AND OTHER EQUIPMENT CONTRACTS; MAKE CHANGES AS NEEDED.	Staff	Annually	Report to board
	E. CONDUCT FEASIBILITY STUDY OF PART-TIME PERMANENT I.T. EMPLOYEE (PHONES, COMPUTERS).	Staff	Jan 09	Report to board
	F. IMPROVE ACCESSIBILITY; PARKING, SIGNAGE, TRAFFIC FLOW, SAFETY, ETC.	Board/staff/ foundations/ government/ FCCC (MPOC)	Ongoing	Add Master Plan Oversight Committee reports to FIM Board agenda (MPOC)

GOAL VII: WORLD CLASS GOVERNANCE: Provide world class stewardship of this plan through leadership, monitoring and evaluating results, and altering plans when needed.

Status	Action Plan	Responsibility	Timeline	Measurement
	A. STRATEGIC PLAN.			
	1. Standing committees report progress.	FSO, FSPA, Marketing, Special Events, Board Development, and Membership Campaign	Monthly	Verbal report to board
	2. Board Development Committee monitors progress.	Board Development	Monthly	Verbal report to board
	3. Written report.	President	Annually	Written report to board
	B. MONITOR RELATIONSHIP WITH FCC CAMPUS ORGANIZATIONS.	Board liaison/Board Development	Monthly	Verbal report to board
	C. DIVERSITY PLAN			
	1. Diversity Committee Chair report.	Diversity committee Chair	Monthly	Verbal report to board
	2. Written report.	President	Annually	Written report to board
	D. MONITOR BOARD PERFORMANCE.			
	1. Establish performance and personal fulfillment goals; provide recognition.	Board Development committee	Jan 09	Report to board
	2. Conduct interviews.	“ “	Monthly	“ “
	3. Monitor results.	“ “	“	“ “
	E. REINSTATE EXECUTIVE COMMITTEE IN ACCORDANCE WITH FIM BYLAWS.			
	F. EVALUATE THE CURRENT BOARD COMMITTEE STRUCTURE AS IT RELATES TO THE CORE MISSION OF FIM AND IN A MANNER WHICH ACHIEVES A BALANCE BETWEEN STAFF AND BOARD MEMBERS TIME AND THE DEGREE OF EFFECTIVENESS.			
	1. Review the current committee structure being sure it is relevant to the current and future needs of FIM.	Board Chair/FIM President	Jan 09	Completion of review
	2. If necessary, re-define, combine or eliminate committees in manner that supports the current and future needs of FIM.	Board Chair/FIM President	Jan 09	Restructuring of committees, if necessary

Status	Action Plan	Responsibility	Timeline	Measurement
	3. Establish criteria for each committee which will result in greater support to the FIM staff.	Board Chair/FIM President/FIM staff	Jan 09	Creation of criteria
	G. ESTABLISH MINIMUM EXPECTATIONS FOR ATTENDANCE, VOLUNTEERISM AND GIVING ALL FOR BOARD MEMBERS AND USE THESE CRITERIA IN EVALUATING OVERALL EFFECTIVENESS.			
	1. Create a minimum 'give or get' standard for each board member, for example, \$1,000 per year per member.	Board Development	Jan 09	Creation of standards and report to board
	2. Create an attendance standard for board meetings, events and concerts reflective of individual commitment to the mission and programs of FIM such as 75% of all board meetings, 50% of events or concerts.	Board Development	Jan 09	Creation of standards and report to board
	3. Create opportunities for each board member to serve on a board committee and utilize board members at special events and concerts.	Board Chair/FIM President/FIM staff	Ongoing	As needed and report to board
	4. Provide a means for and evaluate board performance.	Board Development	Annually	Completion of annual evaluation and report to board
	H. REVIEW THE STRUCTURE OF THE BOARD MEETING IN A MANNER WHICH WILL PROVIDE FOR GREATER ENGAGEMENT OF THE BOARD WHILE INSURING ALL MEMBERS ARE ADEQUATELY INFORMED AND PREPARED.			
	1. Continue providing board minutes, agendas and financial reports via e-mail prior to board meetings.	President/FIM staff	Monthly	Sending of minutes, agendas and reports
	2. On a monthly basis, highlight the activity of one major board committee and assign this report three months in advance.	Board Chair/President	Monthly	Report to board
	3. Include in the board packet one sheet detailing motions to be voted upon at each meeting.	Board Chair/president	Monthly	Completion of motion sheet

	I. APPROACH EDUCATIONAL OPPORTUNITIES AS 'IN SERVICE TRAINING' AND CREATE OPPORTUNITIES FOR REVIEWING AS WELL AS ADVANCING THE SKILL SET REQUIRED FOR EFFECTIVE BOARDS AND BOARD MEMBERS.			
	1. Provide opportunities for students to perform at board meetings.	FSPA Director	4 times per year	Presentation to board
	2. Conduct an orientation on board member duties and responsibilities on an annual basis.	Board Development	Annually	Completion of training
	3. Provide opportunities for board members to attend regional and national conferences.	Board Development/board Chair/president/FIM staff	As needed	Attendance at conferences
	4. Provide information and training for board members in those areas deemed important by the board, such as board responsibilities, parliamentary procedures, volunteerism, functions of a non-profit and FIM specific areas/topics.	Board Development	Three times per year	Completion of training
	5. Provide opportunities for key board members to attend classes at the Indiana School of Philanthropy in areas such as planned giving, major gifts, or annual sustainability.	Board Development	Annually	Completion of training