



Strategic Plan 2010-2012

DEVELOPMENT OF STRATEGIC PLAN 2010-2012

The Singing Angels organization is committed to continual improvement of its world class program. As such, we follow several steps each year to enable us to review our program and set goals for the coming fiscal year. In March and April, we survey all stakeholders: our students and their families, staff, Board, Alumni and other sponsors about our entire program. The results of the survey are tabulated and summarized in a letter that is distributed to the entire Angel family. The survey results are also a major part of the annual Focus Group and Planning Session that is held each June. All stakeholders are invited to participate in this meeting. We review our accomplishments, discuss our problems, and set goals for the coming fiscal year. These Goals become our Strategic Plan for the Fiscal Year. Staff establishes specific objectives and initiatives for each Goal.

THE SINGING ANGELS

The Singing Angels, founded in 1964, is a registered 501(c)(3) non-profit dedicated to youth development through the highest level of artistic achievement in the performing arts. Proudly rooted in Cleveland, Ohio, and governed by a committed Board of Directors.

MISSION

To encourage, foster, and cultivate positive youth development by engaging youth from all communities in quality music and performing arts education that teaches discipline, builds confidence, and provides a foundation for life – Making Music, Making Friends, Making a Difference.

VISION

The Singing Angels is an inclusive, self-sustaining, and financially stable organization. The organization's capacity to attract and retain talented and dedicated youth, faculty, staff, and volunteers will mark it as the leader in using music to promote healthy bodies and minds for the youth it touches. Based on its renowned reputation for quality performances and for producing viable citizens for the world community, the organization will enjoy unsurpassed public visibility. Significant numbers of alumni—passionate in their conviction as to the value of The Singing Angels—will set new records in contributing their human and financial resources to the organization. As ambassadors of peace both at home and around the world, The Singing Angels will be recognized, quite simply, as the best performing youth chorus in the country.

CORE VALUES

The following core values will serve as guiding principles for The Singing Angels over the next five years:

Quality

By this we mean:

We have unwavering commitment to excellence in our musical performances.

We are dedicated to providing superior service to our customers.

We seek every opportunity to improve.

Integrity

By this we mean:

We are guided by the highest ethical standards.

We hold ourselves and each other accountable to the highest personal and professional standards.

We will never ask anyone to violate her/his sense of integrity.

Respect

By this we mean:

We recognize and uphold the dignity of each person in a spirit of love.

We do unto others as we would have them do unto us.

We add value by valuing others.

Diversity

By this we mean:

We strongly embrace the notion of inclusiveness.

We believe in the rich diversity and gifts of all people.

We constantly seek to understand others' heritage and culture.

Teamwork

By this we mean:

We look for and expect the best from each other.

We encourage and seek a commitment to shared goals.

We believe we accomplish our best performance through teamwork.

GOALS & STRATEGIES

Organizational Objectives

Strategic Objective 1: Increase Enrollment to Capacity

Measurement: Reserve Chorus and Performing Chorus enrollment would total 300 children and the Littlest Angels Training Chorus enrollment would be 30. Ideally, we will develop a waiting list.

Strategic Objective 2: Increase Fundraising

Measurement: Obtain one major sponsor for 3 to 5 year commitment; Increase outside grants over prior fiscal year; Increase corporate sponsors over prior fiscal year; Establish an up to date Alumni database.

Management Objectives

Strategic Objective 1: Budget Preparation FY 2010

Measurements: Implement budget

Strategic Objective 2: Financial Management and Internal Controls

Measurements: Up to date policy manual

Strategic Objective 3: Data Management

Measurements: Establish metrics for all key pieces of organizational data.

Program Objectives

Strategic Objective 1: Improve Program and Customer Service

Measurement: Feedback from students, parents, and other stakeholders.

Strategic Objective 2: Capacity Building to Improve Communication

Measurement: Ability to use current technologies to communicate with our customers and clients