



STRATEGIC PLAN

2025 - 2028





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NOTES FROM LEADERSHIP

SUZANNA LARAMEE

I have seen an incredible evolution in this 56-year-old organization during my five-year term as President of Newport Classical's Board of Directors. I am very proud to say that we were the first performing arts organization on Aquidneck Island to offer safe, in-person concerts during the COVID-19 crisis. We not only retained 100% of our valuable staff but kept growing and expanding our programming from that point forward. Bringing Gillian Fox on board led to unbelievably meaningful changes to the culture of Newport Classical. Our relationship with Emmanuel Church is solid and important for both organizations and has allowed us to reach an even wider community in Newport and beyond. Dedicated to past and current cultural influences, we have had some of our most diverse and representative seasons to date, and we are energized by the impact we can have now and in the future.

The Board's decision to embark on a Strategic Plan arose organically, stemming from the shared belief that our organization is on the brink of something very exciting. Being able to quantify and qualify the implementation of our hopes and dreams, always from sound financial footing, is essential for our organization to thrive. Imagine our amazement in receiving more than 650 replies to our survey for the Strategic Plan! This outpouring of support

demonstrates how many people care about Newport Classical, want to contribute, and voice their thoughts, for which we are so grateful. Our Board and community stakeholders have put in many hours of discussion, reflection, and care in the crafting of this report, learning much in the process.

Our hope is that you will read this document, reflect on its goals and areas of engagement, then follow our progress throughout the process. This will be thrilling to witness and ensure our accountability to each other. Many thanks to you all for your continuing support, contributions, and input as we developed our Strategic Plan. All of this fills us with great optimism for Newport Classical's next stage.

Sincerely,



Suzanna Laramee
Board President

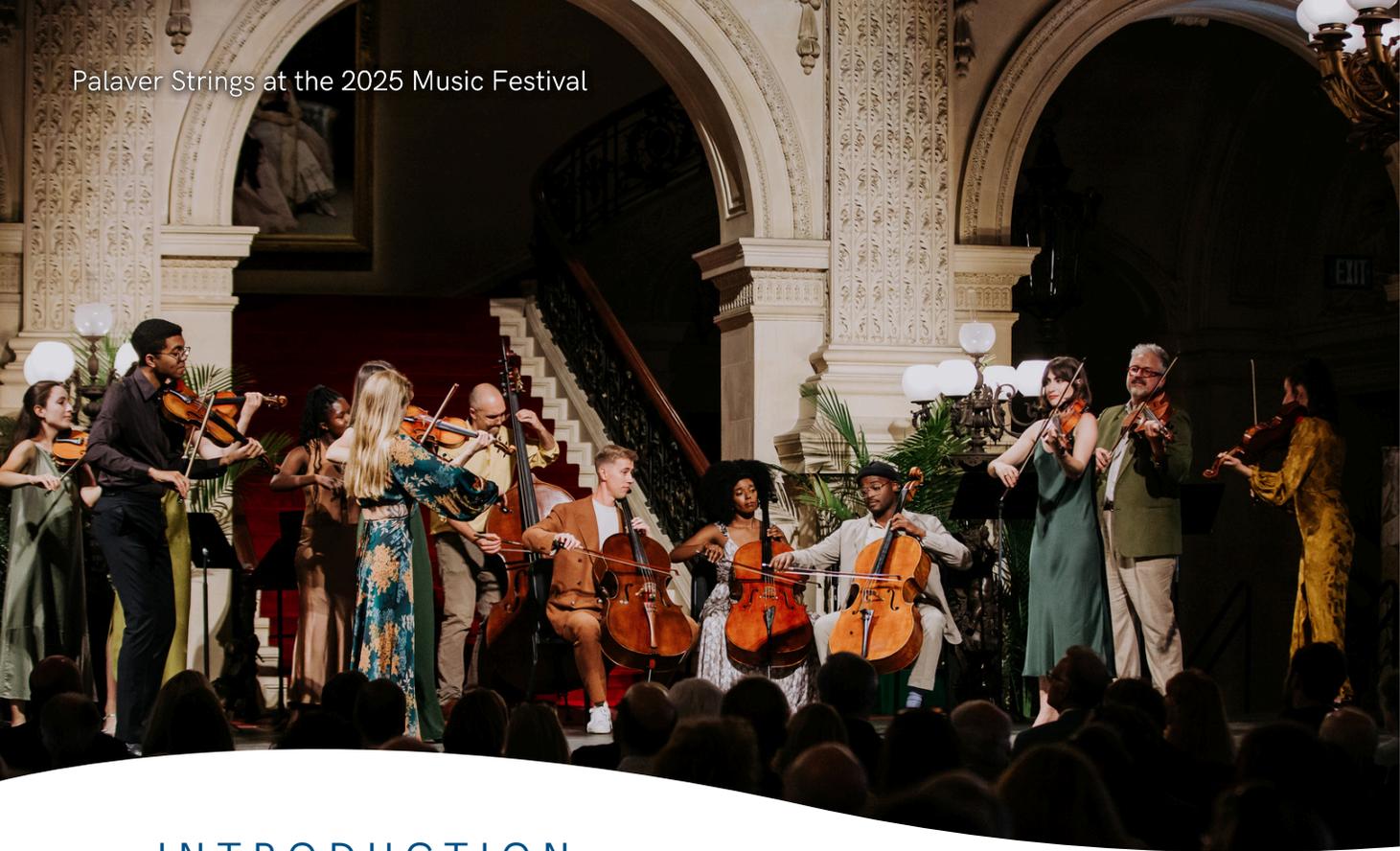
“

Dedicated to past and current cultural influences, we have had some of our most diverse and representative seasons to date, and we are energized by the impact we can have now and in the future.”

SUZANNA LARAMEE



Alessio Bax and Lucille Chung at the 2025 Music Festival



INTRODUCTION

Newport Classical is on the rise. After more than 56 years of intimate performances in iconic venues, the organization is stronger than ever. It is present in the unparalleled quality of our artists, our deep connections with the Newport community, and our tremendous support from a growing group of generous and committed board members, donors, and audience members. **Newport Classical is the most active year-round performing arts organization on Aquidneck Island, and we are thriving.**

Our recent successes can be directly attributed to our prior strategic plan and our forward-thinking and strategic-minded staff and Board of Directors. Our right-sizing of the Newport Classical Music Festival (e.g., number of concerts and duration), for example, came after careful consideration of audience demand, programming opportunities, and financial analysis. On a similar note, we launched our Chamber Series after recognizing there was a willing and eager year-round audience for classical music in Newport, and pairing it with our ambition to perform during every calendar month. We also founded a successful commissioning initiative for BIPOC and women musicians that has already yielded world-premiere performances on our stages. We did all that and more while also stabilizing our financial position, establishing a capital reserve fund, and recording three consecutive years of budget surpluses. These actions were deliberate choices on behalf of the organization and, as we look back, we are proud of what Newport Classical has achieved in 2025. And yet, with that all said, we continue to look towards the horizon and ask ourselves, “what’s next?”

This planning process began in April 2024 when we launched a comprehensive market perception survey seeking to identify who our current, former, and prospective Newport Classical audiences were, how they perceived the organization, and how they may be encouraged to increase engagement. With more than **650 responses from 30 states**, we had a robust set of data from which to ground the process and its participants. The following nine months – through the engagement of a Strategic Planning Committee comprised of trustees, staff, and external stakeholders – were then filled with stakeholder interviews, work sessions, and focus groups, to determine how we can best meet this moment, and set the organization on a path for long-term success.

This **2025 – 2028 Strategic Plan** presents a roadmap for Newport Classical to become a stronger, healthier, and more vibrant organization. Throughout the plan, we will dedicate our time and resources to responsible growth that focuses on increasing meaningful engagement and deepening our impact across all touchpoints, while staying true to our mission “to celebrate the living art form of classical music in intimate and iconic locations” and motivated by our multi-faceted vision:

- ***Redefining timeless music for today.***
- ***Presenting an ever-wider world of artists.***
- ***Expanding and inspiring the audiences of tomorrow.***

Every strategic pillar, priority, and action item throughout this plan is underpinned by our mission and vision. As the plan unfolds Newport Classical will become a more well-known organization to its many possible audiences, will deepen its ties within the Newport community, will responsibly augment its business model through carefully curated revenue strategies, and will continue its efforts to be a healthy and strong nonprofit organization.

Newport Classical is on the rise, building momentum for an even stronger and brighter future.



Merz Trio at the 2024/25 Chamber Series

MISSION, VISION, & OPERATING PRINCIPLES

MISSION:



To celebrate the living art form of classical music in intimate and iconic locations.

VISION:

- Redefining timeless music for today.
- Presenting an ever-wider world of artists.
- Expanding and inspiring the audiences of tomorrow.



OPERATING PRINCIPLES:

ARTISTIC EXCELLENCE

We commit to presenting concerts that feature musicians performing at the highest level, offering a fresh and inspiring perspective.



EXPANDED MUSICAL LANDSCAPE

We work to ensure that every season offers a wide variety of repertoire and instrumentation, performed by a broad array of musicians, at various stages of their careers. We are invested in a vibrant future for classical music, in which works written by today's accomplished composers are valued and performed alongside the core canon.



WELCOMING & RESPECTFUL EXPERIENCE

We strive to create a welcoming environment for audiences, artists, and our many collaborators, valuing mutual respect to create a community of belonging.



(T) Ziggy and Miles Australian Guitar Duo at the 2025 Music Festival
(M) Karen Slack at the 2025 Music Festival
(B) Fenway Brass Quintet & Percussion at the 2025 Music Festival

Strategic Pillars, Goals, & Action Items

Our planning process was rooted in our mission to celebrate the living art form of classical music in intimate and iconic locations. Newport Classical aspires to strengthen and grow in several focus areas to form an organizational foundation that is prepared to meet that mission and thrive over the course of this three-year strategic plan.

We aim to do this by concentrating on four strategic pillars, which are:

- 1. Expanding National Awareness & Establishing Global Recognition**
Focus on increasing brand awareness among audience members and artists to transform Newport Classical from “Newport’s best kept secret” to “the place to be.”
- 2. Engaging the People of Newport**
Focus on inspiring the next generation of listeners and uplifting the greater Newport cultural community.
- 3. Revenue Generation**
Focus on bolstering both earned and contributed revenue opportunities for the organization.
- 4. Organizational Health**
Focus on maintaining a sturdy and sustainable organization, both financially and operationally.

STRATEGIC PILLAR #1

Expanding National Awareness and Establishing Global Recognition

Newport Classical has been referred to as “Newport’s best-kept secret.” While such a designation can denote prestige or exclusivity and be attractive for some organizations, Newport Classical is committed to expanding and inspiring the audiences of tomorrow. As such we need to look beyond our established borders to engage additional audiences and partnerships, building name recognition and engagement opportunities around the country and globe. The benefits of this strategy exceed traditional success metrics such as ticket sales, capacity percentages, and charitable contributions. They communicate the organization's ability to effectuate esteem among its peers within the universe of classical music, including lovers, artists, and facilitators. **Expanding national awareness and establishing global** recognition are not mutually exclusive and will require the organization to focus on two distinct groups during the plan: **Audiences & Donors and Artists & Other Industry Players.**

PRIORITY 1: AUDIENCES & DONORS

Broadening Newport Classical’s audience and donor base is critical to the organization’s long-term success. While there is much work to do to expand and deepen our engagement throughout Newport County (see *Engaging the People of Newport*), looking outside our immediate area will allow the organization to engage and invite new friends and supporters who may not yet have Newport on their radar. Our work ahead includes identifying that broader base of support through advanced marketing efforts and new digital touchpoints, and by ensuring our existing digital infrastructure is optimized for a global audience.

ACTION ITEMS

- a) **Expand the audience base by appealing to a more geographically varied (i.e., international and domestic) set of classical music lovers**
 - i. Target marketing efforts to highlight the “unmissability” of the Music Festival to leverage Newport as a unique destination for classical music experiences and emphasize year-round programming opportunities and the organization's legacy
 - ii. Pilot international engagement efforts to attract Canadian and UK audiences
 - iii. Invest in out-of-home branding initiatives (e.g., bus advertisements, airport campaigns, street pole banners, etc.)

b) Expand digital programming opportunities through radio and other means

- i. Increase radio streaming opportunities through WGBH and other stations
- ii. Explore additional streaming opportunities and collaborations (e.g., IDAGIO)
- iii. Curate and capture artist interviews and other content that may be distributed on multiple platforms
- iv. Build out the institutional YouTube page

c) Analyze current digital assets including the website and social media channels to ensure they are optimized for a broader and more geographically varied audience set

- i. Conduct a digital audit of the Newport Classical website, with a focus on evaluating the customer journey
- ii. Invest in a Search Engine Optimization strategy
- iii. Develop a segmented social media strategy



Emily Levin at the 2025 Music Festival

PRIORITY 2: ARTISTS & OTHER INDUSTRY PLAYERS

Newport Classical is dedicated to strengthening the classical music industry. Our relationship with artists, agents, managers, and industry colleagues is paramount to our ongoing artistic and financial success. We aim to continue the tradition of making Newport Classical the 'home' for many artists, and for the members of the industry to view Newport Classical as a world-class presenting organization in a one-of-a-kind city. We will accomplish this by ensuring artists and their representatives understand the complete value of a performance in Newport, increasing our artistic conversations and collaborations with fellow top-tier organizations, and identifying staff leadership as thought leaders and innovators throughout the music industry.

ACTION ITEMS

a) Become known among artists and managers as a place where music careers emerge

- i. Craft a compelling narrative for managers to book clients in Newport that encompasses the total value of the artist's experience (e.g., performance fee, venue opulence and intimacy, lodging in Newport, local beauty and history, audience enthusiasm and engagement, etc.)
- ii. Emphasize to artists that they are welcome to explore their creativity at Newport Classical
- iii. Establish relationships with young artists that strengthen throughout their career
- iv. Increase hospitality offerings to visiting artists (e.g., luxury car service and accommodations, recreational opportunities, etc.)

b) Increase participation in co-commissioning consortiums with fellow top-tier organizations and build a reputation as a "home" for regional, domestic, and world premieres

- i. Present at least two co-commissioned works per year
- ii. Continue commissioning at least one new work by a Black, Indigenous, person of color, or woman composer and presenting the world premiere performance of the work as a commitment to the future of classical music

c) Leverage staff leadership as thought leaders within the industry to boost the company's profile and increase exposure to potential partner organizations

- i. Identify opportunities for senior leadership to engage with the field and the public (e.g., podcast appearances, speaking engagements, etc.)
- ii. Join and engage with industry service and shared learning organizations (e.g., Advisory Board for the Arts)
- iii. Explore opportunities to host a gathering of classical music associations in Newport

STRATEGIC PILLAR #2

Engaging the People of Newport

Newport Classical is a frequent and enthusiastic collaborator with the many nonprofit organizations on Aquidneck Island. Our summer Music Festival holds performances in more than a dozen venues throughout the island, our administrative home and Recital Hall are located within the historic Emmanuel Church, and for more than 50 years we have engaged the people of Newport as audience members, artists, colleagues, and friends. **Engaging the people of Newport** is critical to the organization's success, and as such we are seeking new and innovative ways to provide meaningful enrichment to residents of all ages and to become a thought partner and more frequent and meaningful collaborator with the many peer organizations that make up Newport's cultural ecosystem.

PRIORITY 1: YOUNG AUDIENCE ENRICHMENT

Introducing music appreciation at a young age is the best method of growing a fruitful audience for the arts throughout a person's lifetime. Newport Classical is committed to ensuring young people are exposed to and energized by exceptional classical music, and as such we intend to continue our pursuit of meaningful engagement opportunities for people under the age of 18. We will do this by furthering our connection to Newport County schools, partnering with other local youth enrichment organizations, and piloting unique offerings to specifically engage youth.

ACTION ITEMS

a) Develop a comprehensive and sustainable partnership with Newport County Schools

- i. Collaborate with guidance counselors and music teachers at elementary, middle, and high schools to track long-term impact and engagement, and identify students who show a strong affinity for music and performance to build a meaningful year-round relationship and create custom opportunities for them (e.g., masterclasses, side-by-side performance opportunities, open rehearsals, mentorship, etc.)
- ii. Coordinate with schools to deepen the impact of musician visits by aligning workshops with the curriculum and providing follow-up resources
- iii. Expand awareness around the free student ticket program
- iv. Offer schools the option for students to attend matinee performances at the Recital Hall and provide busing
- v. Create playlists and other musical resources for teachers to provide expanded student enrichment opportunities

b) Collaborate with local community organizations to maximize young audience impact

- i. Program young music groups to “open” for community concerts
- ii. Continue to develop partnerships with organizations that provide engagement opportunities for our youngest listeners (i.e., preschools)

c) Establish and grow children-focused engagement opportunities

- i. Pilot “Bring Your Child/Grandchild to a Concert” Day
- ii. Increase the number of Children’s Concerts to meet demand

PRIORITY 2: ADULT ENRICHMENT

Learning is a life-long endeavor and we are eager to ensure that our programming remains a valuable enrichment opportunity for adults as well as children. We recognize that many people are interested in learning about our musicians, their history, their craft, and how the industry is evolving. As such we intend to increase the number of educational touchpoints for adults by piloting a suite of pre- and post-concert learning engagements, preparing supplementary materials for audience members, and exploring connection opportunities for residents interested in engaging with each other outside of the traditional concert experience.

ACTION ITEMS

a) Develop and pilot a suite of opportunities to provide additional learning moments for adult audiences

- i. Build on pre-concert engagement opportunities hosted by Newport Classical
- ii. Program open rehearsals for select Music Festival concerts
- iii. Create take-home learning materials for select concerts

b) Explore opportunities for audience members to learn and engage with each other outside of Newport Classical concert experiences

- i. Explore the scheduling and implementation of group learning trips abroad (e.g., a multi-stakeholder trip to Lucerne Festival)



The 2025 Festival Artists perform at Norman Bird Sanctuary

PRIORITY 3: COMMUNITY COLLABORATIONS

Newport is our home. Its people are our neighbors, its businesses are our shops, and its political leaders are our advocates. We are deeply connected to the community through place and partnerships, as evidenced by our 56-year legacy, alliance with Emmanuel Church, and our long-standing relationship with the Preservation Society of Newport County. We aim to strengthen these bonds during the course of the Strategic Plan by increasing engagement opportunities with our current community partners, fostering new connections with organizations, and strengthening our position as thought leaders throughout the Newport social, cultural, and business communities.

ACTION ITEMS

a) Deepen current collaborative relationships and explore potential new strategic alliances to increase supplemental concert programming

- i. Invite community organizations and local businesses to have a presence at concerts
- ii. Collaborate with venue partners to expand the concert experience with pre- and post-concert engagement opportunities
- iii. Explore symbiotic marketing and sales opportunities with venue partners

b) Develop and deepen relationships with community supporters to create a more welcoming environment for a greater swath of Newport

- i. Develop connections with social clubs and other affinity organizations
- ii. Further invest in conversations with community centers and other trusted family-engaging organizations
- iii. Expand relationships with local organizations that represent communities currently underserved by Newport Classical

c) Collaborate with the City of Newport to increase local awareness and engagement

- i. Include the Recital Hall on official wayfinding pages and signs
- ii. Cross-promote city-wide events such as our annual Fourth of July concert before the fireworks
- iii. Participate in city-wide events (e.g., farmers markets, street fairs, etc.)
- iv. Engage with local universities to promote attendance, engagement, and collaboration opportunities for students, faculty, and staff

d) Become a thought leader throughout the Newport community

- i. Encourage staff leadership service on local commerce, marketing, and tourism boards
- ii. Establish and maintain positive relationships with local government leaders
- iii. Increase writing and speaking opportunities through local media outlets



STRATEGIC PILLAR #3

Revenue Generation

Newport Classical's current financial position is one of strength and stability, however, with expenses for performing arts organizations always rising at a faster rate than revenues, the organization must pursue new income streams through a combination of earned and contributed revenue to support its current and future initiatives. As with most nonprofit arts organizations, ticket sales only cover a portion of our operating expenses – roughly 33% between 2021 and 2024 – necessitating the exploration of new funding sources that bolster our financial stability while continuing to remain dedicated to an accessible experience for all. Therefore, the means of our **revenue generation** priorities are diversified and tied to programmatic growth in several areas.

PRIORITY 1: ADDITIONAL EARNED REVENUE OPPORTUNITIES

Our most dedicated and loyal patrons have frequently asked about additional activities Newport Classical might consider to augment the traditional concert experience. While having thoughtfully considered broadening our offerings, we must balance this with our commitment to keep Newport Classical an accessible organization and prioritize the quality of the experiences we offer. Therefore, we are staying focused on how the organization might marginally increase its revenue opportunities through further engagement offerings (as discussed in *Engaging the People of Newport*) as well as responsible growth in the number of annual performances presented.

ACTION ITEMS

a) Explore revenue potential for newly programmed adult enrichment opportunities

- i. Explore revenue potential for pre-concert engagement opportunities hosted by Newport Classical
- ii. Explore revenue potential for open rehearsals for select Music Festival concerts

b) Increase the number of holiday performances and special events

- i. Schedule at least one additional weekend of holiday programming
- ii. Program at least one special event annually outside of the Music Festival

PRIORITY 2: PRICING STRATEGY

Newport Classical's ticket pricing structure continues to be a topic of discussion. Throughout the planning process, we explored a series of pricing-related questions: To what extent do ticket prices signal our value? How can we responsibly increase our ticket revenue while remaining accessible to the community at large? And how can we leverage technology

to help us achieve the goals of increased revenue and attendance, as well as a more diversified audience? These questions, along with a deep study of our current strategy and that of other comparable organizations, set in motion several tactics, including the exploration of dynamic ticket pricing – in which prices both increase and decrease in relation to demand – and the institution of new sales mechanisms to encourage large group purchases.

ACTION ITEMS

a) Increase ticket revenue by responsibly balancing price with accessibility

- i. Explore dynamic pricing as a strategy to align ticket scaling with market value
- ii. Engage a consultant to support pricing initiatives such as venue rescaling and starting price analysis
- iii. Promote lower price threshold concerts to bring in new audiences

b) Develop and market a targeted Group Sales campaign

- i. Prepare strategies for local, regional, and domestic groups
- ii. Curate unique offerings for groups based on identified affiliations and preferences
- iii. Develop relationships with classical music tour companies to include Newport Classical on their itineraries

PRIORITY 3: FUNDRAISING STRATEGY

Newport Classical has a deep and passionate patronage who believes in and supports our mission and vision. Continuing to grow this vital base of support, while recognizing our most generous donors, is the key to strengthening the organization for years to come. We will make a concerted effort to invite new donors into the organization while keeping our longest-standing and largest-giving donors connected and excited. As we implement the Strategic Plan, we will reevaluate our fundraising strategy to consider current events and the financial environment.

ACTION ITEMS

a) Launch a targeted campaign to transition ticket buyers into donors

- i. Conduct data analysis on non-donor audiences to determine strategic opportunities for engagement
- ii. Increase the number of first-time donors

b) Establish an entry-level giving opportunity to increase the number and frequency of donations

- i. Launch a donor campaign to increase the number of recurring monthly donors
- ii. Roll out a new recurring monthly giving tier at or around \$15/month
- iii. Plan and execute a series of events and benefit offerings appropriate for entry-level donors

c) Further recognize long-time givers

- i. Establish a giving society for donors who have continuously made an annual contribution for 20 or more years, or have a lifetime giving amount of \$500,000 or more
- ii. Develop a suite of benefits to entice donors to continue their annual giving and recognize them for their tremendous support

STRATEGIC PILLAR #4

Organizational Health

Newport Classical has been cited as a “model organization” when it comes to organizational structure and governance. This plan aims to maintain a high **organizational health** grade that reflects a strong, well-resourced, and well-managed organization for years to come. While the below priorities and associated action items are intended to support Newport Classical during the plan’s duration (2025 – 2028) they are also meant to provide a long-term sustainable environment for the organization after the plan is complete.

PRIORITY 1: FINANCIAL SUSTAINABILITY

The COVID-19 pandemic marked an inflection point for arts organizations that had not established an ample set of operating reserves. Long-term facility closures reduced the opportunities for earned revenue, while contributed revenue stalled as many donors shifted their giving priorities. Although Newport Classical stemmed the tide through strategic financial and operating decisions, we never want to be in a place where our fiscal position puts the organization’s survival at risk. We aim to increase our capital reserve fund to \$6,600,000 – a figure representing three full years of operating expenses, inclusive of programming. We plan to fund the reserve through a combination of annual operating surpluses, a revitalized planned giving strategy, and a targeted endowment campaign, if appropriate.

ACTION ITEMS

a) Increase the reserve fund to cover three years of operating expenses

- i. Self-fund the reserve whenever possible, through annual operating surpluses and bequests
- ii. Evaluate the feasibility and launch a reserve fundraising campaign with a potential matching gift to inspire support
- iii. Reduce the reliance on foundation grants

b) Further develop an engaging and proactive planned giving campaign

- i. Engage a third-party consultant to develop strategy and supporting materials for a more advanced planned giving program
- ii. Refresh organizational materials regarding planned giving
- iii. Increase the number of planned gifts

PRIORITY 2: GOVERNANCE

Good governance is the backbone of a healthy organization. Our commitment to maintaining a high grade in all areas of Board development and operations remains steadfast, and over the course of the plan, we will continue to ensure that our policies, procedures, and actions are consistent with best practices throughout the nonprofit sector.

ACTION ITEMS

a) Continue to institute best practices related to Board structure, governance, and policies

- i. Commit to an annual review and approval of the bylaws
- ii. Consider the implementation of term limits
- iii. Reevaluate succession planning for Board leadership
- iv. Undertake annual Board assessments (e.g., skills, demographics, etc.)
- v. Invest in building a pipeline of future Board candidates, including leveraging the Leadership Council



2024 Holiday Concert at Rosecliff Mansion

PRIORITY 3: ORGANIZATIONAL STRUCTURE

This plan – or any strategic plan – cannot be fully successful without a dedicated, well-resourced, and well-managed team of individuals. Newport Classical has an extraordinary team in place and will augment the staff as appropriate to fully support and execute each plan initiative. We are also looking ahead to the future and what it means for Newport Classical to retain and attract the best talent. As such, our planning initiatives include an analysis of Newport Classical’s administrative location, the employment benefits it offers to its staff, and the structures it has in place to support full-time, part-time, and volunteer team members.

ACTION ITEMS

a) Explore additional physical locations for performances and administrative staff to support the growing organization

- i. Research office space opportunities including additional spaces in Emmanuel Church
- ii. Continually explore new venues for Music Festival performances, prioritizing acoustics, intimacy, and customer experience

b) Draft, codify, and implement a series of core values for the organization and how they are lived every day

- i. Collaborate with staff and the Board to determine Newport Classical’s current core values and how they should be augmented moving forward

c) Increase the full-time staff to support ongoing operations during and after the planning process

- i. Recruit and hire a Marketing and Engagement Coordinator (FY26)
- ii. Recruit and hire an Operations Coordinator (FY27)

d) Increase the appeal of working at Newport Classical

- i. Commit to offering a robust benefits package including healthcare
- ii. Support flexible employee schedules that align with the needs of the position and organization
- iii. Offer professional development opportunities for each employee

e) Redefine the volunteer program to ensure operational and brand alignment

- i. Engage in succession planning for volunteer leadership
- ii. Increase the volunteer pool
- iii. Develop a pipeline for new volunteer leadership
- iv. Ensure volunteers are appropriately recognized throughout the year



FINANCIAL IMPLICATIONS

Newport Classical’s strategic plan is an investment in the organization’s future. Both revenue and expenses are set to increase over the plan’s duration, ultimately leading to a steady-state operating budget by FY29.



Key Financial Takeaways Include:

- Total plan operating revenue (i.e., additional earned and contributed revenue directly attributed to plan activities) is set to exceed \$535,000 over the plan's duration
- Total plan operating expenses (i.e., additional expenses directly attributed to plan activities) are set to exceed \$695,000
- Newport Classical's annual operating budget, inclusive of plan related activities, is projected to result in year-end deficits in FY26 (\$53,000) and FY27 (\$5,100), and a modest surplus in FY28 (\$4,300)
- FY29 - when all plan revenues and expenses are incorporated into operating lines - is projected to see a surplus \$12,480, with additional surpluses in FY30 and beyond
- Newport Classical's total operating income between FY25 and FY29 is projected at \$24,762, as surpluses in FY25, FY28, and FY29 outweigh deficits in FY26 and FY27





Deepest gratitude to Newport Classical's incredible community for their support in helping to shape the future of the organization.

Strategic Planning Committee Members

Joan Sweeney – Chair, Strategic Planning Committee
Suzanna Laramée – President, Board of Directors
Gillian Fox – Former Executive Director
Ingrid Chung
Elise Felker
Stephen Huttler
Randolph Johnson
Stephen Johnson
Alys Krichavsky
Terry Morgenthaler
Donald Osborne
Maria Elena Vergara

Stakeholders Interviewed

Board Members

Suzanna Laramée
Stephen Huttler
Melanie Niemiec
Leslie Hogan
Barry Berger
John Boxer
Randolph Johnson
Stephen Johnson
Alys Krichavsky
Terry Morgenthaler
Donald Osborne
Diana Pearson
Joan Sweeney
Maria Elena Vergara

Team Members

Gillian Fox
Whitney Clarke
Trevor Neal
Barbara Warner
Elsa Carreras
Elise Felker
Gail Skidmore
Christina Jensen

External Stakeholders

Alicia Anthony
Carol Bazarsky
Alan Bernstein
Peilin Chou
Ingrid Chung
Trudy Coxe
Vin Di Bona
Jenny Elkus
Virginia Gambale
Toni Green
Tanya Hayes
Louise Johnson
Xay Khamsyvoravong
Scott McEneaney
Jack Murphy
Walter Reed
Andy Ross
Cynthia Sinclair
Eva Touhey
Della Wager Wells

All photography by Lisette Rooney.

(T) Emily Levin performs at one of the sunrise concerts at Rosecliff
(M) Boyd Meets Girl at the 2024/25 Chamber Series
(B) Rasa Quartet at the 2024/25 Community Concerts Series



(F) Galvin Cello Quartet performs at The Breakers
(B) Third Coast Percussion at the 2025 Music Festival

