

## GREEN MUSIC CENTER'S ALIGNMENT WITH SONOMA STATE UNIVERSITY'S MISSION

In support of the mission of Sonoma State University, the Green Music Center presents the most compelling artists of our time, investigates ideas, and provides access to diverse artistic experiences that educate, connect, and inspire Sonoma State University and surrounding North Bay communities.

### GOAL 1: Serve as a primary public interface for the university.

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| <p><b>Tactic 1:</b> Present diverse and compelling programming year-round that invites multiple communities to engage</p> <p><b>Metric 1:</b> Between Summer 2018 and the 18/19 season, present at least 45 touring artists from a mix of genres in our venues on campus</p> <p><b>Metric 2:</b> Meet budgeted ticket revenue each year</p>   | Transformative Impact |
| <p><b>Tactic 2:</b> Partner with our resident ensembles, including the Santa Rosa Symphony and Sonoma Bach, to present their seasons and other performances</p> <p><b>Metric 1:</b> Provide hospitality, facilities, and front-of-house services for more than 7 weeks of Symphony season and single-performance programming in FY18/19</p> <p><b>Metric 2:</b> Provide hospitality, facilities, and front-of-house services for 5-7 weekends of Sonoma Bach programming in FY18/19</p> | Transformative Impact |
| <p><b>Tactic 3:</b> Serve our community by making our facilities available to our stakeholders for impactful events</p> <p><b>Metric 1:</b> Rental activity revenue covers direct costs for all events in FY 18/19</p> <p><b>Metric 2:</b> All queries for rentals are considered and responded to in FY18/19</p>   | Transformative Impact |
| <p><b>Tactic 4:</b> Represent Sonoma State in programming and/or engagement with community partners on and off campus</p> <p><b>Metric 1:</b> Green Music Center development staff are all engaged in community activities in their role as fundraisers at least once per month</p> <p><b>Metric 2:</b> The Green Music Center uses an array of mass media outlets to reach audiences about our programming and events</p>  | Transformative Impact |

**GOAL 2: Maximize our potential as a university presenter by deeply impacting and engaging stakeholders.**

<p><b>Tactic 1:</b> Provide state-of-the-art facilities that encourage learning</p> <p><b>Metric 1:</b> Facilitate IT and facilities improvements in our halls and classrooms</p> <p><b>Metric 2:</b> Prioritize academic utilization of physical resources</p>	<p>Student Success Transformative Impact</p>
<p><b>Tactic 2:</b> Engage presenting artists in residency activities on campus and in the community</p> <p><b>Metric 1:</b> 50% of all touring artists participate in residency activities in the 18/19 season</p> <p><b>Metric 2:</b> During the 18/19 school year, 35 courses from all Sonoma State University's academic schools incorporate performing arts into their learning objectives and participate in residencies; an additional 120 courses from all schools bring students to performances</p> <p><b>Metric 3:</b> During the 18/19 school year, more than 3,000 tickets are distributed to students in association with our Arts Integration Program, with a 25% no-show rate</p> <p><b>Metric 4:</b> By the close of the 18/19 school year, staff survey tools indicate that 90% of the residency activities are rated an average of an "agree" or "strongly agree" with the following: participants are engaged; artist is making relevant connections to coursework and/or audience; audience is participating</p>	<p>Student Success Academic Excellence &amp; Innovation Transformative Impact</p>
<p><b>Tactic 3:</b> Provide meaningful student career development opportunities that are relevant to courses of study and areas of interest</p> <p><b>Metric 1:</b> In the 18/19 school year, employ 160 students in the areas of production, administration, marketing, facilities, front of house, hospitality, box office, and parking services</p> <p><b>Metric 2:</b> When relevant, all student employees have supervisors and mentors who help them establish and meet goals and expectations, and are evaluated before June 30, 2019</p>	<p>Student Success Academic Excellence &amp; Innovation Transformative Impact</p>
<p><b>Tactic 4:</b> Establish and build strong and authentic partnerships with individuals and organizations that produce advocates and entice broad participation in our programs</p> <p><b>Metric 1:</b> In 18/19, develop programmatic connections with 12 external partners</p> <p><b>Metric 2:</b> In 18/19, provide volunteer opportunities for non-students to engage as ushers, board members, or in other ways</p> <p><b>Metric 3:</b> Hold one "listening session" directed to getting feedback from the campus community in Spring 2019</p> <p><b>Metric 4:</b> Survey students regarding ways they may be interested in engaging with the Green Music center in the 19/20 school year</p>	<p>Transformative Impact</p>

**GOAL 3: Use our program and platform to work towards cultural equity, placing emphasis on marginalized and underrepresented voices, and ensuring programs are relevant in our multicultural world.**

<p><b>Tactic 1:</b> Program and partner with artists from multiple cultural backgrounds and varying artistic traditions</p> <p><b>Metric 1:</b> Between Summer 2018 programming and the 18/19 season, present a mix of genres that attract multiple audiences, with special attention to our Latinx communities</p>	<p>Academic Excellence &amp; Innovation Leadership Cultivation Transformative Impact</p>
<p><b>Tactic 2:</b> Work toward employing staff and recruiting board members who are expressive of the diversity in our communities</p> <p><b>Metric 1:</b> In FY18/19, ensure that candidates are recruited from a diversity of outlets that will increase the likelihood that Latinx individuals and others from marginalized communities will apply</p> <p><b>Metric 2:</b> By December 2018, enact a board recruitment process that values the ability to give major gifts as one of many characteristics that qualifies individuals to serve</p>	<p>Academic Excellence &amp; Innovation Leadership Cultivation Transformative Impact</p>
<p><b>Tactic 3:</b> Partner with organizations that work with marginalized and underrepresented communities to provide access to the performing arts</p> <p><b>Metric 1:</b> In FY 18/19, 50% of our external partnerships are with organizations or people who come from or serve marginalized communities</p> <p><b>Metric 2:</b> Transform outward facing staff position to incorporate annual goals that include community engagement</p>	<p>Transformative Impact</p>
<p><b>Tactic 4:</b> Ensure our programs, regardless of genre, are relevant in our multi-cultural world</p> <p><b>Metric 1:</b> In 18/19, 50% of our programming includes lectures from experts to make the connections between our programmatic offerings and our multi-cultural world</p>	<p>Academic Excellence &amp; Innovation Transformative Impact</p>

**GOAL 4: Build a sustainable organization that responsibly manages resources.**

<p><b>Tactic 1:</b> Strengthen our processes to ensure sustainable deployment of human and financial resources</p> <p><b>Metric 1:</b> Make organizational structural changes that apportion leadership and decision-making</p> <p><b>Metric 2:</b> By June 30, 2019, identify the staff roles that need redundancy and cross-training</p>	Transformative Impact
<p><b>Tactic 2:</b> Introduce and maintain environmentally sustainable practices that meet or exceed Sonoma State University expectations</p> <p><b>Metric 1:</b> Implement composting by June 30, 2019</p> <p><b>Metric 2:</b> By June 30, 2019, a team of Green Music Center staff identify realistic and concrete ways to improve our environmentally sustainable practices</p>	Transformative Impact
<p><b>Tactic 3:</b> Provide professional development opportunities that allow personnel to grow</p> <p><b>Metric 1:</b> All staff participate in at least one professional development activity in 18/19</p> <p><b>Metric 2:</b> All staff attend professional development gathering(s) with equity, diversity, and access consultant in Spring 2019</p>	Leadership Cultivation
<p><b>Tactic 4:</b> Facilitate the Board of Advisors' involvement in helping to build capacity</p> <p><b>Metric 1:</b> Board members cultivate or solicit 4 donor prospects by June 30, 2019</p> <p><b>Metric 2:</b> All board members make annual contributions to the Green Music Center by June 30, 2019</p> <p><b>Metric 3:</b> At least half of the board members assist in achieving fundraising goals for our annual event (Sept 2018)</p> <p><b>Metric 4:</b> All board members have a one or two-year work plan for their tenure on the board by June 30, 2019</p>	Leadership Cultivation Transformative Impact
<p><b>Tactic 5:</b> Create sustainable funding mechanisms that close the gap in our budget</p> <p><b>Metric 1:</b> Meet fundraising goals</p> <p><b>Metric 2:</b> Enhance fundraising systems to allow growth in all areas of fundraising</p> <p><b>Metric 3:</b> In 20/21, build our endowment</p>	Transformative Impact