

Looking Forward and Back: Every Voice Choirs Goals for the Organization

Every Voice Choirs has grown steadily since its founding in 2012. With only a single choir at our outset, we have expanded our offerings each year: in 2013 we added the Kids Choir; in 2014 the Concert Choir and Audition Prep Workshop; and in 2015 The Young Men's Vocal Workshop and our first satellite school program at Hunter Elementary School. EVC's operating budgets have also grown steadily, increasing by approximately \$20,000 every year. Last year we received our first governmental grant. We have been on a steady trajectory of serving increasing numbers of young people and establishing ourselves as a significant cultural resource in New York City.

This growth has been possible largely because of the significant donations of time of our musical and administrative leadership. While Every Voice Choirs has grown its program offerings to serve a large number of children at a very high level, it has not expanded its organizational capacity in a proportionate way. The Board of Directors has identified the lack of organization capacity and the lack of a succession plan as an issue that needs to be resolved in order for EVC to transition from a "start-up" nonprofit to an organization with prospects of thriving in the long term (see Q. FISCAL Organizational Development).

Acknowledging that the current level of volunteerism is not sustainable, we have decided to put a hold on program growth while we focus on securing increased organizational funding, enabling us to build crucial administrative and artistic capacity. We have recently dedicated significant energy (and some funds for consultants) on applying for additional governmental grants for the coming year, hopeful that as we continue to establish ourselves in the city we will achieve recognition and support at the state and national levels as well. In the coming year, we will continue to prioritize development of fundraising strategy, with plans to employ a Director of Development and Communications, as well creating a program manager position to free up the capacity of the ED to focus on financial and strategic capacity building. As we expand the membership of our board of directors, we hope to welcome members that can assist us in these efforts.

EVC's graduate intern program will expand next year to include more paid internships for both teaching and administrative roles. This expansion will serve EVC's mission in several ways. First, prospective music teachers will learn EVC's unique approach to choral education and carry it into their future teaching. Second, it is our hope that former graduate interns may become Music Directors and Assistant Directors in EVC's Programs in the future. This would create a succession process as Dr. Becker prepares to pass the baton for some of the ensembles she currently directs, allowing her to focus on leading one or two groups while leading the organization through this transition period of growth.

As we increase our organizational capacity over the coming two years in order to more effectively and sustainably support our current programs, we will return to our dreams for extending new programs, fueled by the needs and feedback of our current members and families, and numerous additional opportunities that have been inspired by our external interactions and outreach. At the top of this list currently are an Every Voice Little Kids Choir (there are many eager younger siblings of choir members who are still clamoring to join us); an intergenerational choir, following the positive and inspirational feedback received from our combined concert performances and a community choir for the homeless (discussions are ongoing). While these potential additions to our program would extend our current vision from being purely youth focused, and thus will warrant careful consideration by the board, we are excited about the potential to embrace these new partnerships, thus serving broader constituency, whilst also follow up on research highlighting the positive social benefits of intergenerational and cultural engagement in musical settings.