

VISION 2025

A STRATEGIC PLAN FOR TRANSFORMATIONAL CHANGE



Andrés Orozco-Estrada, Music Director
and the Houston Symphony



DECEMBER 2014

VISION 2025

In 2025, the Houston Symphony will be America's most relevant and accessible top-ten orchestra.



The Houston Symphony's bold new vision for 2025 is unique to Houston and unique to America.

A **relevant** Houston Symphony serves members of our community with meaningful music and programs that improve the quality of life in Greater Houston.

An **accessible** Houston Symphony offers performances, educational programs and community engagement activities that are available to all, regardless of financial or geographic circumstances.

A **top-ten** Houston Symphony is defined by artistic, administrative and organizational excellence and is integral to the advancement of our city's national and international cultural reputation.

This is our vision for what the Houston Symphony will be in 2025.

The Houston Symphony stands at a moment of extraordinary opportunity. We serve the fourth-largest, most diverse city in America—a city which greatly values the arts and exemplifies a deep-rooted tradition of philanthropy. As our city continues to grow and evolve, so must its hallmark institutions.



In September 2014, we welcomed dynamic new artistic leadership in Music Director Andrés Orozco-Estrada, who is creating a bold new sound for the Houston Symphony. One of the most gifted musicians of his generation, Andrés is forging a powerful artistic bond with the orchestra, and connecting the music they create together with both longstanding and new audiences. We are proud of our collaborative organizational culture that reflects alignment among board members, staff, musicians and volunteers who are united in ambition for a bold new vision.

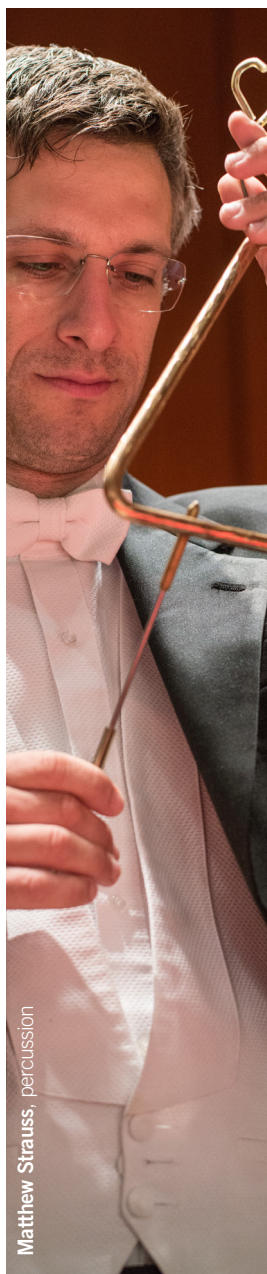
The stage is set. Now is the time to begin the transformation of the Houston Symphony into America's most relevant and accessible top-ten orchestra by 2025. In doing so, this organization will serve more people, matter to more people and reach greater artistic heights than ever before.

At the start of our second century, the Houston Symphony is ideally positioned to become a more valuable, effective and impactful cultural service provider than ever before:

- We stand on a strong and stable financial footing, having achieved balanced budgets for the past four consecutive seasons (FY11–FY14).
- Since 2010, our audience has grown almost 20%, performance revenue is up by 20% and contributed income has nearly doubled.
- We have significantly expanded our educational, community engagement and multicultural initiatives by almost doubling the number of students served through education concerts, growing our free concert series and establishing a series of leadership councils to guide our efforts to engage multicultural audiences.

REDEFINING OUR MISSION, VALUES & VISION

Through a yearlong cross-constituent planning process in 2014 that drew on the expertise of over four dozen members of the Houston Symphony's board, orchestra and staff, as well as community members, our mission, values and vision have been refined to better reflect our reason for existence, the values we hold most dear and the organization we wish to become. We thank everyone who has contributed to this strategic plan.



Matthew Strauss, percussion



Mission

The mission of the Houston Symphony is to inspire and engage a large and diverse audience in Greater Houston and beyond through exceptional orchestral and non-orchestral performances, educational programs and community activities.

Values

Excellence: We commit to the highest level of artistic, administrative, board and volunteer quality and performance, as reflected in our programs and concerts.

Community Engagement: We foster meaningful, respectful and collaborative relationships with our patrons and community members from all walks of life in our large, diverse city.

Education: We provide learning opportunities for listeners and students of all ages throughout our community.

Innovation/Entrepreneurial Spirit: We are the first to pioneer and implement new and creative ideas in our work, both on and off the stage.

Relevance: We provide musical performances and resources that enhance the lives of our stakeholders and community members.

Financial Sustainability: We responsibly invest in our present, dutifully plan for our future, and mindfully steward our community's investment in our institution.

Inclusivity: We intentionally embrace and promote diversity across all levels of our organization, including its people, its programs and its audience, to reflect our city, the most diverse in America.

Collaboration: We approach internal and external relationships with a spirit of respect and interconnectedness.

Vision

In 2025, the Houston Symphony will be America's most relevant and accessible top-ten orchestra.

Our concerts and programs will matter more to more people. We will offer a wide variety of musical styles, concert programs, educational offerings and community engagement activities.

The Houston Symphony will be financially and geographically accessible. Our concerts and programs will be available for everyone, regardless of economic means or location.

We will be one of America's top-ten orchestras, measured by artistic and organizational benchmarks of excellence, as well as by our local, national and international reputation.

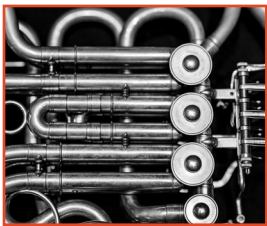
Achieving this vision will ensure that we are an invaluable cultural resource to Greater Houston and an artistic ambassador for our city throughout the nation and the world.



PLAN STRUCTURE AND SCOPE

Under this strategic plan, we will employ **six institutional strategies**, each supported by specific measurable outcomes and action plans. Taken together, these strategies are our blueprint to achieve our vision of becoming America's most relevant and accessible top-ten orchestra.

This strategic plan outlines a path to transforming the Houston Symphony into a significantly different institution by the year 2025. This document does not include an audit of current programs, nor does it outline an operating plan to maintain or grow current activities. Instead, the contents of this document focus almost entirely on those new and expanded initiatives that will result in **transformational change**.



Financial Scope

We believe that the institutional improvements outlined in this plan present an extraordinary opportunity to grow the Houston Symphony's accessibility, relevance and top-ten level of excellence at a rate that far surpasses the financial investments that are necessary to implement the plan. We also expect that new audience members, donors and stakeholders will be attracted to the Houston Symphony, and current ones will become more loyal, as a result of our bold new vision and the scope of our ambition.

As part of the comprehensive strategic planning process, a detailed financial analysis of all proposed initiatives was conducted, including anticipated expenses as well as earned and contributed revenue potential on an annual basis through 2025. If we planned to continue operating at today's approximate level of activity, the Houston Symphony would require a cumulative budgetary expenditure of about \$340 million over the course of the next ten years. If we were to pursue no transformational growth initiatives, our operating budget would grow by about one-third by 2025 simply due to inflationary increases. When the initiatives described in this document are fully implemented, we estimate that it will be necessary for this ten-year total to grow \$70 to \$85 million in aggregate, or 20 to 25%. All proposed strategic planning initiatives are anticipated to generate at least their expense, and in some cases more, in earned and contributed revenue.

Over the course of the next ten years, economic forces impossible to predict today will require the institution to be flexible. We must continually evaluate our plans to ensure that we are pursuing those transformative investments that maximize the return we bring to the community. Ultimately, our audience, donors and stakeholders will determine the Houston Symphony's institutional growth. As the Houston Symphony demonstrates its increasing value to the community and our commitment to responsible stewardship of financial resources, we expect that the community will respond by supporting and contributing to the institution's growth.

VISION 2025

These six institutional strategies will guide our decisions over the course of the next ten years:

1. Strengthen artistic, staff and board quality
2. Improve the quality of education in Greater Houston through the arts
3. Grow our reach, relevance and profile in Greater Houston and beyond
4. Secure a large, engaged and loyal audience
5. Implement a strong and sustainable financial structure
6. Secure an improved performance space solution that facilitates transformational artistic, programmatic and financial growth



INSTITUTIONAL STRATEGIES, OUTCOMES AND ACTION PLANS

Institutional Strategy 1: Strengthen artistic, staff and board quality



2025 Outcome: The Houston Symphony's artistic and organizational excellence is celebrated locally, nationally and internationally.

Action Plans and Measurements of Success

In order to improve our level of artistic excellence, the Houston Symphony will invest in both the quality and quantity of its performers and performances.

We must grow the total investment we make in our professional orchestra to be at least the tenth largest total investment made by any American orchestra in its musicians. To perform at a level comparable to our peer American orchestras, we must be able to attract and retain the world's finest musicians.

To reach this top-ten level, we will grow the number of full-time players in the orchestra, base salaries, benefits and other compensation at a higher rate than our peers. We will invest in artistically outstanding conductors, guest conductors, guest artists and the Houston Symphony Chorus to share the stage with our core of talented musicians.

The more frequently an orchestra performs classical music as an ensemble, the higher its level of performance. Ultimately, we will increase our classical subscription series from its current 18 weekends to at least 21, performed in a concert hall with exceptional acoustics. Because we value innovation as an organizational hallmark, we will implement new concert formats and Houston Symphony-curated performances across all product lines, including classical commissions, curated pops and family concerts, recordings and multimedia productions. To heighten the level of performance and broaden the institution's reach and reputation, we will embark on national or international tours every two years and will regularly record and issue GRAMMY Award-worthy recordings.

The Houston Symphony will make improvements to its administration, governance structure, institutional culture and public messaging to achieve a high level of organizational excellence.

We must grow the total investment we make in our administrative staff to effectively support the activities of a top-ten orchestra. We will implement a governance structure focused on leadership continuity, sound governance, board member diversity and capacity for contributed support. We will work collaboratively with our loyal Leagues, Chorus and other volunteers to advance the institution's priorities, and will proactively foster a spirit of enthusiasm and collaboration between musicians, staff, board and volunteers.

It is also critical that we effectively message and communicate about the Houston Symphony by mounting brand awareness campaigns beyond special occasions such as our recent Centennial Season or the introduction of a new music director. Our messaging must communicate, on an ongoing basis, the Houston Symphony's service as a cultural, educational and community asset. We will leverage the talents and personal stories of our musicians, conductors, chorus members and guest artists to heighten the organization's local, national and international reputation.

These artistic and organizational growth initiatives will directly advance our vision to become a top-ten orchestra. As a result of these cumulative improvements, we will attract the highest caliber of musicians to audition for the Houston Symphony, as well as the most outstanding conductors and guest artists. The level of performance will improve and will be communicated in more regular, positive media coverage; it will also result in more frequent and attractive opportunities to tour and record. These improvements will be supported by an outstanding administrative staff and core of volunteers, and a Board of Trustees that demonstrates an unprecedented level of engagement and financial investment.



Institutional Strategy 2: Improve the quality of education in Greater Houston through the arts



2025 Outcome: The Houston Symphony is an indispensable community leader, partner, advocate and resource for propelling academic achievement of Greater Houston's students.

Action Plans and Measurements of Success

A study recently completed by Young Audiences of Houston, in partnership with Houston Independent School District and the City of Houston, outlines evidence that student participation in the arts is directly linked to academic achievement. This study found that arts education helps to close the achievement gap for low-income students, and that even a single field trip to an arts organization strengthens critical thinking skills. In Houston, high arts involvement also directly correlates with decreased disciplinary actions and incidence of truancy, increased STAAR passing rates and pursuit of higher education.

The Houston Symphony currently offers a robust array of education programs. However, to achieve true community relevance and transform our value as an indispensable cultural service provider, we must significantly augment both the breadth and depth of our programs that improve the quality of education in our community .

We will expand the student concert series to serve 100,000 students annually, up from 55,000 students currently served. Before and after student concerts, the Houston Symphony will deploy an army of teaching artists and Symphony musicians on multiple, repeated visits to participating classrooms to deeply engage students in musical and cross-curricular learning.

In partnership with community-based organizations and educational institutions, we will launch an El Sistema-inspired instrument training program to reduce the achievement gap and propel social change for underserved children in the Greater Houston area.

We will increase professional development opportunities and provide educational tools for classroom and music teachers. We will catalyze high quality, participatory early childhood music education programs with active parent involvement.

These educational initiatives will contribute directly to our vision to become American's most relevant and accessible top-ten orchestra. Our success will be measured by the scope and quality of these education programs and their direct impact on musical and academic achievement among participating students. The Houston Symphony will be valued throughout Greater Houston as a vital educational resource, and will earn an industry-wide reputation as a leader in music education.



Institutional Strategy 3: Grow our reach, relevance and profile in Greater Houston and beyond



2025 Outcome: The Houston Symphony is an industry and local leader providing opportunities for people from all walks of life to learn about, engage with and participate in music.

Action Plans and Measurements of Success

Because we serve America's most diverse city, we must be relevant to a diverse array of listeners and learners, with concerts and programs that are both accessible and meaningful.

To advance our vision of financial accessibility, we will offer a robust year-round series of at least 40 free concerts in locations throughout the Greater Houston area, up from our current 25. We will also ensure that subsidized, affordable concert tickets for the general public and community partners are available for virtually all Houston Symphony performances.

To help better connect audiences with the music we perform, we will proactively and creatively deliver comprehensive information about repertoire and concert programs, before and during performances. To help better serve listeners and learners away from the stage, we will offer a robust distribution, in both traditional and digital channels, of music and educational resources. These channels include increased live streaming of Houston Symphony concerts, expanded national and international radio broadcasts and syndication, and widespread dissemination of educational resources for listeners of all ages and backgrounds.

We will offer a wide variety of musical styles, concert formats and educational programs that appeal to a wide array of Houston's diverse population. We will introduce a series of non-orchestra presentations of touring orchestras, chamber ensembles, classical soloists and popular artists to diversify our musical offerings. Our concert schedule will be flexible, and we will pursue alternative subscription models that align with market demand.

Houston is known locally, nationally and internationally as the home of one of the world's leading medical communities. Through the arts, the Houston Symphony can enhance the quality of health care provided in Greater Houston. We intend to develop and launch a comprehensive Music and Wellness program in partnership with institutions in the Texas Medical Center, providing therapeutic opportunities for healthcare workers and patients to engage with and participate in music.

Our vision to become America's most relevant and accessible top-ten orchestra depends on these initiatives. Our success will be measured by attendance rates, the financial and geographic accessibility of our concerts, the enhanced comfort and confidence of a well-informed audience, and the range and scale of musical styles, concert programs and educational offerings. The Houston Symphony will be valued locally as a vital resource for Greater Houston's health care industry, and will earn an industry-wide reputation as a leader in community engagement.



Institutional Strategy 4: Secure a large, engaged and loyal audience



2025 Outcome: Widespread and meaningful personal relationships are present and valued between the Houston Symphony and its audience.

Action Plans and Measurements of Success

This institutional strategy is allied with the previous one, but its distinct set of action plans focuses on audience growth, improving the audience experience, engaging multicultural audiences and enhancing the quality of relationships with patrons and stakeholders.

The experience we provide for all Houston Symphony audience members, including ticketed and free concert attendees and participants in our education and community programs, is critical to retaining current audiences and attracting new listeners and learners who wish to engage with the Houston Symphony for the first time. We will improve the end-to-end customer experience by elevating the service offered by all partner entities involved in the concert experience, and deepen patron loyalty by fostering personal relationships with audiences from all walks of life.

We will actively support Houston's community of music makers by continuing to create methods for amateur musicians to engage in meaningful participatory experiences with the Houston Symphony, such as a new summer music camp for children and adults.

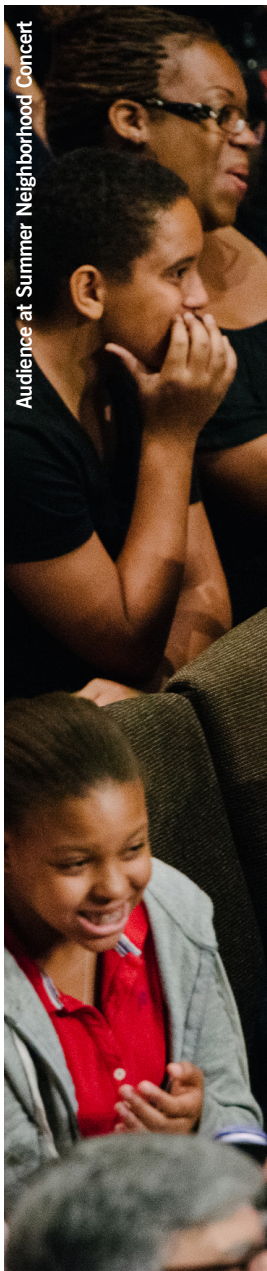
It is of utmost importance that we proactively embrace and reflect the multicultural diversity of Houston. We plan to attract and engage new multicultural audiences that reflect the diversity of Houston through three primary action steps.

First, we will accelerate the development of relationships with community leaders and multicultural institutions that will connect the Symphony with members of their communities. We will build upon and expand the effectiveness of the three existing Leadership Councils and will create additional leadership councils or initiatives as needed to better engage other under-represented communities.

Also, expanded free and ticketed culturally relevant programming will be a prominent component of our product mix. We will collaborate with our city's various communities to co-create meaningful programming, and engage in musical collaborations with performers from various communities, such as the CityWide Grassroots Chorus or a traditional Chinese orchestra or ensemble. We will help celebrate the major cultural holidays and heritages of Houston's various communities through music.

Lastly, we will thoughtfully communicate with members of our city's various communities to promote all Houston Symphony activity and our financial, programmatic and geographic accessibility.

These audience growth and engagement initiatives will directly advance our vision to become a relevant, accessible orchestra. Our success will be measured by the size, diversity, level of engagement and loyalty of Houston Symphony audiences and the quality of our relationships.



Institutional Strategy 5: Implement a strong and sustainable financial structure



2025 Outcome: The Houston Symphony achieves annual balanced budgets supported by reliable sources of earned, contributed and endowment income.

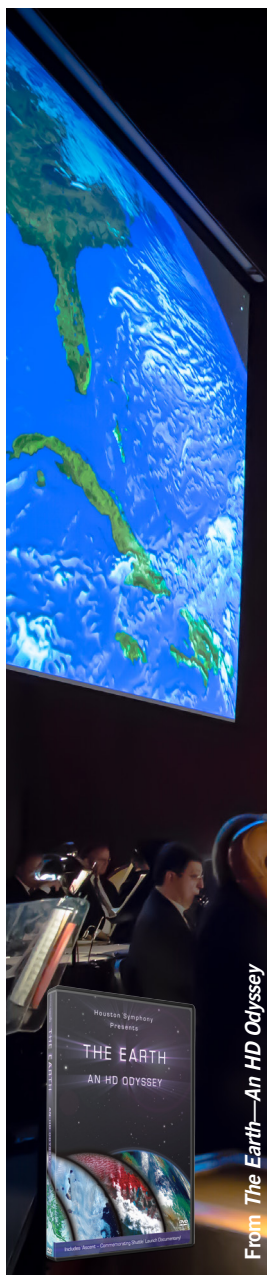
Action Plans and Measurements of Success

The Houston Symphony's ability to inspire community support by demonstrating its value is connected to the transformative level of ambition outlined in this plan. We will responsibly and consistently steward our stakeholders' investments in our activities, pursuing the strategic initiatives outlined in this plan in a financially sustainable fashion.

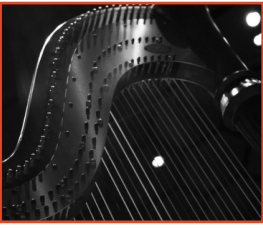
Many of the strategies and action plans proposed here present opportunities for the organization to generate new sources of earned revenue, such as innovative multimedia concerts, the launch of a non-orchestra musical presentation series, and a summer camp for amateur adult music makers. New sources of earned revenue linked to an improved performance space solution could include the possibilities of space rental, retail and restaurant income and auxiliary performance-related revenue derived from parking, merchandise and concessions.

Moreover, we expect that the institutional improvements and the ambitious improvements to our artistic, educational and programmatic growth will inspire new sources of contributed revenue. To support this plan, we will identify, cultivate, solicit and steward both current and new donors motivated by top-ten artistic excellence, community accessibility, education, multicultural engagement and innovation. New ideas are necessary to inspire; support is necessary to fund new initiatives. Ultimately, the Houston Symphony's audience, donors and stakeholders will determine the rate and scope of our institutional growth, and we will proactively establish and maintain those relationships.

As we grow earned and contributed revenue in support of annual operations and strategic initiatives, we remain committed to the growth of a critical source of ongoing support: the Houston Symphony Endowment. Over the course of this ten-year plan, our goal is to double the size of the Houston Symphony Endowment, from approximately \$70 million currently to \$140 million through cash gifts, realized planned gifts and planned giving intentions.

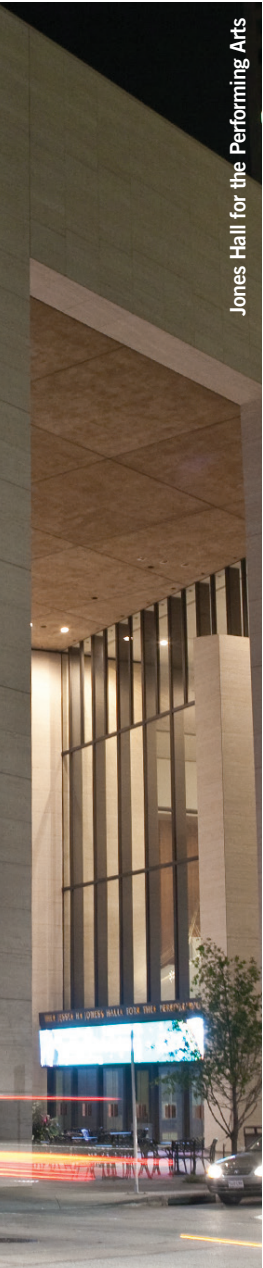


Institutional Strategy 6: Secure an improved performance space solution that facilitates transformational artistic, programmatic and financial growth



2025 Outcome: The Houston Symphony's performance home facilitates artistic, educational and programmatic excellence, promotes all institutional strategies outlined in this plan, and positions the Houston Symphony to be the outstanding cultural service provider that our world-class city deserves.

Action Plans and Measurements of Success



The Houston Symphony will responsibly plan for and secure a performance space solution that provides superior acoustics commensurate with to the acoustic setting of America's current top ten orchestras, improved audience amenities, enhanced technological capacity, unrestricted flexibility to grow the quantity of concert and educational programming, and new earned revenue opportunities. We will identify the ideal feasible solution through a rigorous planning process, involving the Symphony's musicians, staff, Board and other stakeholders, as well as the perspectives and expertise of community members and consultants.

The Houston Symphony will responsibly plan for and secure a performance space solution that provides superior acoustics, improved audience amenities, enhanced technological capacity, greater flexibility to grow the quantity of concert and educational programming, and new earned revenue opportunities. Every other top-ten American orchestra performs in a space that is superior to that of the Houston Symphony, measured by all of these important criteria. Simply stated, it is not realistic to strive to become a top-ten orchestra if we do not pursue what every other top-ten orchestra—and every other top American city—has.

All five work groups of the Houston Symphony Strategic Planning process independently and unanimously drew the same conclusion: an improved performance space is necessary to become America's most relevant and accessible top-ten orchestra. We considered a number of options for performance space improvement. These discussions explored a major renovation of Jones Hall, the building of a new Symphony Hall, and the concept of dividing the Houston

Symphony's performances between a renovated Jones Hall and a new Symphony Hall.

We have concluded that we need to commission a study to more fully explore the opportunities and ramifications—economic and otherwise—associated with an array of performance space options. We have chosen a nationally recognized consulting firm who will evaluate the merits, drawbacks, business model and financial impact of each option, and will recommend the most feasible solution for consideration by the Houston Symphony's staff, Board, musicians and other stakeholders.

We have received a generous \$1 million gift to help fund the preparatory work necessary for planning and achieving the objective of securing a favorable performance space. Included in this preparatory work will be a professional fundraising feasibility study and the development of a deliberate fundraising approach that will be based on the outcome of the study. The resulting capital campaign and anticipated operating expense adjustments are not included in the financial scope of this Strategic Plan.

The stewardship of this strategic plan and pursuit of an improved performance space solution will proceed on parallel tracks. The success of many initiatives outlined in this plan is not entirely dependent upon an improved performance space solution, but all of the Houston Symphony's stakeholders recognize that our advancement as an institution and our ability to serve the Greater Houston community is certain to be limited if we do not secure this critical improvement for our orchestra and our city.

ADVANCING THE STRATEGIC PLAN

This strategic plan, including the institutional strategies, outcomes and preliminary action plans, will serve as a living, evolving tool to guide our decisions over the next ten years. It is critical that the institution remain flexible, and that we respond and adjust to evolving circumstances and priorities.

Over the next ten years, we will regularly evaluate our strategies and plans to ensure the maximum return to the organization and the community, and to advance the Houston Symphony's financial sustainability.

NEW STRATEGIC PLANNING COMMITTEE

A new Strategic Planning Committee of the Board will serve as the central point for plan stewardship and advancement. In collaboration with the staff, orchestra and other Board committees, the Strategic Planning Committee

will be charged with the ongoing evaluation, implementation and evolution of the plan over the next ten years.

FUNDRAISING APPROACH

As the Houston Symphony's ambition grows, so will the need for continued investment in generating revenue. Today, contributed revenue represents much of the fuel that funds ambitious goals for non-profit organizations. As outlined in the Financial Scope section of this document, a cumulative budgetary expenditure of about \$340 million will be necessary to continue Houston Symphony operations over the course of the next ten years, independent of the transformational growth initiatives outlined in this strategic plan. As noted earlier in this document, to fully implement the ambition of this strategic plan, we estimate that it will be necessary for this ten-year total to grow by \$70 to \$85 million. The resulting total budgetary expenditure for ten years of base-line operational expenses plus strategic planning-related expenses is \$410 to \$425 million. Our preliminary estimate of the ten year total contributed revenue need in support of operations is about \$250 million, exclusive of Endowment Draw. Of course, this figure—and ultimately the final goal of the Comprehensive Campaign—will evolve as the strategic plan evolves and is implemented over time.

We plan to generate this cumulative contributed revenue in support of ongoing operations and strategic planning excellence through two five-year comprehensive fundraising campaigns.

We are confident about our ability to succeed based on the inspiring level of ambition

associated with the strategic planning initiatives outlined in this plan. New, exciting programs that propel artistic, educational, community and institutional improvement will inspire new and increased support. The pace of implementation will be driven by the Symphony's artistic and institutional priorities in our pursuit of our vision, along with the community's response to those elements of the plan that they find most appealing and valuable.

Our ambition to double the size of the Houston Symphony Endowment through cash gifts, realized planned gifts and planned giving intentions will be incorporated into both phases of the Comprehensive Development Campaign. As plans develop from the pursuit of an improved performance space solution, we will overlay the capital ambition for this performance space campaign across the two phases of the Comprehensive Campaign. We expect that fundraising for the capital component of the strategic plan will take place over a three to five year period.

Fundraising Approach Continues on Page 11

FUNDRAISING APPROACH (CONTINUED)

The most successful non-profits have engaged, generous and influential Boards of Directors as well as high-performing, appropriately sized, well-resourced development teams, all of whom can clearly and passionately articulate the vision of their organization. Increased contributed revenue will come as a direct result of an expanded investment in human capital, leadership support from the Board, as well as expansive prospecting, cultivation and stewardship activities.

Support will come from all sources—individuals, foundations, corporations and government partners—to fund all of the Symphony's activities, including endowment growth. The multi-faceted nature of a Symphony orchestra's operations provides a wide range of opportunities with which to engage both current and new funders.

We exist in the City of Possible; Houston is an ambitious, can-do city. Its population is excited by ambition and is inspired by "The Big Idea." This is why we will be successful.

SUMMARY

The Houston Symphony is the largest and most established performing arts organization serving our city. We take pride in the remarkable accomplishments of our first century. Thanks to decades of hard work and visionary leadership, we now stand at a moment of unprecedented opportunity.

Our outstanding orchestra and dynamic young music director, Andrés Orozco-Estrada, are galvanizing our community, sparking enthusiasm among our long-term stakeholders and forging connections with new members of the Symphony family. Our education and community engagement activities, already significantly increased in recent years, are in great demand and poised for significant growth, both in breadth and depth, including everything from expanded student concerts to an enhanced relationship with Houston's medical community. Thanks to years of prudently shepherding our resources, the Houston Symphony is now in its strongest, most stable financial position in recent memory.

Any organization—especially an arts organization in a rapidly-changing city and world—must always be prepared to reinvent itself to serve its art form and its community. We could choose to continue our current quantity and quality of activity. But to do so would guarantee inertia. Instead, we choose to build on the momentum of our recent success, to

transform the art we make, the work we do, and the ways we connect with our community.

Houston is growing and changing. To be the cultural service provider our city deserves, the Houston Symphony must grow and change as well. We must strengthen our artistic and organizational resources, and deploy our resources in the service of expanded performances and education and community engagement activities. We must build strong bonds with a large and loyal audience. Recognizing that extraordinary change requires extraordinary investment, we must implement an ambitious but prudent financial structure, and vigorously pursue new sources of revenue. Finally, we must identify and implement a performance space solution that enables all our strategies and goals.

Our vision is aspirational. Achieving that vision will require thoughtful planning and effort on the greatest scale in the 101-year history of the Houston Symphony. We have the starting resources and the resolve necessary to embark on this plan. We live and work in a dynamic, entrepreneurial city that has proven it will respond to, and support, a dynamic, entrepreneurial plan. **We must, and we can, transform the Houston Symphony into America's most relevant and accessible top-ten orchestra in 2025.**

VISION 2025

Strategic Planning Co-Chairs

Graham Baker, *Board of Trustees*

Janet Clark, *Board of Trustees*

Steven P. Mach, *President-Elect, Board of Trustees*

Institutional Leadership

Robert A. Peiser, *President, Board of Trustees*

Mark C. Hanson, *Executive Director/CEO*

Strategic Planning Central Coordinator

Amanda T. Dinitz, *Chief of Strategic Initiatives*

Work Group Leadership

Pam Blaine, *Chief of Education & Community Programming*

Steven Brosvik, *General Manager/COO*

Justice Brett Busby, *Board of Trustees; Co-Chair, Artistic Work Group*

David Chambers, *Chief Development Officer*

Viviana Denechaud, *Board of Trustees; Co-Chair, Education & Community Work Group*

Aurelie Desmarais, *Chief of Artistic Planning*

Adam Dinitz, *English horn/Oboe; Co-Chair, Performance Spaces Work Group*

Rauli Garcia, *Chief Financial Officer*

Allen Gelwick, *Board of Trustees; Co-Chair, Image, Awareness & Audience Development Work Group*

Mark Hughes, *Principal Trumpet; Co-Chair, Institutional Sustainability Work Group*

Brian James, *Board of Trustees; Co-Chair, Artistic Work Group*

Billy McCartney, *Board of Trustees; Co-Chair, Education & Community Work Group*

Barbara McCelvey, *Board of Trustees; Co-Chair, Performance Spaces Work Group*

Gloria G. Pryzant, *Board of Trustees; Co-Chair, Image, Awareness & Audience Development Work Group*

Donna Shen, *Board of Trustees; Co-Chair, Education & Community Work Group*

Brinton Averil Smith, *Principal Cello; Co-Chair, Artistic Work Group*

Glenn Taylor, *Chief Marketing Officer*

Jesse B. Tutor, *Chairman, Board of Trustees; Co-Chair, Institutional Sustainability Work Group*

Special Advisor

Osama Mikhail, *UTHealth School of Public Health*