

JACKSON^{THE} *Symphony*

CRESCENDO

STRATEGIC PLAN 2026-2031

*Rising Together.
Building Momentum.
Creating Our Future.*



INSPIRE



EDUCATE



CONNECT



GROW





Crescendo

The Jackson Symphony

Strategic Plan 2026 - 2031

Level Five Orchestra

As a great musical work unfolds, each movement builds upon the one before it—introducing themes, developing ideas, deepening emotion, and gathering energy until it reaches a powerful crescendo. In much the same way, The Jackson Symphony’s five-year strategic plan charts a bold and intentional building of momentum, a rising movement of artistic excellence, educational transformation, and meaningful connection that will shape the future of The Jackson Symphony and the communities it serves. This plan establishes clear initiatives, defined timelines, and accountable leadership to ensure the Symphony remains financially stable, artistically vibrant, and deeply embedded in the cultural fabric of West Tennessee.

Mission

To enrich the cultural life of West Tennessee by providing exceptional symphonic music, transformative educational programs, and meaningful community engagement opportunities.

Vision

To inspire, educate, and connect people through the power of live orchestral music, creating a more vibrant and culturally rich region.

Strategic Framework

The Symphony’s growth is guided by three integrated strategies. Each strategy includes objectives, goals, initiatives, timelines (2026–2031), responsible leadership, and measurements.

1. Artistic Innovation – Elevating performance quality, expanding creative capacity, and advancing toward a full-time professional orchestra model.
2. Transformative Education – Building impactful learning experiences that foster lifelong engagement with music.
3. Community Engagement – Expanding regional impact through partnerships, accessibility, and shared cultural experiences.

The Crescendo We Seek:
For The Jackson Symphony to be recognized as Tennessee’s leading regional orchestra, known for artistic innovation, transformative education, and community engagement.





Strategy 1

Artistic Innovation

Objective

Advance The Jackson Symphony’s artistic capacity, infrastructure, and professional core to position the orchestra as a leading full-time regional ensemble.

Goals

- Elevate artistic excellence to nationally recognized regional standards
- Build a sustainable professional orchestra model that supports consistent, high-quality performance
- Strengthen artistic infrastructure and resources to support long-term growth and innovation

Initiative	Timeline	Responsible Leadership	Measurement / Outcome
Establish a core of 20 professional musicians by 2031 (five full-time musicians per year at \$30,000 annually; total annual investment \$150,000)	2026–2031	CEO; Finance Committee; HR Committee	Implementation milestones of core musician model; musician retention and satisfaction rates; increase in number and scope of annual performances
Invest in performance infrastructure (chairs, stands, shell, risers, Opus software)	2026–2027	Director of Operations; CEO	Completion of infrastructure upgrades; independent performance quality assessments
Acquire essential orchestral instruments (e.g., celesta, marimba)	2026–2027	CEO; Music Director	Acquisition and functional use of instruments in performances
Commit to annual library acquisitions and score updates	2026–2031	Orchestra Librarian; Music Director	Number of new scores and library updates implemented each year
Explore feasibility and partnerships for a dedicated Symphony venue	2027–2031	CEO; Board Facilities Committee	Completion of feasibility study; identification of viable partnership/venue options





Strategy 2

Transformative Education

Objective

Deliver life-changing musical learning experiences that cultivate the next generation of musicians, patrons, and advocates.

Goals

- Establish professional leadership capacity for education and outreach
- Expand access to high-quality music education across West Tennessee
- Strengthen youth ensemble and instructional pathways

Initiative	Timeline	Responsible Leadership	Measurement / Outcome
Hire a full-time Outreach and Education Coordinator (salary \$52,000)	2027 (hire); ongoing oversight 2027–2031	CEO; Board Education Committee	Coordinator hired on schedule; growth in education program delivery; program satisfaction surveys
Expand Regional Music Centers to serve 22 counties in West Tennessee	2026–2031	Director of JSMA; RMC Coordinators	Increase in county coverage; annual student enrollment growth goal to 600 students
Present open community and school performances reaching at least 4,000 students annually	2026–2031	Outreach and Education Coordinator; Music Director	Number of students reached per year; positive school/community feedback
Hire a full-time Assistant Conductor/Youth Orchestra Conductor (salary \$50,000)	2026–2027 (hire); ongoing 2027–2031	CEO; HR Committee; Music Director	Position filled on schedule; Youth Orchestra growth and performance quality
Strengthen Youth Orchestra curriculum, rehearsals, and performance standards	2026–2031	Youth Orchestra Conductor; Outreach/ Education Coordinator	Improved student outcomes; retention and progression into advanced ensembles; instructor retention and professional development hours





Strategy 3

Community Engagement

Objective

Strengthen community presence, access, and trust through authentic partnerships, inclusive programming, and sustainable funding.

Goals

- Expand the Symphony’s geographic and demographic reach
- Deepen leadership engagement and governance effectiveness
- Build long-term financial sustainability through audience and donor growth

Initiative	Timeline	Responsible Leadership	Measurement / Outcome
Present at least one regional or outdoor concert annually in each of 22 West Tennessee counties	2026–2031	Music Director; CEO	Number of regional performances, geographic reach, and audience size
Launch annual Board and Staff leadership retreats	2026–2031	Board Chair; CEO	Retreats conducted; participation rates; leadership development outcomes
Conduct venue feasibility studies and cultivate civic partnerships	2027–2031	CEO; Board Facilities Committee	Completed feasibility studies; number of partnerships established
Grow total annual concert attendance to 50,000	2026–2031	Director of Marketing; Outreach and Education Coordinator	Attendance tracking; demographic diversity in audiences
Increase Endowment Fund to \$1.5 million	2026–2031	Music Director; CEO	Endowment growth, donor retention, upgrade rates, and contributions





Consolidated Five-Year Timeline

2026 - 2031

2026

- Launch Board and Staff leadership retreats
- Begin infrastructure upgrades and expanded regional performances

2027

- Begin core musician hiring program
- Acquire major orchestral instruments
- Hire Assistant Conductor/Youth Orchestra Conductor
- Hire Outreach and Education Coordinator

2028

- Expand Regional Music Centers toward full 22-county coverage
- Initiate venue feasibility studies and civic partnerships

2029

- Solidify core musician compensation and retention model
- Achieve increased statewide and regional recognition

2029 – 2031

- Complete 20 full-time musician goal
- Reach 50,000 annual concert attendees
- Achieve \$1.5 million endowment milestone
- Advance major facility or venue readiness milestones
- Advance students in the RMCs to a goal of 600

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**Learn more about our strategic plan.
Visit thejacksonsymphony.org/strategic-plan**