



2018-19

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# THE YEAR IN REVIEW

**CURTIS INSTITUTE OF MUSIC**  
**ANNUAL REPORT**

Dear Friends,

The conclusion of the 2018–19 school year marks Curtis’s 94th year of providing our field’s most promising young artists with unparalleled musical training. As we now embark on our 95th-anniversary year and anticipate our centenary in 2024, we find ourselves looking to the future as much as we consider our past. We reflect on Curtis’s storied history and take pride in having nurtured some of the world’s finest musicians.

“As we now embark on our 95th-anniversary year and anticipate our centenary in 2024, we find ourselves looking to the future as much as we consider our past.”

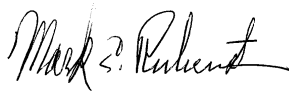
However, to paraphrase the great poet Robert Frost: “But we have promises to keep. And miles to go before we sleep.”

The momentum gained from those 94 years of leading our field continues to propel us forward toward our next 95 years. We are eager to continue nurturing the world’s most promising young musicians and providing our students with an environment that lets them focus on their creativity.

This 2018–19 Year in Review is a microcosm of this dichotomy of past and future. In these pages, we reflect on the past year, while we set the stage for the years to come. This past year has seen steady progress on the five focus areas of our ten-year strategic direction, while ensuring a financial environment that enables our programmatic visions.

Curtis owes much to its inspiring students and alumni, committed trustees, incomparable faculty, and devoted staff—indeed the whole Curtis family.

Thank you for your support.



Mark Rubenstein  
Chair  
Board of Trustees



Roberto Díaz  
President and CEO  
Nina von Maltzahn President’s Chair  
James and Betty Matarese Chair in Viola Studies

View a complete list of 2018–19 donors at [Curtis.edu/AnnualReport](https://Curtis.edu/AnnualReport).

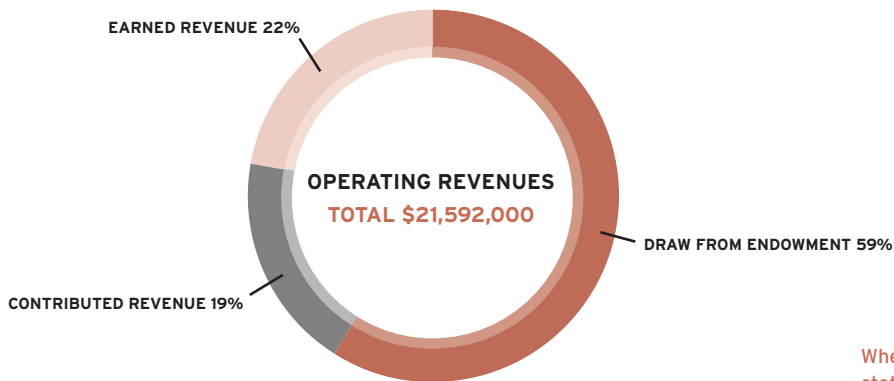
*The 2018–19 year marks the conclusion of Mark Rubenstein’s tenure as chair of the board of trustees. We thank him for his dedicated service in this role, and welcome our incoming board chair, Deborah M. Fretz.*

# FINANCIAL SUMMARY *2018-19*

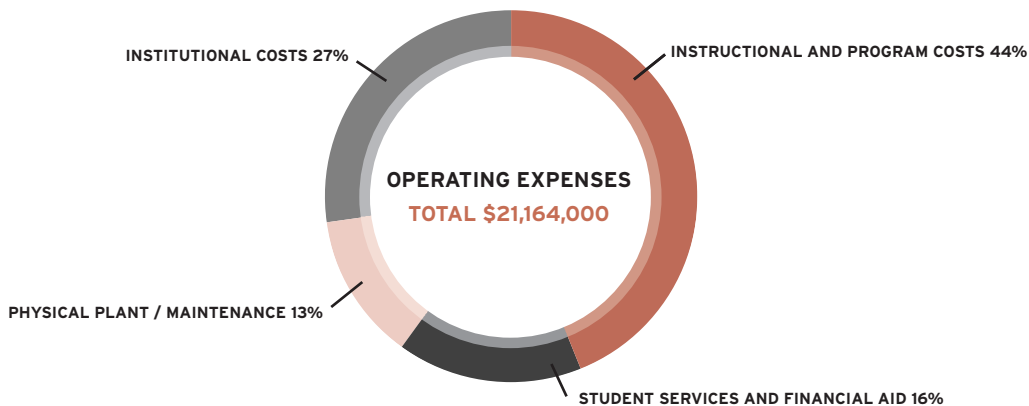
PRELIMINARY PRE-AUDIT FIGURES

Combined endowments of the Curtis Institute of Music and the Mary Louise Curtis Bok Foundation (as of May 31, 2019):

*\$253,308,000*



When available, audited financial statements will be posted at [Curtis.edu/AnnualReport](http://Curtis.edu/AnnualReport).



In addition to the above operating expenses, the institution spent \$428,000, net of capital-restricted support received, on capital expenditures in fiscal year 2019, including renovations and major repairs to facilities and purchases of instruments, information technology, and audio-visual equipment.

# MILESTONES *2018-19*

During the 2018-19 school year Curtis made significant progress toward goals in all areas of its strategic direction.

## ALUMNI

4,272

MUSICIANS HAVE  
GRADUATED FROM CURTIS  
SINCE ITS FOUNDING IN 1924.

OF THESE,

2,815

LIVING ALUMNI  
RESIDE IN

47

STATES  
(PLUS WASHINGTON, D.C.,  
AND PUERTO RICO)  
AND

37

COUNTRIES

## CURTIS CONNECT

NEARLY

600

ALUMNI,  
OR

20%

OF LIVING ALUMNI, CREATED  
ACTIVE PROFILES ON CURTIS  
CONNECT IN ITS FIRST YEAR.

Learn more about  
Curtis alumni at  
[Curtis.edu/AboutAlumni](https://Curtis.edu/AboutAlumni).

## CURTIS MUSICIAN LIFE CYCLE

### GOAL

Curtis will expand its focus and attend to every aspect of the musician life cycle—from entering Curtis, through the student experience, to alumni life after Curtis—to create a global network.

### IN 2018-19

- Curtis implemented audition finalist interviews to achieve a comprehensive picture of the applicants who are ultimately accepted.
- The Summerfest application was redesigned to align more closely with the Curtis Institute of Music application, allowing assessment across the institution's core learning programs.
- Curtis launched Curtis CONNECT, a new digital platform for alumni networking and mentoring; and announced a new admissions referral program that allows alumni to refer exceptionally gifted applicants who may not otherwise be considering Curtis.

### AHEAD

- Curtis will train students in developing and improving their public presence online; and will proactively provide career resources to alumni.

“Curtis CONNECT is the social media tool Curtis alumni have been waiting for. Now we have a way to find classmates, network, and just enjoy being a part of the Curtis family. The photos beckon us back to campus, and we love reading news just for us. The proof is in the pudding: During the fiscal year just ended, alumni giving broke a record for the second year in a row.”

—Marsha Hunter (*Opera '77*),  
co-chair, Alumni Council

# GLOBAL MUSICAL COMMUNITY

## GOAL

Curtis will broaden its reach to attract gifted students from around the world, and expand its base of support by sharing its excellence with local and global musical communities.

## IN 2018-19

- In partnership with the Sphinx Organization, Curtis hosted its first tuition-free Summer Performance Academy for 32 Black and Latinx string players ages 11 to 17.
- New marketing automation software generated more precise metrics on website user behavior and more precise targeting of constituent communications.
- Curtis piano faculty Jonathan Biss completed video-recording the multi-year online course, Exploring Beethoven's Piano Sonatas, on the Coursera platform.

## AHEAD

- Adult education courses, to be offered during the summer and the school year, are under development.

“The Sphinx Performance Academy partnership with Summerfest allows us to support the critically important work Sphinx is doing nationally to increase diversity in the arts, work that aligns with Curtis’s mission to engage a local and global community. Many of our students and alumni have participated in various programs of the Sphinx Organization throughout the years, and this program gives them the opportunity to mentor the next generation of talented young Black and Latinx musicians in Philadelphia and nationwide.”

—Roberto Díaz (Viola '84),  
president and CEO

### STUDENTS

171

STUDENTS  
FROM

28

STATES  
AND

21

FOREIGN COUNTRIES

### LIFELONG LEARNERS

OVER

150,000

LEARNERS FROM

185

COUNTRIES HAVE ENROLLED  
IN FREE ONLINE COURSES  
THAT CURTIS OFFERS  
THROUGH COURSERA.

### ONLINE

SOCIAL MEDIA  
FOLLOWERS INCREASED

15%

TO

54,000

ACROSS FACEBOOK,  
TWITTER, INSTAGRAM,  
AND YOUTUBE.

Watch and listen to  
Curtis performances at  
[Curtis.edu/YouTube](https://Curtis.edu/YouTube).

# PROGRAMS, TEACHING MODEL, AND EXPERIENTIAL LEARNING

## LEARN BY DOING

200+

PERFORMANCES,  
INCLUDING

101

STUDENT RECITALS

## FACULTY : STUDENT RATIO

115:171

FACULTY : STUDENTS

## IMPACT OF COMMUNITY SERVICE PROJECTS

1,500+

INDIVIDUALS REACHED AT

16

COMMUNITY INSTITUTIONS  
IN AND AROUND  
PHILADELPHIA

## GOAL

Curtis will continue to foster the special relationship between its students and faculty. Its students will have rich opportunities to develop as artists of the very highest caliber and as artist-citizens who are well prepared to thrive as 21st-century musicians.

## IN 2018-19

- New leaders were appointed to guide the vocal studies department and the Curtis Opera Theatre: Danielle Orlando, long a principal opera coach in the department, and eminent bass-baritone Eric Owens, a Curtis alumnus, have succeeded Mikael Eliassen and are building on his 30-year legacy.
- Curtis added an artist-citizen curriculum requirement for all post-baccalaureate students, increasing the proportion of students who engage in community-based projects.
- A new secure and mobile online scheduling platform, designed specifically for conservatories, has streamlined academic scheduling and performance management.

## AHEAD

- An anonymous student feedback mechanism will allow instrumental and performance faculty and administrators to reference student input as they improve programs and services.

“What we wanted to do [in collaborating with the Penn Memory Center] is ask the question: Can we bring the powerful benefits of musical creativity, of musical composition, to this population, to these people who have Alzheimer’s disease and other forms of dementia? ... Our hope is that these fun and stimulating communal activities can improve the quality of life for our participants in a meaningful way.”

—Nick DiBerardino (*Composition '18*),  
community artist fellow

Learn about Curtis’s  
community engagement  
curriculum and activities  
at [Curtis.edu/Community](http://Curtis.edu/Community).

# FINANCIAL FUTURE

## GOAL

Curtis will ensure that the institution has a stable and sustainable financial future, including sufficient funds to realize the ambitious goals of the strategic direction.

## IN 2018-19

- Support for the Curtis Annual Fund totaled nearly \$4.5 million. A revised program of giving levels and benefits prompted increased giving at the highest levels.
- A new patron reward program captured data on who attends performances and why, while increasing patrons' level of engagement.
- Curtis was added to the list of Educational Improvement Organizations under the Pennsylvania Educational Improvement Tax Credit program, opening up new funding opportunities with local and state corporations.

## AHEAD

- Curtis will convene a Centenary Campaign Committee of trustees and key staff members to articulate a compelling case and plan campaign goals.

### ALUMNI GIVING

PARTICIPATION OF  
CURTIS ALUMNI IN  
THE ANNUAL FUND  
GREW BY NEARLY

12%

WITH

533

ALUMNI DONORS  
GIVING BACK TO THE SCHOOL,  
UP FROM 478  
IN THE PREVIOUS YEAR.

TOTAL GIVING FROM  
ALUMNI EXCEEDED

\$400,000,

AN INCREASE OF MORE THAN

34%

OVER THE PREVIOUS YEAR.

# ORGANIZATIONAL STRUCTURE

## GOAL

Curtis will design a dynamic and flexible organizational structure to support its strategic direction and fulfill its bold intentions.

## IN 2018-19

- A new Faculty Council was formed, with responsibility for overseeing the curriculum, encouraging an integral learning experience, and creating a stronger mentoring culture.
- A new Council for Inclusive Excellence, comprising representatives of faculty, students, staff, alumni, and trustees, was formed to ensure that diversity, equity, and inclusion are integral to all strategic discussions across the Curtis campus.

## AHEAD

- Curtis will develop succession plans for key faculty positions.

View Curtis's  
2018-19 supporters at  
[Curtis.edu/AnnualReport](https://Curtis.edu/AnnualReport).

## BOARD OF TRUSTEES OF THE CURTIS INSTITUTE OF MUSIC 2018-19

as of May 31, 2019

Mark E. Rubenstein,  
*chair*

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*vice chair*

Deborah M. Fretz,  
*vice chair*

Edward A. Montgomery Jr.,  
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Nina Baroness von Maltzahn,  
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H. F. "Gerry" Lenfest+,  
*chairman emeritus*

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Miles Davis, *alumni trustee*

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Jennifer Montone

Alan Morrison

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Eric Owens

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C. J. Walsh III,

*Crescendo Club trustee*

Penelope P. Watkins

Betty Wheelchel

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A. Margaret "Stormy" Bok+

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Bobby Ellen Kimbel, Ph.D.

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David G. Marshall

John A. Nyheim

Albert E. Piscopo

Robert Pollack

Samuel R. Shipley III

Amanda W. Smoot

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## MARY LOUISE CURTIS BOK FOUNDATION BOARD OF DIRECTORS 2018-19

as of May 31, 2019

Bayard R. Fiechter, *president*

Victoria Bok, *vice president*

Joseph M. Field, *secretary*

Scott M. Jenkins, *treasurer*

A. Margaret "Stormy" Bok+

Tomas J. Bok, Ph.D.

Gary Graffman

James R. "Robin" Ledwith

Robert H. Rock

Samuel R. Shipley III

+ *deceased*