

STRATEGIC PLAN



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As YAA enters its seventh year, the organization has developed a formal strategic plan to serve as a guide for growth and development across the next 3 years.

OUR AMBITION

To be the premier music theater training and performance organization for talented middle and high school students.

OUR MISSION

To deliver transformative educational experiences that propel students in their personal and artistic development, while bringing exceptional performances to the community.



OUR VALUES



Excellence: We apply the highest standards to our training, rehearsals and performances.

Inclusivity: We create a learning environment where students-- regardless of race, ethnicity, gender, or socioeconomic status-- feel comfortable taking artistic risks.

Respect: We are always considerate of students, families, staff and community.

Collaboration: We hone individual talent while prizing ensemble work.

Service: We share our talents with the wider community.



OUR CULTURE

We cultivate a positive, engaged and meritocratic organization that celebrates contributions and accomplishments while constantly striving to improve and grow.

OUR STUDENTS

We work with motivated students who are committed to reaching their full potential as artists and performers, and who are attracted to the intensity and rigor of our programs. This includes instrumental musicians, vocalists, dancers and actors.

OUR APPROACH

We hold students to professional standards, providing disciplined and structured teaching, rehearsal and performance experiences, augmented with enrichment classes and with instruction and mentorship from faculty and renowned artists.

OUR FORMATS

We have pioneered the use of full symphonic orchestra on the concert stage with vocalists, dancers, and actors in our high school academic year programs, while using more traditionally staged productions for junior and summer intensive programs.

OUR VENUES

We perform in the region's finest, state-of-the-art music centers, in keeping with the quality and scale of our productions.

OUR EDUCATIONAL REACH

We serve students in the greater Washington, DC, Baltimore, MD and Northern Virginia areas during the academic year, while leveraging our growing national reputation to serve students from all locations during the summer with our overnight programs. We will explore opportunities to replicate our model in other metropolitan areas.

OUR STRATEGIC OBJECTIVE

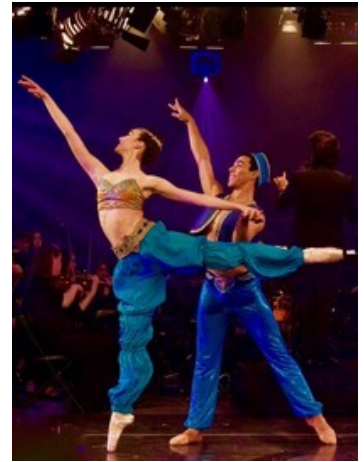
To establish an enduring institution that is financially self-sustaining through its core operations, while leveraging fund raising and grants to expand access to our performances and increase scholarship for our educational programs.



OUR OPERATING GOALS AND INITIATIVES

#1: Student Enrollment Quality and Growth

- **Goal:** Consistently attract and cultivate high potential, diverse young artists from the region.
- **Initiatives:** Increase awareness and enrollment through expanded recruitment efforts and development of relevant curriculum and programming that generates student interest.
- **Metrics:** # of students enrolled annually; # of students pursuing arts higher education.



#2: Artistic

- **Goal:** Deliver unique, high quality creative programming for middle and high school students.
- **Initiatives:** Continue with the production of fully orchestrated works of musical theater while expanding summer intensives.
- **Metrics:** # of annual performances and audience members.



#3: Education & Mentorship

- **Goal:** Create a comprehensive curriculum for preparation of students for higher education.
- **Initiatives:** Continue to engage professional performing and creative artists to provide mentorship to students, while developing new educational offerings to prepare students for advanced study and performance.
- **Metrics:** # of enrichment courses, master classes annually.

#4: Staff

- **Goal:** Attract and retain talented artistic and administrative staff through an inspiring mission, energized culture and competitive compensation.
- **Initiatives:** Annual benchmarking and performance-based compensation reviews.
- **Metrics:** staff performance and retention rate; market compensation percentile.

#5: Board

- **Goal:** Cultivate a “working board” that provides operational leverage for YAA staff and leadership, with active contributions across financial, programming, outreach, legal, fundraising, marketing and other areas of board member expertise.
- **Initiatives:** Maintain and expand board committees to make the greatest operational impact and establish scalable business processes.
- **Metrics:** Establish more rigorous board evaluations.

OUR OPERATING GOALS AND INITIATIVES

#6: Community & Program Access

- **Goals:** 1) Expose youth groups across all economic strata and the local community to musical performance, and 2) providing scholarships to talented young artists who would otherwise be unable to participate in our programs.
- **Initiatives:** Dedicated community development staff and expanded fund raising efforts to support capital investment, community outreach and scholarship funding.
- **Metrics:** scholarships/tuition assistance awarded (#, \$), # of outreach events/concerts, # of tickets provided to community annually.



#7: Financial

- **Goal:** Generate operating revenue that reliably meets or exceeds all operating costs.
- **Initiative:** Implementation of annual audit, accrual accounting practices and expanded reporting.
- **Metrics:** net operating profit annually.



#8: Operations

- **Goal:** Increasing the capacity, number and geographic accessibility of rehearsal, performance and summer program facilities through local partnerships.
- **Initiatives:** Conduct search and evaluation for primary, satellite and summer camp locations.
- **Metrics:** academic year program capacity; # of counties reasonably served by facilities; total camp capacity for day and overnight.

