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# UMS STRATEGIC PLAN

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*Envisioning UMS's Future as a Leader in the Performing Arts*

*June 22, 2010*



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# VISION AND MISSION

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## VISION

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*To foster a culture of creativity that transforms the human condition.*

## MISSION

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*To inspire individuals and enrich communities by connecting audiences and artists in uncommon and engaging experiences.*

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# CORE VALUES

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***Inclusiveness § Respect and Transparency § Innovation and Tradition  
Participation and Collaboration § Leadership and Stewardship***

## INCLUSIVENESS

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**We honor inclusiveness among artists, audiences, and ourselves.**

*We seek the broadest possible participation in accomplishing our mission involving artists, audiences, and ourselves, celebrating different cultures, perspectives, and experiences.*

## RESPECT AND TRANSPARENCY

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**We honor the values of respect and transparency.**

*We treat every individual with courtesy and genuine concern; we celebrate contributions from different cultures and seek mutual understanding; we are straightforward, open, and honest in all of our professional and personal interactions with others.*

## INNOVATION AND TRADITION

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**We honor the importance of both innovation and tradition in our presentations and all of our activities.**

*We value the importance of nurturing, investing in and presenting new artistic work and ideas, understanding that not all attempts will be successful; at the same time, we will celebrate and present the cultural and artistic legacy of the best traditional works of art.*

## PARTICIPATION AND COLLABORATION

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**We honor the power of participation and collaboration.**

*We seek the active involvement of those who share our love of the arts, and we strive to establish partnerships with artists, individuals, groups, and organizations that will help us foster our mission.*

## LEADERSHIP AND STEWARDSHIP

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**We honor the intrinsic desire to be “the leaders and best,” and we honor the contributions of past and present generations as we pass UMS on to future generations.**

*We expect to achieve sustained excellence in all aspects of our organization. We anticipate being a model for peers to emulate, and we, in turn, seek to learn and incorporate the best practices of each of them. We value those who contribute their time and resources and will manage UMS to provide a healthy and robust organization for all who follow.*

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# BACKGROUND AND PROCESS

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UMS is a mature performing arts presenting organization, established in 1879. Based upon information gleaned from extensive focus groups, interviews, discussions, and surveys from national advisors, community members, and staff, it is apparent that UMS is a highly respected, highly functioning arts presenter – one of the top tier organizations of its kind in the nation.

Having come to the end of the period identified in the most recent Strategic Plan, UMS elected to develop a new one. The process began in January 2009 with the assistance of an external consultant and was structured to be systematic and participatory. Nine focus groups, personal interviews, discussions with national advisors, online surveys, and SWOT analyses followed, assessing competition, trends, products, and our relationships with those whom we serve. More than 100 members of the UMS community took part in gathering data that served as the basis for a daylong Board and management retreat in April 2009 to define the goals of the Strategic Plan.

A UMS Strategy Committee was then charged to assemble the gathered data and create a Strategic Plan. Upon approval by the UMS Board, this plan will serve as a guide for the M-Team and staff, Board and Senate, Advisory Committee, and all volunteers. Once the key objectives are approved, UMS staff will develop an implementation strategy to achieve the overarching goals.

The UMS Management Team will make an annual report to the Board of Directors on the progress made towards the goals in this strategic plan.

## UMS Strategy Committee

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James Stanley, Chair

Wadad Abed, Board

Sara Billmann, Management Team

DJ Boehm, Board

Janet Callaway, Advisory Committee

Ken Fischer, Management Team

Chris Genteel, Board

Carl Herstein, Senate

David Herzig, Board

John Kennard, Management Team

Michael Kondziolka, Management Team

Jim Leija, Staff

Susan McClanahan, Management Team

Lisa Murray, Staff

John Peckham, Staff

Claire Rice, Management Team

Clayton Wilhite, Senate

Stephen Y. Nose, consultant

S|Y|N Associates LLC

*Founded in 1879, UMS is one of the oldest performing arts presenters in the country. UMS grew from a group of local university and townspeople who gathered together for the study of Handel's Messiah, calling themselves The Choral Union. Their first performance of Handel's Messiah was in December of 1879, and this oratorio has since been performed by the UMS Choral Union annually. UMS also founded the Ann Arbor School of Music in 1880 and administered it until 1940, when it was given by UMS to the University and became the distinguished U-M School of Music.*

*UMS has offered an annual Choral Union series of classical orchestras and soloists every year since its founding and a Chamber Arts series beginning in 1962. Starting in the 1960s, UMS began to expand the scope of its presentations beyond Western classical music to include dance, jazz, theater, and other art forms. We then established annual series in dance (in 1990), jazz (1993), and theater (2000) along with commitments to world music and early and vocal chamber music. In the early 1990s, we also began an annual commitment to arts education programs that continues to this day.*

**This history has had a strong influence on what we currently do and value:**

### **The Programming Philosophy**

- For over 131 years, UMS has remained committed to classical music even while many other presenters have reduced their commitment, particularly for touring orchestras.
- We believe that our commitment to artistic risk sets us apart from many of our peers and sustains our role as a leader in the national presenting field.
- Authenticity, cultural expertise, and understanding are central to building any successful UMS season and determining artist/project selection.
- We believe that vitality and authenticity in the performing arts are often found outside the commercial marketplace.
- Our artistic choices are framed by commitments to internationalism and to emerging as well as established artists.

### **The Community**

- We are strongly committed to an arts education program that is closely integrated with what we present.
- UMS embraced 'EINO' (Everybody In, Nobody Out) as a guiding principle over twenty years ago that led to greater diversity in our programs, partners, audiences, and organizational practice.
- We are essentially in the 'experience' business.

### **The Creative Process**

- We are committed to supporting the creation process, whether it is the creation of new work, the re-imagining of existing work, or the providing of rehearsal space or resources.
- UMS has co-commissioned over 50 new works since 1990; we also present many of our commissions.

**As we look to the future of UMS, we realize that our planning decisions are informed by the historically charged moment in which we operate:**

### **The Changing 21<sup>st</sup> Century Economy**

- The current economic climate, particularly here in Michigan, has presented the entire performing arts field with unprecedented budgetary challenges.
- In order to respond to these economic challenges, UMS had to make what now appear to be permanent reductions in our staff numbers in 2008-2009, forcing us to re-evaluate job duties and organizational priorities.

### **Evolving Audiences & Artists**

- There is much greater competition for audiences' leisure time than in the past, driven by a proliferation of choices in entertainment, sports, travel, and media consumption.
- According to a recent NEA survey, audiences for arts performances are shrinking, and their median age continues to rise.
- Many innovative artists are now seeking more flexible performance spaces, a type of venue that does not yet exist in Ann Arbor; as a result, UMS is missing opportunities to engage with these artists.
- Access to arts education programs continues to decline in the public schools.
- Orchestral tours have become scarcer, with fewer presenters willing to commit to them.

### **Changing Media & Technology in the Arts**

- The rapid growth of electronically-based tools, media, and resources over the past decade has permanently altered the communications landscape at the same time that traditional media has declined.
- This same phenomenon has also greatly increased online access to arts experiences.

### **UMS/U-M Relationship**

- Major universities are increasingly being viewed as having great potential to help support, sustain, and provide context for artists and their work into the future.
- UMS is appreciating, valuing, and taking advantage of our connection to the University of Michigan at the same time that U-M is better understanding the role that UMS plays in its life, something we also see taking place among colleagues in the Major University Presenters consortium which UMS helped found in 2002. This recognition of our interdependence has led to enhanced programs and greater financial support for UMS.

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# 1 CONNECTING ARTISTS & AUDIENCES

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*UMS interacts with audiences and artists in sustained and meaningful ways, to inspire and be inspired through the power of live artistic expression that we experience together. In order to provide uncommon and engaging experiences that honor tradition and embrace innovation, and to demonstrate artistic leadership in the field, we will pursue the following objectives:*

## Objective 1 Innovative Programming and Risk Taking

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*Enable UMS to take greater artistic and programmatic risks on an ongoing basis within the three primary performance genres of music, dance, and theater, and their intersections.*

- 1.1.1 Experiment with new planning and presentation models such as mini-festivals and split-season planning.
- 1.1.2 Increase planning horizon and commitment to extended, creative, educational, or community-based artist residencies.
- 1.1.3 Identify unconventional performance spaces that reinforce the primacy of the performers' artistic vision and the audiences' experience.
- 1.1.4 Invest in commissioning and producing new work from both emerging and established artists.
- 1.1.5 Identify and invest in unique, non-touring works to be part of UMS's artistic season.
- 1.1.6 Invest in leading edge creativity in the performing arts that is challenging and experimental.

## Objective 2 Priority Audiences

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*Focus strategic initiatives across all areas of the organizational structure on six priority audience cohorts. These priority audiences represent organization-wide initiatives that were chosen for one of two reasons: to recognize business potential and opportunity for UMS, and to provide services where they would not otherwise be offered. Individual departments will still focus on audience cohorts that are important to each department's work.*

- 1.2.1 Develop integrated implementation plans that use a combination of artistic, educational, social, and promotional methods for six audiences/communities identified as organizational priorities for the duration of this plan:
  - a. Oakland County – a philanthropic community that supports the arts.
  - b. Detroit/Wayne County – supporting the University of Michigan's strategic priorities, as well as providing services that might not otherwise be available.

- c. Theater – UMS is the only provider of touring, international, professional theater in the region.
- d. Economically Disadvantaged – UMS believes that the arts belong to everyone, and will provide access for those who do not have the means to enjoy the arts on a regular basis.
- e. K-12 (students, teens, educators, administrators, parents)– UMS's youth education programs are increasingly important as the public schools face new budgetary pressures that could put arts programs in jeopardy.
- f. Retirees/Seniors – With disposable time and income, this growing demographic provides a business opportunity for UMS in both operating and contributed revenue.

### Objective 3      New Connections

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*Create deeper UMS experiences by providing new connection points for audiences and artists in both virtual and physical spaces.*

- 1.3.1 Integrate the Lobby Project into the entire organization so that each department has responsibility for enhancing the UMS experience.
- 1.3.2 Support a consistent physical environment in UMS performances spaces for audiences to interact surrounding the performances.
- 1.3.3 Integrate marketing and development initiatives through coordinated use of new audience-oriented Customer Relations Management system.
- 1.3.4 Develop increased connections with current patrons, U-M alumni, and former ushers through development of a living archive that includes digital access to historical content, including complete catalog of history since 1879, photo database, and interactive engagement opportunities.
- 1.3.5 Explore recording and/or streaming live concerts and educational activities as a means of engaging more people.
- 1.3.6 Develop methods of showcasing UMS artist residencies and educational activities more broadly.
- 1.3.7 Re-envision and create new program book content that supports new connections.
- 1.3.8 Create new programs to reach priority audiences through expansion of existing models (e.g., arts and eats program for U40).
- 1.3.9 Develop sub-branded websites for major projects (e.g., Creative Campus, RSC).
- 1.3.10 Develop applications for mobile devices.

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## 2 UMS IDENTITY & COMMUNICATIONS

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*UMS's success and sustainability require that our audiences, professional colleagues, artists, and partners know who we are, what we do, and how we do it. Our organizational identity is currently not distinct to many whose attendance and support we seek for our presentations and educational programs. This is true in part because of our close affiliation with the University of Michigan and the fact that we do not own any facilities, and in part because our messaging and visual identities are not consistently applied. To clarify these issues, we will pursue the following objectives:*

### Objective 1 Organizational Identity

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*Establish an organizational identity for UMS that clearly communicates who we are, what we do, and our impact on the community.*

- 2.1.1 Research and meet with organizations that have recently completed an identity audit and/or have established a strong presence in their communities.
- 2.1.2 Invite local and national users and “experts” to meet with interested staff and volunteers to advise on identity considerations and issues.
- 2.1.3 Develop an internal steering/advisory committee of not more than 10 people, including board and staff, to guide process and ultimately evolve into an identity and communications audit committee.
- 2.1.4 Clarify goals for both graphic identity and messaging.
- 2.1.5 Develop an RFI/RFP that articulates current challenges with UMS identity and communications, and solicit proposals for an identity refresh, including possible organizational name change.
- 2.1.6 Develop the new messaging through meetings with key stakeholder groups and appropriate research within the communities UMS serves.
- 2.1.7 Roll out the new UMS identity in conjunction with season announcement.

### Objective 2 Identity Management & Communications

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*Train staff and volunteer stakeholders to consistently implement UMS's new communications strategy.*

- 2.2.1 Hold informational/educational sessions with all staff and volunteers that focus on clearly articulating UMS's vision, mission, and core values.

- 2.2.2 Create design standards for use of new visual identity in all UMS communications, whether printed or virtual.
- 2.2.3 Develop internal review guidelines to assist staff who develop communications.
- 2.2.4 Assess current communications to determine where UMS needs to improve its messaging about its broad impact on the community.
- 2.2.5 Assess internal capacities to determine whether visual communications are done internally or outsourced to a design professional on an ongoing basis.
- 2.2.6 Perform an annual “identity audit” to ensure conformity and effectiveness.

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## 3 U-M/UMS INSTITUTIONAL RELATIONSHIP

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*UMS holds a unique status, amongst its University peers, as a 501(c)(3) not-for profit organization with a fiduciary governing board administered independently of the University. Maintaining this unique status is of significant value to both UMS and U-M and is widely acknowledged to be an ideal structure, one that others are now replicating. However, this structural independence belies the greater, and more fundamental, interdependence between the two organizations which plays itself out in countless ways — programmatically, administratively, and transactionally — on a daily basis:*

- *student tickets*
- *faculty and staff recognition, recruitment and retention*
- *shared programming*
- *curricular integration*
- *research and development*
- *scholarship and publication*
- *venue rentals*
- *office space*
- *cooperative capital improvements*
- *regional and national prestige and public awareness*
- *collaborative planning and scheduling*
- *co-production*
- *consultation and service*
- *ticketing and sales department*
- *shared financial, administrative, IT, legal and HR services*

*The strength of this interdependent partnership warrants continual assessment, enhancement, and refinement. To this end, we will pursue the following objectives:*

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### Objective 1 Increase U-M Participation in UMS Activities

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*Enhance the visibility of all UMS programs and communicate their benefits to U-M colleges, schools, faculty, staff, and students.*

- 3.1.1 *Become intentional about identifying and communicating noteworthy UMS achievements directly to the public and to the Regents, Executive Officers, Deans, and other influential leaders at U-M.*
- 3.1.2 *Annually invite each Regent, Executive Officer, and Dean to a UMS event to be hosted by the UMS President and other appropriate staff and volunteer leadership.*
- 3.1.3 *Recognize achievements of U-M faculty and staff and heighten visibility of UMS by offering one-time ticketing invitations to major award-winners and other appropriate U-M constituencies.*
- 3.1.4 *Inventory all of our current relationships, partnerships, committees, etc. each year.*

- 3.1.5 At the beginning of each year, identify those projects, programs, initiatives, etc. that resonate with U-M goals and values and feed these strategically to U-M Office of the Vice President for Communications so that there is regular reporting by U-M on UMS activities through a variety of media (words, photos, videos, podcasts, etc.).
- 3.1.6 Make a persuasive case for a multi-year, direct financial commitment to present to the executive officers of U-M, possibly structured as a guaranteed annual base amount combined with variable additional funding based on annual programs.

## Objective 2      Increase UMS Participation in U-M Activities

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*Increase UMS's participation in relevant and significant U-M committees, task forces, and councils that serve the mutual interests of UMS and U-M.*

- 3.2.1 Seek out and identify opportunities where appropriate UMS staff members can be of service on U-M Committees.
- 3.2.2 In annual performance review, discuss where staff interests and skill sets match with potential U-M programs, initiatives, task forces, etc.
- 3.2.3 Ensure that UMS participates in all committees/task forces where important U-M priorities and programs that affect UMS are being addressed.

## Objective 3      Capital Programs and Maintenance

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- 3.3.1 Review and respond to current U-M venue inventory and Existing Conditions Report, Volume II (December 2008)
- 3.3.2 Participate in conversations about the prioritization of capital programs and bricks and mortar maintenance affecting those key U-M venues critical to UMS programs (i.e., improving existing performance halls and building new ones).
- 3.3.3 Create a comprehensive inventory of all on-campus venues.
- 3.3.4 Identify and coordinate with U-M, as appropriate, a fund-raising role to address existing capital needs.
- 3.3.5 Participate in conversations, research, planning, and fund-raising for an Education Center attached to Hill Auditorium.

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## 4 ORGANIZATIONAL EXCELLENCE

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*UMS is widely regarded as an excellent artistic organization. That excellence is derived in part by the people associated with it: staff, Board, volunteers, and partners. To uphold that reputation, we wish to provide appropriate opportunities for staff to grow and to continually evaluate and define opportunities for organizational improvement. With that in mind, we will pursue the following objectives:*

### Objective 1 Work Environment

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*Create a work environment where employees feel recognized, appreciated, and fulfilled and where the values of fairness, respect, understanding, and accountability are embraced. Provide a single office workplace for all UMS staff within the proximity of the U-M campus, providing easy staff access to performance venues, and allowing work-study students and interns to walk to our offices.*

- 4.1.1 Engage a human resources consultant to study and evaluate current issues facing the organization:
  - a. Assessment of each job function and each department's job culture; i.e., a cultural assessment of UMS
  - b. Human Resources policies or practices
  - c. Compensation
  - d. Benchmarks on Exempt vs. Non-Exempt positions
  - e. Performance evaluations
  - f. Standardize internal protocol for recruitment and hiring of UMS staff positions at all levels
  - g. Organizational structure
- 4.1.2 Report the findings and conclusions of the HR study to the entire staff, and work with staff to create an implementation plan that will result in positive changes within the organization.
- 4.1.3 Improve and document the staff orientation program.
  - a. Schedule within the first month of new employee's start date
  - b. Create opportunities for staff to have a better understanding of how UMS relates to the industry.
- 4.1.4 Explore a capital campaign for UMS office space. The space should include offices for staff, kitchen area, conference room, parking, and storage.
- 4.1.5 Participate in conversations, research, planning, and fund-raising for an Education Center attached to Hill Auditorium.

## Objective 2      Organizational Structure

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*Establish an organizational structure that aligns roles and responsibilities of staff and volunteers with the achievement of strategic goals and priorities. Establish transparent succession guidelines for the UMS presidency and volunteer leadership.*

- 4.2.1 Create a comprehensive organization chart that includes all volunteers, contract labor, students, and other freelancers.
- 4.2.2 Assess the skills and functions required to support organizational priorities, and create a structure that best reflects these priorities.
- 4.2.3 Cross train individual staff members to ensure shadow skill sets across the organization.
- 4.2.4 Develop a formalized, competitive internship program with clearly identified expectations.
- 4.2.5 Review and update existing UMS Presidential Succession Plan.
- 4.2.6 Develop succession plan for Board officers and committee leadership.
- 4.2.7 Develop succession plan for the leadership of UMS volunteer organizations in consultation with UMS staff.

## Objective 3      Professional Growth

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*Develop a professional development plan that advances UMS staff competencies and creates opportunities for leadership.*

- 4.3.1 Develop individual professional development plans that address leadership development, artistic growth, and opportunities for mentorship by current UMS staff.
- 4.3.2 Develop internal institutional opportunities for staff to lead.
- 4.3.3 Highlight leadership activities in which staff members are engaged.
- 4.3.4 Invite leaders from outside UMS to share their knowledge and experience with staff.
- 4.3.5 Ensure external professional opportunities for leadership development.

## Objective 4      Volunteers

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*Define expectations for all existing UMS volunteer groups and their roles in supporting the UMS mission.*

- 4.4.1 Develop/revise and communicate written expectations of all UMS volunteer groups (including, but not limited to, board, advisory committee, UMS Choral Union, UMS Usher Corps, Teacher Advisory Committee, POST group, UMS Student Committee). These expectations will include institutional guidelines, specific volunteer roles, and roles/expectations of UMS staff/organization.
- 4.4.2 Provide training opportunities for UMS staff in volunteer management.
- 4.4.3 Establish screening mechanisms for volunteer participation.
- 4.4.4 Develop an internal clearinghouse for volunteer opportunities that exist outside of the current structure (e.g., project-based support).
- 4.4.5 Schedule a yearly volunteer review meeting of UMS staff who oversee UMS volunteer groups to share and exchange problems, solutions, processes, and new ideas.
- 4.4.6 Identify past volunteers and maintain regular contact with them.
- 4.4.7 Recognize and reward volunteers.

## Objective 5      Strategic Alliances

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*Realize relevant and mutually beneficial alliances in and around arts and culture, recognizing that strategic alliances require constant cultivation and need to be re-evaluated on an ongoing basis.*

- 4.5.1 Map current partnerships, now called “alliances,” that exist throughout the organization.
- 4.5.2 Develop and adopt a shared vocabulary throughout the organization that articulates and clarifies the definition of “alliances,” including a detailing of alliance types and importance.
- 4.5.3 Evaluate and analyze current alliance map based on newly adopted definitions and understanding.
- 4.5.4 Implement a new plan for alliances which includes:
  - a. prioritizing and assigning appropriate scale to continuing alliances
  - b. eliminating non-mission critical alliances
  - c. identifying new mission-critical alliances
  - d. nurturing and investing in new mission-critical alliances.

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# 5 FINANCIAL STRENGTH & STABILITY

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*UMS's financial health must be preserved and strengthened. This will require additional annual operating funds, greater cash reserves, increased endowments, and a focused pursuit of transformative gifts. Accordingly, the following objectives will be pursued:*

## Objective 1      Operating Funds

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*Secure adequate operating funds to support both short- and long-term goals.*

- 5.1.1    Develop guidelines for the use of unrestricted reserves to support short- and long-term strategic objectives.
- 5.1.2    Re-examine level of expense and personnel resources required to secure additional operating funds.
- 5.1.3    Strengthen the size and scope of the Corporate Council.
- 5.1.4    Require that all board members make a personally meaningful gift on an annual basis.
- 5.1.5    Cultivate relationships with new and current corporate, foundation, and government partners and prospects.
- 5.1.6    Implement revenue management strategies to maximize ticket sales when certain pre-defined benchmarks are met.
- 5.1.7    Establish a risk fund that supports innovative programming.

## Objective 2      Endowment Funds

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*Secure large endowment funds independent of annual operating needs.*

- 5.2.1    Raise visibility for UMS's endowment initiatives by creating collateral materials that focus on endowment and planned giving options.
- 5.2.2    Secure additional planned gifts to raise endowment funds.
- 5.2.3    Cultivate relationships with lawyers and financial advisors.
- 5.2.4    Strengthen relationship with University Development Planned Giving Office to assist in cultivating and asking regional and national prospects for endowment gifts.

- 5.2.5 Leverage 100<sup>th</sup> anniversary of Hill Auditorium in 2013 to secure transformative gifts and challenge grant opportunities.
- 5.2.6 Secure bequests from current sponsors and significant donors to extend their legacy in perpetuity.

### Objective 3      Transformative Gifts

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*Obtain transformative gifts to accelerate UMS meeting its mission.*

- 5.3.1 Connect potential donors who have the capacity to make transformative gifts with the identified areas of strategic priority.
- 5.3.2 Increase UMS's capacity to do national strategic cultivation.
- 5.3.3 Increase visibility of transformative gifts to UMS and compelling stories within the University and beyond.
- 5.3.4 Increase the size and scope of the National Council.

### Objective 4      Joint UMS/U-M Fundraising Effort

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*Strengthen integration of UMS/U-M fundraising efforts.*

- 5.4.1 Initiate a discussion about a joint University of Michigan Arts Campaign.
- 5.4.2 Strengthen relationships with the leadership of University Development to secure U-M commitment to UMS fundraising efforts.
- 5.4.3 Educate fundraisers at Central Development about UMS's role on campus and expand the relationship with regional development officers and other members of the development community.

## Objective 5      Loyalty and Retention of Ticket Buyers and Donors

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*Increase retention rates of ticket buyers and donors.*

- 5.5.1    Benchmark current retention rates across a 3-5 year period among subscribers, single ticket buyers, and donors.
- 5.5.2    Decrease the churn rate among subscribers, single ticket buyers, and donors.
- 5.5.3    Measure and report on retention rates on at least an annual basis.
- 5.5.4    Follow up with new ticket buyers immediately after their first concert to encourage repeat attendance.
- 5.5.5    Develop a loyalty program that recognizes and rewards those who participate at a high level in all areas of the organization.
- 5.5.6    Increase loyalty and value of UMS frontline staff who directly interact with audiences and ticket buyers as part of the strategy to increase loyalty and retention of constituents.

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## 6 LEADERSHIP IN THE ARTS

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*UMS believes that, in addition to being distinctive in our artistic and educational programming, we must serve the artistic and civic communities in which we work, at the local, regional, national, and international levels. As an organization, UMS values service, knowledge sharing, and experience as attributes of good leadership.*

### Objective 1      Service to the Field

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*Serve the arts community through leadership involvement in select initiatives, projects, associations, and organizations, thereby positioning UMS as a national resource in the performing arts.*

- 6.1.1 Actively engage in key local, regional, national, and international conferences and professional gatherings and serve as speakers, panelists, or facilitators in other resource positions.
- 6.1.2 Contribute content for print to external and online print publications.
- 6.1.3 Advance the field by sharing the knowledge, experience, and skills we have gained through audience research efforts, experiments in innovation, commissioning efforts, and other UMS programs.
- 6.1.4 Serve the field through participation in key boards of directors, association committees, grant panels, and field studies and initiatives.
- 6.1.5 Take leadership role in advancing the performing arts field.

### Objective 2      Advocacy

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*Advocate for the advancement of the arts at local, state, regional, and national levels as appropriate for a tax-exempt organization.*

- 6.2.1 Educate the organization about the public policy issues that affect the arts in general and UMS specifically.
- 6.2.2 Develop advocacy guidelines for UMS staff and volunteers.
- 6.2.3 Identify advocacy activities in which staff and volunteers can participate.

## Objective 3      Civic Engagement

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*Participate in activities that serve the mutual interests of UMS and those of the southeast Michigan community.*

- 6.3.1 Map and inventory the volunteer and community engagement activities of all UMS staff members and Board Executive officers and committee chairs.
- 6.3.2 Participate in economic development activities, business associations, community organizations, and other civic activities as appropriate.
- 6.3.3 Identify an annual service project that benefits the community in which UMS staff and volunteers, working together, can participate.