



**THIS IS**

**esyjo**

2020 STRATEGIC PLAN: A VISION FOR  **MUSICAL EXCELLENCE**



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**EXCELLENCE THROUGH MUSIC**

## DEAR FRIENDS,

After almost four decades, we can reflect with pride on the extraordinary experience we have offered so many talented young musicians throughout the years. We can also look ahead to an exciting future shaped by a passionately dedicated staff, engaged stakeholders and a vibrant arts community.

Since 2013 Empire State Youth Orchestra (ESYO) membership has swelled from 320 students to more than 500 and the number of performing ensembles has risen from nine to 10. During this time we launched ESYO CHIME and added a wind and brass chamber program for middle schoolers. ESYO now engages youth, ages six-18, from our inner cities and affluent suburbs through music, guided by outstanding teaching artists, performers and conductors.

With membership expanded to include younger children and the creation of new pathways to pursue excellence, we must secure additional resources to continue to be musically daring and provide exceptional opportunities for all our musicians. This strategic plan is our roadmap forward. Informed by a broad cross-section of community partners, staff, board, alumni, members and supporters, this plan sets forth our 2020 vision. On behalf of the Board of Directors and staff, we invite you to peruse the plan and share in our excitement about next steps. Join us in helping make our ambitious vision a reality.



REBECCA CALOS  
EXECUTIVE DIRECTOR



HELEN CHA-PYO  
MUSIC DIRECTOR





EMPIRE STATE YOUTH ORCHESTRA CHALLENGES AND INSPIRES YOUNG PEOPLE TO ACHIEVE EXCELLENCE THROUGH MUSIC IN A RIGOROUS LEARNING ENVIRONMENT LEADING TO HIGH-LEVEL PERFORMANCE OPPORTUNITIES.

## OUR VALUES

**Musical excellence** as a joyful pursuit and a pathway to personal excellence

**Access** to enriched music education regardless of socioeconomic barriers

**Collaboration** among members & ensembles, with supporting schools & community partners

**Community** as an opportunity to engage, grow and give back

## OUR VISION

**Facilitate** skill development for the 21st century

**Nourish** a new generation of leaders in the arts and society

**Inspire** lifelong stewardship of our shared musical treasures

**Create** a sustainable model to expand access to music education

**Promote** the use of music as an agent of social change



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# A JOYFUL PURSUIT OF MUSICAL EXCELLENCE

The pursuit of excellence is transformational. That pursuit—pushing boundaries, brushing up against one's limits, at last breaking through only to reach still further—creates an experience that builds character and self-awareness and cultivates a growth mindset. Empire State Youth Orchestra has remained committed to providing a rich musical environment for talented youth to explore their potential alongside like-minded peers, drawing inspiration from outstanding teaching artists, coaches and conductors. ESYO is “serious fun.”

ESYO has nearly doubled in size over the past three years with an increasingly diverse membership that now spans ages six to 18. This dynamic growth is a testament to ESYO's powerful vision and our supporters' enthusiastic allegiance. While exciting, such growth demands conscientious stewardship.

ESYO's new strategic plan will ensure we continue to be musically daring while providing exceptional opportunities for our expanded membership. ESYO will cultivate musical excellence within a rigorous environment by providing meaningful music opportunities that stretch and challenge our membership, by strengthening the continuity and integrity of our core program, and by building an awareness of the broader world of music.

## IN PURSUIT OF EXCELLENCE WE WILL...

- Offer **enriching experiences** drawing on the inspiration and expertise of a talented artistic staff
- Cultivate **partnerships** that will yield extraordinary opportunities for our members
- Map a **scope and sequence** that defines ESYO's progressive program
- Develop a robust and sustainable **program evaluation** process
- Launch an annual **presenter series** on higher education, camps, festivals, competitions, and musical careers
- Recruit **alumni mentors** to provide insight to the next generation of ESYO musicians



# A JOYFUL PURSUIT **FOR ALL**

ESYO seeks to create outstanding youth music ensembles that are as diverse as the communities they inspire. We want to give ESYO musicians the freedom to pursue excellence within an environment that defies any one economic label.

In 2015, ESYO created the CHIME program to provide young musicians who live in economically distressed communities equal opportunity to develop their talent. Free daily music making allows for accelerated skill development and cultivates 21st century skills such as creativity, critical thinking and collaboration.

ESYO CHIME launched with 40 children at Yates Elementary School in Schenectady. Beginning fall 2017, ESYO CHIME in Schenectady will serve more than 110 children, grades one through eight, in Yates and Van Corlaer elementary schools and the recently unveiled Adeline Graham Theatrical Training and Innovation Center at Proctors. Beyond eighth grade, ESYO will provide private instruction, instrument subsidies, and tuition scholarships for students who successfully matriculate into an ESYO performing ensemble. CHIME in Schenectady will serve as a model for similar programs in Troy and eventually, in Albany. The first phase of CHIME in Troy will launch in spring 2018 with a cohort of 30 elementary students.

## IN PURSUIT OF EXCELLENCE WE WILL...

- **Sustain CHIME's** strategic growth through intensive resource development
- Expand **financial aid** to include assistance for private lessons, instruments, and camps
- Form a network of private teachers willing to provide **subsidized lessons** for musicians in need
- Increase **diversity** through targeted recruitment
- Present seasonal introductory workshops on **“endangered” instruments** to increase awareness and recruit new talent
- Implement a comprehensive **support system** for CHIME musicians as they transition into ESYO performing ensembles



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A black and white photograph of two young boys playing violins. The boy on the left is in profile, looking down at his instrument. The boy on the right is looking towards the camera with a focused expression. Both are holding their violins and bows. The background is dark and out of focus. In the upper right corner, there is a white trapezoidal shape with a red border containing the text "THIS IS" in red, bold, sans-serif capital letters.

**THIS IS**

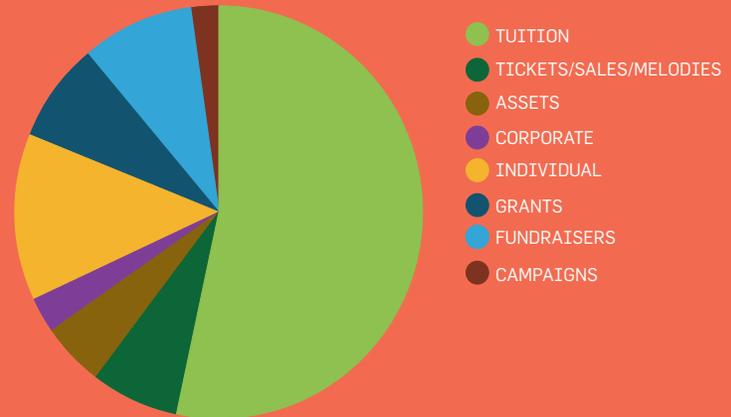
# A JOYFUL PURSUIT TO SUSTAIN DYNAMIC GROWTH

To effectively manage ESYO's dynamic growth, we must anticipate the needs of an increasingly diverse group of musicians. With ensembles that now span ages six to 18 and are more and more reflective of both inner city and suburban communities, we must secure additional resources to remain musically daring and provide outstanding artistic opportunities for all members.

## IN PURSUIT OF EXCELLENCE WE WILL...

- Increase revenue from reliable sources to achieve sustainability through revitalized **stewardship practices** and **targeted campaigns**
- Sustain an exceptional artistic and administrative staff by adopting a comprehensive personnel **retention policy**
- Optimize the time and talent of the **Board of Directors**
- Constitute a formal ESYO **volunteer society**
- Engage key stakeholders at **annual meetings**
- Maintain **financial wellbeing**

A SUSTAINABLE BALANCE OF REVENUE



# ESYO IN 2020

## \$200k

RAISED IN TARGETED  
CAMPAIGNS



## 3 CITIES

WITH ACTIVE CHIME PROGRAMS

## 30%



INCREASE IN ADDED VALUE TO  
MUSICIANS, INCLUDING ADDITIONAL  
COACHING, RESIDENCIES, FESTIVALS  
AND TOURS FOR A TOTAL OF \$15K SPENT  
EACH YEAR ON ENRICHMENT

## 20%

INCREASE IN SCHOLARSHIPS  
FOR TOTAL SUPPORT OVER  
\$30K EACH YEAR



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# YOUR PART IN THE JOYFUL PURSUIT

## PARTICIPATE

- **Attend** rehearsals, enjoy a concert, join us at special events
- Be a CHIME **volunteer**
- **Volunteer** at events such as Playathon or Encore Stage

## ADVOCATE

- **Share** your passion for ESYO with others in the community
- **Spread** the news about ESYO's mission, vision, and impact

## DONATE

- Financial support is crucial to ESYO's ongoing success...**make your gift today!**



#ThisIsESYO

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# CONTACT ESYO

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