

san francisco
conservatory of music



2014-15 REPORT

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WELCOME



On behalf of the Board of Trustees of the San Francisco Conservatory of Music, I am pleased to report on our 2014-15 activities. These pages are more than a snapshot of the year; they are a testament to the accomplishments of our students, faculty, and staff; a celebration of our role in the life of the community; and a tribute to the generosity of the donors who make it possible.

Thank you for your interest in the Conservatory. Please join us soon to experience firsthand the extraordinary talent, insight, and passion that exemplify our school.

- David H. Stull, President

COLLEGIATE DIVISION

TOTAL ENROLLMENT: 388

Founded in 1917, the San Francisco Conservatory of Music is the only independent and accredited conservatory in the Western United States, and one of only six such institutions in the nation. Our Collegiate Division offers programs in performance and composition, awarding Bachelor of Music and Masters of Music degrees, plus Artist Certificates and Professional Studies and Postgraduate diplomas.

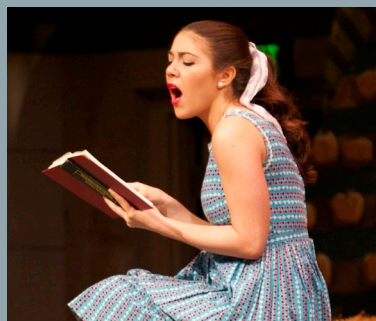
Enrollment by Program

170
Undergraduate Students

188
Graduate Students

30
Other Students

1:6
Student to Teacher Ratio



Geographic Representation

255
United States Citizens

129
California

126
From 36 Other States

133
Citizens of Other Nations

66
China, Hong Kong, Macau

22
South Korea

12
Canada

11
Europe

6
Latin America

16
Other Countries



Degrees Awarded

126
Total

29
Bachelor of Music

79
Masters of Music

18
Certificates/Diplomas

By Instrument/Area

38
Strings

30
Voice

19
Piano

15
Guitar and Harp

14
Winds and Brass

5
Composition

2
Chamber Music

2
Percussion

1
Conducting

Tuition and Scholarships

\$40,000
Full-Year Tuition

\$18,870
Average Scholarship Amount

98%
Percent of Students Receiving Scholarships

\$7,491,204
Total Scholarships Awarded

FACULTY



29
FULL-TIME



86
PART-TIME



25
COLLABORATIVE
PIANISTS
(Full or Part-Time)

Major Appointments

- Mason Bates Composer
- Jose Maria Condemí Opera Director
- Jay Liu Associate Principal Violist of the San Francisco Symphony
- Jonathan Vinocour Principal Violist of the San Francisco Symphony

KEY ACCOMPLISHMENTS

A series of performances and events celebrated composition faculty **Elinor Armer's** influential 45-year Conservatory tenure.

In an extraordinary achievement, 21 year-old undergraduate student **Mark Grisez** was named to a one-year substitute position as acting associate principal trumpet by the San Francisco Symphony.

For the first time the Conservatory awarded a degree in **marimba** (percussion).

The *Wall Street Journal* featured the Conservatory in an article about arts school programs that sharpen business savvy and artistic skill – efforts that are part of an ambitious “initiative to prepare students for a wider variety of careers in the ever-changing music industry.”

The Conservatory opened a professional grade **technology and recording suite**. Sporting a 32-channel console by Rupert Neve Designs and state-of-the-art equipment by Meyer Sound and sE Electronics, the mixing room is wired to the Conservatory's three concert halls and a live room.

In a special report titled “Profiles in Courage”, Musical America recognized faculty members **Nicole Paiement** and **Michael Morgan** as arts leaders who have taken risks that have benefitted musicians, audiences, and communities around the world.

PRE-COLLEGE DIVISION

TOTAL ENROLLMENT: 365

The Pre-College Division offers an immersive, thirty-week program for music students typically aged four to 18. Only a handful of such programs exist nationwide. Many alumni go on to distinguish themselves in the field. Most report that their time in Pre-College enhanced their personal and professional growth, whatever their ultimate career path.

Ages

- 125
Ages 15 to 28
- 158
Ages 10 to 14
- 82
Age Nine and Under

Faculty

- 61
Part-Time
- 3
Full-Time

\$103,830

Total Scholarships Awarded

Geographic Representation

- 126
San Francisco
- 132
Peninsula/South Bay
- 62
East Bay
- 37
North Bay
- 8
Other



Instrument/Area

- 180
Piano
- 82
Strings
- 41
Early Childhood Classes
- 15
Guitar
- 15
Musicianship Class only
- 10
Winds and Brass
- 10
Voice
- 3
Composition
- 3
Percussion



Pre-College graduates were accepted to Berklee College of Music, Cornell University, Harvard University, Johns Hopkins University, The Juilliard School, Manhattan School of Music, Oberlin College, Princeton University, Stanford University, University of California at Berkeley, Vanderbilt University, Yale University, and others.



Piano student **Josephine Chan** performed at the annual Fanfare Luncheon where she was spotted by a talent agent who hired her to perform at the Ojai Festival.



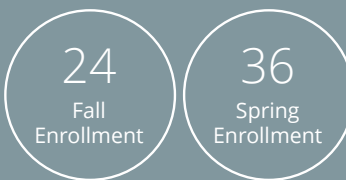
Pre-College students won or placed in numerous competitions. Especially notable were guitar student **Ashwin Krishna**, who won first prize in the Parkening International Guitarist Competition, and piano student **Elliott Wu**, who won first prize in the Hilton Head Competition, second prize in the International E-Competition, and third prize in the Cleveland Competition.

ADULT EXTENSION DIVISION

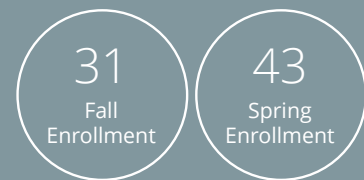
TOTAL ENROLLMENT: 134

The Adult Extension Division offers music enrichment and education to adult learners of all levels. Offerings included private lessons, general interest courses, and series that explore works presented by neighbor organizations such as the San Francisco Symphony and San Francisco Opera.

Private Lessons



Classes



The popular public radio program **From the Top** devoted an entire national broadcast to Pre-College, taped before a live audience. Host Christopher O'Riley interviewed outstanding Pre-College students who then performed. The broadcast in early March drew national attention to the concentration of talent coming out of the Pre-College Division.

PERFORMANCES AND EVENTS

TOTAL ATTENDANCE: 27,748

Each year the Conservatory presents hundreds of performances and events, most open to the public at no cost. Student and departmental recitals offer a first-hand look at the evolution of young talent over time. Orchestra concerts, opera, and musical theater present the breadth of the repertoire. The Faculty Artist Series spotlights the eminent talents of our teachers. Historically-informed and new music series explore special repertoire. Master classes give a close-up look into the master-apprentice relationship. In addition, the Conservatory routinely hosts programs of national and international significance.

We occasionally rent our performance spaces to other organizations. Outside of the Conservatory, students often use the city itself as their stage, performing in cafés, public places, and other venues.

Conservatory-Produced (free)

448 Performances and Events

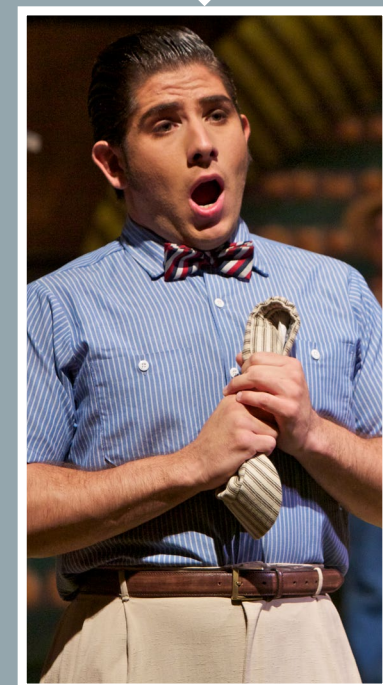
21,575 Attendance



Rentals to Other Organizations

27 Performances and Events

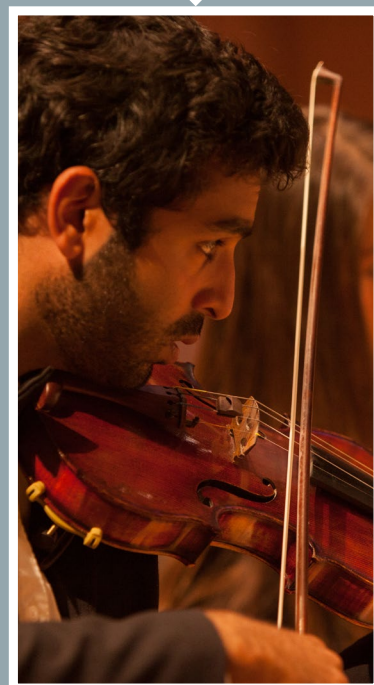
2,601 Attendance



Conservatory-Produced (admission fee)

21 Performances and Events

3,572 Attendance (includes 567 Senior Discount Admissions and 2,374 Complimentary Tickets)



222 Collegiate Student Recitals	12 Opera	7 Competition
90 Department Recitals	11 Orchestra	5 Chamber Music Master Recitals
27 Faculty Artist Recitals	8 Summer Music West	5 Musical Theater
25 Master Classes	7 New Music Ensemble	4 Alumni Recital Series
21 Special Events	7 Baroque Ensemble	2 Guest Artist
16 Pre-College		

Master class artists included baritone Thomas Hampson, guitarist David Russell, mezzo-soprano Dolora Zajick, and the Telegraph Quartet.

The **Conservatory Orchestra** repertoire included Shostakovich's *Symphony No. 10*, Holst's *The Planets*, Britten's *Young Person's Guide to the Orchestra*, and a world premiere by Nathan Campbell '14. Featured student soloists included Nicholas Denton '17, Jing'er Xu '15, Yanghe Yu '15, and William Cedeño '15.

The **opera** department presented productions of *Trouble in Tahiti*, *Albert Herring*, and *The Elixir of Love*. The **musical theatre** department presented productions of *Oh Coward!*, *Closer Than Ever*, and *Nine*.

The week-long **Stephen and Cynthia Rubin Institute for Music Criticism** focused on the art and practice of arts journalism. Under the tutelage of leading critics, student participants from throughout the nation attended performances and wrote reviews, and were eligible for cash prizes. In addition, San Francisco Classical Voice provided six-month paid internships to select student fellows. First held at Oberlin College in 2012, the Rubin Institute has moved to the Conservatory and will take place every other year.

The Conservatory hosted the first annual **New Music Gathering**, three days of performances and workshops for composers, performers, and presenters. Activities included composer-performer "speed dating"; discussions about founding and funding ensembles, developing audiences through social media, and uses of technology in music; and demonstrations of electronics and newly-designed instruments.

COMMUNITY ENGAGEMENT

TOTAL AUDIENCE SERVED: 9,235

We believe that community service is essential to the formation of the complete musician. Three programs – all offered at low or no cost, and produced with partner organizations – give students the opportunity to meet the needs of young people, families, and underserved members of the community.

CONSERVATORY IN THE SCHOOLS pairs Conservatory students with classroom teachers to provide standards-based music instruction for thirty weeks in under served San Francisco public schools.

1,600 Served

3,000 Hours of Instruction

Partners: 13 Public Elementary, Middle, and High Schools; 17 Teachers; and the San Francisco Unified School District

COMMUNITY SERVICE PROGRAM meets the needs of San Franciscans who have few opportunities to experience live classical music, mostly due to mobility and financial challenges, sending Conservatory students to perform where these people live and gather.

7,000 Served

160 Performances

Partners: 33 Senior Communities, Veterans' Organizations, Hospitals, Childcare Centers, Schools, Residence Hotels, and Homeless Shelters

CONSERVATORY OPERA OUTREACH features our students in special programming for young people and families. Four performances of an abbreviated version of Donizetti's *The Elixir of Love* were presented at the Conservatory for elementary public school students; at a Napa public middle school; and at the Kennedy Center as part of the invitational Conservatory Series. One performance of *Fairytales in Song*, an exploration of storytelling and opera, was presented at the Conservatory for elementary public school students.

635 Served

5 Performances

Partners: American Canyon Middle School, Kennedy Center, Napa Valley Opera House, San Francisco Opera Education Department, San Francisco Public Elementary Schools

LOOKING AHEAD TO 2015-16



STUDENT HOUSING We commence a five-year lease with The Panoramic, a new high-rise located four blocks from the Conservatory, with our students occupying 150 beds. Our arrangement with The Panoramic is an important interim step as we pursue a permanent housing solution for our students.

TECHNOLOGY AND APPLIED COMPOSITION We launch a new degree program in traditional composition and its contemporary applications in film and video game scoring, sound design, and creative production techniques – one of just a handful of such programs in the nation. Our technology and recording suite (noted on page 1) serves as the program's primary resource.

WINTER TERM We introduce a permanent addition to the academic calendar: a three-week exploration of projects designed to address specific aspects of students' artistic and professional development.

STRING QUARTET FELLOWSHIP We introduce a graduate fellowship – the first one of its kind in the nation – that enables an established string quartet to study tuition-free with faculty and visiting professional quartets. The selected ensemble for the year is the Thalea Quartet.

THEMATICALLY-LINKED COURSES We introduce a series of courses linked to two over-arching themes found in some of the year's repertoire. This approach helps students acquire a more multi-faceted understanding of their own performance practice, as well as cultural and historical context.

GOVERNANCE, STAFF, AND FINANCES

BOARD: 38 TRUSTEES, 8 TRUSTEES EMERITUS

OFFICERS

Timothy W. Foo, *Chair*
 David H. Stull, *President*
 Deepa R. Pakianathan, Ph.D., *Executive Vice-Chair*
 William K. Bowes, Jr., *Vice-Chair*
 Michael R.V. Whitman, *Vice-Chair*
 Joshua M. Rafner, *Treasurer*
 Karen Kubin, *Secretary*

APPOINTMENTS

Carol Pucci Doll, *Community Volunteer*
 Payam Mirrashidi, *Director of Engineering, Apple*
 Stephen Rubin, *President, Henry Holt & Company*
 Maurice Werdegar, *CEO, Western Technology Investment*
 Siwei Zou, *President and Founder, sE Electronics*

CONCLUDING SERVICE

Edward W. Beck, *Community Volunteer*
 Patricia Berkowitz, *Community Volunteer*
 Delia Fleishhacker Ehrlich, *Community Volunteer*
 Christian P. Erdman, *Private Investor*

PROFESSIONAL STAFF: 50 FULL-TIME, 9 PART-TIME

MAJOR APPOINTMENTS

In January 2015, **Susan McConkey** became Vice President of Strategic Initiatives. She was formerly Client Principal at ThoughtWorks and Chief Information Officer at San Francisco Opera.

In May 2015, **Kate Sheeren** was named Provost and Dean, succeeding Robert Fitzpatrick who retired. Ms. Sheeren was formerly Assistant Dean of the Mannes School of Music.

AUDITED FINANCIAL STATEMENT SUMMARY

OPERATING REVENUE AND SUPPORT

\$9,889,000 Net Tuition and Fees*
\$5,616,000 Private Contributions & Government Grants
\$343,000 Other Educational Revenue
\$657,000 Fundraising Events
\$1,275,000 Auxiliary Services
\$1,784,000 Endowment Draw

EXPENSES

\$8,048,000 Instruction
\$1,145,000 Student Services
\$865,000 Academic Support
\$266,000 Public Programs
\$1,186,000 Auxiliary Services
\$1,290,000 Fundraising
\$3,199,000 General Management & Administration
\$1,812,000 Plant Maintenance
\$1,331,000 Depreciation
\$194,000 Interest Expense

* \$17,492,000 total minus \$7,603,000 in Scholarships

NON-OPERATING REVENUE AND SUPPORT

\$928,000 Endowment Gifts
\$255,000 Capital Gifts

CHANGE IN NET ASSETS

\$117,801,000 Net Assets Beginning of Year
\$117,132,000 Net Assets End of Year

\$40,379,000 Endowment Net Asset Value

1,429 Donor Households



THANK YOU

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