

PHI MU ALPHA  AMONG MEN  
SINFONIA HARMONY

STRATEGIC  
PLAN  
2007-2012

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## REVISION HISTORY

Version 1.0	October 31, 2007	Initial release.
Version 1.1	April 30, 2008	Revised by leadership teams and National Executive Committee; February – April 2008.

# INTRODUCTION

*From the Fraternity's National Executive Committee  
October 2007*

## MOTIVATION FOR STRATEGIC PLAN

In the first eight years of the Fraternity's second century (1998-2006), the Fraternity experienced rapid growth and burgeoning enthusiasm among its collegiate members, alumni and leadership. In the eight years between 1998 and 2006, collegiate initiations rose 22% and total collegiate membership was up 19%.

Many possible causes could explain this rapid growth. Studies of generational changes between Generation X (born 1964-1977) to the Millennial Generation (born 1978-2000) show that today's college students are more group-oriented and are seeking more deeply enriching personal experiences. Simultaneous with the entrance of the Millennial Generation into colleges, the Fraternity experienced a resurgence of interest in its founding mission and the intentions expressed by its Founder and early leaders. This resurgence, the beginnings of which corresponded to Sinfonia's Centennial in 1998, had revolutionary effects on members' interest in and passion for the Fraternity's core mission. This passion, especially among collegiate members, led to the restoration of the Fraternity's original Object in 2003. Since that time, growth has continued at rates similar to or in excess of those seen prior to 2003.

At its first meeting in September 2006, the newly elected 2006-2009 National Executive Committee began discussing the need for the development of a comprehensive strategic plan. The NEC felt that a period marked by such growth and enthusiasm for the Fraternity's development represented an ideal opportunity for the development of such a plan. Rather than having to try to strategize the Fraternity's recovery during a period of decline, the NEC reasoned that the recent growth could be used as a launching pad for sustained expansion.

Thanks to a grant from the Indiana Youth Institute, the NEC was able to consult with a seasoned expert in nonprofit strategic planning and devise a system by which Sinfonians of all ages from

all across the country could participate in the development of the Fraternity's strategic direction. In April 2007, a thorough survey was launched which allowed collegians and alumni alike to review and comment upon the Fraternity's programs and services and provide input on potential strategic directions. Almost 2,400 responses were received, and the data gathered was used to help determine the strategic goals of Phi Mu Alpha Sinfonia for the 2007-2012 period.

Throughout the summer of 2007, an initial draft of this plan was reviewed by many national and province volunteers and the national staff. In August 2007, a follow-up online survey was distributed to the 2,400 brothers who completed the first survey, seeking review and feedback to further refine the plan; 515 responses were submitted. In September 2007, the National Executive Committee met to complete the planning process, and in October 2007, the final plan (initial release) is being released to the membership and the implementation phase of the plan begins.

## EXPLANATION OF PLAN STRUCTURE

Based on the feedback of the membership from the first membership survey in April 2007, the NEC discussed the primary directions for which the membership was calling and categorized them into what became the five top-level *goals* for the 2007-2012 strategic plan. These five goals are presented on page 6 of this document. A succinct goal statement was developed for each, followed by a more thorough *summary* which expands upon the topics touched on in the goal statement.

Following the goal and summary, *objectives* identify more specifically the accomplishments the NEC feels will produce the desired goal. To simplify, it could be said that the objectives explain the "what" that produces the goal without addressing the "how."

The "how" is contained in the next level, the *strategies*. Strategies are highly specific, outlining exactly how the objectives under which they fall are



to be achieved. The strategies included in the initial October 2007 release of this plan are the NEC’s preliminary identification of key activities. As volunteer working groups are formed to review and prepare for the implementation of the strategic plan, the NEC will seek their input on further revisions to the strategies under each objective.

Finally, the *tactics* to accomplish each strategy will outline the specific action steps needed to accomplish each strategy, along with a deadline and identification of responsibility. In the initial October 2007 release of this plan, no tactics are listed because the volunteers leading the implementation teams will be responsible for developing this level of the plan.

**WHERE DO WE GO FROM HERE?**

In order to be effective, the 2007-2012 strategic plan must be a living document, constantly evolving to reflect successes and unforeseen challenges. Furthermore, the initial release of this plan does not yet contain an identified means of assessment, which will be essential to evaluating the success of the programs launched from this plan.

In the months that follow the October 2007 release, leadership teams will be formed to further develop and begin to implement the plan. Their initial work will focus on developing a comprehensive means of assessment and thoroughly planning the resources necessary to achieve the goals of the plan. Thereafter, programs will be developed and piloted that fulfill the objectives of the plan. In many cases, these programs will be integrated across multiple areas of the strategic plan. This will ensure that the desired goals are produced in an efficient and comprehensive manner.

As a means to facilitate its accountability, the National Executive Committee will issue an annual report of progress on the goals and objectives of the strategic plan.

Any brothers feeling they have expertise to help in any area of the strategic plan’s implementation are invited and encouraged to volunteer. Please email the following addresses to inquire about involvement, or call Ryan Ripperton, executive director, at (800) 473-2649, ext. 107.

- Enriched Collegiate Experience:  
**CollegiateExperience@sinfonia.org**
- Strengthened Alumni Engagement:  
**AlumniEngagement@sinfonia.org**
- Enhanced Volunteer Development:  
**VolunteerDevelopment@sinfonia.org**
- Increased Mission Awareness:  
**MissionAwareness@sinfonia.org**
- Heightened Musical Focus:  
**MusicalFocus@sinfonia.org**

**SPECIAL THANKS**

The involvement and input from the membership in the creation of this plan has proven invaluable. The National Executive Committee would like to thank the 2,400 brothers who responded to the online surveys, as well as the many volunteers and staff who have spent significant time and energy reviewing drafts of the document. As we all work together implementing the strategies set forth in this ambitious plan, may the dedicated Sinfonians who contributed their ideas and input know that the Fraternity will owe its success in these efforts to their contributions.

## **MISSION STATEMENT**

*The Fraternity's reason for existence, as expressed in the Object*

The Object of this Fraternity shall be for the development of the best and truest fraternal spirit; the mutual welfare and brotherhood of musical students; the advancement of music in America and a loyalty to the *Alma Mater*.

## **VISION STATEMENT**

*The future the Fraternity seeks to create*

It is the vision of Phi Mu Alpha Sinfonia to provide an unparalleled experience for generations of musicianly men. The Fraternity inspires its members to strengthen their commitment to music and to each other by providing positive, life-changing opportunities for both social and leadership development. Phi Mu Alpha Sinfonia advances support for music in America by developing in its members a deep appreciation for the power of music. Brothers maintain lifelong engagement with the Fraternity and enhance the experience of future generations of Sinfonians.

## THE PHILOSOPHY OF SINFONIA'S VISION

The fundamental concept underlying the Fraternity's 2007-2012 strategic plan is encapsulated by the graphic at right. The collegiate experience begins a cycle that, if effectively implemented, begins an upward momentum that leads to the Fraternity's continued advancement. By enhancing the collegiate experience, the Fraternity's collegiate chapters will produce alumni who are continually more engaged after graduation. In turn, more engaged alumni will be more committed to investing their time, talent and treasure in the continuing enhancement of the Sinfonia experience for those that follow them.

The life cycle of a Sinfonian begins with the collegiate experience. It helps to shape the man he will become and serves as the basis of his enduring loyalty to the Fraternity throughout his life. By investing in new and expanded programs to enrich the collegiate experience, the Fraternity will help to make a Sinfonian's pivotal years as a collegiate member more rewarding, meaningful and enjoyable. As other fraternities invest in the development of comprehensive membership development programs and other educational enrichment programs, Sinfonia must embrace this responsibility in order to attract and retain the best musicianly men.

Stronger alumni engagement is the keystone of the Fraternity's future success. A Sinfonian spends the vast majority of his years as an alumnus, but the Fraternity will miss the opportunity of building upon his enthusiasm if it fails to cultivate his enduring connection to and identification with the Fraternity. Of course, alumni have a wide variety of desired levels of involvement from periodic communications to day-to-day interaction, but enough options for involvement must exist for each alumnus to choose those that best suit his interest.

Through stronger alumni engagement, the Fraternity will attain increased alumni support. Of course, alumni are able to support the Fraternity and its members through more than just financial contributions. Through the contributions of their time (volunteerism) and talent (expertise), alumni



Sinfonians can continue to enhance the quality of the Sinfonia experience on all levels. However, this support must be channeled back into the further enhancement of the collegiate experience in order to continue this fundamental development cycle. If this cycle breaks down at any level, the quality of the programs and services offered to collegiate chapters are limited to their current levels.

## THE ROLE OF THE SINFONIA EDUCATIONAL FOUNDATION

In recent years, the Sinfonia Educational Foundation (SEF) has undergone substantial transformation in order to prepare itself for the essential role it will play in the achievement of Sinfonia’s vision. After many years of confusion about the differences and similarities between the Fraternity’s and Foundation’s missions and programs, clarity finally exists in the role the Foundation will play in the Fraternity’s strategic advancement.

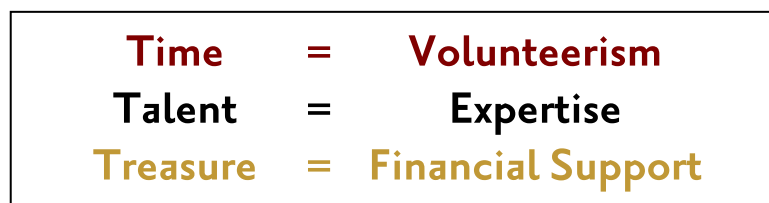
Because of the tax classification of fraternal organizations, donations to a fraternity are not tax-deductible. For this reason, virtually all fraternities and sororities have formed foundations to which tax-deductible gifts may be made in accordance with IRS regulations. In turn, these foundations award grants to their related fraternal organizations that support the educational programs eligible for charitable funding. In short, a fraternity foundation enables a fraternity member to make tax-deductible gifts to *support* his fraternity, even though the gifts are not made directly *to* his fraternity. A fraternity foundation serves as a charitable nonprofit that exists



to ensure that such donations are used only for educational or charitable purposes.

Following the recent transformation of the SEF, Sinfonia now follows this model more directly. The SEF now focuses its support programs on the educational and charitable programs of Phi Mu Alpha Sinfonia, most of which are those programs planned for the enrichment of the collegiate experience as outlined in this plan. Therefore, it is through the SEF that alumni may assist in financially supporting the continued development of new and groundbreaking collegiate programs that will continue Phi Mu Alpha Sinfonia’s cycle of advancement.

There are three distinct elements to alumni support of the ongoing advancement of the Fraternity: time, talent and treasure. The Fraternity remains responsible for two of these three elements—alumni Sinfonians’ time and talent—and is not relegating alumni opportunities to “give back” to merely financial contributions. The stewardship of alumni volunteerism and experience play a critical role in the Fraternity’s advancement strategy. However, one of the primary support vehicles that will enable the enrichment of collegiate programs is financial support, and this is most effectively achieved through the existence of, and sustaining support for, the Foundation. Ultimately, the Fraternity views its future growth and success as critically linked to the success of the Sinfonia Educational Foundation.



# GOALS OF THE 2007-2012 STRATEGIC PLAN

## ENRICHED COLLEGIATE EXPERIENCE

To provide a rewarding, meaningful and enjoyable collegiate experience by creating and enhancing programs and support provided to collegiate members and chapters.

## STRENGTHENED ALUMNI ENGAGEMENT

To increase alumni engagement—identification with and commitment to Phi Mu Alpha Sinfonia—by improving communication and broadening opportunities for involvement in a wide variety of events and programs.

## ENHANCED VOLUNTEER DEVELOPMENT

To enhance the leadership and effectiveness of national, province and local volunteers and increase recognition and appreciation of all volunteers.

## INCREASED MISSION AWARENESS

To increase awareness of the Fraternity's mission by providing to every Sinfonian consistent and thorough information regarding the mission, ideals and Ritual.

## HEIGHTENED MUSICAL FOCUS

To increase focus on the central role of music in Sinfonia by enhancing the quality of musical activities and deepening members' understanding of the power of music.



## EXPLAINING THE FUNCTION OF GOALS

Each of the five strategic goals comprising this plan—enriched collegiate experience, strengthened alumni engagement, enhanced volunteer development, increased mission awareness and heightened musical focus—is equally important to the achievement of the Fraternity's vision. They are not presented in order of importance or in which they will be achieved. Instead, the five strategic goals form one comprehensive strategy and, together, they will lead toward the achievement of the Fraternity's vision.

An analogy to explain the role of strategic goals is the construction of a Greek temple. The foundation of the temple is the Fraternity's mission—the Object. The temple's roof is the vision—the image of the future toward which the Fraternity strives. The columns leading from the foundation to the roof are the strategic goals. Each column lends support to the others and ultimately to the roof. Just as each of the temple's columns is equally important, each strategic goal is equally important in the achievement of the Fraternity's vision.



## ENRICHED COLLEGIATE EXPERIENCE

### GOAL:

**To provide a rewarding, meaningful and enjoyable collegiate experience by creating and enhancing programs and support provided to collegiate members and chapters.**

### SUMMARY:

The life cycle of a Sinfonian begins with collegiate membership—all things arise out of this experience. For the Fraternity to thrive and continue to advance principles of manhood and leadership, the experience offered through its collegiate chapters must be exemplary. Through the enhancement of support services and the development of new programs, the Fraternity will provide an unparalleled experience for its collegiate members.

**OBJECTIVE 1: Provide guidance, support and resources to chapters in the development of dynamic recruitment programs and strategies.**

#### Strategies:

1. Develop a recruitment referral program to aid chapters in the identification of potential new members exhibiting Sinfonian character.
2. Perform service in local school music programs, with the secondary benefit of increased visibility to aid in future recruitment.
3. Develop public relations/marketing materials (brochures, posters, online, etc.) for use by chapters and colonies.
4. Develop multimedia resources that will assist chapters in their recruitment efforts.
5. Develop standardized presentations for province workshops on recruitment strategies and inter-chapter idea-sharing.
6. Encourage and guide collegiate members' grassroots expansion efforts to establish new/reactivating collegiate chapters.
7. Provide guidance to chapters on effective membership selection.

**OBJECTIVE 2: Provide guidance to chapters for designing high-quality probationary member education programs.**

#### Strategies:

1. Provide a bank of high-quality probationary member education activities, indexed by the experiential education objectives they fulfill.
2. Require comprehensive documentation of each chapter's probationary membership programs.
3. Prepare province and local volunteers to educate and support chapters on probationary membership program development.
4. Develop an annual training retreat for chapter Fraternity Education Officers (FEOs).
5. Develop suggested presentations on the ideals of the Fraternity.
6. Develop a curriculum handbook (outline of expected lessons week-by-week) for probationary members that follows the nationally suggested program.

**OBJECTIVE 3: Develop educational programs designed to prevent negative or dangerous behaviors common among collegiate men.**

**Strategies:**

1. Implement and achieve the initiatives identified in the 2006 National Assembly's Resolution Concerning Opposition to Hazing.
2. Develop educational initiatives for awareness of abuse of alcohol and illegal drugs and guidance for responsible and lawful consumption of alcohol.
3. Develop educational initiatives for awareness of sexual misconduct.
4. Guide members on the preservation of personal image.

**OBJECTIVE 4: Develop programs designed to impart lessons of leadership and real-life skills to collegiate members.**

**Strategies:**

1. Incorporate character and social development into probationary member education (manhood, etiquette, wellness, etc.).
2. Develop a leadership school for implementation at the national, province and/or regional levels.
3. Develop a comprehensive member development program to provide advanced life-skills, academic performance and Fraternity knowledge.
4. Develop guidance to chapters for conflict resolution.
5. Provide educational initiatives on personal finance.
6. Provide educational initiatives on personal and organizational diplomacy.

**OBJECTIVE 5: Increase the efficiency and effectiveness of routine chapter operations in all chapters.**

**Strategies:**

1. Increase personal consultation and guidance for struggling chapters.
2. Develop transition initiatives to ensure that graduating members convey their operational experience and knowledge to rising chapter leaders.
3. Provide practical guidance to chapters in selecting qualified candidates for chapter offices.
4. Provide an accessible, quick reference primer on chapter operations.
5. Institute standards and guidance to prevent theft/fraud of chapter resources.
6. Provide resources to instruct and guide chapters' time management and goal-setting.
7. Provide user-friendly, online systems for submission of routine chapter reports.
8. Provide an online repository of articles and advice resources for chapters.
9. Evaluate and consider overhaul of chapter and officer awards programs.
10. Provide publication templates to chapters (e.g. rush posters, press releases).

**OBJECTIVE 6: Strengthen advisorship of collegiate chapters.**

**Strategies:**

1. Review and clarify definition of the roles/responsibilities of faculty advisor.
2. Explore the creation of alumni advisor(s) for collegiate chapters.
3. Provide national and/or province training for advisors.
4. Expand and enhance print and online resources for advisors.
5. Expand communication with and among advisors.
6. Encourage direct communication between province governors and advisors.

**OBJECTIVE 7: Instill in probationary and collegiate members an understanding of the lifelong commitment and loyalty expected of a Sinfonian.**

**Strategies:**

1. Incorporate lifelong commitment into probationary member education.
2. Encourage chapter discussions on alumni loyalty and role of alumni in the Fraternity's advancement.
3. Enhance the transition experience from collegian to alumnus.
4. Develop in probationary members a clear understanding the role of the SEF in support of the Fraternity.
5. Devise an educational campaign to make members more consciously aware of the specific ways in which they are developing as men because of their association with Sinfonia. Having members understand this relationship between the teachings of the Fraternity and their own personal development will accomplish the following:
  - i. Alumni will want to remain active in alumni associations to continue growing as members.
  - ii. Alumni members will be more likely to support the organization to help younger members develop.
  - iii. Members will be more able to communicate effectively the benefits of membership to prospective members in recruitment, both in chapters and alumni associations.

# STRENGTHENED ALUMNI ENGAGEMENT

## GOAL:

**To strengthen alumni engagement—identification with and commitment to Phi Mu Alpha Sinfonia—by improving communication and broadening opportunities for involvement in a wide variety of events and programs.**

## SUMMARY:

In order to experience all aspects of membership, a Sinfonian must identify with and feel a connection to the Fraternity throughout his lifetime. Individual alumni exhibit a spectrum of desired involvement—from active participation in activities to periodic receipt of communication—that must be reflected in the opportunities provided by the Fraternity's alumni engagement programs.

**OBJECTIVE 1: Establish and implement expectations for chapters to communicate with and involve both chapter and local alumni.**

### Strategies:

1. Establish and implement expectations for chapters to involve alumni in recitals, events and scheduled programs.
2. Develop an idea bank of possible alumni-friendly activities for collegiate chapters (facilitating relationships between chapters and alumni).
3. Expand and enhance resources for alumni relations officers.
4. Provide stock articles for inclusion in chapter alumni newsletters.
5. Offer support for chapter e-newsletters.
6. Provide chapters with dynamic availability and interface with alumni lists.

**OBJECTIVE 2: Increase the quantity and quality of alumni associations.**

### Strategies:

1. Provide comprehensive resources to guide the operations of alumni associations and suggest successful activities, recognizing varying characteristics of individual associations.
2. Establish standards and expectations for alumni association operations.
3. Develop dynamic affiliation recruitment materials for alumni associations.
4. Encourage alumni associations' communication with and involvement of all local alumni, regardless of initiating chapter.
5. Establish expectation for alumni associations to communicate regularly with all local alumni, regardless of their membership in the alumni association.
6. Encourage alumni associations to perform outreach to graduating collegiate members.
7. Develop a means and procedure for notifying alumni associations when alumni move into the geographic area.

**OBJECTIVE 3: Enhance the menu of opportunities for alumni involvement in the Fraternity at all levels (local, province, national), including opportunities for contribution of time, talent and treasure to support the achievement of the Fraternity's strategic vision.**

### Strategies:

1. Expand volunteerism opportunities in service to chapters, alumni associations and the national organization.

2. Develop a presentation of alumni involvement opportunities for use by province officers and other alumni for use at alumni gatherings.
3. Explore the establishment of chapter-based alumni clubs.
4. Encourage chapters to host alumni events and to invite local and chapter alumni to chapter events.

**OBJECTIVE 4: Increase the Fraternity's capacity to contact all alumni.**

**Strategies:**

1. Engage collegiate chapters as active participants in the responsibility of routine updates of alumni contact information.
2. Implement advanced methods of maintaining the accuracy and completeness of database information.
3. Dramatically decrease and maintain lowest possible levels of "lost" alumni.

**OBJECTIVE 5: Enhance the quality of Fraternity communications vehicles.**

**Strategies:**

1. Focus print and electronic communications to alumni around inspiring brothers' continued fulfillment of Sinfonian ideals and supporting ongoing connections between Sinfonians.
2. Explore expansion of communications (content, frequency and/or electronic media).
3. Develop a corps of volunteer contributing writers for communications.
4. Explore the creation of a staff position devoted to communications, which would coordinate publications, websites, newsletters, etc.

**OBJECTIVE 6: Develop methods of maintaining alumni's personal identification with the Fraternity throughout their lives.**

**Strategies:**

1. Encourage alumni to display their membership shingle prominently.
2. Encourage alumni to reference the Fraternity in publicity biographies and résumés.
3. Encourage alumni to wear their membership pins to concerts, special occasions and on a national pin day.
4. Remind alumni of the lifelong commitment and loyalty expected of a Sinfonian.
5. Facilitate the reestablishment of personal connections between alumni at events where Sinfonians gather (e.g. state and regional music education conferences).
6. Create additional alumni-focused national events.
7. Offer a generous selection of merchandise appealing to alumni.

# ENHANCED VOLUNTEER DEVELOPMENT

## **GOAL:**

**To develop and enhance volunteer leaders that serve at the national, province and local level and to increase appreciation of the volunteers.**

## **SUMMARY:**

Volunteers are the lifeblood of the Fraternity's operational structure because they work directly with the chapters, colonies, provinces and alumni associations to support the ongoing functions of the Fraternity's entities. To ensure long-term success, the Fraternity must develop the means to identify, recruit and assess the abilities of the Sinfonians willing to volunteer. To ensure effectiveness, the Fraternity must develop both comprehensive training for each volunteer role and a practical assessment system. Finally, the Fraternity must consistently demonstrate appreciation to retain and grow the pool of volunteers.

**OBJECTIVE 1: Develop the infrastructure (electronic tools and formal processes) for recruiting, assessing, and sustaining the pool of volunteers.**

### **Strategies:**

1. Develop non-electronic method for assessing national officers.
2. Establish electronic method for assessing national officers.
3. Develop non-electronic method for assessing province officers.
4. Establish electronic method for assessing province workflow.
5. Develop an application process for potential volunteers to indicate their skills, willingness, and time availability for serving the Fraternity.
6. Establish an IT Steering/Design committee to assist in the needs assessment for the OVMS.
7. Oversee the development of the OVMS.

**OBJECTIVE 2: Develop methods for identification of volunteers.**

### **Strategies:**

1. Develop a volunteer nomination process so that a brother can recommend an individual for service.
2. Develop an exit interview process for all projects and positions.

**OBJECTIVE 3: Develop a comprehensive training program for each volunteer leadership position.**

### **Strategies:**

1. Develop/enhance training programs for leaders.
2. Develop training programs for leaders.
3. Enhance training programs for leaders.
4. Develop common training programs.
5. Develop training programs for recruiting and identification.

**OBJECTIVE 4: Provide appropriate recognition and appreciation of all volunteers.**

**Strategies:**

1. Develop comprehensive recognition system for levels of volunteers.

## INCREASED MISSION AWARENESS

### GOAL:

**To increase awareness of the Fraternity's mission by providing to every Sinfonian consistent and thorough information regarding the Object, ideals and Ritual.**

### SUMMARY:

The Fraternity must maintain a clearly articulated concept of its mission and communicate it in a clear, consistent way, or risk losing its identity through fractured interpretations. Sinfonia has an opportunity to respond to members' heightened level of interest in the Fraternity's history and symbolism by establishing a consistent means of disseminating knowledge about its unique mission. The Fraternity will thereby instill in all members a consistent understanding of Sinfonia's mission, to the end that each can communicate a clear and consistent message to other Sinfonians, prospective members or anyone who asks, "What is Phi Mu Alpha Sinfonia?"

**OBJECTIVE 1: Develop in all members the ability to communicate a consistent explanation of the Fraternity's mission.**

#### Strategies:

1. Develop and encourage members' use of a brief, plain-language explanation of the Fraternity's mission.
2. Develop a method for explaining the Object's meaning to potential members and other interested non-Sinfonians.
3. Develop educational materials for Sinfonians specific to the Object, its meaning and its relationship to the Great Objects of the Fraternity.

**OBJECTIVE 2: Foster a consistent understanding of the correlation between the Fraternity's mission and its classification as a social fraternity.**

#### Strategies:

1. Incorporate education on the Fraternity's social classification into probationary membership.
2. Make resources on the topic of the Fraternity's social classification available through the Fraternity's website.

**OBJECTIVE 3: Ensure high standards of quality in presentations of the Ritual.**

#### Strategies:

1. Provide guidance to chapters on achieving and maintaining proper conduct and mindset before and during the Ritual.
2. Provide ready-to-use production patterns and templates for Ritual regalia and paraphernalia.
3. Communicate expectations for, and support quality presentation of, music in the Ritual.
4. Provide a set of appropriate arrangements of Ritual music and guidelines/standards for local arrangements.
5. Provide standardized instruction regarding Ritual staging to all chapters.
6. Establish a standard of universal memorization and excellence in presentation of the Ritual.

**OBJECTIVE 4: Foster heightened understanding of Sinfonia’s history, symbols and Ritual.**

**Strategies:**

1. Develop standardized educational programs on the Fraternity’s history for use by chapters.
2. Create standardized presentations on the basic ideas and symbols of the Fraternity for use by chapters in post-initiation education.
3. Introduce members to speculative aspects of music.
4. Explore the creation of a large-scale educational event on the Fraternity’s history, symbols and Ritual.

**OBJECTIVE 5: Facilitate public awareness of the Fraternity’s national philanthropy, the Ossian Everett Mills Music Mission (MMM).**

**Strategies:**

1. Coordinate national public/media relations from the National Headquarters.
2. Provide instructional materials for local media relations for use by local chapters and alumni associations, including a variety of stock press releases.
3. Investigate partnerships with groups that can provide supplemental materials (e.g. flowers, books, toys) for patients.
4. Develop and encourage members’ use of a brief, plain-language explanation of the Mills Music Mission to residents and health-care professionals.

## HEIGHTENED MUSICAL FOCUS

### GOAL:

**To increase focus on the central role of music in Sinfonia by enhancing the quality of musical activities and deepening members' understanding of the power of music.**

### SUMMARY:

Music is the foundation of the Fraternity's existence, and its prominence in the Fraternity's future is of the utmost importance. Music is integral to Sinfonia's identity, and the vision of the Fraternity reflects the organization's commitment to this art. It is through music that Sinfonia distinguishes itself among fraternities, and the Fraternity bears great responsibility in its role of carrying on teachings related to music in the western esoteric tradition.

**OBJECTIVE 1: Increase the Fraternity's presence in music support and advocacy efforts.**

#### Strategies:

1. Encourage chapter and alumni association participation in local music advocacy/support efforts.
2. Encourage individual member participation in music advocacy/support efforts.
3. Facilitate national and chapter participation in nationwide music advocacy/support programs.

**OBJECTIVE 2: Instill awareness that the Fraternity expects members to either adopt music as a profession or work to advance the cause of music in America.**

#### Strategies:

1. Encourage chapters to observe this constitutional requirement in recruitment.
2. Publish a list of suggested ways in which non-professional musicians can work to advance the cause of music in America.
3. Increased focus on the musical activities/contributions of Sinfonians in the Fraternity's internal communications vehicles.

**OBJECTIVE 3: Increase the quality, effectiveness and prevalence of the Fraternity's national philanthropy, the Ossian Everett Mills Music Mission (MMM).**

#### Strategies:

1. Provide comprehensive instructional resources for MMM participation by chapters and alumni associations.
2. Provide an extensive online library of appropriate music for use in the MMM.
3. Publish guidelines for appropriate instrumental music in the MMM.
4. Encourage chapters to participate in the MMM during the week of Founder's Day.

**OBJECTIVE 4: Facilitate increased quality of musical performance among chapters and alumni associations.**

#### Strategies:

1. Encourage and support high quality in American music recitals and other performances.
2. Create methods for chapters to coordinate musical activities and maintain musical quality.
3. Research the number of faculty Sinfonians involved in chapters' musical activities and in what capacity they are involved.

**OBJECTIVE 5: Provide new and expanded musical resources to chapters and alumni associations for the enhancement of musical programs and activities.**

**Strategies:**

1. Establish an online index and, where appropriate, downloadable copies of music composed by Sinfonians or commissioned by Sinfonia.
2. Create methods of distribution for unpublished Sinfonia songs and other instrumental and vocal music for use by chapters.

**OBJECTIVE 6: Foster the increased prevalence of music in all Fraternity activities (local, province and national).**

**Strategies:**

1. Encourage the regular inclusion of music in chapter, province and alumni association gatherings.
2. Provide numerous musical performances and participation opportunities at national events.

**OBJECTIVE 7: Deepen members' appreciation of the power of music.**

**Strategies:**

1. Provide general information on the therapeutic benefits of music.
2. Facilitate the sharing of members' personal experiences with the power of music.

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