



# Music Is...



**South Shore Conservatory**

*Creating Community Through the Arts* ★★☆☆☆☆

**ANNUAL REPORT: FISCAL YEAR 2011**

[www.sscmusic.org](http://www.sscmusic.org)

# Music Is...

On November 3, 2010, South Shore Conservatory commemorated its 40th Anniversary Celebration with the premiere of *Music Is...*, a piece commissioned for the occasion and composed by pianist and composer John Kramer of the Conservatory faculty. The performers included all three ensembles of the Conservatory's Bay Youth Symphony (BaYS), the Pure Treble Children's Chorus, Conservatory faculty, a student rock band, soloists and a chorus of Conservatory students, faculty, Trustees, Overseers and friends.

"This was an exciting challenge, to incorporate orchestra, chorus, soloists, and rock band, reflecting the breadth of the Conservatory's musical offerings," said Kramer. "It occurred to me to have students, staff and faculty write the text themselves." Sixty entries, completing the sentence, "*Music is...*," resulted in the lyrics that laid the groundwork for Kramer's modern symphonic work. "Over two months, I composed a piece that grows and tapers with classical orchestration, building the piece's dramatic colors with unique elements like Motown-style string parts and even a few funk and Latin music undertones."

The performance, which was reprised on July 9, with the *Evenings Under the Stars* Orchestra in the Carr Amphitheater, captures what we think is special about the Conservatory – the joy of experiencing the creation of beautiful music. The Conservatory makes this experience available to over 2500 students and thousands of audience members. From our youngest Music Together participants, ballerinas who interpret the music through dance and musical theater students, to our private lesson and ensemble students, Bay Youth Symphony, Pure Treble and Pure Harmony Choruses, Community Voices and adult students, *Music Is...* always exciting at the Conservatory.



## MUSIC IS THE SONG OF YOUR SOUL.

*Beth MacLeod Largent, Director of Performance*

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# Message From The Chairman



In a few weeks, my tenure as Chair of the Board of Trustees ends. I want to share with you how much I have enjoyed serving in this capacity. And I want to thank you for the opportunity and your amazing support. The power of the work that is done here each and every day, to enrich the lives of our students and our audiences through the highest quality programming, is exceptional. Two years ago, when I assumed the role of Chair, this organization was under substantial and escalating pressure from a decline in the demand for our services coincident with the onset of our national financial crisis. The Board stepped up and worked with intensity on two tasks: to create financial stability and to examine what we offered and how we could best match the needs of our students with our programs. Both initiatives have resulted in significant positive change. The good news is that with substantial commitment and focus on the part of the Board, staff and faculty, we found ways to reinvigorate the demand for our offerings. Today we are measuring a strong upward sloping trajectory in students enrolled in private lessons, an increase of over 14% this last spring semester. Enrollment in early childhood programs has increased by 13%, and our arts-based preschool and kindergarten classes are full. It is heartening to record these results. And we have ended the fiscal year on a much sounder financial footing as you will see throughout this report.

## Enrollment Trends

After a three-year period of small but noticeable declines in the number of students taking private lessons, the Board instituted a concentrated effort to understand why this was happening. We surveyed similar institutions and found that they too were experiencing declines. We surveyed parents and students and asked them to share what we were doing well and where we could improve. We listened carefully and began to adjust some of our practices. We designed and articulated a full continuum of educational opportunities. What does this mean? Well, we had many fine individual programs available but we needed to communicate how one led naturally into another. We learned to be better communicators and to open up an array of choices to keep students engaged and growing in their capabilities and interests. We also learned that participating in performances – recitals, concerts, ensembles, Bay Youth Symphony or one of our voice groups - is a highly cherished part of the Conservatory experience. So we have worked to make sure all students are

offered the chance to enhance their learning this way. In simple terms, we are stronger together, as students, as performers, as faculty, as staff, as a Board.

## Financial Health

The other key strategic focus of the Board for the last two years has been the financial stability of the organization. We were under considerable pressure and forced to make hard choices. We have focused on all aspects of our financial house and today I can report significant progress. We turned to our loyal donors and asked them to give even more. We broadened the circle of donors by introducing more people to our compelling story. I am extremely pleased to report that Annual Fund giving is 31% higher in the just-ended fiscal year than it was two years ago. A most sincere thanks to each of you who gave. This money has allowed us to keep our programs vibrant and strong and to offer a bit more financial aid.

We have introduced new fiscal disciplines. We analyzed and then restructured our debts. We created a capital budgeting plan to deal with the ongoing needs of our two campuses. We established a new policy of setting aside 5% of unrestricted donations to fund endowment. We adopted an Investment Policy and restructured our investment portfolio. Indeed, we now have an endowment portfolio valued at \$505,258 at fiscal year end, up 54% from one year ago. While the increase is very satisfying, the reality is we need to build this financial cushion. The more we have looked and thought and analyzed, the more obvious it has become that we need to develop a long range plan to build capital. We have two campuses to support, increased need for scholarship funds, and we should pay down our debt. Expect to be hearing more from us in the new year. The Board has succeeded in stabilizing the finances of the organization and the challenge before us is to build on this base to assure our long run success. I am optimistic we will.

## Conclusion

South Shore Conservatory brings joy into the lives of so many. It is a pleasure to be part of the team that makes this happen. Be sure to come and enjoy our performances and programs in the new year. And as always share your time, talent and treasure with us. We need you.

*Deborah L. Allinson*

South Shore Conservatory

# Message From The President



What a wonderful year we have had celebrating the growth and accomplishments of South Shore Conservatory over the past 40 years. We bookended the yearlong celebration with birthday party Pops concerts at *Evenings Under the Stars* and found monthly reasons to celebrate the accomplishments of our students and faculty.

One of our major goals this past year was to increase our earned revenues by providing more teaching, more performances and ultimately, more services to the community; in other words a greater accomplishment of our mission. We succeeded on all fronts with a 10% increase in overall earned revenues, primarily in instruction.

We spent time over the past two years examining and addressing the five - year trend of decreasing private lesson enrollment. Through hard work on the part of staff, faculty and trustees we developed a strategy to retain our current students and families while engaging new ones. We are now seeing the fruit of these efforts as enrollment increased by 14% this past year and we are on track for a similar gain this coming year. Our success in this area has gained recognition in the field and the Conservatory has been asked to share its experience and expertise as best practice in this area with similar schools across the country.

Another outcome of the work we started during the 2008 economic downturn is the organization's new three-year strategic plan. A culmination of two years of work, the plan is based on benchmarking with other arts organizations, input from overseers, faculty, staff, community partners and our trustees. The plan creates a roadmap for the future; focusing on enrollment, program development, outreach and scholarships, community engagement, financial stability, organizational strength and capacity building in order to fulfill our mission.

South Shore Conservatory's mission is "to provide access to quality education in the arts." For many families on the South Shore sending their children to the Conservatory is an impossibility due to financial, geographic, or physical limitations. While we currently serve more than 400 students through scholarships and our outreach programs, we are working with schools and social service agencies to

determine where the greatest need lies so that we can better serve our community.

Much of our outreach work involves Music Therapy. Under the leadership of department chair Eve Montague, we provided services to Scituate, Pembroke, Bourne and Plymouth Schools in early intervention and middle and high school autism programs. In addition we are working with Alzheimer's patients at Linden Ponds in Hingham and Newfield House in Plymouth.

These programs and our scholarships represent a little more than 5% of our overall budget but we have incrementally increased this budget line by 59% over the past three years. With a cost this year of \$155,000, these programs happen because of the generosity of many individuals, organizations, businesses and foundations. Specifically designed to support these initiatives, our Parent/Student Fund drive and our annual Performathon: Kids Helping Kids, raised more than \$22,000 last year through the generosity of 103 parents and the performing and fund raising skills of 196 students.

We are so fortunate to have an outstanding faculty of gifted teachers and performers who bring new ideas for programming and the energy and initiative to realize their vision. Pure Treble, our new children's chorus for ages 7-11, led by Kathy McMin, had such great success this year that we have created an offshoot – Pure Harmony – for singers ages 12-14. The success of our Saturday Stage Club and our voice program resulted in a 50% increase in enrollment for our Summer Vocal Institute. The final performance, with more than 40 young singers on stage ranging in age from 7-18, was a beautiful representation of our educational continuum in action. Monthly Open Mics and Monster Jams continue to engage new middle and high school students at each campus. This coming year will bring more opportunities for students of all ages to actively participate in the performing arts, whether at one of our beautiful campuses or in an outreach setting.

In the afterglow of a wonderful 40th year, it is exciting to envision South Shore Conservatory ten years from now celebrating its 50th Anniversary. At its core, the Conservatory has remained true to its mission, providing access to excellent arts education for the South Shore

community. We are the artistic focal point in the towns where our two campuses reside and a magnet for the surrounding areas. Our reach has expanded as has our programming and it will continue to do so as we respond to the needs and interests of our community.

We know there is a power in the arts that can transform lives. It is that which brings us to work each day, compels us to open our checkbooks, and inspires us to give of our time and talents. Together, we will continue to make the Conservatory a stronger organization, one that is responsive to the changes in the world culturally and financially, that recognizes and attracts talent, that rewards hard work and initiative and that will continue to be the cultural beacon on the South Shore for decades to come.

Kathy O. Czerny

## SOUTH SHORE CONSERVATORY OF MUSIC, INC. FISCAL YEAR 2011 (June 1, 2010 - May 31, 2011)

### SELECTED FINANCIAL INFORMATION

	5/31/2011	5/31/2010
Assets	\$5,962,247	\$6,115,346
Liabilities	\$1,501,424	\$1,475,420
Net Assets	<u>\$4,460,823</u>	<u>\$4,639,926</u>
Total Liabilities and Net Assets	\$5,962,247	\$6,115,346
Revenues and Other Support	\$3,065,644	\$2,782,759
Expenses	<u>\$3,086,521*</u>	<u>\$2,872,057**</u>
Increase in Net Assets from Operations	(\$20,877)	(\$89,298)

\* Does not include \$225,245 in depreciation and amortization expense.

\*\* Does not include \$247,937 in depreciation and amortization expense.

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# ANNUAL REPORT FY2011

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*(June 1, 2010-May 31, 2011)*

South Shore Conservatory is a non-profit organization that depends on charitable contributions for a significant portion of its operating income. We are grateful to the many people and organizations who contributed so generously to our school's programs, facilities, scholarships and events during the 2011 fiscal year: June 1, 2010-May 31, 2011.

In addition to the donors listed below, the Conservatory recognizes with thanks the hundreds of volunteers who have contributed their time, energy and expertise to make our events and programs successful and memorable. Finally, we thank our students, parents and audiences for their participation, attendance, encouragement and support of South Shore Conservatory.

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