

2020–21 Year in Review

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2020–21 YEAR IN REVIEW

CONTENTS

Dean's Office.....	2
Curriculum and Instruction	2
Liberal Arts	2
Musical Studies	2
Career Studies	3
Library and Archives	3
Musician Life Cycle	4
Admissions.....	4
Strategic Engagement.....	6
Opera and Concert Production	7
Tour Office	12
Artist Management.....	12
Digital Strategy and Innovation Department.....	13
PR and Communications	15
Significant Communications.....	15
Press Releases and News Items	16
Institutional Advancement	17
Curtis Annual Fund	17
Endowment Gifts.....	18
Patron Engagement and Audience Development.....	18
Finance and Investments	19
Human Resources	20
Facilities	22
FY21 Goals: Year-End Progress Report	24

Dean's Office

The Dean's Office provides leadership and oversight for all elements of the student experience.

Curriculum and Instruction

Curtis faculty pivoted to online teaching and learning in March 2020 and continued in that modality through the 2020–21 academic year due to the pandemic. Performance, musical studies, liberal arts, and career studies faculty worked with students across time zones via numerous digital platforms and by utilizing the learning management system, Canvas, for synchronous and asynchronous learning.

Institutional support was invaluable to the success of the academic year. Professional development workshops for faculty, equipment purchasing, and ongoing financial and technical support for faculty and students ensured equitable access to lessons, classes, coachings, master classes, and performance opportunities.

In the summer of 2020, members of the Curtis community participated in international, national, and local dialogues about systemic racism in society, social injustice, and police brutality in the United States, especially after the murder of George Floyd. In response to these conversations and calls for change, Curtis convened multiple working groups comprised of faculty, students, staff, alumni, and community members with the charge of examining all aspects of institutional life and creating action steps to cultivate genuine change. These discussions of issues of social justice, diversity, equity, inclusion, and belonging at Curtis have led to the creation of new classes and opportunities for studying the current and historical contexts that give rise to inequity in classical music, including the 2021–22 All-School Project, *The Civil Rights Era* and *The Music of Change*.

Liberal Arts

- In 2020–21 liberal arts faculty members have published four books, twelve essays, and eight works of fiction and poetry. They have presented conference papers, had work on exhibition, and one colleague was offered a residency in Slovenia in theatrical performance.
- Professional development, offered through in-service days and *Teach-Ins*, allowed instructors to craft new and engaging pedagogies.

Musical Studies

- Core Studies theory courses have been broadening and expanding the canon of musical examples used to teach counterpoint, harmony, form, and analysis to include music of composers from under-represented groups including women and persons of color.
- Faculty have used the online board "Trello" to post ideas, tips, and best practices about new technologies being utilized including information about camera and audio setups, broadcasting software, virtual blackboards for marking up PDFs of scores for analysis, video recording and editing software for creating asynchronous content, platforms for online multimedia

presentations, and musical notation software. These new technologies have been crucial to maintaining our standards of excellence for subjects such as solfège, sight-singing, dictation, and keyboard harmony.

Career Studies

- The College Music Society announced that Mary Javian will co-chair a [presidential task force](#) on leading change with acclaimed pianist Awadagin Pratt.
- Curtis has a new partnership with Jefferson Hospital that included a joint wellness workshop for Jefferson medical students and Curtis students as well as Curtis musicians performing through the use of technology for patients in the hospital.
- The results of last semester's partnership with new music ensemble SoundLAB and the Temple Institute on Disabilities may be found here: <https://vimeo.com/494201054>.

Library and Archives

The library and archives approached this year with the goal to provide the students, faculty, staff, and greater community with as much access to materials as possible while away from campus. This started in July with the purchase of an Nkoda subscription to help provide legal access to some digital sheet music. Along with the extensive collection of electronic resources the library already subscribed to, and the addition of the Henle Library App, the librarians instituted curbside pick-up, mailed materials, and offered limited scanning to provide access to the entire collection when the building was closed.

The institutional recording collection, managed by the library, received a lot of attention this year. The librarians contributed a chapter to the *Music Library Association Technical Manual* about Institutional recordings that describes the recording methods, storage, cataloging, and maintenance of Curtis' collection dating back to 1924. The librarians are also presenting at the panel discussion *Music in Digital Collections: Copyright and Other Challenges* hosted by the Rights subgroup of PA Digital in late May about Curtis's well-preserved and accessible institutional recordings collection. New recordings are continuously added to the Curtis Institute of Music Open Archives and Recitals ([CIMOAR](#)) making them easily accessible to all Curtis students, faculty, staff, and trustees.

Musician Life Cycle

As part of the organizational restructuring in August 2020, staff positions across Curtis’s Musician Lifecycle areas were added or retitled to better support the school’s current students, prospective students, and alumni.

Highlights:

- Student Life staff were certified in Mental Health First Aid, and Resident Coordinators received training in topics such as Diversity, Equity, Inclusion, mental health awareness, time management, leadership development, mediation, and conflict management, and team building.
- Student Life staff delivered a fully synchronous online Wellness Day symposium featuring workshops on mental health, movement, yoga, Alexander Technique, and financial planning.
- Student Life revamped the dormant internal newsletter *Take Note*, transformed it into a digital format and began redistribution weekly.
- The Financial Aid Office is now using FSA Partner Connect software allowing Curtis to search and view consolidated aid information for students, parents, and borrowers. Curtis can now view what students, parents, and borrowers see when they are logged in to [StudentAid.gov](https://studentaid.gov). This information can help Curtis provide better guidance and counseling to students and parents.
- The Financial Aid Office is attempting to contact each of the 42 alumni (almost all international alumni) currently in arrears to develop an individual payment plan. Staff will keep the board updated on progress and advise if any debt is deemed uncollectible.

Admissions

Curtis admissions by the numbers (as of May 1, 2021)

644 applications submitted

350 Voice and Opera

86 Composition

76 Violin

38 Cello

35 Viola

33 Horn

16 Percussion

4 Community Artist Fellowship

4 Guitar

2 String Quartet

281 applicants advanced to the live audition (held via Zoom)

97 audition candidates advanced to the finals

28 offers of admission (4.3% acceptance rate)

26 students committed to enroll in the fall (93% yield rate)

4 Violin
 4 Cello
 3 Viola
 5 Voice and Opera
 2 Composition
 2 Percussion
 1 Community Artist Fellow
 1 Horn
 1 String Quartet

Applicant Demographics: Race and Ethnicity

White	290	45%
Asian	189	30%
Hispanic, Latino, or Spanish	38	6%
Black or African Am.	28	4%
White Asian	26	4%
White Hispanic, Latino, or Spanish	21	3%
White Middle Eastern or North African	8	1%
White American Indian or Alaska Native	6	1%
White Black or African Am.	6	1%
Middle Eastern or North African	6	1%
White Another race, ethnicity, or origin	5	1%

- The admissions and alumni offices held an Admitted Students Day to welcome admitted students to the Curtis community, answer questions, and highlight opportunities that make Curtis unique.
- The team used Zingle, a business texting platform, for real-time, personalized engagement with audition candidates and admitted students.
- The team organized an alumni discussion panel featuring five young alumni discussion audition tips and best practices to engage prospects and applications in advance of the audition season.
- The team coordinated a design thinking workshop for alumni. The consultant-led workshop served a dual purpose as a professional development opportunity for alumni and a planning session for the newly established Young Alumni Fund.

Strategic Engagement

Curtis *Giving Voice to Values* Initiative

Since its rollout on March 22, 2021, the Curtis *Giving Voice to Values* initiative has engaged members of the Curtis community in an intentional process of individual and collective reflection on the affirmative values of community, through recorded individual, StoryCorps-style, and group interviews. This collective body of interviews and feedback will lead to the creation of a new community values statement (“The Curtis Community Covenant”) slated for June.

Through the month of April, we have:

- Hosted six (6) facilitated *Giving Voice to Values* group workshops
- Had more than 120 student, staff, faculty, and alumni participants
- Published seven *Giving Voice to Values* weekly conversation starters featuring prominent thinkers and scholars within the field of values-based leadership

In the month of May, we will be hosting an additional 12 group workshops that cater to the various constituents of the Curtis community—students, faculty, staff, alumni, and trustees.

Opera and Concert Production

Student Recital Series (SRS)

During the 2020–21 school year, the Curtis stage transitioned to the digital platform with recitals premiering on the Curtis Facebook and YouTube channels. Around the globe, students recorded performances from their homes, including studio recitals, voice department recitals, graduation recitals, and Ensemble 20/21 recitals. The SRS was comprised of 45 recitals, with most recitals averaging 2K+ views on Facebook and 500+ views on YouTube. The recitals department encouraged students to engage with audiences by having performers provide introduction videos and interacting with questions and comments in the social media chat. Students were advised by David Ludwig and Mary Javian on their spoken introduction videos, aiding the students in their ability to connect with the audience and to provide context to their performances.

Chamber Music Seminar

Curtis students were divided into 4 groups (keyboard, strings, woodwind, brass) and met weekly to discuss and learn about various topics. The groups came together for several sessions to hear presentations on topics including “Improving Performance Focus & Managing Performance Anxiety,” “How to Mark Parts,” “Musician Wellness: Breathing, Yoga, and Meditation,” and “Building a Career During the Pandemic.” Throughout the school year, 40 guest artists visited Chamber Music Seminar to present and engage students in discussion.

Orchestra

Fall 2020

CSO Seminar

During weekly seminars lead by guest conductors, faculty, and conducting fellows, students discussed topics including score study, compositional techniques, historical context of repertoire, recordings, best performance practices as it relates to genre and style, how to prepare and practice efficiently for rehearsals, among many others.

Master Classes and Residencies

Due to the virtual platform, Curtis was able to expand its guest artist roster for the 2020–21 season. 15 guest artists tuned in from various countries to work live with the students, along with 4 guest artist residencies.

Strings Sectionals/Wind and Brass Classes

Students were divided into sections (winds, brass, violin, viola, cello) for faculty led sessions and received small group and/or individual instruction focused on the performance of orchestral repertoire.

Spring 2021

Spring semester orchestral studies shifted away from lecture seminar sessions to include a variety of interactive performance-based sessions. While nothing can replace the benefits of live ensemble playing, the online zoom platform has been used to keep students engaged and educationally challenged through frequent solo performance opportunities.

Performance Based Orchestral Repertoire Class

Students were divided into rotating groups of 30 and attended guest conductor led sessions, each covering orchestral repertoire of a different composer. Five students (from different instrument families) were assigned to perform orchestral excerpts during each session for live conductor and peer feedback. Through this process general musicianship was addressed as well as stylistic approaches unique to each composer.

Mock Auditions

Students were assigned a time to perform a short audition for a closed panel of Curtis faculty members and received written feedback along with their recorded performance. Performance requirements chosen by each student included five minutes of material: exposition of a major concerto and/or orchestral excerpts.

Collaboration with Curtis Composers “Asynchronous Orchestra”

Curtis composers created short new pieces for the CSO designed to explore the unique creative parameters imposed by our virtual academic year. Alongside the many drawbacks of musical life in quarantine come interesting creative possibilities: an orchestra of performers who are all close-miked; and an opportunity to explore asynchronous and aleatoric elements. The orchestra, led by Curtis Conducting Fellows, was divided into five separate sinfoniettas, or chamber ensembles, and members submitted audio recordings.

The Fall 2021 semester will be a period of rebuilding for the orchestra program. To help guide students back into ensemble playing, smaller groups will be formed to focus on the unique aspects of string, woodwind playing, etc. Repertoire will be selected for educational value and to highlight the different instrument families as well as small mixed instrumentation ensembles. The end of the semester will culminate in a digitally recorded project of these ensembles with “behind the scenes” footage and material for a broadcast performance.

Orchestra Library 2020–21

During the 2020–21 school year, the Curtis Orchestra Library supported the operations of the Curtis Orchestral Studies, Student Recital Series, Curtis Vocal Studies program, 20/21 Ensemble, and Curtis Artists’ Management. Over 200 synchronization licenses were arranged and/or secured to keep all digitally broadcasted public performances and content by Curtis students and artists legally compliant while maintaining an optimal standing between Curtis Institute and intellectual property holders such as composers, publishers, estates, and corporations on a global scale.

Approximately 450 excerpts were acquired, created, and/or distributed for Orchestral Studies courses (Performance Based Orchestral Repertoire Class, Sectionals, and Mock Auditions). The Orchestra Library also created custom digital and physical music materials for the upcoming Curtis Institute of Music feature film *MERCY*, based on Mozart's *La clemenza di Tito*, with bespoke, detailed re-orchestrations for a reduced, socially distanced chamber ensemble and recording studio requirements.

The Curtis Orchestra Library collaborated closely with the Rock Resource Center to increase digital sheet music access for students, staff, and faculty with leading publishers and sheet music databases through establishing and facilitating contracts and communication. The libraries also collaborated in collection development, material access, answering reference questions from the Curtis community, and operational discussions.

The Curtis Orchestra Library also represented the Curtis Institute of Music in the organization, construction, and coordination of the 2020 Major Orchestra Librarians' Association (MOLA) webinar, "Streaming Classical Music in the United States Amidst the COVID-19 Crisis," the complementing MOLA resource "Internet Streaming FAQs & Tips [US]" (<https://mola-inc.org/p/copyright-us>), and the 2021 National Opera Association annual conference session "Introduction to Copyright, Streaming, and Licensing in the Digital Age."

Social Entrepreneur class

Students in Mary Javian's Social Entrepreneur class used the design-thinking methods to design and implement performance-based projects in collaboration with the following community partners:

All-City Orchestra
 Carver Engineering and Science High School
 Creative and Performing Arts High School
 Emlen Elementary
 Girard College
 Institute on Disabilities at Temple University
 Jefferson Hospital
 Penn Memory Center (weekly)
 SoundLAB
 Sunday Breakfast Rescue Mission (weekly)

Community Artist Program

Students in Mary Javian’s CAP class led their own performance-based projects in partnership with:

Camden public schools
Colby Damon, choreographer
Eamon Kelly, filmmaker
Pennswood Village Retirement Community

Community Artist Fellowship

Fellows led the following projects:

Ted Babcock:
All-City Orchestra, winds, brass, and percussion
Emlen Elementary
Penn Memory Center

Justin Goldsmith:
All-City Orchestra, strings
Carver Engineering and Science
Sunday Breakfast Rescue Mission

Fellows also researched locations for next year’s Rehearsing Philadelphia project with Drexel University and Ari Benjamin Meyers.

Family Concert

This interactive concert included Irish fiddle tunes, Indian classical music, Suzuki classics, and music by education pioneer Zoltán Kodály and the Beatles. Audiences were invited to bring their own instruments or improvise with everyday household items. The program also included drawing activities.

This fun, participatory performance was led by Camden Shaw (Cello ’10, ’11, String Quartet ’14), cellist of the Dover Quartet, the Penelope P. Watkins Ensemble in Residence at Curtis; singer-songwriter Andrew Lipke; and current Curtis students Danny Yehun Jin (Violin), Maya Anjali Buchanan (Violin), and Sofia Gilchenok (Viola).

Opera

Spring 2021

The voice and opera department successfully completed a variety of recording and film projects this spring, with the goal to move one step closer to in-person performance and instruction (while maintaining the safety of students and faculty). Five recitals featuring a wide variety of repertoire were recorded in professional studios and students' homes around the world:

- Songs on a Theme of Nature featured four singers performing songs in German, Chinese, and English
- Korean Art Song and Folk Music featured three singers performing modern Korean art songs and reinterpretations of traditional music
- Spanish Language Songs featured five students singing songs in Spanish from Argentina, Cuba, Mexico, and Spain
- William Grant Still's *Highway I: U.S.A.* featured four singers performing excerpts from Still's opera, utilizing the composer's original stage directions to express the drama of the piece
- Czech Music Project featured all 20 current students singing music from the Czech repertoire, including art songs and operatic pieces

The department also produced its first feature-length opera/film, *Mercy*. Chas Rader-Shieber and Alek Shrader co-wrote an original screenplay for the film based on Mozart's *La clemenza di Tito*. The film, currently in post-production, features six students and will be released in Fall 2021.

Lessons and coachings have continued via Zoom, in addition to a class exploring the roles of *Don Giovanni* led by Stefano Baldasseroni, performance mindset seminars led by Susan Nowicki, Czech repertoire and language seminars led by Miloš Repický, and weekly performance seminars led by Eric Owens.

Recitals

The voice and opera department will continue its exploration of art song in the 2021–22 school year, focusing on German Lieder, an early music concert in collaboration with the chamber music program, performing in *Rehearsing Philadelphia*, and participating in the All-School Project through a variety of performances.

Curtis has entered into a long-term lease with the Philadelphia Film Society to use the Prince's mainstage and black box theaters for opera productions, beginning with the 2021-22 season.

Tour Office

The Touring and Artist Management Office is responsible for the strategy, planning, execution, and assessment of Curtis's global touring activities, ensuring alignment with the school's strategic priorities. It books engagements for and manages the performance careers of faculty and alumni on the artist management roster.

Artist Management

Curtis added faculty member and alumni pianist **Michelle Cann** to the artist management roster for worldwide representation, announced on May 3. Michelle's recent, highly-acclaimed performance of Florence Price's Piano Concerto in One Movement with the Philadelphia Orchestra brought her to the attention of many orchestras and presenters.

The **Dover Quartet** prepares for a return to many in-person engagements beginning this summer, after a busy season of primarily virtual performances. Highlights of the Dover Quartet's summer activities include the Sphinx Performance Academy at Curtis, lead faculty (June, virtual); the Rosendal Chamber Music Festival, Norway (August), and Santa Fe Chamber Music Festival (August).

Digital Strategy and Innovation Department

The Digital Strategy and Innovation Department represents the media, marketing, and technology teams responsible for expanding the visibility of Curtis in the digital world, creating content and strategies for digital engagement with all of our stakeholders, and providing the technology and platforms necessary for the school's ongoing digital transformation.

Marketing and Media

Our current focus is to increase Curtis's overall digital reach on social media (Facebook, Instagram, YouTube, Twitter, LinkedIn) and the rate of engagement with online audiences (increased likes, shares, comments).

Since February, overall social network growth has increased 6.8% across all platforms or 4,683 followers. Our rate of engagement on social media has tripled on Facebook and doubled on Instagram. Our current rates of engagement across platforms are: Facebook 4.5%, Instagram 7.7%, and LinkedIn 5.6%.

Streaming Recitals and Performances

This semester we shifted the presentation of our streamed recitals and ensemble performances to Facebook and YouTube. To date, the programs have received 215,000 views with an average engagement of 4.46%.

Graduation Recitals

This semester we introduced a highly successful campaign to celebrate our graduating students: Graduation Recitals 2021. These 12 recitals represent the pinnacle of a student's training at Curtis. The elements of the campaign include visual branding that is consistent across recitals, website, social media, and outdoors around campus. Likewise, the program introduced an educational opportunity for students to engage with audiences online through comments and real time discussions, and invited students to create their program notes for the website.

The results of the campaign have been substantial. As of May 10, the series had received about 190,000 views across our channels with an average view time of 12 minutes on YouTube.

Virtual Gala: *Sounds of Strength*

Sounds of Strength—our first virtual gala—was available to stream May 15. The show celebrates the woodwinds, brass, and percussion studios of Curtis through interviews, performance footage, and archival performances. In addition, there is an interview portrait series of all the related faculty included on our website. The production included multiple production teams, and film locations at Lenfest Hall, Heinz Hall in Pittsburgh, and the New York Philharmonic Archives, along with multiple virtual interviews and performances from around the world. The show will run about 45 minutes and required about 800 hours to produce.

Various Media

The audio and video production teams have had a full year. They have recorded, filmed, edited, and or produced all of the student recitals; supported the gala, vocal recitals, student auditions and recording projects, the Dover Quartet virtual tours, *MERCY*; and more. We've produced more than 200 hours of media content this school year.

Information Technology

For this last year, IT has made decisions faster, rolling out new hardware, software, services, and procedures in near-emergency mode in order to meet the demands of the pandemic. Meanwhile, we've continued all our regular work to modernize Curtis's major systems, and provided tech support to students, staff, and faculty.

Remote Instruction and Work

- Moved from pilot to full production with the Canvas LMS, with 132 classes in Canvas over the fall and spring terms
- Rolled out Zoom institution-wide and provided Cleanfeed to all music faculty
- Integrated Zoom, VoiceThread, W. W. Norton, and Auralia with Canvas
- Provided computers and tablets to 36 students in need
- Developed and supported fully online summer programs.
- Completed switch to 100% laptop-based workforce
- Trained staff in use of Microsoft Teams for group chat and video meetings
- Collaborated in setup of home-office equipment stipend
- Purchased and distributed monitors, power adapters, keyboards, mice, microphones, etc. to support work from home
- Resolved over 1500 user support questions.

Projects

- Collaborated with faculty chairs, the dean, and Facilities to revamp classroom technology in 1726
- Supported Music and Technology group, including the Curtis Mentor Network and David Ludwig's Imagination Pod
- Worked with Apple and representatives within Curtis to investigate and pursue using iPads for digital music scores, at orchestra scale
- Rolled out JAMF for mobile device management
- Trained student workers as audition support and remote music experts
- Collaborated with admissions and adjudicating faculty to design and support 2021's fully online audition process
- Researched potential upgrades to campus security systems
- Contracted to implement a fully cloud-based dining hall management system.

PR and Communications

The Communications team works closely with all departments and functions at Curtis to craft messaging that conveys information about the school and its people to our internal community, to stakeholders, and to the broader public. Even though Curtis operated entirely remotely in FY21, significant improvements have been made in all aspects of planning, crafting, and deploying our messaging, building upon the school's concerted efforts to improve itself and innovate for the field. These significant improvements in communications are rooted in the school's restructuring, which has increased the access, transparency, and perspectives required for timely and meaningful communications.

Significant Communications

During the Spring 2021 semester, Curtis sent several messages to our community members in response to current events, most notably a message in support of our AAPI community ([March 18](#)) and in response to the Derek Chauvin trial verdict ([April 20](#)). In both cases, the message drafts were refined with input from members of the President's Cabinet, who provided valuable perspective. Enlisting the help of the Cabinet—a leadership group established in the restructuring that meets regularly to advise and guide the school's path—engenders greater buy-in of the messaging and ensures that the content genuinely represents the school's position. In addition, with endorsement by the Cabinet, the messaging carries deeper weight in the community.

Discussions by the President's Cabinet have also led to a new weekly newsletter for Curtis students, faculty, and staff called Take Note, which launched on March 26. ([View the May 7 edition](#)) Combining practical information, reminders, and kudos, this weekly newsletter is intended to keep our community members engaged and increase school engagement.

The weekly Take Note internal newsletter is in addition the school's monthly e-News, which reaches a much broader and larger audience base, consisting of general, alumni, donor, and parent segments. The monthly e-News is more editorial in nature, and provides constituents with insight and context about Curtis and its people.

As needed throughout the semester, we have also sent timely updates such as Curtis in the News or various faculty updates to relevant segments such as students, faculty, staff, trustees, and alumni. In Spring 2021, such messages ranged from new faculty appointments to GRAMMY Awards and Kennedy Center Honors recognition, major Curtis media coverage, and more. Each message has an announcement plan carefully tailored based on the kind of news, timeliness, and recipients.

Press Releases and News Items

In the Spring 2021 semester, Curtis issued seven press releases between January 13 and May 4, highlighting new faculty, upcoming performances, and other programming. Press releases are posted on the [school's website](#).

Newsworthy items that are not suited to press releases are posted to our website in the [news aggregator](#), featured on our homepage, and included in e-News and social media. Between January 13 and May 3, 22 items were featured in the aggregator.

With these tools and experiences from FY21, Curtis is in a good position to build on its communications in FY22 and grow momentum through its centenary.

Institutional Advancement

The Institutional Advancement office fosters every kind of external relationship in service to the perpetual financial sustainability of the school. The department oversees the Curtis Annual Fund, endowment and capital fundraising, volunteerism, and audience development for Curtis performances, and also manages the school's database of record for all donors, friends, alumni, parents, and other enthusiasts.

The 2020–21 academic year was the first spent entirely under pandemic constraints. Although we expected a certain level of uncertainty while engaging our community virtually, donors and friends to Curtis have shown tremendous loyalty to the school. Taking into account all annual fund, endowment, and capital gifts committed during FY21, detailed below, Curtis's total fundraising performance totaled \$13,669,071 as of May 19, 2021.

There were several personnel changes of note in the Advancement Department this year. Chuck Sterne retired on December 31, 2020 after 28 years of service to the school and will be replaced with a new planned giving and major gifts specialist. In Winter and Spring 2021, we gladly welcomed Mary Claire Sullivan as Campaign Associate and Marci Generose as our new Senior Director of Development.

Curtis Annual Fund

The FY2021 Curtis Annual Fund goal is \$4.9 million and, as of May 19, 2021, 97 percent of the goal has been achieved. An additional \$3 million has been raised for future programs for a total of \$7.9 million. Curtis was fortunate to receive approximately \$500,000 of one-time pandemic-related government support, which is accounted for in the total raised in FY2021.

Several transformative multi-year gifts to the Curtis Annual Fund made in FY21 are advancing programs that resonate with important long-term strategies of the school.

- A significant four-year gift from trustee **Penny Watkins** made in June 2020 established the **Penelope P. Watkins Ensemble in Residence**, now held by the Dover Quartet.
- **Mark and Robin Rubenstein** made an important two-year gift to stimulate the development of Curtis's artist representation efforts, under which the Dover Quartet and Michelle Cann are the first clients.
- In May 2021, Curtis received the tremendous news that the **Hauser Foundation** has made a generous seven-figure gift to continue naming the Rita Hauser Conducting Fellowships for the next 10 years.

Endowment Gifts

As of May 7, 2021, Curtis has realized \$5,882,956 in new gifts to the endowment in FY21. We are extremely grateful for the extraordinary generosity that led to the following very special gifts:

- Made possible through leadership funding from alumnus William A. Horn, M.D. (Piano, '70) and the Sokoloff family, the **Eleanor Sokoloff Chair in Piano Studies** was created, to be held in perpetuity by an exceptionally gifted and forward-looking female pianist. Michelle Cann (Piano '13) is the holder of the chair.
- Trustee Bill Brody and his wife Hyunah established **The William R. and Hyunah Yu Brody Distinguished Chair**, designated for a Curtis faculty member who brings distinction to the school through their artistry and pedagogy. Anthony McGill (Clarinet '00) was named the holder of the chair.
- Through a significant bequest, the **Sondra F. Matesky Chair** in Piano Studies was established and will soon be designated for a Curtis faculty member.

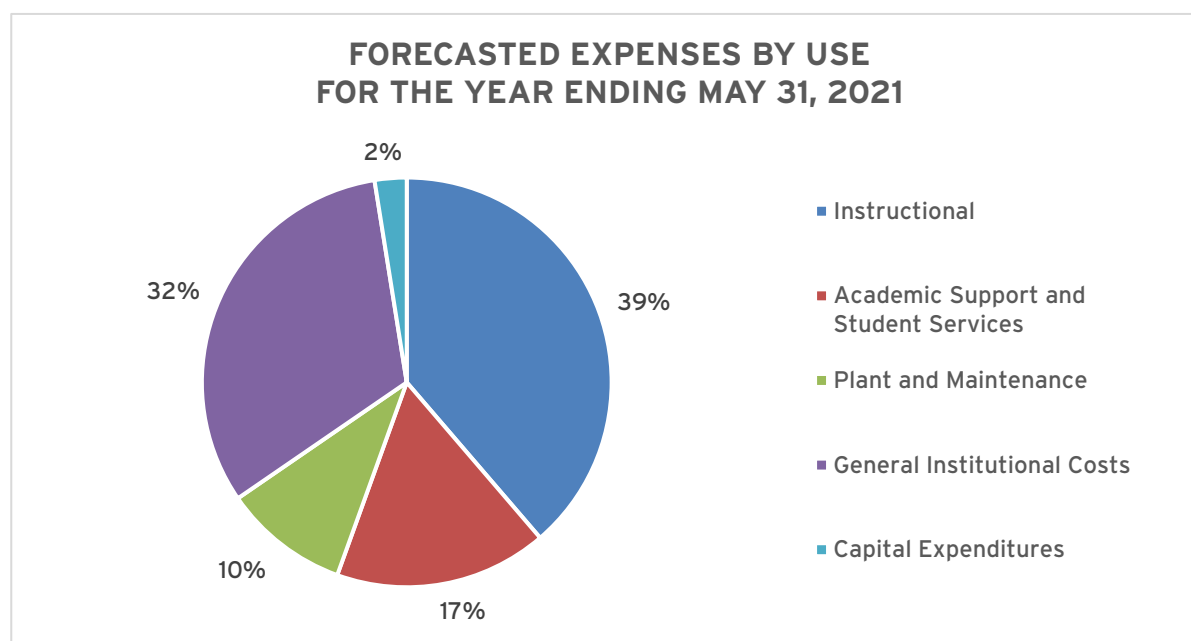
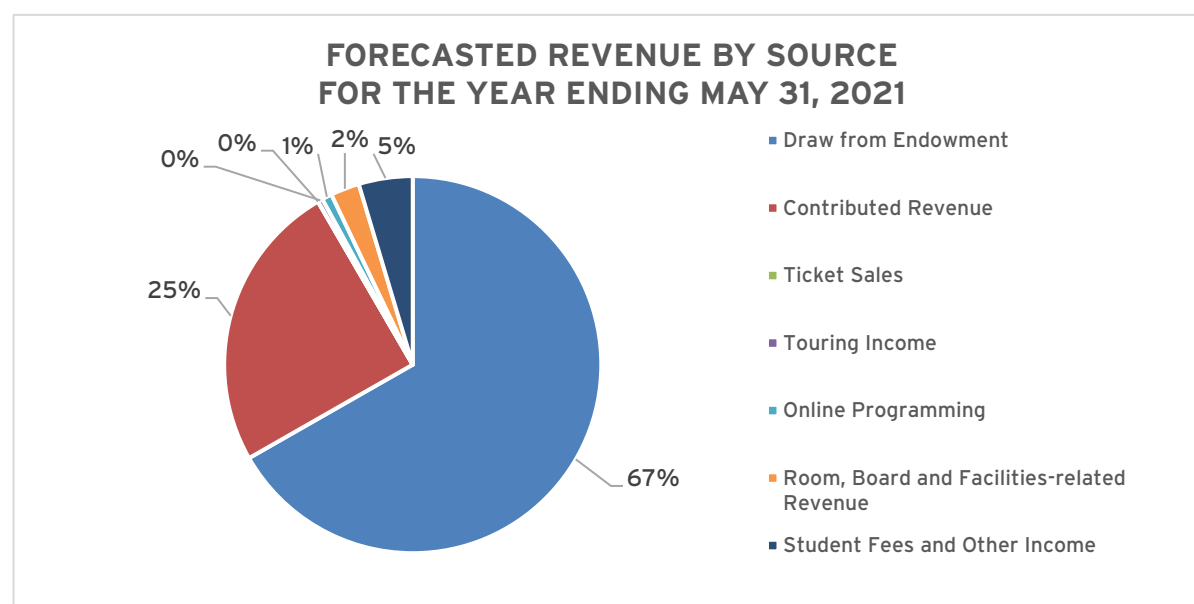
Patron Engagement and Audience Development

As Curtis prepares to significantly increase the pace of fundraising for the campaign in FY22, deepening relationships with existing patrons and acquiring new ones will be critical. Student performances are the top means of attracting new constituents to Curtis. With no in-person performances presented by Curtis in FY21, the advancement department lead the effort, principally through e-mail campaigns and lead-matching data, to drive registrations and viewings of the Student Recital Series, Opera on Demand, Ensemble 20/21 concerts, and documentary film screenings online. Through these efforts, as of May 7, 2021, we have added 2,893 new-to-file names with e-mail addresses to our database. One percent of new constituents who joined Curtis through registrations have made small gifts to the school already, and this is a good indication that Curtis should continue online offerings even after there are in-person performances on campus.

The data around the viewings of online student performances from this year are also promising. In Fall 2020, the average number of registrations per recital was 176 people, and in Spring 2021 the average number of registrations so far is 320 people, an 82% increase. This contrasts with a decline in student recital attendance prior to the pandemic: average attendance dropped from 108 in FY17 to an average of 87 in FY19. A lesson learned this year is that online access to and a more intentional marketing framework around student recitals is an important area of growth for the school. Not only do these efforts help build possible donor constituencies, but they can also help students build their own individual online followings as they embark upon professional careers.

Finance and Investments

In May of 2020, the Curtis Board of Trustees approved an operating budget for the fiscal year ending May 31, 2021 of \$20.220 million. As of April 2021, Curtis projects that the operating budget for the current fiscal year will total \$18.016 million. Projected operating revenues and expenses by component are shown below:



Human Resources

The Office of Human Resources has continued the work begun in earnest last year of aligning Curtis's administration and staff organization with the goals of the strategic plan, the impacts of the ongoing pandemic on our operations, and the recommendations from the external review.

Training Goals

Before the end of the 2021 fiscal year, all Curtis staff and faculty will have had the opportunity to complete an online training module on sexual harassment awareness and the fundamentals of Title IX through our existing vendor SafeColleges/Vector Solutions. Opportunities for online training for new managers have also been identified on an individual basis.

Reporting Outcomes

As announced in the Board's September 22, 2020 statement in response to the external review, the Annual Outcomes Report is in preparation and, in order to capture the entirety of the 2021 fiscal year, will be published online the first week of June 2021. This report will summarize anonymously the accounts of sexual and gender-based misconduct that have been brought to the attention of Curtis's administrators along with the status and/or outcomes of these accounts. The intention of this report, fully available to both the Curtis community and the public, is to increase awareness of community experiences, promote transparency regarding administrative response to reported incidents, and encourage productive dialogue to ensure a campus culture where all members are equally valued.

Pennsylvania Act 153 Compliance

The initial five-year certification for Curtis employees under Pennsylvania Act 153 (a 2014 Pennsylvania law enacted to ensure that adults who are paid employees or unpaid volunteers who come into contact with children complete a comprehensive criminal and child abuse background check) expired for most employees during the 2020–21 year of remote work. In April, we began the process of recertifying all Curtis staff and faculty to maintain compliance with Commonwealth law. We will continue this process with volunteers through Summer 2021 and expect to be fully compliant by Fall 2021.

Policy Changes/Review

In anticipation of the need in Summer 2021 to review a vast number of documents currently in storage in the basement of 1718 Locust Street, Curtis's current document retention policy is undergoing review for best practices and legal compliance. Curtis's institutional policies are being updated with a policy regarding requests for Assistance Animals on campus in compliance with federal law. With the reopening of campus in Fall 2021, the Office of Human Resources is also creating a policy governing non-essential employees who will continue to work fully remotely or who elect a hybrid work schedule involving both remote work and some work on campus. Job descriptions for employees will be updated to indicate whether the position is fully remote or allows a hybrid work arrangement. In addition, Human Resources has begun and will continue in Summer 2021 a substantive review of job

titles and compensation levels to ensure overall institutional consistency and equity. Concurrently with this review, we will revise the annual staff evaluation process to comport with best practices and increase productive dialogue and transparency regarding decisions in matters of compensation increases and career advancement. The new annual review process will be implemented in the upcoming year with advance training provided for managers. The Staff Handbook, most recently updated in January 2020, will be updated with these policy changes.

COVID-19 Response

Meeting with the Reopening Task Force biweekly, Human Resources has been actively engaged with research and review of evolving federal, Commonwealth, and local guidance regarding in-person social gatherings, the use of personal protective equipment, social distancing, and recommendations regarding mandates of the COVID-19 vaccine for faculty and staff. Curtis held a COVID-19 vaccine clinic on campus in Lenfest Hall on April 2 and April 23, 2021. This effort resulted in the vaccination of more than 70 Curtis community members by Centennial Pharmacy personnel utilizing the Pfizer vaccine. Human Resources is also coordinating a trial of on-campus COVID-19 routine testing for local faculty, staff, and students who will be on campus during the period April 19–May 23, 2021. This trial will inform the implementation of on-campus testing protocols for Curtis community members when campus reopens in Fall 2021. In addition, Curtis will identify select staff to complete the six-hour Johns Hopkins contact tracing course through Coursera in Summer 2021 so that proper contact tracing protocols are in place when the campus reopens.

Benefits Administration

This year, Curtis transferred health insurance and vision coverage to the PAISBOA (Philadelphia Area Independent School Business Officers Association) self-insured Health Benefit Trust. The change has resulted in significant annual savings while having little to no impact on employee plans. Health insurance will remain with Independence Blue Cross and vision coverage are provided at no additional cost to employees through Vision Benefits of America. Dental and life and disability insurance benefits remain with the current carriers, United Concordia Dental and Cigna, respectively, and will be administered through Curtis's former broker, Trion. Administration of COBRA will now be provided through the Trust's third-party administrator, PlanSource. The PAISBOA HBT has a plan year beginning November 1, so Curtis will have a short plan year from June 1, 2021 through October 31, 2021. A second open enrollment will be held in October 2021 to align the new, full plan year to begin November 1, 2021 consistent with the Trust; plan years will run from November 1–October 31 annually thereafter.

Facilities

Facilities has taken advantage of the closure of the Curtis campus in FY21 to accelerate projects and initiatives that would have been difficult to undertake with a fully occupied campus.

1726 Modernization Project

- The 1726 modernization project kicked off in October 2020.
- Over the winter holiday, the contents of the building were wrapped, packed, and moved to off-site storage. Thirty pianos were moved into Field Concert Hall for the duration of the project.
- Asbestos abatement and selective demolition commenced in January.
- The existing elevator shaft was removed and the fire glass enclosure around the main stairs was removed on the first and second floors.
- Finish selections (paint, floor coverings, counter surfaces, etc.) are nearly finalized.
- Classroom technology and equipment specifications are in process.
- The shut-down of steam service to the building is complete.

The Field Concert Hall and Curtis Opera Studio HVAC/Restrooms/A/V Studio Renovations

- Renovations were completed in late summer.
- The final installation of the newly reupholstered balcony chairs and the verification of A/V equipment connectivity and operation has been postponed until the 1726 modernization project is complete and Field Concert Hall is accessible again.

The Efficiency Network (TEN) Guaranteed Energy Savings Project

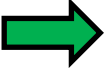
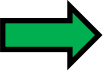
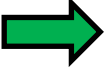

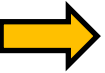
- Phase I – the installation of building automation systems (BAS) controls is complete for Lenfest Hall and the Rock Resource Center (1720). The installation of BAS controls for 1726 has been deferred to FY22, pending completion of the modernization project.

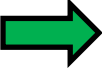
COVID-19 Protocols and Preparedness

- Curtis maintained its remote online status for the 2020–21 academic year, to safeguard the health and well-being of the entire community. Strict COVID guidelines were observed by those who were on campus, including designated staff, outsourced service providers and contractors, and updated as the Commonwealth and City revised protocols.
- All HVAC filters across campus were replaced with MERV13 filters. Thirteen commercial-grade HEPA air purifiers were purchased and deployed to enhance air purification.
- Plexiglass barriers were fabricated and installed at security desks last summer. Additional barriers are being fabricated for the Servery and for use by wind, brass, and vocal students, in preparation for the Fall 2021 semester.
- Curtis held two clinics in April to administer the Pfizer-BioNTech COVID vaccine to nearly 100 local staff, faculty, and students.

- For the last five weeks of the spring semester, Curtis embarked on a “Reopening Dress Rehearsal,” affording local faculty and students the opportunity to use certain spaces in Lenfest Hall for scheduled in-person lessons, recordings, and practice.

FY21 Goals: Year-End Progress Report

Goal	Status	Evidence of Success
Ensure the successful transition to a new administrative structure as outlined in the Reorganization Plan, including the hiring of key staff and faculty with diverse backgrounds and experiences.		Curtis has successfully transitioned to a new organizational structure.
Identify and pilot new programs that diversify Curtis's earned revenue streams, decreasing reliance on its annual endowment draw.		In FY21, Curtis officially launched Curtis Artists, a full-service, bespoke artist management program for world-class alumni and faculty artists. The roster includes Michelle Cann and the Dover Quartet and discussions with several potential future clients are underway.
Launch a year-round online lessons platform that (i) generates net income efficiently to support mission-critical programs, (ii) engages alumni, and (iii) expands the qualified applicant pool to Curtis.		<p>In FY21, Curtis launched the Curtis Mentor Network, an online program that develops overall musicianship and prepares students for auditions, competitions, and performances. Students ages 14–28 receive one-on-one lessons and attend studio classes led by Curtis mentors.</p> <p>There have been three sessions of our new online mentoring program.</p>
Raise capital for the 1726 Modernization Project and endowment campaign by creating a menu of naming opportunities across the campus, identifying prospects, and soliciting commitments.		<p>On October 6, 2021, the Board of Trustees of Curtis Institute of Music authorized management to complete the 1726 modernization project through a single-phase scope of work, and delegated authority to the Finance Committee to determine the most appropriate means for financing the balance of the project.</p> <p>Low-cost financing was secured, but the results of our current fundraising efforts won't be fully known until next fiscal year.</p>
Implement the response to issues raised by the <i>Inquirer</i> articles and regularly communicate progress to all stakeholders. Aim to increase positive earned media by being a proactive spokesperson for the school.		<p>Curtis Institute of Music has thoroughly addressed all issues and materially mitigated all risks identified in the <i>Report of External Review</i> conducted by Cozen O'Connor and released on September 22, 2020.</p> <p>Specifically, since the release of the report, Curtis has achieved the following objectives:</p> <ul style="list-style-type: none"> In November 2020, Curtis launched a Trauma Fund through RAINN and established an additional hotline with RAINN's local affiliate Woman Organized Against Rape (WOAR). In December 2020, Curtis established a Young Alumni Fund to support alumni experiencing obstacles in pursuit of their musical careers.

Goal	Status	Evidence of Success
		<ul style="list-style-type: none"> • In January 2021, Kimberly Gould joined the organization as Title IX Coordinator and Director of Human Resources and Equal Opportunity. <ul style="list-style-type: none"> ◦ With Ms. Gould's hiring, the reorganization and expansion of the student services team was completed. Curtis now has seven full-time employees dedicated solely to serving the development and wellness needs of Curtis's student body. This accounts to approximately one staff member for every 20 students enrolled. • As highlighted in the Board's statement, Curtis published a revised Sexual and Gender-Based Harassment and Interpersonal Violence Policy in August 2020. The policy applies to harassment based on sex, gender, sexual orientation, gender identity, or gender expression; sexual assault, sexual exploitation, stalking, dating violence, domestic violence, and retaliation against individuals who report conduct prohibited by the policy. The policy requires all Curtis employees to report any information about prohibited conduct to the Title IX Coordinator. Curtis's policy complies with applicable Title IX regulations but also covers conduct that is above and beyond what is required by current federal guidelines to offer more protection to the community. If changes to Title IX regulations are enacted by the current administration, Curtis attests that it will update the policy accordingly and remain in compliance with all applicable laws. <ul style="list-style-type: none"> ◦ Curtis also introduced a new policy this year prohibiting off-campus, in-person instruction. Instruction now may only take place within Curtis owned-and-operated facilities or virtually online. <p>At the end of this academic year, Curtis will release its first "Annual Outcomes Report" to the public which will anonymize and summarize information on accounts of sexual misconduct that have been brought to the attention of Curtis officials, as well as the status and/or outcomes of those accounts. The report will include on-campus and off-campus incidents that involve members of the Curtis community. The purpose of reporting these statistics is to increase awareness, promote transparency, and create productive dialogue to ensure a campus culture where all members are equally valued. This report is not required by any outside entity and will provide more detail and more recent data than what is included in the school's Annual Security and Fire Safety Report, an extensive document filed each year in compliance with local and federal regulations for accredited institutions of higher education.</p> <p>The Ombuds Office will have its official launch in FY22, now that the three designated Ombuds people have completed their training program.</p>
Monitor ongoing pandemic developments, create proactive response for the spring semester that builds upon the learnings of the past year, and develop a reopening plan for Academic Year 2021–22.		Curtis welcomed back local students and faculty this spring. The full Reopening Plan document may be found here .