



# Strategic Plan

January 2021

**Mission Statement:** The mission of ACDA is to inspire excellence and nurture lifelong involvement in choral music for everyone through education, performance, composition and advocacy.

**Vision Statement:** To create powerful artistic experiences and be advocates for cultural and educational change that we might transform people's lives.

In pursuit of our Mission and Vision, we will review and implement recommendations from the 2020 Diversity Study and input from our membership to ensure ACDA pursues accessibility, diversity, equity and inclusion through choral singing and outreach to potential choral participants.

## Strategic Goals

1. Ensure that the financial health of the organization is stabilized and improved through regular assessment, evaluation and planning.
  - a. Develop a job description for a new staff position, responsible for securing donors, grants and other sources of income beyond membership dues and conferences.
  - b. Hire an employment agency to assist in recruiting candidates for the new position, with the goal of hiring by the summer of 2021.
  - c. Market the national headquarters office building aggressively with the goal of a sale in early 2021.
  - d. Maintain accurate membership rosters and work to recruit and retain as many members as possible.
  - e. Create incentives and offer special events to attract new members.
  - f. Provide reduced membership dues to first year student members only.
  - g. Seek resources and develop strategies to keep conference costs as low as possible while still planning to make a profit.
  - h. Seek innovative delivery platforms (e.g. digital, virtual) for content which:
    - support the mission of the organization,
    - provide a larger audience with new resources
    - provide an additional source of income for ACDA.

- i. Evaluate and regularly monitor the financial status of the organization and make adjustments as needed to maintain transparency and solvency.
2. Ensure that the operational health of the organization is stabilized and improved through regular assessment, evaluation and planning.
  - a. Evaluate the current staff positions to define job responsibilities and identify any areas where reassignment or reorganization needs to occur.
  - b. Address staffing and technology needs in the areas of infrastructure and social media.
  - c. Evaluate internal and external organizational communication platforms (e.g., print publications, social media posts, emails, etc.) to:
    - establish norms that ensure consistency and clarity of ACDA messaging
    - create visual appeal and promote national/international brand recognition.
  - d. Continue regular staff meetings to keep communications flowing and provide support for one another.
3. Assist State and Region Chapters to assess their needs, build capacity, and become effective communicators with their constituents.
  - a. Schedule quarterly meetings with state and region leadership to:
    - communicate information
    - provide training
    - review structure/responsibility flow
    - coordinate special projects with Repertoire and Resources as well as other Standing Committees
  - b. Assist states and regions in planning events, especially with budgeting and legal documents.
  - c. Encourage states and regions to think creatively about conferences and the impact the organization could have on local communities.
  - d. Create resources for special local events and accomplishments that are highlighted and shared with membership.
4. Support the mission of Standing Committees to benefit their constituents.
  - a. Schedule quarterly meetings with Standing Committee chairs to:
    - communicate information
    - provide training
    - review structure/responsibility flow
  - b. Add a line item in the operations budget as seed money for committees to apply for and utilize to carry out committee goals.
  - c. Create and implement an application/reporting/assessment process to document and measure the effect of the committee project.
  - d. Encourage specialized workshops in Repertoire and Resources areas (similar to the Children's Retreat format) and other Standing Committee focus areas, either virtually or in-person.