

*Purdue Musical Organizations
Strategic Plan*

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We are experiencing an exciting time for Purdue Musical Organizations! Since my arrival on Purdue's campus, I have met many students, alumni, parents and friends that have shared their experiences and passions about PMO and their hopes and dreams for its future. One of the most significant developments is the creation of a new strategic plan that focuses on our students, our new building project and our financial future.

This plan will help us look to the future while recognizing the past and the rich history PMO has here at Purdue University. Through the hard work of our students, staff and friends we have crafted a plan we believe will elevate PMO to a new level of excellence.

There are three focus areas in the plan: Launching Tomorrow's Leaders/Our Students and Their Experiences, Discovery with Delivery/Our Building and Its Impact and Meeting Global Challenges/Our Finances and Our Outreach.

This is a pivotal time for PMO as we move well into the 21st century. For more than 75 years, PMO has set a standard of excellence not matched by similar programs around the country. We aim to provide a life changing experience for our students that fosters friendship, scholarship, goodwill to others and a love of music. We will meet any challenges with energy and a commitment to excellence.

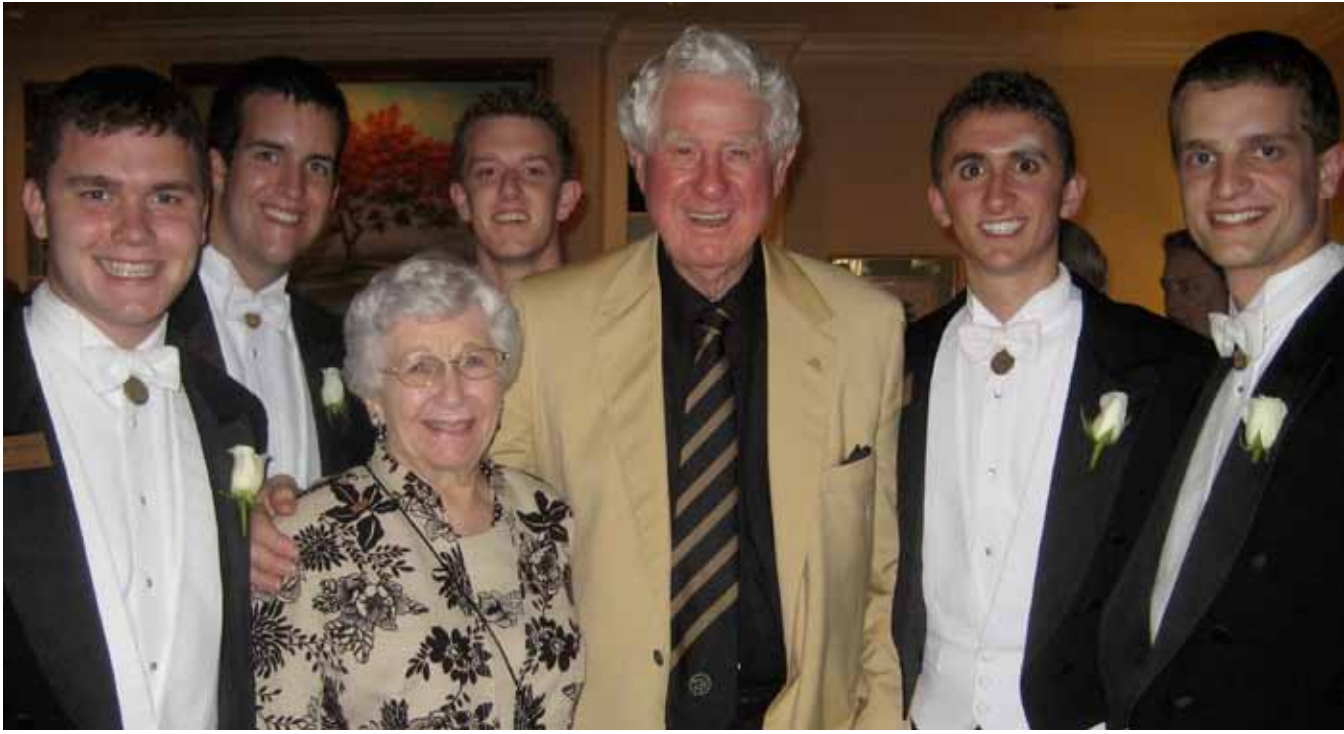
Sincerely,

A handwritten signature in black ink that reads "William E. Griffel". The signature is written in a cursive, flowing style.

William E. Griffel

Director, Purdue Musical Organizations

No fun without music, no music without fun!



Purdue Musical Organizations

Rich in tradition and musical excellence, we will develop leadership skills in our students through service, dedication, discovery and a commitment to the future while inspiring audiences everywhere.

Vision

As a part of our mission for Purdue Musical Organizations, our vision, in the service of students, will:

- Provide opportunities for personal and artistic development.
- Promote continuous improvement and a commitment to scholarship, student life, diversity, performance opportunities and relationship building.
- Be an advocate for the arts at Purdue University.
- Continue to build community partnerships through service and a commitment to others.
- Create a solid financial structure that will ensure PMO's success for the future.
- Create engagement opportunities for students which will positively promote Purdue University on a global platform.
- Create an environment with our new facility that will invite students and community members to campus to share their love of music.

Implementation

Purdue Musical Organizations will follow up this strategic plan with the completion of its first annual action plan. Each annual action plan will work in concert with each budget to represent the road map that will guide PMO through the year 2014.

Each annual action plan will contain specific initiatives with predetermined target dates for completion and there will be no question as to the matter of accountability due to the fact each initiative will be assigned to a staff member or, in some cases, advisory board member.

There will be an annual review of each action plan. If necessary, budget allocations and changes will be made to the strategic plan based upon the findings in each annual review. Annual progress reports will be provided to the Office of the Vice President for Student Services with copies to a list of PMO donors and friends.

Responsibility for the origination and accountability of this Implementation section rests with the PMO Director of Operations with oversight provided by the PMO Director.



GOAL 1

Launching Tomorrow's Leaders / Our Students and Their Experiences

Characteristics

- Motivated students succeeding academically with strong support services to increase student success, retention and graduation rates.
- Creative community comprised of individuals with varied and vibrant musical backgrounds that welcomes and encourages collaboration in order to prepare students for a diverse world.
- Leadership development opportunities for PMO students that expand their learning experience and prepare them for global citizenship.
- Performance partnerships between PMO ensembles and other artistic organizations on campus as well as other colleges, universities and communities.
- Staff who are dedicated to innovation and professional development that inspire students to reach their full potential.
- Increased performance visibility and awareness on campus, throughout the state, across the country and around the world.
- Transformational opportunities for artistic development to actively engage students in a life-long appreciation of the arts.

Strategies

- Proactively attend to student success through early monitoring and positive intervention.
- Establish a collaborative committee of student leaders to promote a sense of family among PMO ensembles.
- Introduce and recruit for additional ensembles to create diverse musical opportunities for Purdue students.
- Encourage PMO students to take advantage of the leadership opportunities available on campus and in the community.
- Explore opportunities to partner with on-campus, community and state-wide arts organizations.
- Enhance programming and the student learning experience by supporting PMO staff professional development.
- Develop an audience with differences in age, culture, ethnicity and socioeconomic backgrounds.
- Network to establish relationships on a global scale to expand performance opportunities.
- Instill and strengthen the Purdue Spirit among students, alumni and supporters to create an emotional connection for continued engagement.

GOAL 2

Discovery with Delivery / Our Building and Its Impact

Characteristics

- Facility suitable for students and staff to research, study, arrange, rehearse and record music.
- Facility strategically located to attract student and community traffic, raise awareness of PMO programs and boost recruitment.
- Opportunity to introduce generations of alumni, friends and supporters to the new facility and re-engage them in the mission of PMO.
- Appropriate storage space for equipment which provides safe access and facilitates transferability by PMO students and staff.
- Student-friendly facility which promotes student interaction, motivates academic success and welcomes leadership, artistic and personal development.
- Opportunity to spotlight PMO's rich history and traditions, honor donors and alumni and recognize exceptional efforts of students and volunteers.
- Adequate space available for collaborating with campus and community organizations, academic institutions and other groups.
- Rehearsal space providing large practice rooms for all ensembles to rehearse together and smaller practice rooms to allow small groups and individuals to rehearse.
- Office space organized to facilitate a positive, communicative, collaborative, and creative environment between students and staff.

Strategies

- Enhance the overall experience of PMO students with a facility allowing them to conveniently and comfortably research, study, arrange, rehearse, perform and record music.
- Increase the number of visitors to PMO by erecting a building that is open and inviting to a diverse mix of students, faculty, staff and campus visitors.
- Energize students and re-engage alumni, friends and supporters by introducing them to a new facility they can be proud of.
- Ensure the safety of students and staff by providing ample, accessible space for the storage and transport of instruments and equipment necessary for producing remote performances.
- Enhance the recruitment and retention of PMO students with an attractive facility.
- Communicate the rich history of PMO, enabling visitors to gain an appreciation of the commitment and effort it takes to establish, grow and maintain a world-class musical organization.
- Develop synergistic partnerships and collaborations between campus, state and academic institutions by providing access to and use of the facility.
- Include adequate practice space for PMO ensembles, small groups and individuals in the design and construction of the facility to maximize the effectiveness of rehearsals and enhance programs.
- Foster a culture of open and positive communication among students and staff which facilitates a diverse, collaborative, creative and inspiring environment.





GOAL 3



Meeting Global Challenges / Our Finances and Our Outreach

Characteristics

- Endowments, grants and donations that allow PMO to fiscally fund its travel opportunities, attract and retain staff and increase scholarships.
- Collaborations with campus organizations with an international focus to encourage global participation by PMO students.
- Relationships with educational organizations in the state of Indiana and beyond that encourage reciprocal cultural and musical exchanges.
- Enhanced public relations, communications and marketing strategies which promote PMO and Purdue to state, national and international audiences.
- Partnerships with corporate entities that expand performance opportunities.
- Alumni that are active participants and are committed to supporting PMO financially.
- Partnerships with service groups, philanthropic organizations and educational entities which provide benefit performance opportunities.
- Collaborations between PMO staff, alumni and volunteers to advance PMO's programs and outreach.

Strategies

- Implement a financial plan to support PMO's mission and vision.
- Strengthen endowments for travel and scholarships by increasing financial support for PMO.
- Collaborate with organizations on campus with an international focus to raise awareness of PMO and increase recruitment efforts.
- Increase global awareness and understanding among PMO students by providing opportunities for learning and performing a diverse musical repertoire.
- Build relationships with educational organizations state-wide and beyond to raise awareness of PMO and increase recruitment efforts.
- Develop a comprehensive communications plan with measurable objectives.
- Establish partnerships with businesses and corporations to increase performance opportunities and financial support for PMO.
- Enhance alumni participation by providing opportunities for engagement and effectively promoting opportunities to alumni.
- Encourage and support PMO student involvement with service and volunteer activities.
- Create networking opportunities between PMO students and staff with alumni living abroad or who have had international work experience after graduation.
- Restructure the PMO Advisory Board to focus on outreach and engagement.



Metrics	Common to All	Our Students	Our Building	Our Finances
Personal academic goals		•		
GPA		•		
Academic recognition		•		
PMO Manager's Council		•		
Ensemble opportunities	•	•	•	•
Campus leadership activities		•		
Participation in Diversikey		•		•
Artistic outreach and partnerships		•		•
Professional development		•		
Global and diverse audiences	•	•	•	•
National and international opportunities		•		•
Alumni and donor involvement	•	•	•	•
First-time donors		•		•
Donor retention		•		•
Recordings			•	
Rehearsal visitors	•	•	•	•
Facility tours			•	
Facility events			•	•
Audition registration			•	•
Student retention		•	•	
Alumni feedback			•	•
Facility sharing		•	•	
Financial plan				•
Development goals				•
Total giving		•		•
Planned giving				•
Travel/scholarship endowment goals		•		•
International focus campus collaborations		•		•
Musical repertoire		•		•
Exchange performances		•		•
Recruitment school visits		•		•
Relationships with educational organizations		•		•
Communications plan	•	•	•	•
Corporate partnerships/sponsorships				•
Alumni-oriented events			•	•
Alumni giving				•
Service and volunteer activities		•		•
International networking opportunities		•		•
Advisory Board restructuring				•

Strategic Planning Committee

The 2009-2014 Purdue Musical Organizations Strategic Planning Committee includes members of the PMO Advisory Board, PMO alumni from every decade since the 1960's representing a variety of ensembles, PMO Club members, university faculty and staff, PMO parents and PMO students and staff:

- William E. Griffel, PMO Director
- Larry Martin Campbell, Facilitator
- Michelle Beimfohr
- Rod Ehrlich
- James Giberson
- Brian Koning
- Annette Lamb
- Art Lorenz
- Kathryn Lorenz
- Betsy Marti
- Chris Pozezanac
- Brittany Reiff
- Libbi Schlenk
- Steve Schlenk
- Kevin Sprecher
- Bob Ziek
- Marcy Ziek
- Paul Ziemer

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An equal access/equal opportunity university