

BOLD INTENTIONS

From the heart of Curtis, a new strategic direction emerges to propel the school toward its 2024 centenary.

PHOTO: DAVID SWANSON

AN EVOLVING MISSION

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

A RENEWED VISION

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

CURTIS'S CORE VALUES

- Excellence
- Learn by doing philosophy, achievable through its unique, small size
- Tuition-free policy
- Musical leadership, advocacy, and engagement
- Institutional adaptability, flexibility, and diversity

In May 2015, the trustees of the Curtis Institute of Music approved a new strategic direction

to guide the school as it approaches its centenary in 2024. Titled *Bold Intentions*, this comprehensive manifesto includes an evolving mission and renewed vision, and a focus on key strategic shifts that will propel Curtis forward.

Central to the document is a reassertion of Curtis's founding principles, as translated to the current and coming musical landscape. *Bold Intentions* calls for Curtis to remain tuition-free in order to attract the finest musicians from around the globe, ensuring music-making of the highest caliber and the development of artist-citizens who will influence and engage the world through their music.

Charting this direction has involved representatives from all of Curtis's key constituent groups, and analysis of extensive hard and anecdotal data—from alumni, on students, on artist residencies, and on the school's global reach—as well as examination of external trends in the ever-evolving music world and megatrends that cross industry boundaries.

Anticipating that the pace of change will continue to accelerate, Curtis is moving forward boldly and with confidence—setting forth strategies and tactics for implementation in the coming years, with enough flexibility to seize or create opportunities over time, always enhancing the school's central purpose: to educate and train the world's musical leaders while building a global musical community.

STRATEGIC SHIFTS

Curtis's emerging strategic direction boldly strives to be an engine of innovation, fueled by its tradition of excellence and able to respond dynamically to the needs of our students as the external environment continues to evolve. Curtis will pursue five strategic shifts in pursuit of this goal.



CURTIS MUSICIAN LIFE CYCLE

Curtis will expand its focus and attend to every aspect of the musician life cycle—from entering Curtis, through the student experience, to alumni life after Curtis—to create a global, networked organization of engaged lifelong learners and leaders.



GLOBAL MUSICAL COMMUNITY

Curtis will expand its focus beyond its Philadelphia campus, broadening its reach and impact to attract gifted students from all corners of the world, and expanding its base of support by sharing its excellence with local and global musical communities.

THEMES AND IMPERATIVES

Curtis will address several themes and imperatives with specific actions that support the strategic shifts.



DIVERSITY

In order to best prepare its students for distinctive careers in music, Curtis is dedicated to providing diversity in all aspects of students' lives, including curricula, performing opportunities, and the school community as a whole. Every member of the Curtis community, regardless of personal background, is united by the power of music.



DATA COLLECTION AND TREND-TRACKING

In order to anticipate and lead in an environment of rapid change, Curtis must continually track external trends and collect alumni data. Improved analysis and interpretation of the data will inform Curtis initiatives. In addition to surveying its own community, Curtis will seek to understand the professional paths of graduates of peer institutions, and will share information in order to strengthen not only its own students and alumni, but also the sector overall.



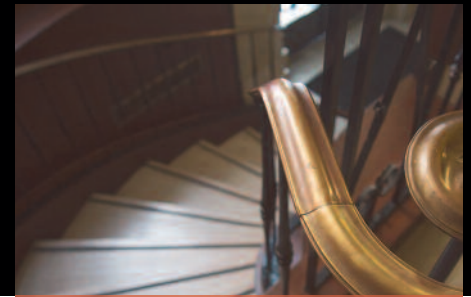
PROGRAMS, TEACHING MODEL, AND EXPERIENTIAL LEARNING

Curtis will ensure that the special faculty-student relationship continues, and will enhance its curriculum and teaching model. Through artist residencies and faculty renewal, Curtis will ensure that its musicians have access to diverse experiences, perspectives, and career paths. Curtis will ensure that students have opportunities to develop musically and academically, as artists of the very highest caliber and as artist-citizens who are well prepared to thrive as 21st-century musicians.



FINANCIAL FUTURE

Curtis will ensure that the institution has a stable and sustainable financial future, providing merit-based, full-tuition scholarships for all students and competitive student financial assistance for living expenses, as well as funding to realize the ambitious goals of the strategic direction.



ORGANIZATIONAL STRUCTURE

Curtis will design an organizational structure to support the strategic direction and fulfill its bold intentions. Like the strategic direction, the organizational structure will be dynamic and flexible, able to adapt to opportunities and challenges in real time.



DIGITAL SPACE OPTIMIZATION

Curtis will optimize current and emerging technologies to ensure long-term success: creating a global, networked organization of students, faculty, and alumni; attracting gifted students from around the world; reaching and engaging a global musical community; and encouraging Curtis musicians to use technology to inspire, create, develop, and share their work with the world.



BRAND PROLIFERATION

Curtis must articulate why it matters—and indeed, why music matters—in order to inspire the support necessary to propel the school toward its centenary. The school has unique and powerful content to leverage in this regard: live performances, video, the compelling stories of its students and faculty, and an astonishing record of alumni achievement.



CREATIVE/POSITIVE DISRUPTION

In order to adapt, learn, and continuously improve, Curtis needs to test old assumptions, ignite conversations, experiment, and explore new models and possibilities. Given the rapidly transforming field of music, the school cannot rest on its past achievements. To uphold the highest level of excellence, Curtis must always challenge itself by anticipating and adapting to change. Creative disruption should serve as a positive and vital catalyst to inspire change. ◇