



2022-2025 STRATEGIC PLAN

The purpose of this Strategic Plan is to provide a guide for the next three years to continue to elevate the presence and purpose of the organization and to sustain the upward trajectory of the Stockton Chorale for future generations.

The Strategic Plan is a living document with the Board's commitment to review and evaluate our progress on a consistent basis.

This document is the collective work of the Board of Directors and Artistic Staff.

2021-2022 BOARD OF DIRECTORS

Mark Calonico, Board President
Linda Luna, Vice President
Tim Miller, Secretary
Katy Marconi, Treasurer
Jennifer Alcover, Member
Rex Hamilton, Member
Yvette Quintana, Member
Dr. Rommel Bal, Community Member
Van Ha To-Cowell, Community Member
Doug Wilhoit, Community Member
Dan Wright, Community Member

2021-2022 ARTISTIC STAFF

Dr. Bruce Southard, Artistic Director and Conductor (Stockton and Master Chorales)
Joan Calonico, Conductor (Stockton Youth Chorale & Valley Youth A Cappella)
Ricardo Campero, Conductor (Stockton Singers)
Michael Hernandez, Assistant Conductor

OUR MISSION STATEMENT

- To inspire joy and enrich our community through choral music.

OUR CORE VALUES

- We believe choral singing joins people in musical and social harmony and thereby elevates our members and audiences, spiritually and ethically.
- We strive to bring the diverse community together, by promoting a mental state of eternal joy and optimism, through the songs and music we share.
- We value participation of singers regardless of age or skill level.
- We value performing a wide variety of choral music including traditionally underrepresented genres.

OUR PARAMETERS

The following statements represent the organization's commitment in demonstrating elevated and ethical behaviors in order to focus on the health and progress of the Stockton Chorale. We believe each statement represents equal value. Accordingly, we adopt and endorse the following statements for our individual and collective behavior:

- We will make decisions based on what is best in moving the organization forward into progress and into the future.
- We commit to thoughtful planning and inclusion of all stakeholders, including programming, outreach, and equitable access representative of the diversity and cultures in our community.
- We commit to living as a caring and cohesive organization through a system of support for all ensembles.
- We will always provide our community with high quality service and performances which are physically and emotionally safe environments.
- We expect members to use behavior or language that builds dignity and worth of any individual or group.
- We will focus our resources and efforts on fulfilling our mission and objectives.

OUR STRATEGIC GOALS

1.0 MUSICAL PERFORMANCE

We will produce high quality musical performances that acknowledge and honor the history, culture, and diversity of our community and share them as widely as possible.

2.0 SINGER SUPPORT SYSTEM

A system of support for singers is to continue the growth for excellence of the Stockton Chorale and the ability to attract and retain musicians in producing performances of the highest quality.

3.0 COMMUNITY AND OUTREACH

The Chorale will have an established presence in the community.

4.0 FISCAL GROWTH AND SUSTAINABILITY

The Board will demonstrate visionary and strategic leadership over the financial resources and sustainability of the Chorale.

OUR STRATEGIC GOALS AND ACTION STEPS

1.0 MUSICAL PERFORMANCE

We will produce high quality musical performances that acknowledge and honor the history, culture, and diversity of our community and share them as widely as possible.

- 1.1 We will focus our recruitment efforts to increase the diversity and cultural proficiency of our membership.
- 1.2 Concert programming will demonstrate an increase in diversity of composers and balance of historical content and musical genre/origin.
- 1.3 We will increase Chorale presence and performances.
- 1.4 We will foster and create a welcoming environment for all singers in all ensembles.

2.0 SINGER SUPPORT SYSTEM

A system of support for singers is to continue the growth for excellence of the Stockton Chorale and the ability to attract and retain musicians in producing performances of the highest quality.

- 2.1 We will build a community that is welcoming to all and demonstrate a willingness to learn more about the world around us.
- 2.2 We will create and implement a system of support for all members of the Chorale.

3.0 COMMUNITY AND OUTREACH

The Chorale will have an established presence in the community that is inclusive of the past, present and future.

- 3.1 We will partner with our local communities and organizations to increase the Chorale's presence in local events and celebrations.
- 3.2 We will brand our presence to represent both our past and future.

4.0 FISCAL GROWTH AND SUSTAINABILITY

The Board will demonstrate visionary and strategic leadership over the financial resources and sustainability of the Chorale.

- 4.1 The Board supports the artistic direction while maintaining financial viability.
- 4.2 The Chorale and Board of Directors will demonstrate a responsiveness to change and growth for the sustainability and future of the organization.