

Breakthrough Plan 2024

December 2021



JOHNS HOPKINS
PEABODY INSTITUTE



Context for Breakthrough Plan 2024

Since implementation of the Breakthrough Plan in 2014, Peabody has enjoyed a strong trajectory of change and growth touching virtually every aspect of the institution including enrollment, the launch of new programs, curriculum innovation, diversity, faculty governance and recruitment, community engagement, Peabody's relevance and unique role as a school in one of the world's top research institutions, and the Institute's financial health and sustainability.

The Breakthrough Plan 2024 is the result of a renewal process that took place throughout the 2019-20 academic year, engaging faculty, staff, students, volunteers, and alumni in a considered assessment of the ongoing fit of initiatives in support of the Five Pillars - Excellence, Interdisciplinary Experiences, Innovation, Community Connectivity, and Diversity - and to make refinements and revisions within the framework of the plan to position Peabody for the next five years.

Context for Breakthrough Plan 2024

COVID-19 Impact

The substance for the Breakthrough Plan 2024 was largely completed just prior to the onset of COVID-19 in March 2020. While there are timing considerations for various initiatives that may be impacted (for example major capital projects) the overall intent and substance of the plan remains unchanged. Indeed there are aspects of the plan that are being accelerated, for example, in the development of remote learning programs due to what we have learned through investment in, and enhanced use of, technology as a result of the pandemic, and in the critical focus on anti-racism and diversity, equity and inclusion initiatives at Peabody.

Breakthrough Plan Five Pillars

2015 - Present

Peabody has built its vision around five pillars:

Excellence

- Peabody is committed to artistic, academic and operational excellence in order to train artists at the highest level who take their place among the most successful trailblazers in their respective disciplines and across disciplines.

Interdisciplinary

- Peabody is leveraging its competitive position as a top conservatory within a world-renowned research university to lead in fostering the intersection of music and dance with other disciplines.

Innovation

- Peabody is building a 21st Century conservatory linking the traditions of the past with the possibilities of the future.

Community Connectivity

- Peabody is building strong relationships with its surrounding communities as an anchor institution and instilling in its students an enthusiastic embrace for the role they will play in communities as citizen-artists.

Diversity

- Peabody is building a diverse community that reflects and responds to a diverse society.

Breakthrough Plan 2024

Goals by Theme

Overall Themes

- Leading programmatic growth to leverage our competitive advantage and drive institutional sustainability
- Optimizing the Peabody Experience and building community
- Building the infrastructure and resources to ensure excellence in the Institute's mission

Leading Programmatic Growth to Leverage Our Competitive Advantage and Drive Institutional Sustainability



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Leading Programmatic Growth to Leverage Our Competitive Advantage and Drive Institutional Sustainability

1. *Review and develop current and potential new majors, minors, and other Conservatory programs* with a focus on online and hybrid online delivery modalities.
 - *Primary Pillars: Excellence, Innovation*
 - *Secondary Pillar: Interdisciplinary*

Leading Programmatic Growth to Leverage Our Competitive Advantage and Drive Institutional Sustainability

2. *Drive enrollment growth, revenues and connectivity and serve new, untapped constituencies in the JHU and Baltimore communities and beyond* by retaining and growing the Preparatory's core community educational focus in music and dance; and reimagining its programs to include all non-credit instruction at the Peabody Institute, expanding opportunities for life-long learning fostering avocation and professional development.
 - *Primary Pillars: Excellence, Community Connectivity*
 - *Secondary Pillars: Innovation, Diversity*
 - a. Establish a "Prep online campus" with the creation of business and course development plans following product testing and market research phases.
 - *Primary Pillars: Excellence, Innovation, Community Connectivity*
 - *Secondary Pillars: Interdisciplinary*
 - b. Determine viability of and create business model for Arts in Health program development for Preparatory and Conservatory.
 - *Primary Pillars: Excellence, Interdisciplinary, Innovation*

Leading Programmatic Growth to Leverage Our Competitive Advantage and Drive Institutional Sustainability

3. *Drive recruitment and philanthropy to Peabody as "destination location"* through strategic investment in enhancing and strengthening Peabody's national and international reputation as the industry leader and premier school for performing arts training.

- *Primary Pillars: Excellence, Interdisciplinary, Innovation, Diversity*

a. Advance Peabody's injury prevention program by elevating brand awareness and leadership in performing arts medicine.

- *Pillars: Excellence, Interdisciplinary, Innovation*

Leading Programmatic Growth to Leverage Our Competitive Advantage and Drive Institutional Sustainability

4. *Integrate Breakthrough Curriculum mindset across Institute culture* and areas of study, using LAUNCHPad as a catalyst.

- *Primary Pillars: Excellence, Innovation, Community Connectivity*

a. Track impact and outcome on graduates of Breakthrough Curriculum to inform continued refinement by establishing regular, ongoing data collection through longitudinal study.

- *Primary Pillars: Excellence, Innovation, Community Connectivity*

Optimizing the Peabody Experience and Building Community



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Optimizing the Peabody Experience and Building Community

1. *Create a strong cultural identity for the Peabody community and a sense of internal pride* by engaging our community to build unity and spark inspiration around our collective mission and vision.
 - *Primary Pillars: Excellence, Diversity*
 - a. Increase connectivity, understanding and appreciation among Peabody students through better integrating diverse populations into the larger Peabody community, creating spaces to better identify support needs for different populations, and implementing cross-cultural programming.
 - *Primary Pillar: Diversity*
 - b. Prioritize optimizing cultural awareness/knowledge of community members.
 - *Primary Pillar: Diversity*
 - c. Increase collaboration across departments at the Conservatory, and between the Conservatory and Preparatory, showcasing students' collective talents, increasing appreciation and engagement between majors, and creating enhanced networking opportunities among students, while engendering a greater sense of pride among the Peabody community.
 - *Primary Pillars: Excellence, Interdisciplinary, Innovation*

Optimizing the Peabody Experience and Building Community

2. *Create a more seamless student experience, and engender a greater sense of "one university"* across the Conservatory student body by increasing connectivity with the Homewood campus.

- *Primary Pillars: Excellence, Interdisciplinary*

Optimizing the Peabody Experience and Building Community

3. *Make a clear and compelling statement of Peabody's commitment to diversity, equity and inclusion* (DEI) in our community (faculty, staff, and students), and ensure that commitment is reflected in our curriculum, programming, performances, and practice.
 - *Primary Pillar: Diversity*
 - a. Continue to develop recruitment and retention initiatives of URM and female faculty in the Conservatory, building on recent progress.
 - *Primary Pillars: Excellence, Diversity*
 - b. Diversify Institute staff and Preparatory faculty by deploying the strategies and tactics used in recent years to diversify Conservatory faculty.
 - *Primary Pillars: Excellence, Community Connectivity, Diversity*
 - c. Create a transparent process of DEI assessment and accountability at Peabody.
 - *Primary Pillars: Community Connectivity, Diversity*

Optimizing the Peabody Experience and Building Community

4. *Attract, develop, and retain exceptional staff and faculty dedicated to Peabody's mission* through implementing recruiting best practices, by improving employee engagement, and providing opportunities for professional development and lifelong learning for all employees.

- *Primary Pillars: Excellence, Innovation*

a. Commit to the development of quality, diverse candidate pools; position Peabody as an employer of choice; provide flawless recruiting processes and onboarding.

- *Primary Pillars: Excellence, Diversity*

b. Improve staff productivity, satisfaction and engagement in areas of staff recognition communication, and professional development as identified in Gallop results.

- *Primary Pillars: Excellence, Community Connectivity*

c. Formalize a professional development plan that will support employee functional groups, and recognize achievement.

- *Primary Pillars: Excellence, Community Connectivity*

**Building the
Infrastructure
and Resources to
Ensure Excellence in
the Institute's Mission**



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Building the Infrastructure and Resources to Ensure Excellence in the Institute's Mission

1. *Drive operational excellence across the Institute* by ensuring exceptional delivery of services, creation of efficient processes, coordination of cross-functional and cross-divisional efforts, and best-in-class management and leadership.
 - *Primary Pillar: Excellence*
 - a. Support the Institute's programs and commitment to excellence by developing and executing on a multi-year plan to address deferred maintenance and refocus ongoing plant operations in order to ensure campus functions and finish.
 - *Primary Pillar: Excellence*
 - *Secondary Pillars: Innovation, Community Connectivity*
2. *Create a campus masterplan that reinforces Peabody's identity as an historic 21st-century conservatory*, a human-centric design that supports individual and collective success of students and employees and includes development of an attractive, functional student living facilities purpose-built to support conservatory student attraction and success.
 - *Primary Pillar: Excellence*
 - *Secondary Pillars: Innovation, Community Connectivity*

Building the Infrastructure and Resources to Ensure Excellence in the Institute's Mission

3. *Ensure execution of existing degree programs at the highest level* through ongoing evaluation and strategic investment.

- *Primary Pillars: Excellence, Innovation, Interdisciplinary*

4. *Develop programmatic and technological innovation* by building organizational capacity.

- *Primary Pillars: Excellence, Innovation*

a. Create a nimble, dynamic online product development model that will enable us to test new products in small offerings and gather feedback early – and redirect as necessary, while refining and expanding target audiences by building upon who we know best.

- *Primary Pillars: Excellence, Innovation*
- *Secondary Pillar: Interdisciplinary*

Building the Infrastructure and Resources to Ensure Excellence in the Institute's Mission

5. Ensure a sustainable and increasing base of private financial support for our academic mission through the partnership of professional staff with the Peabody Institute Advisory Board, faculty, alumni and other JHU affiliates; by leveraging Peabody's excellence, innovation, and interdisciplinary initiatives; and by inspiring the greater Baltimore/Washington community and beyond to see Peabody as a cultural asset and thought leader worth supporting.

- *Primary Pillars: Excellence, Innovation, Community Connectivity*