

Hawaii Youth Symphony Strategic Plan

2008-2013



Hawaii Youth Symphony



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Message from the Board of Directors

Dear HYS Stakeholder,

Recognizing the Hawaii Youth Symphony is in its strongest position ever, we have undertaken a thorough review of our operations and programming and are pooling our current resources and strengths to plan for the vitality of HYS's future.

The following strategic plan was adopted to guide the organization's efforts over the next five years. It requires bold, proactive steps to sustain the longevity of HYS's programs and carve the brightest possible future for Hawaii's young musicians.

Music, especially orchestral music, is universal, timeless and enduring. Hawaii and its young people deserve an organization that can carry forth the values, the discipline and other lifelong skills inherent to studying orchestral music.

Demand for HYS's services has been steadily rising over recent years. During these times when funding for in-school arts programs is being redirected to other areas, and audiences are shrinking for symphonic music, HYS must reinforce its efforts to develop and sustain

programs that will ensure steady, if not increasing, interest well into the future.

We hope you will read through our plan and find that we are moving in the right direction. Questions may be directed to any of us or to Executive Director Selena Ching.

This is an exciting era for HYS. We thank you for your confidence and support, and look forward to continuing to serve our dynamic music community in the years ahead. Mahalo.



Our Mission

The **Hawaii Youth Symphony** advances the critical links among music study, academic achievement and positive growth and development by creating programs for young people to experience the intrinsic value of music through orchestral music education, performance opportunities with high standards, and community service projects.

Our Vision

HYS envisions a Hawaii where every young person can experience the timeless value of music, and any interested student can learn to play a musical instrument.

Our Core Values

LIFELONG LEARNING

HYS unites hundreds of students, regardless of financial standing, from different schools, cultural backgrounds and socio-economic conditions around the creation of high-quality music. HYS students gain more than growth in music; they attain skills for lifelong learning. The demands of weekly rehearsals and multiple performances encourage **responsibility, organization, commitment, self-confidence, poise and teamwork**. They necessitate an **ability to listen** to others to achieve a common goal, personal **discipline** and **dedication**.

MUSICAL EXCELLENCE

HYS provides arts education based on musical excellence by offering young people progressive opportunities to study orchestral music under the tutelage of high-quality educators. A significant part of HYS's quest for excellence includes holding its students to a high degree of professionalism. Participating students are re-

quired to attend regular rehearsals and are held to a similar standard of a professional workplace whereby students must take responsibility for their absences/tardiness and understand the consequences. As part of its professional expectations agreement, HYS creates professionally-produced concerts to showcase the hard work and efforts of its students in the finest possible settings.

Lifelong Learning
Musical Excellence
Community Service
A Future for Music

COMMUNITY SERVICE

HYS's orchestras perform an average of 24 concerts statewide per year. All are open to the public, and half of them are offered free-of-charge, including multiple Listen & Learn edu-

cational concerts for 10,000 students. HYS firmly believes in making quality music accessible to our communities, especially our children. Community concerts not only allow HYS to showcase its young musicians, they also instill in performing youth a sense of **civic responsibility** and the value of **service-learning**. HYS takes its music to underserved populations including areas on the neighbor islands, convalescent and retirement homes and community health and human services facilities.

A FUTURE FOR MUSIC

By continuing its 40-year tradition of musical excellence, HYS ensures there will be a future for music by cultivating an enduring passion for music in its students, training prospective professional musicians and providing high-quality concerts to develop new generations of audiences and appreciation for music.



Five Strategic Priorities



1. Implement and sustain consistent, high-quality, accessible programming that ensures a comprehensive music education spectrum. The continuum

is designed to recruit and flow naturally from the absolute beginner to the most accomplished student musician.

PROGRAM DESCRIPTION

Building the foundation: building beginner interest

-Recognizing that the String Program is the foundation for the Symphony Orchestras, increase participation in program to ensure continual pool of strong strings candidates to feed into

Symphony Orchestras

-Focus on building awareness of program throughout the community, especially with elementary school educators.

-Evaluate summer String Program

-Establish a beginner-intermediate winds program that reaches out to new pools of students who may not have music programs in their schools or may not feel comfortable participating in school programs.

Climbing to the highest level of achievement: Reposition the orchestras within the Symphony Orchestra Program to ensure optimal learning and a logical, progressive flow from

one orchestra to the next.

-Concert Orchestra: The Introductory Symphony where students are introduced to different families of instruments, symphony protocol, symphony repertoire, etc. Students learn to come together as a 100-person ensemble and work on classical repertoire that they cannot get elsewhere.

-Youth Symphony II: The Growth Symphony is the training ground for students who decide to seriously play symphonic music. It is the orchestra where students are stretched the furthest and grow the most to become highly accomplished musicians. Students focus on discipline, commitment and drive for symphony music.

Five Strategic Priorities (continued)

-Youth Symphony I: The Showcase Symphony where students are already highly accomplished and focus on the nuances of music. Play professional-level music. Students enter with a strong drive to play orchestral music and are pushed to the next level.

STRENGTHEN INFRASTRUCTURE

-Update job descriptions for all music staff, including Music Director, and conduct regular staff evaluations.

-Gaining through supplemental programs: Determine whether supplemental programs complement the music education spectrum.

-Ensure complete accessibility to HYS programs, regardless of student's socio-economic standing or geographic location, through a robust financial aid program.

-Construct an evaluation plan to measure customer service and develop methods of improvement to drive customer satisfaction, whether the customer is a student, family, audience member or other HYS stakeholder.

-Forge a succession plan to ensure smooth transitions for key music staff with varying readiness timelines.



II. Strengthen the organizational capacity of HYS staff and board to enable them to carry the organization effectively, securely and confidently through the next decade.

STAFF

-Technology optimization by all staff as an efficient means of operations as well as a means to find cost-savings.

-Annual evaluations to ensure all staff are not only meeting their job

requirements but are committed to the goals, mission and direction of the organization and are contributing to the best of their ability.

-Enable professional development for staff.

-Increase fundraising capacity, including establishment of a planned giving program.

BOARD OF DIRECTORS

-Develop a board with the fundraising strength needed to sustain the organization.

-Articulate clear criteria for board members with expectations.

-Develop a recruitment plan to ensure diversity and effectiveness of governing group.

-Develop criteria for board evaluations on a group effectiveness and individual basis.



development.

-Develop a plan for Board succession and leadership

III. Build a strong community around HYS to ensure a vital future for the organization and future young musicians.

-Foster collaborations with other organizations to increase exposure of HYS and open opportunities for innovative programming.

-Cultivate HYS alumni, reintroduce them to HYS and utilize skills of this group to further the mission of HYS.

-Develop and maintain strong ties with music educators and professional musicians who serve as mentors, teachers, ambassadors for HYS.

HACY

Hawai'i Arts Center for Youth HYS.

-Continually improve communications and HYS's brand through a public relations and marketing plan.

IV. Develop a "home" for HYS that secures its future and mitigates the continual search for adequate rehearsal, administrative and performance space.

-Strategize and implement plans to build a Hawaii Arts Center for Youth (HACY), a collaborative project that includes arts education organizations that provide a spectrum of performing arts training.



-Engage experts to conduct studies to support the project and ensure its sustainability.

-Work with the community to build support for HACY .

V. Provide service and outreach opportunities that not only reach underserved populations with limited access to music but also instill the value of community service in HYS students.

-Develop and grow the free Listen & Learn educational concerts for ten thousand school children on Oahu and neighbor islands.

-Ensure delivery of free, high-quality community concerts at pedestrian venues like shopping malls and at concert settings on the neighbor islands.

-Bring music to those unable to access it themselves. Evaluate capacity to provide free Chamber Music Concerts for smaller venues such as convalescent homes, hospitals, community centers and other venues with underserved populations unable to visit a formal concert setting.

-Look for ways to ensure accessibility to any HYS concert for elderly and people living with disabilities.

Hawaii Youth Symphony

Planning 
a future for our
young musicians

Music has a power of forming character, and should
therefore be introduced into the education of the young.
Aristotle



Hawaii Youth Symphony

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