



PENINSULA
WOMEN'S CHORUS

— Strategic Framework —



What is PWC's strategic framework?

Our strategic framework serves as a guide for decision-making and aligns our organization's efforts with our mission, vision and values. This framework will help our internal and external key partners understand our collective strategic direction and the goals defined to help us get there. We created a framework instead of a strategic plan to allow for flexibility, creativity and responsiveness.



PWC's Values

Respect

Compassion

Inclusivity

Integrity

Artistic Excellence



Who We Are: Our Unique Value Proposition



Voices of Community

PWC is a nurturing and supportive space for soprano and alto voices of various ages, backgrounds and passions. Members can flourish in an inclusive community fostered when we come together to sing and strive for excellence in the choral arts.



Voices of Growth

Through individual work, mentorship and integrity, we bring our fullest selves in artistic expression and community commitment to model all that a group of people can do and be together through music. We actively strive to expand our impact by seeking out new members, nurturing composers, and training conductors.



Voices of Unity

Through the universal language of music, we unite to raise our voices in harmony, creating joy, beauty, and exploring shared humanity that enriches, rejuvenates, and inspires the members and our audience and extends into families, workplaces and communities.



Goals to Accomplish our Strategic Priorities

1. Increase Funding and Sustainability

Activity	Milestones	Lead
Sustain and support paid staff	<ul style="list-style-type: none">● Review and update personnel policies● Clear job descriptions reviewed annually● Implement a performance management process	Board Chair + Advisors
Sustain and support volunteers	<ul style="list-style-type: none">● Finalize volunteer handbook with volunteer job descriptions● Implement volunteer management process, including annual check-in	Volunteer Coordinator
Diversify fundraising strategies	<ul style="list-style-type: none">● Increase focus on individual & major gifts● Diversify grants● Grow strategic institutional fundraising: Grow corporate sponsors and support & increase foundation support	Fund development committee
Move to a 2-year budget cycle	<ul style="list-style-type: none">● Implement longer term planning for events● Implement a collaborative budgeting process to align individual responsibilities, capacities & priorities● Review institutional bandwidth including membership, staff and organization	Budget task force
Document financial policies and procedure	<ul style="list-style-type: none">● Foster a healthy finance committee● Finalize policy & procedure review and updates	Finance Committee Bylaws Committee

2. Diversity, Equity and Inclusion

Activity	Milestones	Lead
Clarify our definition of “Women” to align with our value of inclusion	<ul style="list-style-type: none"> Define our musical range for singers Update definition of Women accordingly on website and other materials/communications 	Board, Artistic Director
Clarify DEI intentions and commitments	<ul style="list-style-type: none"> Create a DEI committee Draft and add an equity commitment statement to the website 	Director of Operations + ADEI Committee
Collect demographic data of chorus members	<ul style="list-style-type: none"> Survey members in variety of categories including age, ethnicity, socio-economic status, gender identity, disability Compile report providing snapshot of membership 	Director of Operations
Diversify board representation	<ul style="list-style-type: none"> Determine realistic goals for diversity and identify gaps in current Board representation Identify prospects to fill gaps; develop customized recruitment plans for prospects Develop succession plan for key Board positions 	Nominating & Governance Committees
Retention data analysis	<ul style="list-style-type: none"> Determine parameters that affect retention (Core, ViVo movement, sabbaticals) Run retention numbers on an ongoing basis from semester-to-semester and year-to-year 	General Manager

3. Recruitment & Engagement

Activity	Milestones	Lead
Strengthen and diversify external communication modalities	<ul style="list-style-type: none">● Identify needs and gaps and a plan to address them● Develop a social media team with guidelines	Leadership team, volunteer coordinator
Sustain accessible music that fulfills our mission with excellence	<ul style="list-style-type: none">● Actively research new repertoire that fulfills our mission● Attend annual conference(s) to invigorate training● Grow our relationships with other choirs, conductors, and composers to inform and inspire new approaches	Artistic Director
Create accessible and welcoming auditions and rehearsals	<ul style="list-style-type: none">● Create a document to share to support those who audition who aren't ready for PWC including musicianship classes, voice teachers, and other choirs that might be the right fit.● Summer program to support musicianship and vocal technique	Artistic Director

3. Recruitment & Engagement, Continued

Activity	Milestones	Lead
Expand collaborations and relationship building in Choruses / Organizations / Guest artists / Audiences	<ul style="list-style-type: none">● Active participation in Chorus America and ADCA (attend conferences, submit writings, build relationships)● Grow relationships with neighboring musical organizations - possible shared concerts or co-commissions (PACO, SFCMP, GGMC, etc)● Grow our mentorship program with local schools, actively engage music teachers (comp tickets, NMfTV festival participation, etc)● Regularly update our website to highlight our work	Artistic Director, General Manager, Board
Clarify roles and responsibilities of Singers / Board members / Staff / Volunteers	<ul style="list-style-type: none">● Annually review the singer handbook to make sure it is accurate● Annually update the composer style guide to make sure it is accurate	Artistic Director, Governance committee, Board, Volunteer Coordinator