



## 20/20 VISION: Executive Summary

**BACKGROUND:** In late 2013, CMNW embarked upon the process of creating a new long-range Strategic Plan to guide us to our 50<sup>th</sup> Anniversary in 2020. Our previous long-range plans have focused on sustaining the artistic excellence of our core programming, growing audiences, increasing support, and being sustainable. For this plan, we accepted these goals as givens, with our focus instead on setting a bold and visionary direction for CMNW's future.

Informed by extensive research conducted in 2013 and 2014, CMNW's Board, staff and other key stakeholders embarked upon the planning process with the help of the Nonprofit Association of Oregon. Our work was also guided by CMNW's selection as one of ten arts organizations to participate in *Capacity Building: Oregon*, a two-year national training and mentorship program of the DeVos Institute of Arts Management. Michael Kaiser, President of the Kennedy Center and one of the nation's foremost experts in reshaping arts organizations, was our mentor and also guided our planning.

The result of this 18-month planning process is a singular goal to redefine CMNW's role in our community and region, and solidly establish it as one of the nation's leading chamber music organizations:

**By its 50<sup>th</sup> Anniversary in 2020, Chamber Music Northwest will be recognized locally, regionally and nationally as one of the nation's leading presenters of chamber music, acclaimed for its exceptional artistry, the breadth and innovativeness of its programming, and its visibility and relevancy in our community.**

### TO ACHIEVE THIS GOAL, WE WILL PURSUE 5 KEY STRATEGIES:

- Leadership in Exceptional Artists
- Leadership in Music Innovation
- Leadership in Year-Round Programming
- Leadership in Collaboration
- Leadership in Our Community

*And supported by increased Board, Governance, Administrative, Development and Marketing capacity*

### STRATEGY #1: Leadership in Exceptional Artists

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*We will attract the nation's and world's greatest chamber music artists and ensembles each season and exceptional emerging Protégé Artists by making CMNW and Portland a preferred place they want to perform.*

- Create excitement and interest with 3-5 major artists and ensembles each season.
- Supporting Exceptional Protégés Artists who are chamber music's future.
- Engagement of several major classical and popular "stars".
- Production and release of new commercial recordings.
- Setting CMNW apart from other chamber music festivals with pacesetting artist compensation and hospitality.



## STRATEGY #2: Leadership in Music Innovation

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*We will distinguish CMNW as a leader in creating and presenting New Music and in the exploration of alternative presentation styles that engage audiences in new ways of experiencing chamber music.*

- Commissioning and presenting at least 3-5 new works annually.
- A *New Music NW Initiative* supporting these new works with education and audience engagement programs.
- Ongoing exploration of new presentation styles & formats like our *Club Concerts* and *New@Noon*.
- Creation of unique fusions of chamber music with dance, theater, film, other musical styles and animation.

## STRATEGY #3: Leadership in Year-Round Programming

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*We will re-establish CMNW as the regional leader and a national pacesetter in comprehensive, year-round chamber music in all its infinite forms.*

- Expand our Winter Festival to include additional performances, education activities and collaborative events.
- Introduce Fall Mini-Festival with both performance and educational components.
- Re-establish year-round programming with presented concerts in September – April.
- Create a Spring Performance & Educational Residency focused on students and young artists.
- Create a regional presenting consortium with several other chamber music presenters in the Northwest to help us attract and engage the highest quality touring ensembles.

## STRATEGY #4: Leadership in Collaboration

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*We will set CMNW apart as a regional pacesetter in forging innovative partnerships and collaborations, and as a leader in Portland's arts community*

- Forge new dance collaborations with BodyVox, NW Dance Project, and OBT.
- Co-produce a Chamber Opera with Portland Opera or PSU.
- Music / Theater projects with leading local theater companies.
- Unique musical partnerships with OBF, Tango at Reed and other organizations.
- Play a leadership role in finally creating a new *Portland Summer Arts Festival*

## STRATEGY #5: Leadership in the Community

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*We will dramatically increase CMNW's community visibility and relevancy through innovative education & community engagement initiatives*

- Expanded Master Classes & Coachings w/PYP, MYS, CMC, Bravo, etc.
- New Adult Education Series w/PSU
- *Education & Community Coordinator* in partnership with Portland Piano International
- Educational Artist Residency to reach underserved communities
- Student Matinee for Winter Festival and year-round
- Expanded Family Programs and ways for young adults and youth to engage with us
- Summer Artist Institute for undergrad/HS age musicians (w/PSU)
- Additional Community Concerts in underserved urban areas





## Creating the Capacity to Achieve Our Goals

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We recognize that implementing these Strategies to achieve our goal does not happen magically. It requires an intensive focus on increasing CMNW's capacity to realize this new vision in 3 key areas:

### ***1. Increasing Administrative, Staff and Governance Capacity to support these strategies***

- Full IT Upgrade – network, computers, website & phones
- Grow Board to 25 members (2-3 year process)
- Expand Staff to include *Education & Outreach Coordinator* and a *Development & Marketing Assistant*
- New CMNW Offices – ideally in a collaborative setting
- Strategic Business Partnerships to increase long-term efficiency and capacity – marketing, ticket sales, accounting, co-presentation, etc.
- Artistic Succession Plan to identify, mentor and transition to new artistic leadership in 2020
- 50th Anniversary Endowment Campaign

### ***2. Grow our Fundraising to secure necessary annual, special and endowment support***

- Additional Staffing to support Development efforts
- 5-8% Annual Fund Growth – a bit more than normal 3-5% rate
- Continued implementation of development “best methods” in our fundraising efforts
- Expanded Major Gifts program
- Annual Benefit Events
- \$100K to \$150K in Special Project Funding annually – individual, grants and CMNW investments
- 50<sup>th</sup> Anniversary Endowment Campaign to increase our endowment to approximately \$8 million (4x budget)

### ***3. Expand our Marketing efforts to increase our earned revenue and reach new audiences***

- Requires selling 300-400 more tickets each year and modest ticket price increases
- New website, marketing branding, logo and look in 2015
- Introduction of new Trio & Flexible Subscriptions packages to make it easier to join us
- Significant expansion of our mail, print & online marketing
- Creation and implementation of Institutional and National Marketing plans
- New releases of commercial recordings on CD and online – especially commissioned premieres.
- Extensive collaborative and festival marketing efforts with other arts organizations
- Major rebranding for 50<sup>th</sup> Anniversary Season

## ***NEXT STEPS:***

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- Implementation of some of these strategies is already well underway for 2015 and 2016
- Creation of a new Mission and Vision Statement that supports and reflects this new direction
- Research and feasibility analysis of some of our more ambitious goals & strategies
- Development of detailed implementation plans, budgets and timelines for projects & initiatives
- Creation of 5-year Development & Marketing plans to support this plan
- Continuous evaluation, revision, and extension of this plan to keep it fresh, current and “alive”

