



2023-2026

STRATEGIC PLAN

Vibrancy, Inclusion, and Impact

Muse
machine



ABOUT MUSE MACHINE

VISION

Muse Machine is a place where imagination and inspiration meet teaching and learning. We envision schools transformed by the arts—every young person beginning a fulfilling lifelong journey as an arts maker, learner, audience and patron—every teacher engaging deeply with outstanding artists, arts professionals and artistic work—every family creating vivid memories of shared arts experiences. Because of the connections between Muse Machine schools and Dayton’s rich artistic resources, we imagine a vibrant future for our arts organizations, artists and community.

MISSION

The mission of Muse Machine is to change the lives of young people through the arts.

WHO WE ARE

Muse is a nationally recognized arts organization annually serving 76,800 students and 600 teachers in 13 counties in southwest and central Ohio and northern Kentucky. From preschool through high school, Muse uses the arts as a means of creative and personal growth and to illuminate classroom curriculum. Students are engaged through artist residencies and performances in the schools, professional productions, a winter musical and summer concert, and other partnership activities. Teachers are supported through year-round professional development, which strengthens their understanding of the arts so that they might embody these experiences as outstanding instructors.

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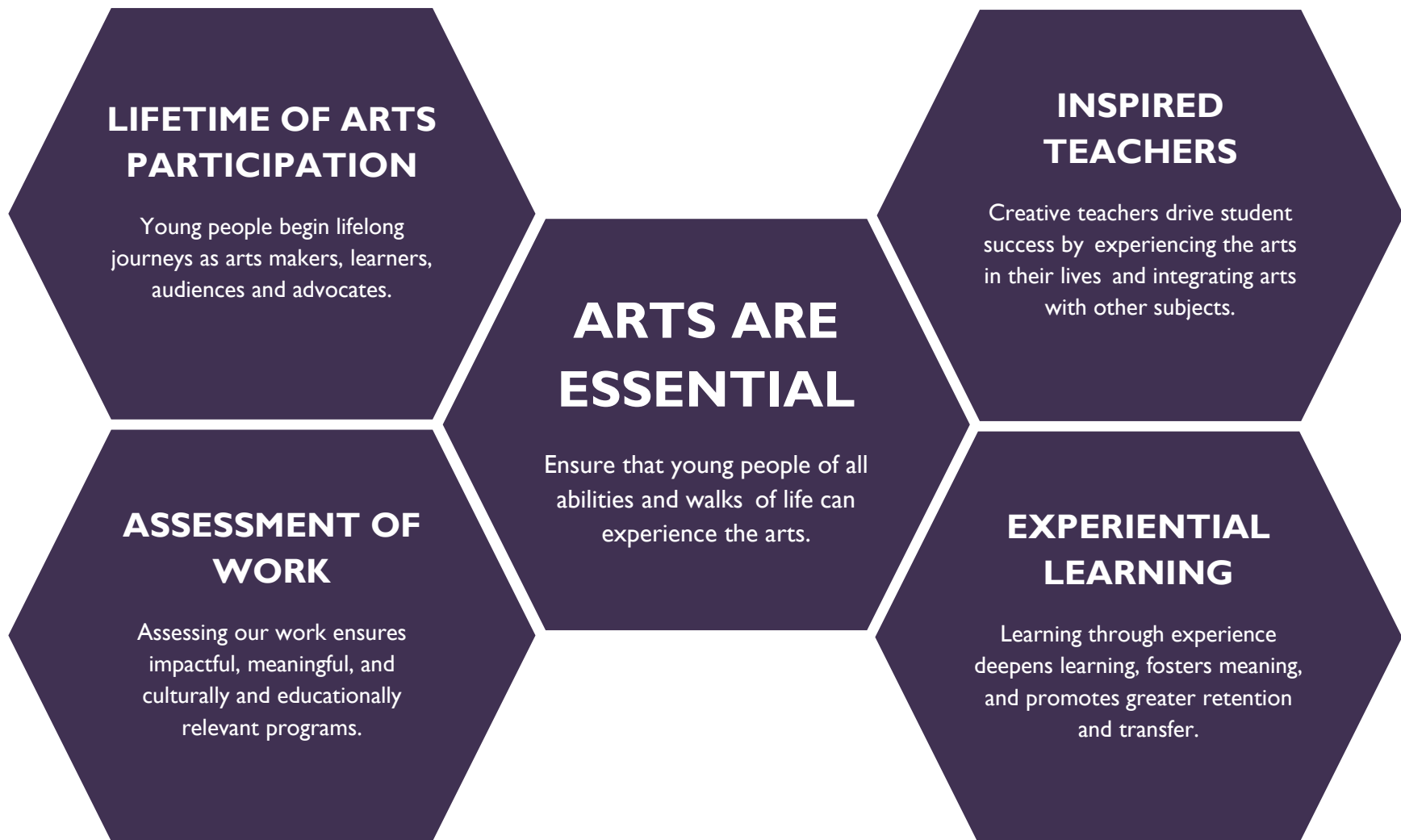
FOUNDER

Suzy Bassani

EXECUTIVE DIRECTOR

Ruth Reveal

CORE BELIEFS



PROGRAMS AND SERVICES

Through Muse Machine's coordinated programming among Dayton's arts organizations, professional artists, and area schools and teachers, young people PreK through Grade 12 are encouraged to make the performing and visual arts a vital part of their lives and, in the process, develop their ongoing commitment to attending and supporting the arts.



**IN-SCHOOL
PERFORMANCES**



**OUT-OF-SCHOOL
PERFORMANCES**



**WORKSHOPS &
ROAD TRIPS**



**MUSE MACHINE
PRODUCTIONS**



**ELEMENTARY
RESIDENCIES**



**TEACHER
DEVELOPMENT**

BACKGROUND AND CONTEXT

In classrooms, auditoriums, rehearsal studios, and beyond, we bear witness daily to the profound impact Muse has on enriching the lives of young individuals through the arts, catalyzing remarkable transformations. It is the unwavering dedication and fervor of Muse's dynamic community encompassing teachers, students, artists, friends, and donors that not only fuels our mission but also propels its continual growth and success.

As we crafted the 2023-2026 Strategic Plan: Vibrancy, Inclusion, and Impact, our journey was guided by a wealth of insights gleaned from both informal dialogues and structured evaluations spanning from 2022 to the present. This comprehensive effort included:

- Assessment surveys evaluating the effectiveness of our programs and special initiatives.
- An external evaluation to provide broader context, following a formal survey involving advisors and students.
- Testimonials from parents, teachers, and students who took part in our winter musical
- Outreach to schools for Muse program introductions, engaging teachers and principals in existing Muse-affiliated schools.
- A continual process of sharing, analyzing, reflecting upon, and interpreting data with input from our dedicated staff, board, and stakeholders.



In the wake of a world forever altered by the pandemic, we've given thoughtful consideration to the myriad ways in which the needs of schools, students, and teachers have evolved. We've envisioned how Muse can flexibly adapt to meet these shifting demands, ensuring we remain a steadfast source of support and inspiration.

Our gratitude extends to every member of the Muse family, including our staff, board members, and community, for their invaluable contributions of time and ideas that have guided the creation of this strategic plan. Together, we embark on a journey to shape a brighter, more vibrant, and inclusive future for Muse and the countless lives it touches.

A handwritten signature in black ink, appearing to read 'Ruth Reveal'.

Ruth Reveal
Executive Director

STRATEGIC GOALS

“

I participated in the musicals through high-school and am proud to support a stellar organization. While my career has not taken me into the arts, the experience and skills gained from participating continue to enrich my life today.

Michael Franko
Denver, CO

”



ONE

Ensure that young people of all abilities and walks of life can participate in Muse Machine programs.

TWO

Deliver impactful, vibrant, and culturally and educationally relevant programs.

THREE

Leverage our resources to maximize Muse's impact on our community.

FOUR

Enhance relationships with students, teachers, parents, donors, community organizations, and arts advocates.

A CLOSER LOOK

STRATEGIC GOALS, OBJECTIVES, and TACTICS

ONE | Ensure that young people of all abilities and walks of life can participate in Muse programming.

- I. Focus on diversity in all levels of the organization.
 - a. Support Muse's existing diversity, inclusion, and accessibility policies and initiatives.
 - b. Implement diversity and inclusion training.
 - c. Evaluate recruitment and hiring practices.
- II. Better understand the current barriers to participation.
 - a. Review the 2022 context evaluation.
 - b. Collect and review student, teacher, and school participation data.
- III. Identify new ways to support equitable access to programming.
 - a. Refresh the Circle of Friends (CoF) initiative and launch a second CoF campaign.
 - b. Continue and grow the Angel Ticket program.
 - c. Evaluate funding opportunities to break down other barriers to access.

TWO | Deliver impactful, vibrant, and culturally and educationally relevant programs.

- I. Assess the student experience to ensure delivery of Muse Machine's core beliefs.
 - a. Appraise the value of the student memberships and introduce increased opportunities for students.
 - b. Evaluate ways to increase program continuity.
 - c. Provide continued support to the student performances to preserve the strong value the experience provides to our students.
- II. Enhance the educator experience to support inspired teachers who drive student success.
 - a. Expand teacher programs to elementary educators.
 - b. Assess the effectiveness of the current club advisor program.
 - c. Support club culture through advisor training and mentorship.
 - d. Revitalize programs to incent/reward teacher participation.
- III. Ensure the health and robustness of our artistic footprint.
 - a. Expand the range of presented art forms and diverse artists.
 - b. Showcase and support local artists and arts partners.
 - i. Enhance authentic connections between curriculum and program offerings.
 - ii. Develop a pipeline for key creative roles.

THREE | Leverage our resources to maximize Muse's impact on our community.

- I. Strengthen our trustee experience to capitalize on trustees' passion, experience, skills, and connections.
 - a. Revise the code of regulations.
 - b. Reinvigorate the Governance Committee to maintain a robust pool of trustees and candidates.
 - c. Improve trustee onboarding experience.
 - d. Design a structure for ongoing engagement with the emeritus board.
- II. Build a working environment for staff that maximizes their time and talents.
 - a. Implement lean office principles to improve efficiency of back-office operations.
 - b. Invest in staff training/professional development and succession planning.
 - c. Utilize technological solutions to improve information sharing between staff and programs.

FOUR | Enhance relationships with students, teachers, parents, donors, community organizations, and arts advocates.

- I. Develop a marketing plan that communicates to key stakeholders who we are, what we do, and how we benefit the community.
 - a. Enhance board support for marketing and development functions.
 - b. Increase visibility of Muse at existing programs.
 - c. Increase visibility of Muse within the community.
- II. Assess the donor experience and implement initiatives for continued donor engagement.
 - a. Implement a new donor database system.
 - b. Improve the donor experience.
- III. Develop more formal ways for alumni to engage with the organization.
 - a. Improve the collection and storage of alumni information.
 - b. Strengthen our alumni experience.

ACKNOWLEDGEMENTS

The Muse Machine family has allowed my daughter to meet and work with students from all over and the diversity warms her heart and enriches her soul— which is exactly what I hope for as a parent.

Sarah Kunesh



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