

The International

Percy Grainger Society

**7 Cromwell Place
White Plains, New York 10601**

2016 STRATEGIC PLAN

**For years
2017-2021**

Strategic Planning Team

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ORGANIZATIONAL HISTORY

Percy Aldridge Grainger was born in Australia on July 8, 1882. An internationally renowned pianist and composer, he was also a collector of folk songs and inventor of music-making machines. His compositions and arrangements for wind ensembles helped transform the bands of his time into vehicles for serious concert music, rather than groups that specialized in military and patriotic of marches in the manner of John Philip Sousa.

Grainger studied in Melbourne and Germany and began his career as a performer in England beginning in 1901. He settled in the United States in 1914 and became a naturalized citizen in 1919. He and his mother, Rose, moved into 7 Cromwell Place in White Plains, NY in 1921. At the time, the house was in a tree-filled neighborhood of gracious homes, and visitors entered after passing a generously shaded veranda. The idyllic home and lifestyle Grainger envisioned was short-lived, however, after his mother fell to her death in New York City, an apparent suicide, in 1922. For several years, Percy avoided his home in White Plains as he traveled and performed around the world. On August 9, 1928, he married Ella Viola Brandelius-Ström, whom he had met on board a ship in 1926. They were married on the stage of the Hollywood Bowl, and set up household at 7 Cromwell Place, their home base until Percy's death thirty-five years later, in February 1961.

Ella Grainger as a Widow

After Percy's death, Ella continued to live in the house. Helping musicians locate performing material was a frequent demand, as was the hosting of scholarly research and an ever-increasing number of people, mainly musicians, who wanted to tour the house because of its historic significance. Ella learned about a White Plains resident, Stewart Manville, back from an opera career in Europe, who had experience charting family histories. Stewart helped Ella tackle the piles of Grainger papers, recordings, and memorabilia that surrounded her.

One of Stewart and Ella's early efforts resulted in a Regent's charter for the "Percy Grainger Library Society," granted provisionally in 1964, and permanently on September 26, 1969. They formed a membership organization to promote interests in performances. The house was placed on the National Park Service's [National Register of Historic Places](#).

In 1970, after a Grainger festival in London, biographers were starting to show interest. As Manville catalogued Grainger's compositions, he also took care of the aging Ella. The two became very close, and eventually married.

Following Ella's death in 1979, Manville continued to care for the home and provide tours to visitors. Friends, family members and Percy Grainger enthusiasts worked to preserve his legacy, music and home in White Plains. Stewart began the enormous undertaking of cataloging the contents of the house. Two large shipments of materials were sent to Grainger's museum in Melbourne. Stewart continued to answer questions, fulfill requests, give tours, and provide reference points to inquiries.

Percy Grainger would have celebrated his one-hundredth birthday in 1982. The Texas Music Educators and National Music Educators Association celebrated the occasion with a Grainger Exhibition in San Antonio. A room was turned into a Grainger exhibition. Stewart drove the exhibition items to Texas and back again. He remained the clearinghouse for all things Grainger, addressing requests from musicians, professors, and composers.

Baltimore pianist Selma Epstein started a Grainger Society of her own. The Percy Grainger Library Society needed to differentiate itself from her organization. In response, the organization changed its name to the International Percy Grainger Society to reflect its international following and broadened its focus. From the early 1990's until 2007, the organization presented an award, The Grainger Medallion, to one or more recipients who had made a contribution to Grainger scholarship in band music, especially in the state of Texas, where Grainger worked frequently with high school, college and other bands.

The International Percy Grainger Society Today

Upon Manville's 88th birthday, the board of the International Percy Grainger Society determined the need to plan for the future of the organization, and procure funds for much-needed house repairs. In June 2016, 7 Cromwell Place was toured by the newly created White Plains Historical Commission and designated a local landmark. The board still holds an annual meeting and various volunteers continue the work of maintenance in the house and proliferation of Grainger's Music legacy.

As part of the effort, the Society engaged the services of museum consultant Kathleen Caughwell-Vada from The Greater Hudson Valley Heritage Network's C2CNY Circuit Rider Program, and preservation consultant Donia Conn. Following these visits, an industrial hygienist recommended a course of mold abatement, which addressed environmental hazards including mold. A third consultant, Alison Paul, was retained to lead a strategic planning effort.

In *Alice in Wonderland*, Alice asks the Cheshire Cat.
"Would you tell me, please, which way I ought to go from here?"
"That depends a good deal on where you want to get to," said the Cat.

CRITICAL ISSUES TO BE ADDRESSED

- The home is in great need of repair.
 - Caretaker and “walking encyclopedia” Stewart Manville is now 89, with limited ability to get up the stairs and into the house, or provide the care the house requires.
 - There are no financial or budget procedures.
 - Membership is declining and there is no regular communication or annual dues. Information about members is largely limited to mailing addresses only.
 - It is unclear who is or is not on the board.
 - The current organization was formed as a private foundation, not a public charity. A change in status or an ancillary organization needs to be formed in order to apply for grants.
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GOALS OF THE STRATEGIC PLANNING PROCESS

- Chart a course to sustain the house and organization for the future
- Institute board governance and financial procedures and policies

Process

The International Percy Grainger Society currently meets once a year. Following a period of information gathering, including reaching out to stakeholders and surveys to members and board members, the board convened for their annual half-day meeting; the strategic planning session took place as part of this annual board meeting. The following plan reflects the information gathered and shared during the time available.

MISSION

Why We Exist

Board members expressed concern about the existing mission:

The mission of the International Percy Grainger Society is to preserve the works, manuscripts, and home of Percy Aldridge Grainger, as well as to encourage performances of and promulgate his musical compositions.

As part of the strategic planning effort, they revised the mission statement as follows:

Revised Mission Statement

The mission of the International Percy Grainger Society is to preserve the legacy, home and artifacts of Percy Aldridge Grainger during his life in America. To accomplish this mission we will honor, promote, present, and preserve Percy Grainger's music and his home in White Plains, NY.

VISION

What we believe

People today can be inspired by the life, struggles and achievements of a 20th century genius, Percy Aldridge Grainger. A genius lived here.

STRATEGIC PLANNING PROCESS KEY FINDINGS

The board will:

- Hire a staff person to assist with realizing the tasks outlined in the strategic planning document.
 - Address the threats to the house and its contents.
 - Create the means to raise funds to preserve the house, and its contents and promulgate Percy Aldridge Grainger's legacy.
 - Create committees to oversee and regularly report on the work outlined in the plan.
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GOALS AND TASKS

The planning process considered three key areas:

ORGANIZATION: Board role and activities, Organizational Structure and Accountability, Financial Management and Fundraising.

PEOPLE AND COMMUNITY: Staffing, Outreach, Communications, and Membership.

PHYSICAL PROPERTY AND INTERPRETATION: The House, Collections, and Programs.

ORGANIZATION

1. Board

Goal: Improve the functioning of the board

1. Clarify who is and who is not on the board (summer 2016)
 2. Create board committees and committee descriptions and assign chairs (fall 2016)
 - Fundraising
 - Nominations
 - Public Relations and Communications
 - Program
 - Building and Grounds
 3. Identify board nominating criteria and process (fall 2016)
 4. Broaden composition of the board, using the matrix worksheet to create a board with appropriate diversity (age, gender, professional background, useful skills and access to resources, etc.), including: (fall 2016)
 - Architect/engineer
 - Local musicians, local history enthusiast
 - Band directors (high school, college, military or other)
 - Community members
 - Accountant
 - Fundraisers/Fundraising expertise
 5. Form an Advisory Board in addition to the governing board (winter 2017)
 6. Refer to outside materials for guidance in nonprofit governance (i.e., Board Source) (ongoing)
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2. Organizational Structure

The current IRS classification of the International Percy Grainger Society is as a private foundation. In order to be eligible for grant funding, the existing organization must either change its status or form a new complimentary organization that is authorized under IRS section 501C3 as a designated public charity.

Goal: Create a separate 501c3 public charity that will enable the IPGS to submit grant applications, entitled “Percy Grainger America”

1. Susan Edwards Colson will determine how to create a complimentary public charity and set up this new organization. (summer 2016)
2. Apply fundamentals of board governance to this new organization (ongoing)
3. Steering team members will review goals and tasks of strategic plan quarterly, with a thorough full board review at the annual meeting summer 2017.

3 Financial Management

Goal: Professionalize the financial management of the organization in order to move forward with programs and planning.

1. Budget (fall 2016)
 - Create a working budget with projected revenues and expenses each year
 - Establish procedures for accountability and control
 - Report on finances to board quarterly and at year-end
 - Determine funding sources to hire staff member, and at what salary level
 2. Create a gift acceptance policy (fall/winter 2016-17)
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- Create written agreements with Stewart Manville as to the assets he will leave to the organization.
- Create policies and procedures for other bequests.
- Have a process in place for acknowledging all gifts

4. Fundraising and Resource Development

Goal: Create a fundraising plan (spring 2017)

1. Create a fundraising committee with board members and possibly others as well
 2. Create a fundraising plan that will include identifying resources and setting targets for grants, individual gifts, royalties, fees/tours, and other income.
 3. Review grant opportunities from NYS Parks, Recreation, and Historic Preservation, National Endowment for the Humanities Sustaining Cultural Heritage Collections (Deadline December 1, 2016), NEH Preservation Assistance Grants for Smaller Institutions, and New York State Archives Documentary Heritage Program Grants (Deadline March 1, 2017).
 4. Develop a case for support to be used in solicitations.
 5. Consider involving a fundraising consultant for help in these areas.
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PEOPLE

1. Staffing and Volunteers

Goal: Hire a staff person who will accomplish many of the tasks articulated in the strategic plan in conjunction with the board. (fall 2016-winter 2017)

1. Develop a job description and job title (Executive Director or Administrator)
2. Determine funds available and how salary will be paid (hourly, monthly, yearly, etc.)
3. Create appropriate personnel policies and benefits
4. Post job description
5. Form committee to interview, hire and supervise staff person
6. Train, support, supervise and evaluate new staff person
7. Provide opportunities for new staff person to attend relevant conferences, trainings, workshops to support work at the Percy Grainger home (spring 2017-forward)

2. Outreach

Goal: Become better known in the community, and identify potential stakeholders, prospective board members and champions. (fall/winter 2016-17)

1. Identify potential friends and stakeholders including musicians, music organizations, area band directors, White Plains Library, ArtsWestchester, local history community, and area politicians.
 2. Invite the individuals identified to visit the house and learn about the organization and its mission and current goals.
 3. Prepare materials to interest prospective stakeholders and articulate ways they can get involved.
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4. Always acknowledge these visits and send a thank you. Follow-up with those you reached out to; determine their interests, and find ways to keep them engaged and involved. Consider which might make effective board members.

3. Membership

Goal: Revitalize membership program (spring 2017)

1. Determine who is and who is not a member.
2. Research and identify software to maintain member database.
3. Move existing information into database, including information gained from member survey.
4. Create a plan to regularly update membership list – for instance, as each comes in, or quarterly, or before each communication.
5. Create membership materials – physical or online brochure, and circulate to likely places through ArtsWestchester, to area band directors, and other outlets.
6. Follow-up with questions posed, suggestions and offers to volunteer from the Member Surveys.

Goal: Solicit New Members

1. Procure emails and contact information of people who visit the house. Solicit for membership. (immediate and on-going)
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2. Create membership incentives, benefits and communication plan. Determine fee structure with annual renewals. Include projections in budget. (spring 2017).
3. Set membership targets (x number of new members a year over the next 3 years) (spring 2017)
4. Consider gender and age gaps in current membership. Address ways to involve more women and younger professionals and community members, particularly those who live close by. (spring 2017)

4. Communications

Goal: To be in regular touch with members and the broader community about the Society, the house, and new publications and recordings.

1. Website (fall 2016)
 - Identify software that will enable people to join online
 - Update website to include a pitch to join mailing list, and what types of communications people can expect
 - Collect emails and add them to functional database
 2. Create a communications plan that will include what types of information to communicate, in what format, and how frequently. (spring 2017)
 3. Create a media list to increase visibility in local community and broader musical community. (spring 2017)
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PHYSICAL PROPERTY AND INTERPRETATION

1. House and Collections

Goal: Stabilize the house and grounds (fall/winter 2016-17)

1. Identify and address most immediate threats
2. Get cost estimates to remediate those threats
3. Get cost estimates to turn on heat and hot water
4. Establish, monitor and maintain satisfactory humidity and temperature to preserve home and collections. Monitor these systems going forward.
5. Create a plan to maintain grounds
6. Provide and maintain safety features to ensure home and collections are adequately protected
7. Identify financial resources currently available
8. Fundraise to procure additional needed resources

Goal: Catalogue Contents of House and its Collections (summer 2017)

1. Create a plan to catalogue and inventory collection after a staff member is hired
2. Seek grants to support collection inventory and management

2. Programs

Goal: Tell the story of Percy Grainger using the home as a unique learning environment.
(spring–summer 2017)

1. Develop a compelling story, refer to it in developing materials, programs and house tours
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2. Review ideas proposed and suggested in board and member surveys, such as a 360° house tour
3. Develop tours or other interpretative materials that incorporate Grainger's general overall genius, creativity and multi-dimensions not only as a composer and pianist but as a band music specialist, early music specialist, experimental music innovator, skilled painter and draftsman, inventor of contraptions, designer of clothing, polyglot and language innovator, and free-ranging intellectual who left many diaries, letters, articles, and personal journals.
4. Make recordings and YouTube videos readily available on website and through e-blast notifications.

Goal: Develop New Audiences (spring–summer 2017)

1. Work with local community to determine existing needs and interests
 2. Scan environment to see what other organizations do, fees charged.
 3. Seek collaborations, partnerships or affiliations. Contact Copland House; White Plains Library, Westchester County Archives.
 4. Contact and consider joining ArtsWestchester to engage with the local arts community and resources.
 5. Set targets for program type and audience to be solicited (school children, band members, local community groups, etc.)
 6. Encourage performing groups to include Grainger's music in concerts.
 7. Plan a Grainger concert "event" locally.
 8. Disseminate information at conferences and other events.
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