

**CHORUS AMERICA  
STRATEGIC PLAN 2017**

**Vision**

The transformation of communities through the power of singing together.

**Mission**

Chorus America empowers singing ensembles to create vibrant communities and effect meaningful change by offering services that promote artistic achievement, organizational strength, and advocacy.

**Values**

Our strategic planning process was informed by the following organizational values.

- Artistic fulfillment
- Collaboration, participation, and community engagement
- Effective management and governance
- Advocacy
- Diversity, equity, inclusion, and access
- Innovation
- Education and lifelong learning
- Research and data
- Service to others

**Positioning Statement**

Chorus America strengthens choruses by providing their leaders with information, research, leadership development, professional training, and advocacy resources, which help them deliver the best possible contributions to their communities and to the choral art.

Chorus America provides invaluable news, resources, and expertise delivered in various accessible ways.

Chorus America's hallmark is creating learning environments and networking opportunities that are friendly, collegial, welcoming, and encouraging, and that bring professionals and volunteers together in order to facilitate valuable information exchange and shared goals.

Chorus America speaks with a strong and unified voice to increase recognition of singing together as an essential part of society, health-promoting activity, and a valuable means of community engagement.

## Organizational Goals

- Goal One: Strengthen the capacity of choruses and choral artists to consistently achieve their missions.
- Goal Two: Be the primary source of information on the choral field, and a spokesperson and leading advocate for the impact of singing communities.
- Goal Three: Advocate for and promote strategies to ensure all children have access to music education and to encourage lifelong singing for people of all ages.
- Goal Four: Promote and demonstrate progress in addressing issues of diversity, equity, inclusion, and access.
- Goal Five: Increase Chorus America's capacity to accomplish its goals and model best practices to ensure effective management, operations, and governance.

## Diversity, Equity, Inclusion, and Access Definitions

As Chorus America strives to advance our commitment to diversity, equity, inclusion, and access, we will base our work on the following definitions, sourced from *artEquity.org* unless otherwise noted.

- **Diversity** is the extent to which an organization has people from diverse backgrounds represented throughout. It is recognition of individual differences. These differences can be along the dimensions of race, ethnicity, age, gender, gender identify, gender expression, sexual orientation, physical abilities, nationality, language, religious beliefs, and socioeconomic background and other areas of identity.
- **Equity** is the systems, protocols, practices, and policies that allow everyone to be treated fairly within an organization. Equity is the implementation of processes and actions that produce outcomes that are fair and just.
- **Inclusion** is the active, intentional, and ongoing engagement of the diversity of an organization and its organizational culture in order to create equal access, well-being, and a sense of belonging for all members of the organization. Inclusion is closely tied to the culture of an organization.
- **Access** is the ways in which arts organizations provide equal and equitable opportunities for people to take full advantage of participating in arts experiences and creating art. Factors such as race, religion, gender, sexual orientation, disability, English-language ability, and family income or educational-attainment levels—in addition to factors such as relative community affluence, or geographical location—may contribute to certain people having less access than others. [Derived from *edglossary.org*]