



CHORUS STRATEGIC PLANNING

Jennifer Cooke
June, 2020

MISSION/VISION

- Chorus Identity
- Chorus Goals and Ideals
- Chorus Buy-In
- SMART Goals
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Timely



WHAT DO
WE DO WELL

WHAT CAN
WE DO BETTER

WHAT DO WE DO WELL

WHY SELF-ASSESS?

In the context of your chorus mission/vision and goals, what does your chorus already do well?

- Chorus survey
- Board and Music Team self-evaluation
- Input from community partners
- Input from close non-members

LEADERSHIP ASSESSMENTS

WHY SELF ASSESS?

- reflect on your members' individual and shared responsibilities
- identify different perceptions and opinions among members
- determine areas of responsibility that need attention
- use the results as a springboard for improvement
- increase the level of teamwork
- clarify expectations
- clarify common objectives as well as ensuring that everyone abides by a shared vision
- demonstrate accountability as a serious organizational value

WHAT DO WE DO WELL

WHY SELF-
ASSESS?

In the context of your chorus mission/vision and goals, what does your chorus already do well?

- Chorus survey
- Board and Music Team self-evaluation
- Input from community partners
- Input from close non-members

LEADERSHIP
ASSESSMENTS

LEADERSHIP ASSESSMENT RESOURCES

<http://www.nwlink.com/~donclark/leader/survlead.html>

<http://leadership102-gower.weebly.com/uploads/1/6/1/9/16193964/critical-leadership-skills-survey.pdf>

<https://www.skillsyouneed.com/quiz/325444>

WHAT DO WE DO WELL

WHY SELF-ASSESS?

In the context of your chorus mission/vision and goals, what does your chorus already do well?

- Chorus survey
- Board and Music Team self-evaluation
- Input from community partners
- Input from close non-members

LEADERSHIP ASSESSMENTS

MISSION/VISION

- Chorus Identity
- Chorus Goals and Ideals
- Chorus Buy-In
- SMART Goals
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Timely



WHAT DO
WE DO WELL

WHAT CAN
WE DO BETTER

WHAT WE CAN DO BETTER

- Self-Evaluation as a guide
- Chorus survey
- Measure current goals against mission/ vision
- Measure current goals against SMART guidelines



MISSION/VISION

- Chorus Identity
- Chorus Goals and Ideals
- Chorus Buy-In
- SMART Goals
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Timely



WHAT DO
WE DO WELL

WHAT CAN
WE DO BETTER



CHORUS STRATEGIC PLANNING

Jennifer Cooke
June, 2020

OPPORTUNITIES

With SMART goals in mind . . .

- Training leadership
- Communication and member buy-in
- Keep policies and procedures current
- Establishing a culture of possibility thinking

TRAINING

MEMBERSHIP

TRAINING

Leadership Teams

- Unified expectations: mission/vision
- Leadership opportunities: clear delegation
- Freedom to fail: chorus culture
- Regular communication: from and to leads
- Outside resources: regional and international
- Follow-through: keep goals in mind
- Public endorsement: support from director and administration
- Levels of Delegation*
- Connection among all teams



OPPORTUNITIES

With SMART goals in mind . . .

- Training leadership
- Communication and member buy-in
- Keep policies and procedures current
- Establishing a culture of possibility thinking

TRAINING

MEMBERSHIP

MEMBER BUY-IN

- Goal-setting as a group effort and pledge
- Consensus - Fist to Five*
- Chorus survey - leadership opportunities*
- Continual team-building
- Safe, easy, and varied communication
 - CCC Box
 - Website Suggestion Box
 - Office Hours
 - Chorus Rehearsal Time



OPPORTUNITIES

With SMART goals in mind . . .

- Training leadership
- Communication and member buy-in
- Keep policies and procedures current
- Establishing a culture of possibility thinking

TRAINING

MEMBERSHIP



CHORUS STRATEGIC PLANNING

Jennifer Cooke
June, 2020

GOALS - MUSIC

Goals determine

- Musical direction
- Coaching
- Music choices
- Education



EDUCATION

COACHING

MUSIC

MAKING THE MOST OF COACHING

- Choose coaches that align with your goals as a chorus
- Communicate with coaches beforehand
- Make the most of funded visits
- Have a note-taker and record all sessions
- Designate a music-marker and distribute after session
- Listen to coaching session and plan next steps with music team
- Plan ahead for multiple rehearsals and communicate with members so expectations are clear.



GOALS - MUSIC

Goals determine

- Musical direction
- Coaching
- Music choices
- Education



EDUCATION

COACHING

MUSIC

CHOOSING MUSIC

- Contest music should be appropriate to the skill level of your chorus
 - When in doubt, ask!
- Show/performance repertoire
 - Varied in style and genre
 - Appeals to a wide audience
 - Within your chorus' skill set
 - Reflects the personality and identity of your chorus
 - Don't be afraid to throw it away



GOALS - MUSIC

Goals determine

- Musical direction
- Coaching
- Music choices
- Education



EDUCATION

COACHING

MUSIC

MUSICAL EDUCATION

- Be aware of your regional resources
 - Regional faculty
 - Funded visits
 - Coordinators
- Visit other choruses and observe coaching
- Partner with choruses to share educational expenses
- Directors and leadership should publicly pursue continuing education



GOALS - MUSIC

Goals determine

- Musical direction
- Coaching
- Music choices
- Education



EDUCATION

COACHING

MUSIC



CHORUS STRATEGIC PLANNING

Jennifer Cooke
June, 2020

NEXT STEPS

- Mission/Vision
- Evaluation
- SMART Goals
- Musical Direction
- Education



SMART
GOALS

MUSICAL
DIRECTION

EDUCATION

GOALS

- After self-assessment, determine where you are and where you want to be
- Get chorus consensus on SMART goals
 - This may take some time and conversation -- that's good. No rush!
- Categorize goals for each section of leadership: musical, administrative, etc.
- Post goals in many places with many different formats
- When in doubt, refer to goals (and, shift, if necessary!)

NEXT STEPS

- Mission/Vision
- Evaluation
- SMART Goals
- Musical Direction
- Education



SMART
GOALS

MUSICAL
DIRECTION

EDUCATION

MUSICAL DIRECTION

Based on SMART Goals

- Train leadership
- Choose music
- Plan coaching
- Plan regional faculty visits
- Create a "help" network

NEXT STEPS

- Mission/Vision
- Evaluation
- SMART Goals
- Musical Direction
- Education



SMART
GOALS

MUSICAL
DIRECTION

EDUCATION



EDUCATION

Based on SMART goals

- Plan chorus educational events
- Create team-building and musical education opportunities
- Self-evaluate and train leadership teams on a regular basis
- Utilize membership in various chorus roles

NEXT STEPS

- Mission/Vision
- Evaluation
- SMART Goals
- Musical Direction
- Education



SMART
GOALS

MUSICAL
DIRECTION

EDUCATION



CHORUS STRATEGIC PLANNING

Jennifer Cooke
June, 2020