

Indianapolis Jazz Foundation
Strategic Plan 2024-2028
(Adopted 12/14/23)

Mission

The mission of the Indianapolis Jazz Foundation is to preserve and celebrate Indianapolis's rich jazz legacy and to promote the future of jazz in Indianapolis through education and performance.

Vision

The Indianapolis Jazz Foundation is the driving force behind Indianapolis's vibrant, nationally recognized, jazz community; the celebration of Indianapolis's rich jazz heritage; and the advancement of jazz throughout the state of Indiana.

The Principal Aspects of our Mission

Performance: We produce and support year-round jazz performances by local, national, and international jazz artists, particularly through our annual signature event, the multi-day Indy Jazz Fest.

Education: We promote and provide jazz education in schools and at other community venues. We work with educators and community organizations to provide educational programming, musical performance opportunities for students and aspiring musicians, mentoring, and advocacy.

Legacy: We preserve, promote, and celebrate jazz, a uniquely American musical art form, and the important contributions, past and present, of members of the Indianapolis jazz community. By way of example, we celebrate the contributions of local artists through our virtual Indianapolis Jazz Hall of Fame, live performances dedicated to their music, and advocacy for their recognition. We also seek to extend this legacy by commissioning new works by local jazz musicians.

Overview of Strategic Plan

The 2024-2028 Strategic Plan focuses on goals in the 5 core categories listed below. These interdependent goals are intended to guide the work and decisions of the Board, its committees, and the Foundation's staff over the period covered by the Plan. The Plan is reviewed annually, and specific and measurable goals are adopted in each category. The core values of diversity, equity, and inclusion underlie the goals in each category. These values are guiding principles of all Indianapolis Jazz Foundation efforts.

1. Performance Programming
2. Educational Programming
3. Legacy

4. Organizational Structure and Capacity
5. Financial Development

Goal 1: Performance Programming/ Expand the impact and reach of Indianapolis Jazz Fest and other performance programming.

Rationale: Throughout the year, the Foundation promotes and provides performances by a broad range of local, national, and international jazz artists for diverse audiences at a variety of venues throughout the city. Its premier performance event is the annual multi-day Indy Jazz Fest. The Foundation should build on the Fest and its other programming in a thoughtful and financially responsible way to expand their reach and impact.

Strategic Priorities

- Increase marketing and strategic promotional efforts for Jazz Fest and other programming.
- Maintain a pre-eminent venue that supports national acts on the concert/finale day of Jazz Fest.
- Expand performances and events related to Jazz Fest, turning multiple parts of the city into Jazz Fest venues. Possibilities include but are not limited to:
 - Conferences
 - Jazz education events
 - Satellite events in other cities
 - Events designed to attract specific communities.
- Continue to present a diverse group of artists and types of jazz throughout the year.
- Increase engagement with diverse ethnic and cultural communities and community groups, making diverse genres of jazz (e.g., Latin jazz) and related traditions a focus of Jazz Fest and/or other select performances.
- Continue to support local musicians by continuing to commission new works.
- Develop a plan for engaging new audiences.
 - Intimate mini-concerts
 - Events for community groups, professional groups, etc.
- Evaluate, strengthen, and expand strategic relationships.
- Continue to support jazz performances in underserved communities.

Goal 2: Educational Programming/ Expand educational programming through schools and community organizations.

Rationale: A central part of the Foundation's mission is to "promote the future of jazz music." A key way of accomplishing this goal is to contribute to the education, cultivation, and inspiration of young musicians, music lovers, and potential music lovers.

Strategic Priorities

- Increase staffing in order to provide additional education efforts.
- Continue to offer jazz convocation programs in schools.
- Expand and secure ongoing relationship with Indianapolis Public Schools.
- Grow relationships with diverse populations and community organizations through which educational programs can be provided.
- Continue to develop educational programs that encourage, educate, and engage audiences.
- Provide educational and learning opportunities for adult audiences to increase their knowledge and appreciation of Jazz.
- Determine the feasibility of a museum to provide educational opportunities to persons of all ages, background, and interests.

Goal 3: Celebrate the historical legacy of Indianapolis of Jazz as well as document the legacy that is being created today.

Rationale: Indianapolis has a rich jazz legacy that needs to be celebrated, documented, and preserved. As part of these efforts, works by contemporary artists building on this legacy should be encouraged and supported. These efforts should be used to bring together diverse audiences and create community pride in our shared musical heritage.

- Publicize the Indianapolis Jazz Foundation Virtual Hall of Fame
- Conduct a feasibility study to determine the content, scope, cost, and ongoing operations of a music heritage museum focused on the contributions of jazz to all modern music, highlighting the impact Indianapolis and Indiana have had.
- Identify neighborhoods rich with jazz history and provide education to those communities to build pride around their contributions.
- Produce recording projects that highlight the Indianapolis sound and the musicians driving the vibrant jazz scene in Indianapolis.

Goal 4: Organizational Structure and Capacity/ Develop the necessary infrastructure to support expanded programming and engagement.

Rationale: The Foundation needs additional staff members to expand its current programming, fundraising, and community outreach. To allow senior staff members to devote more time to longer-term, big-picture issues, such as program planning and nurturing relationships with current and potential funders and community partners, the Foundation needs additional lower-level staff to whom operational tasks can be delegated.

Strategic Priorities

- Evaluate the current leadership structure, including possible full-time Director positions.
- Determine the appropriate leadership and staff structure for growth.
- Endow a Chair for the Artistic Director in the donor's name.
- Define board/staff roles.
- Develop regular internship opportunities to support operations.
- Create, recruit, and train 1-2 new staff positions in supporting roles of the primary Foundation staff.
- Create a resource development plan identifying specific strategies for donor recruitment, cultivation, and retention. Use technology platforms to track resource development goals.
- Create a succession plan for leadership over the next ten years.

Goal 5: Financial Development/ Enhance the Foundation's Financial Strength

Rationale: The current budget, including income from all sources, is sufficient to maintain our current programming but will not permit the organization to grow and achieve its strategic goals.

Strategic Priorities

- Increase the annual operating budget annually to support additional strategic objectives.
- Create an endowment for the Artistic Director.
- Explore the creation of an endowment to fund artistic projects and endeavors.
- Target new, larger potential donors and sponsor organizations with grants that highlight the legacy and history of Indiana jazz and its fundamental contributions to diversity.
- Create a musicians' development fund aimed at supporting the needs of a diverse musical community.
- Involve Board members more actively in creating funding opportunities.