

Strategic Framework

2024 - 2029



Developed by ACSO's Strategic Planning Committee, with input from ACSO's Diversity, Equity, Inclusion and Belonging Committee, from October 2023 through May 2024, and approved by the ACSO Board of Directors on June 26, 2024.

Vision, Mission & Values

Vision

The Association of California Symphony Orchestras (ACSO) envisions thriving, inclusive orchestras that serve and uplift their communities.

Mission

The Association of California Symphony Orchestras (ACSO) provides leadership, knowledge-building, advocacy, and connection to expand the vitality and impact of the orchestra and the broader music community.

Values

Integrity & Authenticity: We lead by example, are transparent about successes and failures, and strive to be respectful and trustworthy.

People & Service: We are defined by our members and community and derive strength by serving and advocating for them.

Connecting & Belonging: We connect performing arts leaders from all backgrounds and experiences, and welcome music organizations of all sizes.

Equity, Diversity, Inclusion & Access: We value diverse perspectives and strive to amplify marginalized voices while eliminating barriers to support and participation. *Read our Racial & Cultural Equity and Inclusion Commitment at [acso.org](https://www.acso.org).*

Learning & Sharing: Our programs and services build the strength and capacity of our community by encouraging continual learning, exchange, and innovation.

Focus Areas & Objectives

ACSO is the voice, the network, and the forum for the orchestra community in the West.

Our work will focus on five areas, each with a clear set of objectives:

1. Advocacy & Storytelling

We will –

- Be known by our members, partners, and policymakers as an **influential leader and essential voice on behalf of orchestras** and music organizations.
- **Build the capacity** of our members to understand and influence arts policy and practices.
- **Share stories** of our members that amplify their community service and impact and **help build public goodwill** for orchestras and a case for ongoing support.
- **Support member boards as effective ambassadors** of their orchestras and the larger field.

2. Knowledge & Capacity Building

We will –

- Be a **go-to resource** for programs, services, and information that enhance members' learning and skills.
- Provide **programs and services** that are accessible, flexible, and **inclusive of diverse voices and perspectives**.
- Gather and share decision-making tools such as **data, research, digital resources**, and best practices.
- Provide access to a **robust roster of collaborative partners**, service providers, and experts to help deliver information and learning.

3. Connecting & Convening

We will –

- Be the forum for **peer-to-peer virtual and in-person networking** and information-sharing, for staff, musicians, trustees, and community members.
- Provide safe, respectful space for interaction, **sharing diverse viewpoints** and collaborative problem-solving.
- Be an **influential thought leader** for advancing the evolution of the field.

4. Engagement & Representation

We will –

- Ensure that administrative and artistic staff at **all levels have a voice** and can effect change in the field.
- **Champion diversity and belonging** in orchestra boards, staff, musicians, and volunteers to better represent and reflect their communities.
- Through our work, **inspire members** to invest in and strengthen the ACSO community.
- **Support emerging arts leaders** in finding meaningful careers in orchestra management.

5. ACSO's Organizational Sustainability

We will –

- Grow our own infrastructure and **prioritize ongoing fiscal sustainability** to best deliver on our mission.
- **Maintain appropriate technology and digital resources** to support our members.
- Enhance awareness and impact of ACSO's work with a strong identity, clear messaging, and **focused communications strategy**.
- **Develop and support a diverse Board** that is enthusiastically engaged in organizational growth.
- Be bold, courageous, and **committed in our DEI work**.