

**Greenville Symphony Association
Strategic Plan FY 26 - FY 30**



Vision

The Greenville Symphony is an orchestra without barriers, inspiring and connecting all through the power of the shared experience of music.

Values

As board, musicians, and staff, each member of our organization is accountable for being guided by these values as they work in service of the Greenville Symphony.

EXCELLENCE is demonstrated through high artistic standards, fiscal responsibility, and acting with integrity in all that we do.

INNOVATION means acting with courage and creativity to address challenges and being willing take risks as we develop and implement a bold vision for music in our community.

CONNECTION is what happens when we share the joy of music as a community.

- We connect to community by ensuring high-quality music is accessible for everyone.
- We connect to community through collaboration and work to form strong partnerships that expand our reach.
- We connect to community through life-long learning, committing not only to educating ourselves, but offering access to music education for people of all ages and backgrounds.

STRATEGIC PRIORITIES

Ensure financial sustainability

Expand our geographical footprint

Prioritize collaborative programs and co-creation initiatives

Optimize the use of our building

Become an integral part of community celebration and commemoration, proactive participants in touchstone moments for our region

Fill the gaps in music learning programs for youth

Nurture a culture of joy, exploration, and connection in our organization

Develop adult education and engagement programs and materials

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Measuring our Success through 2030

STRATEGIC PRIORITIES	DESIRED OUTCOMES	KEY PERFORMANCE INDICATORS
<ul style="list-style-type: none"> • Ensure financial sustainability • Expand our geographical footprint • Prioritize collaborative programs and co-creation initiatives • Become an integral part of community celebration and commemoration, proactive participants in touchstone moments for our region • Nurture a culture of joy, exploration, and connection in our organization • Develop adult education and engagement programs and materials 	Increase in engaged stakeholders	<ul style="list-style-type: none"> • 30% increase in contributed revenue; 5% in FY 26 • 25% increase in number of individual donors • 30% increase in repeat attendance • Board, musician, staff, and audience surveys reflect increased sense of satisfaction and connection year over year • Develop one new revenue-generating product line, goal to launch in FY 27
<ul style="list-style-type: none"> • Expand our geographical footprint • Develop adult education and engagement programs and materials • Become the backbone of community celebration and commemoration, proactive participants in touchstone moments for our region 	Measurable expansion beyond the City of Greenville	<ul style="list-style-type: none"> • Develop a presence in Southern Greenville County (Simpsonville, Fountain Inn) • Develop a presence in Northern Greenville County (Travelers Rest, Greer, Taylors) • 25% increase in ticket sales from these zip codes • Develop a presence in Greenville community centers • Explore and vet additional venue opportunities for ticketed performances
Optimize our office space in service of our mission	Optimize our office space in service of our mission	<ul style="list-style-type: none"> • Explore the potential and implement a plan for optimizing our office building by the end of FY 27
Fill the gaps in music learning programs for youth	Increase in youth served	<ul style="list-style-type: none"> • Increase EdReach to serve 15 middle schools; 3 in FY 26 • 20% increase: approximately 5,700 children

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YEAR ONE ACTIONS: Fiscal Year 2026

Staff will guide the execution of the tactics. This is a draft of the operational plan for the 2025-2026 season, provided to offer a sense of the work that is in development and is reflected in the operating budget. Operational plans are flexible and will shift as the year goes on.

Strategic Priority: Expand our Geographical Footprint

TACTIC	RESPONSIBILITY	2025-2026 TARGET	TIME HORIZON
Hotel Hartness Series	Staff/Community Partner	East GVL County	2 concerts, fall and spring
Gunter Theatre Series Run-Out	Staff/Community Partner	Simpsonville, Clemson	2 concerts, fall, summer
Summer Lollipops at Phyllis Wheatley Center	Staff/Community Partner	Underserved neighborhood	1-2 concerts, summer
Implement Panel Discussion Series	Staff/Board	Travelers Rest, among others	2-3 throughout season

Strategic Priority: Collaboration and Co-Creation Initiatives

TACTIC	RESPONSIBILITY	2025-2026 TARGET	TIME HORIZON
Dicey Langston Project	Staff/Board committees	Co-creation and collaboration project with Greenville County Girls, local composer and narrator.	August-April
Porgy and Bess: African American Community Choir	Staff/Board committee/Community Partner	This is a co-creation initiative with church musicians in Greenville	March-May
Implement Panel Discussion Series	Staff/Board	All panel discussions include voices from other organizations and represent collaborative relationships	2-3 throughout season

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Strategic Priority: Optimize the use of our building in service of our mission

TACTIC	RESPONSIBILITY	2025-2026 TARGET	TIME HORIZON
Form taskforce to investigate options for renovation	Board	Task force meets 2-3 times during the season	Develop a work plan for FY 27 by end of FY 26

Strategic Priority: Become an integral part of community celebration and commemoration, proactive participants in touchstone moments for our region

TACTIC	RESPONSIBILITY	2025-2026 TARGET	TIME HORIZON
Perform free concert July 4, 2026	Staff/Board/Community Partner	Solo engagement as part of the city's Semiquincentennial celebrations	Planning August-June
Perform at Travelers Rest Dicey Langston monument unveiling	Staff/Board committee/Community Partner		Planning August-June
Meet with Euphoria team	Staff/Board committee/Community Partner	Discuss possibilities and develop a plan for the GSO to appear in this festival	Develop a plan for FY 27 by end of FY 26
Create a list of community celebrations/commemorations	Board committee	Research and develop list for consideration	Complete list by end of FY 26

Strategic Priority: Fill the gaps in music learning programs for youth

TACTIC	RESPONSIBILITY	2025-2026 TARGET	TIME HORIZON
Add salaried trumpet and trombone to create additional ensemble for education	Staff	Form brass trio	June FY 26
Develop middle school program	Staff	3 schools (15 total by end of 2030)	August-May

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Strategic Priority: Nurture a culture of joy, exploration, and connection in our organization

TACTIC	RESPONSIBILITY	2025-2026 TARGET	TIME HORIZON
Box Lunch with Lee event focused on the world of orchestral auditions, creating an interactive experience	Staff/Board committee	25-50 attendees	1 event in 2025-2026 season
New on-boarding materials for directors specific to orchestra boards	Staff/Board committee	Distribute book: What Orchestra Newcomers Need to Know	June-July FY 26
Discussion-focused board meetings	Board leadership	Build in time and develop topics for strategic discussion in each board meeting	September-May FY 26

Strategic Priority: Develop adult education and engagement programs and materials

TACTIC	RESPONSIBILITY	2025-2026 TARGET	TIME HORIZON
Implement Panel Discussion Series	Staff/Board committee/Community Partner	2-3 events	2-3 throughout season
Create a list of venues and organizations to host programming	Board committees	Comprehensive list with contacts	Complete list by end of FY 26
Box Lunch with Lee event focused on the world of orchestral auditions, creating an interactive experience	Staff/Board committee	1 event; 25-50 attendees	1 event in 2025-2026 season
From the Stage to the Page tour	Staff/Board committee	2-3 events across the region	2-3 events, summer/fall