About the Children’s Chorus of Greater Dallas

Founded in 1996, the Children’s Chorus of Greater Dallas (CCGD) is one of America’s largest and most prestigious youth choral programs, and serves as the official children’s chorus of the Dallas Symphony Orchestra. Under the leadership of Artistic Director Cynthia Nott, CCGD is dedicated to providing Dallas-area young people with opportunities to study and perform choral music at the highest level of artistic excellence, in a group that reflects the region’s ethnic and economic diversity. CCGD’s eight choral ensembles serve more than 500 children and teens in grades 4-12, drawn from 54 communities throughout a 33-mile radius of downtown Dallas. Approximately 4,500 patrons annually attend CCGD’s Deloitte Concert Series, held at Dallas’ world-class Morton H. Meyerson Symphony Center. Each season, through ancillary regional performances, national and international tours, and community engagement initiatives, CCGD brings the enrichment of choral music to up to 30,000 additional children, youth, and adults.

Founded by eight Dallas musicians, CCGD was conceived to provide area youth with a forum to excel as choral musicians in their own right and to serve as a quality resource for the Dallas music community. Hailed by Dallas Symphony Music Director Jaap van Zweden as “…one of the best [children’s choruses] I’ve ever heard,” CCGD enjoys a reputation for artistic excellence within the classical music community as well as among audiences at home and abroad. In addition to appearing regularly with the Dallas Symphony Orchestra since 1997, CCGD has performed locally alongside the Dallas Bach Society, the Dallas Wind Symphony, the Orpheus Chamber Singers, the Greater Dallas Youth Orchestra, and more. CCGD’s tours have resulted in performances in such prestigious venues as New York’s Carnegie Hall, Chicago’s Symphony Center, St. Peter’s Basilica in Rome, and the Cathedral of Notre Dame in Paris.
Process

In August 2015, CCGD embarked on a nine-month strategic planning process led by CCGD Vice Chair and Strategy Chair Kelly Herod, a Principal at Deloitte Consulting LLP. During a series of retreats, CCGD’s Board of Directors and administrative and artistic staff undertook a comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the organization, collaboratively engaged in visioning and goal-setting exercises, and developed a draft five-year plan. CCGD then solicited and incorporated feedback on this draft from a broad range of stakeholders including alumni, former and current CCGD parents, corporate and individual donors, CCGD founders, and community leaders. This resulting Strategic Plan was formally adopted by CCGD’s Board on May 20, 2016, and establishes the overarching goals to guide the Chorus’s work through 2021.

2015-16 Season Board of Directors

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Strategic Plan

Vision
CCGD is committed to nurturing the singer who lives inside every child. Through an outstanding continuum of training and performance programs, school- and community-based outreach initiatives, and professional development for music educators, CCGD ensures children and youth of all backgrounds have quality opportunities to participate in choral music and cultivate their voices as artists, people, and citizens of the world.

Mission
To provide Dallas-area young people the experience of artistry and excellence through choral singing in a group that reflects the area’s diversity.

Strategic Objectives
1. To maintain the highest level of artistic excellence while representing and engaging greater Dallas’s diverse community.
2. To raise CCGD’s local profile as one of the Dallas area’s unique cultural assets.
3. To ensure the operational independence and organizational resources for a vibrant CCGD future.
Strategic Objective

*To maintain the highest level of artistic excellence while representing and engaging greater Dallas’s diverse community.*

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<th>Goals</th>
<th>Strategies</th>
<th>Outcomes</th>
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| Ensure that all Downtown Chorus ensembles perform without artistic limitations. | Develop and implement marketing plan to:  
   - Increase number of male singers.  
   - Increase high school enrollment.  
   - Increase singer retention rate. | All choruses are at capacity enrollment and Youth Chorus has equal mix of young men and women. |
| Leverage expertise of artistic staff as a resource for local music educators. | Develop and launch music educator affinity program. | Local music teachers are aware of CCGD’s programs and become active CCGD advocates. |
| Provide CCGD students with access to a complete choral music education. | Expand CCGD’s programs to include:  
   - Individualized in-rehearsal vocal coaching.  
   - Summer camp for current singers.  
   - Training program preparing students for Downtown Chorus.  
   - Music Literacy program.  
   - Advanced children’s chamber chorus. | CCGD’s singers become more well rounded musicians, further raising the artistic caliber of CCGD’s ensembles.  
The children’s chamber chorus enables CCGD to pursue an expanded variety of performance opportunities. |
| Expand geographic reach by providing programming in communities not currently served by CCGD. | Expand CCGD’s programs to include:  
   - Outreach Chorus serving multiple school districts.  
   - Satellite Summer Singing Camp  
   - Adopt-A-School program | CCGD engages children across all areas of Greater Dallas. |
| Ensure CCGD’s Downtown Chorus program reflects the diversity of the Greater Dallas metro area | Increase number of Hispanic and African American participants by:  
   - Advertising CCGD’s programs in relevant publications.  
   - Forging relationships with major community influencers.  
   - Utilizing Outreach Chorus and Sing Out! concerts to reach these constituencies.  
   - Leveraging expansion of CCGD’s educational programming to engage diverse participants. | CCGD represents the region’s full ethnic and socioeconomic spectrum and serves as a model of inclusivity among Dallas arts groups. |
## Strategic Objective

*To raise CCGD’s local profile as one of the Dallas area’s unique cultural assets.*

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<td>Increase the general public’s awareness of CCGD.</td>
<td>Explore performance opportunities that will reach new audiences. These performances should: - Provide large built-in audiences, - Be promoted by CCGD, - Reduce barriers to entry, and - Include Dallas Arts District venues annually. Develop a public relations strategy and form relationships with local media. Increase marketing budget to allow for additional radio, television, online, and print advertising.</td>
<td>CCGD is widely recognized as the premier children’s chorus in Greater Dallas. CCGD achieves brand awareness on the level of other high profile Dallas-area arts organizations.</td>
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<td>Leverage strategic partnerships to expand CCGD’s visibility throughout Greater Dallas.</td>
<td>Proactively seek opportunities to collaborate with fellow cultural groups and other community partners. Raise awareness of CCGD as a resource for collaborative programming.</td>
<td>A wide range of community organizations regularly seek to partner with CCGD. Partnerships are initiated with appropriate lead-time for effective planning and implementation.</td>
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<td>Increase awareness of CCGD and its programs among city officials.</td>
<td>Senior staff to meet with city council members and key city staff biennially. Senior staff becomes active members of the Dallas Area Cultural Advocacy Coalition. Engage Board and parents in advocacy activities. CCGD to explore performance opportunities at City of Dallas events.</td>
<td>All city officials are aware of CCGD and become active advocates for the Chorus and its programs.</td>
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## Strategic Objective

*To ensure the operational independence and organizational resources for a vibrant CCGD future.*

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<td>Decrease reliance upon in-kind donors for rehearsal space.</td>
<td>Secure CCGD-controlled rehearsal venue.</td>
<td>CCGD is able to increase number of choruses and program offerings.</td>
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<td>Decrease annual reliance on contributed revenue from Gala.</td>
<td>Increase number of individual major gifts and corporate sponsorships. Cultivate relationships with major foundations and increase grant funding.</td>
<td>Gala revenue benefits CCGD’s Endowment Fund instead of the Annual Fund.</td>
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<td>Establish new contributed income streams.</td>
<td>Implement planned giving campaign. Establish a preliminary plan for an endowment campaign.</td>
<td>CCGD has sufficient revenue to sustain existing programming, support future growth, and ensure short- and long-term fiscal stability.</td>
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<td>Decrease donor attrition when students leave the program.</td>
<td>Develop processes and channel to maintain contact with alumni. Incorporate alumni into the concert experience. Develop alumni section of website. Explore alumni-specific programming.</td>
<td>CCGD alumni and their parents continue to value the CCGD experience and remain active stakeholders in the organization.</td>
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<td>Secure the necessary infrastructure to ensure that CCGD remains a thriving organization well into the future.</td>
<td>Implement succession plans for organizational leadership. Actively identify and fill gaps in staff capacity as CCGD continues to evolve. Offer competitive salaries and benefits to promote staff retention and attract high-caliber talent.</td>
<td>CCGD has the leadership and personnel resources to successfully achieve the goals of its Strategic Plan, sustain its expanded activities, and pursue further growth. CCGD continues to attract, employ, and retain outstanding artists and administrators.</td>
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