

Strategic Framework

STRATEGIC OBJECTIVE	BACKGROUND & INTENT STATEMENT
<p>1 In partnership with and centering the voices of individuals and communities that have been marginalized because of race and ethnicity, Chorus America will use data-informed strategies to become more measurably inclusive, accessible, and equitable.</p>	<p>Historically, Chorus America’s membership has disproportionately been choruses that are majority White and White-led. This is most evident in previous survey research, such as the Impact Studies, and the demographics of participants at in-person and online events.</p> <p>In October 2020, in recognition of and allyship with the heightened focus on anti-racism throughout United States and Canada, the Board prioritized ADEI efforts for the near future primarily—but not exclusively—on addressing race and racism; knowing that the knowledge and experience gained will inform our more broadly defined ADEI activities.</p> <p>Advancing equity and inclusion throughout Chorus America is in alignment with our core values/guiding principles and has the potential for greater social, cultural, political, and human capital for the organization and the field. With this new Plan, we recognize that to do this, we need to gather input and data on our proposed actions by authentically involving the communities we intend to serve.</p>
<p>2 Through inclusive strategies and exchanges of ideas, Chorus America will nurture the skills and amplify the perspectives of emerging artistic and administrative choral leaders who will shape the future of our field.</p>	<p>Since its founding, a central tenet of Chorus America’s service to the field has been to provide professional opportunities and development for artistic and administrative leaders of all levels. A specific focus on emerging leaders will help to fill a gap in academic programs and prepare chorus leaders for lifetime careers. In accordance with our core values, expanding the diversity of identities represented by participants in these programs strengthens the programs’ impact and ultimately the field itself.</p>
<p>3 Sustain and build Chorus America’s human, financial, and operational resources, with a focus on building revenue streams, updating infrastructure to increase efficiency and better support online service and operations, while retaining and expanding high quality staff.</p>	<p>We are balancing several realities and opportunities as we work to broaden and strengthen our organization. During the pandemic, Chorus America saw a drop in earned revenue but received a significant increase in contributed operating income primarily due to short-term federal emergency funding. We now need to focus on sustaining and diversifying revenue streams—including growing earned revenue and major gifts. Also, the new Music Education Partnership Grants Program has enabled us to launch an important new area of service, with the potential to permanently expand our staff and strengthen internal operations.</p> <p>The shift to a far greater reliance on virtual interaction and online resources has created greater urgency to update the organization’s CRM systems and technology infrastructure. In the coming three years, we have exciting opportunities to make significant progress in each of these areas.</p> 