Classical Music, Contemporary Tech

Bringing Curtis's IT and Digital Infrastructure into the 21st Century

The Vision

Strategic Plan for next decade unveiled in 2015, outlining a commitment to increasing its global reach and engagement

The Project

Redesigning the Curtis digital landscape to achieve Strategic Plan goals: including increased engagement, ticket-sales, and fundraising

The Plan

- Create Digital
 Committee from Board
 of Trustees
- Hire VP of External Relations and Digital Projects Manager
- Engage web agency to redesign Curtis.edu

And then I tried to write the RFP.

Here's what I discovered.

8 websites. 12 databases. 20 product owners. 0 strategy.

Web Links and Systems Integrations OPAS feeds information into Active Data, JotForms is a paid third-party Prospective students can access which populates the upcoming events web platform that allows us to information about admissions and student widget on the homepage of Curtis.edu as create forms to embed on **OPAS** life on Curtis.edu, but when they apply, we well as some performance pages, there. Commonroom for things like (performance direct them to Decision Desk, a third-party This feed also populates the private and release requests and room database) website. public calendar pages on Commonroom. requests. **JotForms** Active Data curtis.edu (embeddable Calendar (CMS: Cold Fusion) forms) (facility scheduler) commonroom tureck bach summerfest library (CMS: Blackbaud Net (CMS: Expression (CMS: Wordpress) (CMS: Wordpress) Community) Engine) SubjectsPlus Regonline Raiser's Edge roc curtis edu Decision Desk Carousel (electronic (CRM) (admissions) (digital signs) (catalogue) (application fees) resources) Curtis's intranet, registration pages, and Like Curtis.edu. Summerfest links to a The Roc is the library's catalogue, which is donation pages are all powered by Net third-party website called Decision Desk. powered by III Millenium Integrated Library Community, which allows data to flow to where prospective students can submit System, which is proprietary software. and from Raiser's Edge and permits application materials. Regonline is also a SubjectsPlus allows the library to post password-protected webpages. third-party site, where fees are paid for electronic resources for students. auditions. A feed also sends information from the intranet to Carousel to populate digital signs on campus. ResourceSpace curtis performs study (CMS: (CMS: Drupal) (CMS: Moodle) ResourceSpace) Education Edge (Student Information System) Our LMS (learning Livestream.com management system) ResourceSpace is a Kaltura (video streaming was built using an DAMS used for (video database) Financial Edge site) open-source system marketing image (Accounting System) called Moodle that storage. Kaltura powers the videos that display on contains syllabi and Curtis Performs. It also services as a course materials. video library. Livestream.com is a third-party website that generates an embeddable player for livestreams to display on Curtis Performs.

The Problem

- Foundational systems are outdated, disconnected data silos
- IT and digital support teams are understaffed and underfunded
- Audiences are little understood outside of anecdotal evidence

To redesign a website now would be a

cosmetic, not functional upgrade.

The Revised Plan

- Investigate solutions for consolidating and upgrading business software systems
- Concurrently, begin research and content strategy planning for future website

Onward!

- Administered surveys and stakeholder interviews with all staff, as well as a number of students, faculty, and alumni about their use of technology at Curtis and the capabilities they wish they had
- Consulted with peer institutions about their successes and struggles in the IT and digital space
- Completed content audit and analytics review of Curtis's various web properties

"Specialization promotes excellence

in systems management,

just as it does in music performance."

Key Findings: People

- Staff, students, and faculty felt like the digital tools at their disposal were a hindrance to their current work and project growth
- Prospective students, ticket buyers, and donors struggled with the disconnect between the refined and renowned Curtis brand identity and their clunky online experiences with the school

Key Findings: Systems

- After a wave of turnover, many non-technical staff members were forced to be "IT experts" in their departments' software
- A number of systems were being phased out by their manufacturers and not properly supported
- A number of systems were not being used for their intended purposes, therefore not meeting the needs of administers and audiences

Key Findings: Content

- Content for prospective students, our primary web audience, was buried in sub-navigation
- Print materials were being repurposed for the web without regard to the user behavior and needs on these different channels
- Website governance fell into departmental silos with little editorial oversight
- User experience and brand continuity suffered across all of our websites due to a lack of a clear content strategy

A "refresh" isn't enough;

Transformation is required

The Vision

Curtis will provide the same "boutique" experience online for its constituents that it does in person

The Project

To meet the evolving needs of our primary audiences
Curtis's technology stack needs a complete overhaul

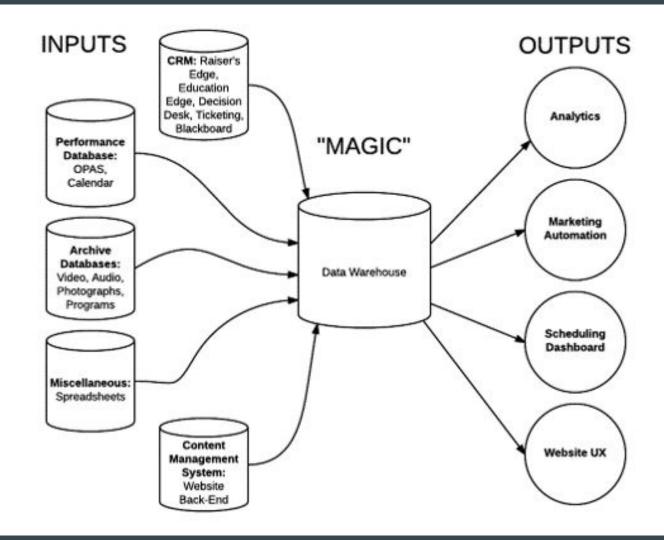
The Plan

- Replace outdated marketing and ticketing systems
- Custom-build software where no tool meets our unique needs as a school/performing arts organization
- Create a data warehouse to provide BI connecting data from our specialized systems
- Consolidate websites onto a single CMS

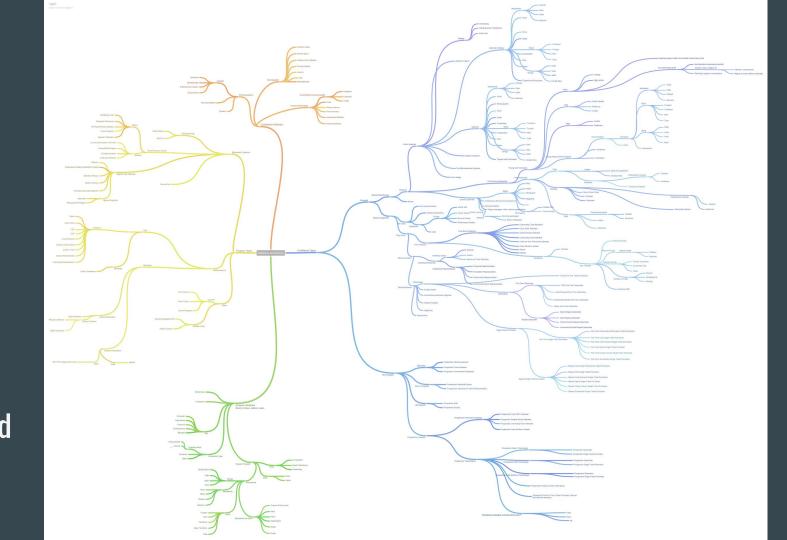
Our digital strategy won't be either

Rome wasn't built in a day;

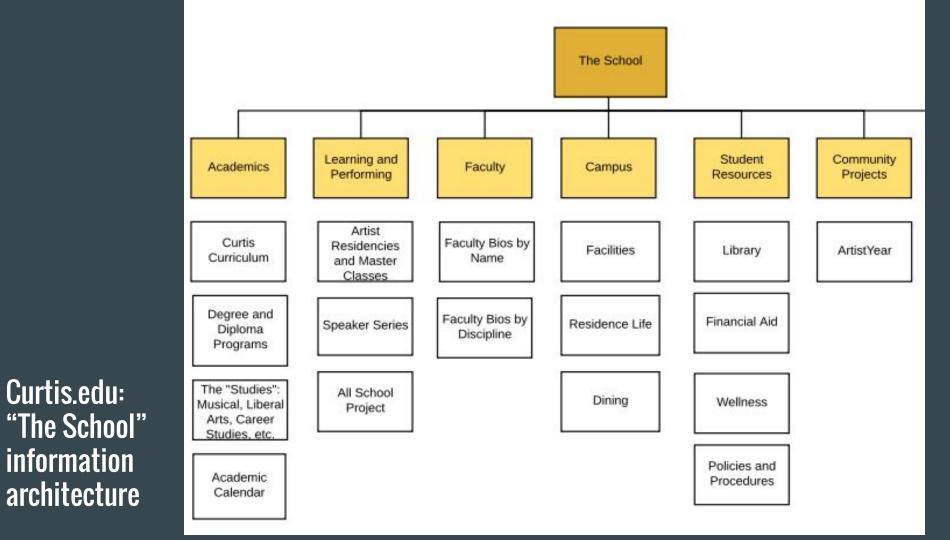
BUT! We're getting closer every day.



Data Flow In and Out of Systems



Mind Map of Constituent and Program Types and Attributes



Curtis c. 2017-18 School Year and Beyond

- Develop curated and targeted online experiences for prospective students and parents; alumni; ticket-buyers; and donors - on our website, apps, and social channels
- Centralize data connecting constituent types and attributes to program types and attributes
- Build an IT team to support maintenance and growth of campus technology; develop capabilities of existing staff to take advantage of emerging digital opportunities

leaders - not laggers - in our digital initiatives

By our 100th anniversary, we will be

Any questions?