



2024-2027 Strategic Plan

Overview and Executive Summary

From the Directors

We are excited to share our most recent strategic plan, a comprehensive representation of the Greater Connecticut Youth Orchestras' (GCTYO) belief that children and youth can learn to express themselves musically and receive the many benefits of youth orchestra membership if given an equitable opportunity. Our belief is simple: High-quality music education delivered in an environment of belonging provides a positive and transformative experience. It helps young people achieve their full potential and acquire values, behaviors, and skills that favor growth throughout life.

After 63 years of programmatic growth, we felt it was time to determine how our regionally recognized program could expand its reach and sustain itself while adjusting the culture and work of our organization. This strategic plan is a partial answer to those questions. It is a dynamic representation of the creative, passionate, and exceedingly thoughtful efforts of the GCTYO family, both from our community and across the region.

This strategic plan maps out significant areas of work for the next three academic years and beyond to achieve our ambitious goals. It was created in partnership with Goldsmith Strategies and guided by a knowledgeable committee of professionals, parents, and friends of GCTYO.

The six-stage process commenced in May 2023 and included:

- An assessment of our current situation and envisioning of challenges and opportunities.
- Individual confidential interviews conducted by the consulting firm Goldsmith Strategies with staff, Board, and additional key people knowledgeable about GCTYO and our work.
- Individual interviews as part of a comparative analysis with similar organizations within the youth orchestra field, led by the consulting firm Goldsmith Strategies.
- Discussions of the challenges and opportunities raised in interviews and discovery with the strategic planning committee.
- Several strategic planning committee meetings that became the basis for a plan framework incorporating our mission, vision, values, and five wide-ranging goals, each with its action steps and specific tactics.
- Lastly, we developed financial scenarios that are essential for any meaningful strategic plan.

The five goals of our strategic plan are a portrait of both our challenges and our aspirations for the GCTYO we want to become. It is to be an organization that provides many additional children and youth in Connecticut a life-enhancing experience through the highest quality musical training and also serves as a national model for those who want to use the arts to transform lives.

The major goals are as follows:

- Develop an organizational model that provides the best pathway to maturation and sustainable growth.
- Ensure that our programmatic offerings expand, continue to deliver high-quality musical results, and become more accessible to families who would otherwise lack access.
- Sustainably increase our fundraising capacity and secure needed financial resources by building a supporter base confident in our mission and our stewardship.
- Support and develop the growing number of teachers, conductors, and staff who work to have an impact on the lives of the students we serve.
- Develop a corps of volunteers who guide and lead the organization by working on special projects and serving on committees and our Board of Directors.

Programmatic growth and aspirations must be accompanied by organizational development and maturation. The planning process has illuminated the need to better support each stakeholder and strengthen core organizational systems that could facilitate our forward momentum. The program offerings themselves are strong but should be expanded to youth who wouldn't otherwise have access to quality individual and group music instruction. GCTYO will need to deepen partnerships to enhance the musical training and social experiences that excite and retain students. At the same time, the evolution of our Board of Directors, professionalization of our staff, and training of our teachers need to be developed to foster sustainable growth for years to come. Most importantly, we realize that the culture of the organization will drive, or impede, the progress we need to accomplish this plan and it must be carefully and consistently nurtured and attended to.

We are grateful to our many supporters, families, and teachers who have worked tirelessly with us over the years and maintain faith in our ambitious musical and social mission. We are likewise grateful to our Strategic Planning Committee for their mentorship, guidance, and wisdom—each has played a unique role in contributing to our future and they remain committed to guiding us to new destinations in the years to come. We can all be extremely proud that this plan embodies GCTYO's founding belief in the power of music education to play a transformative role in the lives of children and to advance our commitment to diversity and inclusivity in a social environment that is both fun and artistically rewarding. We believe in our students and remain confident that each one will have a bright future. This plan is for all of them and those we have yet to serve.



Thomas Whitmoyer
President, Board of
Directors



Beth Ulman
Executive Director



Christopher Hisey
Music Director

Mission, Vision, and Values



Mission

Greater Connecticut Youth Orchestras (GCTYO) brings young musicians together to achieve the highest standard of music performance in a welcoming, inclusive, and safe environment. Our holistic approach to education fosters growth, learning, confidence, and both social and emotional awareness, which prepares students for a full and balanced life.

Values

- Belonging** | Providing an inclusive place where everyone feels accepted
- Community** | Building partnerships within the GCTYO family and beyond
- Dedication** | Encouraging commitment to each other as we work to achieve a common goal
- Equity** | Ensuring fair treatment, access, opportunity, and advancement
- Integrity** | Making ethical, transparent, and well-intentioned decisions

Goals and Action Steps

Goal 1: TO DEVELOP AN ORGANIZATIONAL MODEL FOR GCTYO TO THRIVE

- Action 1.1: Build a sustainable and connected culture that ensures the GCTYO Family (Board, Staff, Teaching Artists, Students, Families, Alumni, and Community Partners) is fully engaged and included in the benefits of the organization.
 - 1.1.1: Define and create an organization-wide culture that is based on our values.
 - 1.1.2: Provide opportunities to reinforce our values with all GCTYO stakeholders to promote belonging and empathy in programming and social activities.
 - 1.1.3: Continue and expand cultural competency training with a focus on incorporating learnings into faculty teaching and administrative practices.
 - 1.1.4: Reinforce and model our ideal culture through our curriculum, program and family engagement activities, and staff and board meetings.
 - 1.1.5: Create and implement an annual experience survey to be completed by GCTYO Family members.

Timeline: Ongoing

Goal: An aligned GCTYO Family that is well-informed and engaged in the ongoing success of the organization, as validated by evaluations and surveys.

- Action 1.2: Develop, formalize, and implement a growth scenario, including the piloting of an expanded set of program activities, to serve a culturally diverse community of students.
 - 1.2.1: Identify growth opportunities within the current programmatic framework and develop recruitment strategies for consistently filling empty seats.
 - 1.2.2: Develop growth scenarios to expand the number of ensembles as allowed by space and funding, building from modest growth in Years 1 and 2 to more ambitious growth in later years of the plan.
 - 1.2.3: Develop equity-based opportunities, including increasing recruitment and scholarship support, to meet student and family needs.
 - 1.2.4: Create and implement an evaluation tool to assess enrollment growth as expansion rolls out.

Timeline: Initial growth scenario completed by August 31st, 2024, and updated annually.

Goal: Develop and implement growth scenarios in collaboration with the Board and as resources allow.

- Action 1.3: Explore and model the long-term pros and cons of (a) acquiring a dedicated rehearsal facility, (b) building a dedicated rehearsal facility, and (c) continuing to rent rehearsal spaces.
 - 1.3.1: Research and pursue conversations that could lead to the acquisition or purchase of land and/or a building.
 - 1.3.2: Provide regular updates to Board and Staff on potential partnerships to acquire or build a dedicated rehearsal facility for GCTYO.
 - 1.3.3: Create an annual “facilities report” that documents opportunities to acquire or build a dedicated rehearsal facility and challenges that would need to be overcome to successfully complete the project.

Timeline: Ongoing

Goal: A semi-annual report is presented to the Board with discussions and options before the start of each fiscal year.

- Action 1.4: Clearly plan and implement GCTYO’s local and regional role in the field as an advocate, exemplary model, and provider of high-quality music education.
 - 1.4.1: Host open houses to allow prospective students and their parents to experience programming in action.
 - 1.4.2: Develop an annual award that recognizes a local teacher who has made meaningful contributions to the musical education landscape in the region.
 - 1.4.3: Invite school music programs, community music organizations, and regional youth organizations to collaborate with GCTYO’s ensembles in performance and musical exchanges.
 - 1.4.4: Regularly prepare/invite press opportunities on GCTYO programs and outcomes in local and national publications.
 - 1.4.5: Provide learning and sharing opportunities for peer youth orchestra programs across the country and host a national convening in partnership with the League of American Orchestras or a similar national organization.
 - 1.4.6: Document all external engagements for future archival, information sharing, and evaluation purposes.
 - 1.4.7: Executive and Music Directors to give speeches, appear at conferences, serve on regional and national boards/advisory committees, and lead workshops and clinics.

Timeline:

- Ongoing for appearances and publications
- Semi-annual open houses for partnerships with local/regional music programs and music organizations
- Host the regional/national convening in FY27 as a joint event for GCTYO’s 65th anniversary celebration

Goal: Executive and Music Directors accepts invitations for speaking engagements; open house visits view the programming in action; convening helps bolster GCTYO as a leading regional youth orchestra program.

Goal 2: TO ENSURE AN EFFECTIVE PROGRAMMATIC MODEL THAT CAN DELIVER CONSISTENTLY EQUITABLE AND HIGH-QUALITY PROGRAMMING

- Action 2.1: Establish a detailed curriculum consistent with the mission, vision, values, and goals of the strategic plan.
 - 2.1.1: Develop a comprehensive concept-based curriculum for each instrument and/or ensemble.
 - 2.1.2: Build a library of musical studies, etudes, and ensemble repertoire.
 - 2.1.3: Provide Teaching Artists with an understanding of our expected approach and strategies for teaching conceptually across the curriculum.
 - 2.1.4: Provide written feedback from teaching staff about student growth once per academic year.
 - 2.1.5: Evaluate the effectiveness of the curriculum at the conclusion of each year and adjust accordingly.

Timeline: Develop curriculum during the 2024-2025 school year; implement in the fall of 2025; revisit/update annually thereafter

Goal: A comprehensive and unified curriculum that aligns with GCTYO's pedagogical philosophy of fostering social-emotional development and musical excellence.

- Action 2.2: Ensure that GCTYO's core training continues to produce musical excellence, social-emotional development, and culturally responsive programming.
 - 2.2.1: Apply the curriculum in all Teaching Artist meetings and training to ensure educators/programming aligns with GCTYO's educational philosophy.
 - 2.2.2: Engage an independent external evaluator to gather data, produce reports, and evolve assessment strategies highlighting the impact of our programs on youth.
 - 2.2.3: Incorporate evaluation of Teaching Artist understanding into regular classroom observation and ongoing mentoring.

Timeline:

- Teaching Artists are trained on the new curriculum in summer of 2025 and receive annual summer training thereafter.
- Baseline evaluations conducted by an external evaluator will take place during the 2025-2026 school year, with learnings from evaluation to be implemented in 2026-2027 school year.

Goal: Codified curriculum utilized by all Teaching Artists and annual evaluator reports that help inform program design and implementation.

- Action 2.3: Provide ongoing support for Teaching Artists and program staff to strengthen their engagement with the students and provide an equitable learning environment.
 - 2.3.1. Expand professional development for faculty that focuses on social-emotional learning and culturally-responsive pedagogy.
 - 2.3.2. Develop learning opportunities and resources for faculty to incorporate social-emotional learning and culturally-responsive pedagogy into programming, such as professional development (internal and/or external), faculty observations and evaluations, etc.
 - 2.3.3. Develop an equitable faculty assessment system and recognition initiative for faculty, following GCTYO's educational mission.
 - 2.3.4. Establish, formalize, and convey programming policies openly and promptly to faculty, staff, students, and families.

Timeline:

- The development and expansion of professional development resources and opportunities for Teaching Artists will be ongoing
- Teacher evaluation processes and implementation policies will be developed during the summer of 2024, and communicated and implemented during the 2024-2025 school year.

Goal: Profile of successful Teaching Artist completed, observations occurring, coaching in place; increased comfort with Teaching Artists in social-emotional learning and culturally-responsive pedagogy.

- Action 2.4: Formalize musical, community, and educational partnerships that enhance all student's opportunities and adequately address their needs and talents.
 - 2.4.1: Create and confirm Memoranda of Understanding (MOUs) with major stakeholders on an annual basis, distinguishing the difference between partnerships and collaborations.
 - 2.4.2: Meet regularly with partners/collaborators to deepen relationships.

Timeline: MOUs are written, reviewed, and/or adjusted each summer and confirmed by the fall each year.

Goal: The board and staff are confident in the relationships with each partnership or collaboration in supporting GCTYO's overall mission.

- Action 2.5: Develop realistic guidelines that establish and clarify expectations for students and their parents/caregivers.
 - 2.5.1: Revise the student code of conduct and expectations of parents/caregivers into comprehensive handbooks and orientation activities.
 - 2.5.2: Reinstate/expand student leadership opportunities such as the Student Ambassador Program
 - 2.5.3: Create an evaluation tool that fairly assesses the effectiveness of attendance, behavioral, and musical policies.

Timeline: An updated student/family handbook is presented and orientation activities are created in the 2024-2025 season and implemented annually each fall. The Student Ambassador Program is reinstated and expanded by the fall of 2024.

Goal: All members of the GCTYO family are well-informed about student and student leadership expectations and an evaluation tool is created to assess effectiveness of implementation.

- Action 2.6: Develop process and outcome performance measures including indicators and benchmarks of programmatic success.
 - 2.6.1. Articulate the programmatic learning goals for each program so that it aligns with GCTYO's mission, values, and intended learning outcomes.
 - 2.6.2: Review curriculum and prior qualitative assessments of teaching practice to refine observational measures of program implementation.
 - 2.6.3: Regularly collect, analyze, and report on process and outcome measures of programmatic success.

Timeline: Learning goals for each program developed in the spring of 2024; process and outcome performance measures are implemented each year of the plan.

Goal: Measures of program implementation and program success are aligned to curriculum, collected and analyzed regularly, and are used to inform program design and ensure its success.

Goal 3: TO SECURE ADEQUATE RESOURCES

- Action 3.1: Set and enforce clear expectations for Board giving and involvement in fundraising.
 - 3.1.1: Create a list of specific fundraising activities to be undertaken by Board members.
 - 3.1.2: Provide training for the Board to empower them to increase their involvement in fundraising activities.
 - 3.1.3: Establish clear giving guidelines for the Board to achieve 100% giving participation each year.
 - 3.1.4: Provide feedback to the Board governance committee regarding each member's giving and fundraising accomplishments.

Timeline: Board pledges collected each spring and budgeted for the following fiscal year; provide ongoing board training on fundraising.

Goal: Achieve 100% board giving each fiscal year with board members giving every 12 months. Board training and list of activities in fundraising in place (with resulting increased involvement by Board members).

- Action 3.2: Develop internal capacity for effective fundraising support.
 - 3.2.1: Hire a Development Manager to handle all day-to-day fundraising operations and support senior leadership in their fundraising responsibilities.
 - 3.2.2: Invest in and leverage ongoing marketing and communications support.

Timeline: Hire a development manager and begin ongoing development of internal fundraising capacity and increased giving in FY25 (donor records transcribed in new database platform, develop list of organizational fundraising activities, and participation from the entire GCTYO family)

Goal: Staff hired, internal fundraising capacity developed, and consistent release of marketing impressions and communications that inspire people to give.

- Action 3.3: Expand individual and institutional giving by increasing the number of gifts at all levels, through effective cultivation, and by offering additional incentives and opportunities for giving.
 - 3.3.1: Expand research and cultivation of institutional donors throughout the region.
 - 3.3.2: Re-establish a sponsorship program (student, ensemble, and program) and consistently recruit donors capable of making major multi-year pledges.
 - 3.3.3: Improve donor retention and upgrading through regular communication, solicitation, and stewardship.

Timeline: Beginning in FY25; ongoing.

Goal: Significant increases in giving and an increased pipeline of donors each year engaged in annual giving.

- Action 3.4: Expand earned income opportunities through a tiered tuition structure and other fee-for-service models.
 - 3.4.1: Develop and implement a tiered tuition structure to provide opportunities for families who are capable of supporting the organization to do so through increased tuition.
 - 3.4.2: Create a suite of programs and offerings based on student needs and market demand.
 - 3.4.3: Offer professional development opportunities to other music/arts organizations and local music teachers.
 - 3.4.4: Create and implement a marketing plan in order to realize revenue projections.

Timeline: Develop options, pricing, and communications in the spring of 2024 to begin a five-year implementation beginning in FY25.

Goal: Increase membership-earned revenue (only during the school year regular programming) to account for 55% of GCTYO's annual expenses by 2029 by ramping up a voluntary tiered-pricing model that involves three tiers, representing 100% (Tier A), 75%

(Tier B), and 60% (Tier C) of the total cost per enrollment participating in the program at FY29.

- Action 3.5: Secure unrestricted and restricted financial reserves commensurate with a mature nonprofit organization.
 - 3.5.1: Create cash reserve and endowment policies.
 - 3.5.2: Build fundraising and savings strategies to secure the funds.
 - 3.5.3: Grow the reserve fund to approximately \$500,000.

Timeline: Cash reserves allocation budgeted beginning FY25, will continue through three years of the plan.

Goal: Cash reserves support at least 6 months of operation and/or used to make strategic investments. The organization develops greater financial discipline to generate surpluses and save for its future.

- Action 3.6: Develop, implement, and execute a 65th Anniversary plan as a momentum for fundraising.
 - 3.6.1: Develop a 65th Anniversary capital campaign for sustained organizational and program support.
 - 3.6.2: Launch a “quiet phase” for attracting major gifts.
 - 3.6.3: Plan an anniversary year of celebratory events.
 - 3.6.4: Announce the public phase of the capital campaign and implement celebratory events.

Timeline: FY25 and FY26: Planning. FY27: 65th Anniversary year.

Goal: Successful anniversary celebrations and capital campaign achieved.

Goal 4: TO PROVIDE THE HUMAN RESOURCE INFRASTRUCTURE FOR GCTYO TO GROW

- Action 4.1: Refine the staff leadership structure to ensure successful program planning, day-to-day program oversight and management, effective training, regional and national visibility, fundraising prowess, and internal administrative and financial capacity.
 - 4.1.1: Clarify senior leadership roles to define the individual and shared responsibilities between the Board of Directors, Executive Director, and Music Director.
 - 4.1.2: Significantly increase the salaries of senior staff leaders (Executive Director and Music Director) to a nationally competitive level that recognizes their contributions to the organization and work needed to achieve the strategic plan.
 - 4.1.2: Prepare the Development Manager for promotion to senior leadership.
 - 4.1.3: Hire an administrative assistant who serves as a volunteer coordinator and board liaison, operations coordinator, and supports senior leadership.

Timeline: Restructure and redefine the senior leadership team in FY25 and prepare for the promotion of the Development Manager in FY27 after three years of successful work on behalf of the organization. An administrative assistant is hired in FY26.

Goal: Added support staff in development and office administration helps senior leaders more effectively execute their responsibilities and achieve the goals of this strategic plan.

- Action 4.2: Increase the productivity of staff through professional development and training opportunities.
 - 4.2.1: Assign the Music Director to oversee professional development for all Teaching Artists.
 - 4.2.2: Provide professional development opportunities for staff in leadership, management, and fundraising.
 - 4.2.3: Enhance professional development for staff by providing coaching options.

Timeline: Beginning in FY25; ongoing throughout each year and in preparation for the start of each upcoming academic year.

Goal: More robust professional development and training program in place that provides the right benchmarks for success for all staff and Teaching Artists.

- Action 4.3: Create and codify mechanisms to nurture, incentivize, and retain the corps of Teaching Artists and Staff.
 - 4.3.1: Develop options for performance-based salary increases and/or bonuses.
 - 4.3.2: Provide opportunities for continuing training and networking through conference attendance.
 - 4.3.3: Hold regular social gatherings and recognition opportunities for Teaching Artists, staff, and board members.

Timeline: Beginning in FY25 and reviewed each spring in preparation for the start of each upcoming academic year.

Goal: Guidelines for performance salary increases and bonuses in place; continuing education program in place; recognition program established; higher Teaching Artist retention rates and Teaching Artist satisfaction.

- Action 4.4: Build upon the targeted and effective marketing and public relations functions to maximize efficiency and targeting of messages to various audiences.
 - 4.4.1: Create a marketing and communications plan for the organization and programs.
 - 4.4.2: Engage an independent marketing contractor to assist with the development and consistent implementation of effective communication strategies.
 - 4.4.3: Consistently implement a “boots on the ground” approach that reaches key audiences of interest.

Timeline: Beginning in FY25 and ongoing each year.

Goal: Effective marketing and public relations functions in place that consistently tell positive stories about the organization and student achievement.

- Action 4.5: Formalize succession planning for key staff and board leaders.
 - 4.5.1: Establish a detailed succession plan for the Executive Director, Music Director, and Board officers.
 - 4.5.2: Develop operation manuals (“how to”) for program and organizational operations, governance management, and key staff positions.
 - 4.5.3: Establish clear HR procedures with agreement on notice, interim hiring, transition assistance, and search procedures.

Timeline: FY25: Succession plan for Executive Director, Music Director, and Board Officers; FY26: HR procedures established/approved; FY27: Operation manuals completed.

Goal: The organization is ready for any anticipated and sudden leadership changes to minimize the impact leadership changes have on achieving the organization’s strategic priorities.

Goal 5: TO STRENGTHEN THE VOLUNTEER AND GOVERNANCE STRUCTURE

- Action 5.1: Develop an engaged strategic and fundraising Board of Directors that partners effectively with the administrative staff using best nonprofit governance practices.
 - 5.1.1: Develop a strategic planning implementation committee and organizational dashboard to maintain alignment between the board and staff on key strategic, operational, financial, and personnel issues.
 - 5.1.1.1: Operations: progress vs. key goals; key metrics used for measurement of success; levels of stakeholder satisfaction (e.g., staff, students, families, etc.)
 - 5.1.1.2: Finances: overall financial performance; revenue diversification; cost components (as percentage of total revenues); budget variances; fund balance; cash position; fund development progress vs. goals; key financial ratios; etc.
 - 5.1.1.3: Talent: staff openings (including length of time open); staff development; staff satisfaction; attrition rates; etc.
 - 5.1.1.4: Legal and regulatory compliance: reporting requirements; progress on and calendar of reports; delays or violations; etc.
 - 5.1.1.5: Contracts: open contracts; status; key provisions; etc.
 - 5.1.2: Develop written job descriptions for board members, officers, and committee chairs.
 - 5.1.3: Develop written board committee descriptions and effectively use board committees to help the board conduct its business efficiently.

- 5.1.4: Develop a clear division of labor between the board and staff leadership to maintain strategic focus.
- 5.1.5: Effective and regular performance evaluation for the Executive and Music Directors, including a review of progress against mutually agreed upon objectives, with their input on those objectives.
- 5.1.6: Effective and regular board self-evaluation process, led by the governance committee, with a feedback loop leading to continuous improvement.
- 5.1.7: Streamlined and thoughtful board orientation process for new board members, facilitated by the governance committee.

Timeline: Beginning in FY25, dedicate most board meetings to achieving these goals by the end of the three years.

Goal: The board is better positioned to partner with the staff in achieving the ambitious strategic plan and attract board members who have the time, talent, and treasure to dedicate to GCTYO.

- Action 5.2: Formalize and strengthen non-Board and family volunteer opportunities.
 - 5.2.1: Identify skills needed for non-Board volunteer opportunities and establish a volunteer program.
 - 5.2.2: The administrative assistant builds and implements the volunteer program.

Timeline: Beginning in FY25 and ongoing.

Goal: The administrative assistant is an effective volunteer coordinator and liaison on behalf of the organization; Non-Board volunteer opportunities are established and engage volunteers of all types to support the organization.

Planning Leadership and Participants

GCTYO Strategic Planning Committee

- Yelitza Forte, Senior Project Manager at Sikorsky Aircraft Corporation
- Augie Harrigan, GCTYO Parent
- Chris Hisey, GCTYO Music Director
- Caroline Marshall, Retired Branch Manager at Fidelity Investments
- Anca Micu, Associate Dean and Professor of Marketing at the Dolan School of Business at Fairfield University
- Hafez Taghavi, GCTYO Teaching Artist
- Beth Ulman, GCTYO Executive Director
- Tom Whitmoyer, Retired Band Director

Planning Participants

- Britney Alcine, GCTYO Conductor
- Tricia Bailey, Parent
- Lori Belcastro, Parent
- Bob Belletzkie, Donor
- Michael Breaux, Director of Bands at Greenwich High School
- Joanna Borowski, Director of Education, New Jersey Symphony Youth Orchestra
- Kathleen Callaghan, Private Studio Teacher
- Rebecca Calos, Executive Director of the Empire State Youth Orchestra
- Brian Campbell, Alumni Parent
- Rosina Cannizzaro, Executive Director of Vermont Youth Orchestra Association
- Laurence Caso, Executive Director at The Klein
- Helen Cha-Pyo, Artistic Director of the Wharton Institute for the Performing Arts and Principal Conductor of the New Jersey Youth Symphony
- Milan Chiravuri, Student
- Jim Clark, GCTYO Teaching Artist
- Stephanie Coakley, Executive Director at Pequot Library
- Harvey Felder, Director of Orchestral Activities at The University of Memphis
- Pia Friis, Donor
- Anny Guartatanga, Parent
- Solomiya Ivakhiv, Professor of Violin and Viola at the University of Connecticut
- Peyton Johnson, GCTYO Teaching Artist
- Geoff Keenan, Parent
- Douglas Laustsen, Manager of Education and Community Impact at INTEMPO
- McKenna Mercurio Morse, Student
- David Muller, Alumni Parent
- Jane Nelson, Alumni Parent

- Jon Noyes, Founder and Music Director of Fairfield County Children's Choir
- Carmen Ortega, Parent
- Sophia Potter, Executive Director of Omaha Area Youth Orchestras
- Jerrod Price, Executive Director of the Youth Orchestra of San Antonio
- Tanya Shively, Alumni Parent
- Rob Silvan, Founder and Artistic Director at KEYS
- Claudia Tondi, Private Studio Teacher
- Jen Trahan, GCTYO Operations Manager
- Astrid Weismann, Donor
- Kristen Young, Director of Performing Arts at MoCA Westport