

CURTIS INSTITUTE OF MUSIC

2018-2019 Strategic Priorities

PRIORITY #1: Affirm our commitment to supporting the needs of Curtis's core stakeholders – students, alumni, faculty, and staff – in order to recruit and retain top talent throughout the school.

In FY19, we will:

- Via implementation of new calendar/scheduling software, successfully map all coachings, master classes, rehearsals and performances of Curtis students, with particular attention paid to chamber music activity, in order to accurately assess individual student workload.
- Establish a student-centric faculty council to create a three-way channel of communication between teachers, administration, and students and increase faculty engagement around institution-wide priorities
- Include (more) faculty members in cross-departmental working groups and committees.
- Document existing procedures that assess student learning outcomes, such as the Student Recital Series approval process.
- Establish unit-level short- and long-term educational goals, and develop efficient means to measure achievement of those goals.
- Explore the feasibility and business model implications of an agency/artist rep model to complement the professional engagement wing of Curtis on Tour, in order to provide more performance opportunities for young alumni and address Curtis's ongoing guest artist needs.
- Leverage the new performance evaluation form to encourage staff to make efficient use of professional development opportunities and peer learning.
- Devote resources to the maintenance and improvement of aging infrastructure, specifically the Library and 1726.
- Articulate and develop a mission-based commitment to equity and inclusion.

Board/other committees engaged:

- Education & Student Life
- Human Resources
- Facilities
- Finance

Vision – To be the finest music conservatory in the world—the benchmark for a tradition of excellence and innovation in music

Mission – To educate and train exceptionally gifted young musicians to engage a local and global community through the highest level of artistry

Core Values

- Excellence
- Learn by Doing
- Tuition-Free
- Leadership & Advocacy
- Institutional Adaptability

Strategic Focuses

- Curtis Musician Life Cycle
- Global Musical Community
- Programs, Teaching Model and Experiential Learning
- Financial Future
- Organizational Structure

Themes and Imperatives

- Diversity
- Data Collection and Trend-Tracking
- Digital Space Optimization
- Creative/Positive Disruption
- Brand Proliferation
- Tradition of Excellence and Innovation

- Alumni Network Executive Committee

Objective addressed from Bold Intentions:

- Examine our current organizational structure and determine the capabilities and shifts required to succeed with our proposed initiatives.
- Implement an application and audition process that allows for flexibility and recognizes that Curtis is an aggregate of individual, but integrated, programs.
- Create Curtis On Tour version 2.0, providing students, alumni, and faculty with exceptional performance and career opportunities while cultivating a global community of Curtis alumni, parents, enthusiasts, and supporters and also creating a global network of presenters.
- Extend the campus facilities master plan, incorporating major renovations to 1726 Locust Street.

PRIORITY #2: Improve accessibility of Curtis programs to external stakeholders – current and new audiences – by providing more on-ramps to engagement.

In FY19, we will:

- Ensure that new music is incorporated throughout the performance curriculum and Curtis on Tour, articulate its pedagogic value and why it matters artistically.
- Establish a dedicated fund to generate solo, chamber, symphonic and opera commissions from Curtis alumni, planting the seeds for a special series leading up to the school's Centenary.
- Embrace a “test and learn” philosophy and experiment iteratively to identify the most effective ways to engage audiences by providing performance-based content from students, faculty and staff, in-person, online and in print materials.
- Utilize the All-School Project to make cross-cultural and cross-sector connections amongst Curtis's core stakeholders, develop partnerships with local and global organizations, and engage guest artists.
- Focus on depth, rather than breadth, (i.e. fewer sites, more students per site) of community engagement projects in order to deepen impact and lay foundations for future site sustainability; emphasize low barrier-to-entry opportunities such as choral and songwriting programs.
- Evolve career studies curriculum to explore more large-scale works opportunities and ensure that 100% of the student body is involved in local community engagement efforts during their time at Curtis.

Board/other committees engaged:

- Education & Student Life
- Technology
- Development Committee and sub-committees

Objective addressed from Bold Intentions:

- Engage the entire Curtis and extended community through the annual all-school project.
- Rethink and redesign our career studies curriculum, creating offerings appropriate for each stage of the musician life cycle that reflect the skills and experiences necessary for Curtis musicians to thrive professionally.
- Develop organizational capacity to identify, evaluate, create, and adapt opportunities for innovation and reach.

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PRIORITY #3: Strengthen relationships with our diverse constituency of supporters including Summerfest participants and prospective students by understanding their unique attitudes, behaviors and preferences.

In FY19, we will:

- Begin migrating information from existing data silos into a consolidated constituent relationship management system.
- Apply findings and recommendations from audience development research projects, refining segmentation, timing of communications and response to research.
- Proactively request free Student Recital attendees to register in advance or at the door in order to maximize attendance.
- Automate, increase effectiveness and improve segmentation of communications.
- Add an interview to the application process for finalists in all majors.
- Capture data everywhere to the best of our ability, passively -- through ticketing/event registration -- and proactively -- through direct surveying, and contract negotiation with local venues and Curtis on Tour presenters.
- Develop model for donor conversion pathway so that key segments are identified and measured.
- Connect alumni through a digital platform that improves their ability to network with one another and identify mentorship opportunities.
- Evolve how we communicate with prospective students who may be weighing attending Curtis against other top conservatories.

Board/other committees engaged:

- Technology
- Alumni Network
- Communications and Patron Engagement

Objective addressed from Bold Intentions:

- Develop organizational capacity to identify, evaluate, create, and adapt opportunities for innovation and reach.
- Examine our current organizational structure and determine the capabilities and shifts required to succeed with our proposed initiatives.
- Create and harness the power of a global alumni network of lifelong learners and leaders.

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PRIORITY #4: Create a culture of philanthropy that involves and connects everyone in the organization in the annual and long-term fundraising processes.

In FY19, we will:

- Change our cultivation, solicitation and stewardship processes to raise the floor of annual recurring contributed revenue from \$4 million to \$5 million, while creating pipeline for future endowment support.
- Leverage the passion of trustees, faculty and staff through cross-training opportunities designed to improve fundraising skills throughout the organization.
- Increase capacity utilization by identifying and converting prospective audience members into ticket buyers, thereby filling the top of the donor funnel with new leads.
- Lay the foundation for a patron loyalty program by developing a loyalty pathway, with clearly defined levels of access.
- Establish affinity groups around shared interests.
- Create strategy, plan documents and budget for 95th Anniversary Celebration in 2019.
- Incorporate research from *Powerhouse* (©Brian MacNeice and James Bowen, 2016) into messaging about Curtis as a high-performance organization.
- Develop and refine a dashboard of financial and operational Key Performance Indicators (KPIs)

Board/other committees engaged:

- Audit
- Executive
- Development
- Finance
- Investment
- Governance

Objective addressed from Bold Intentions:

- Increase earned revenue streams and explore additional revenue opportunities
- Increase the endowment by \$200 million by 2024, through new gifts, maturing planned gifts, and endowment growth

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