



CURTIS INSTITUTE OF MUSIC
VICE PRESIDENT OF INSTITUTIONAL ADVANCEMENT
Philadelphia, Pennsylvania
[Curtis Institute of Music](#)



The Aspen Leadership Group is proud to partner with Curtis Institute of Music in the search for a Vice President of Institutional Advancement.

The Vice President of Institutional Advancement (VPIA) will be broadly responsible for Curtis's complementary development, marketing, and communications functions. The VPIA will lead external-facing affairs that advance the perception and positioning of Curtis Institute of Music. This includes donor stewardship; resource development through contributions, ticket sales, and other revenues; brand enhancement; and the effective use of touring programs, digital initiatives, summer programs, lifelong learning opportunities, and other channels to engage constituents in the life and mission of the school.

The VPIA will manage a department of 17 professionals, including 6 frontline fundraising professionals, 4 support staff, and a 7-person marketing and communications team. The VPIA will prepare and execute strategies to identify and cultivate major gift prospects, nationally and internationally, for Curtis's endowment, capital, planned giving, and annual fund campaigns and will provide fundraising leadership across the organization to meet Curtis's annual and long-term contributed and earned revenue goals.

The VPIA is specifically charged with funding the initiatives outlined in the school's 2014-2024 strategic direction through the successful organization and execution of a comprehensive institutional fundraising campaign, thinking critically about international markets and opportunities to cultivate eight- and nine-figure gifts for Curtis, and building a robust pipeline of major supporters. This requires maximizing engagement opportunities around the President and CEO's performance calendar, *Curtis on Tour*, and more than 200 public performances offered by current students each year. The VPIA will work collaboratively across the school and with trustees, volunteers, faculty members, staff, students, alumni, parents, and other key constituents to develop a meaningful Curtis musician "life cycle"—from pre-Curtis to student life to alumni participation.

The VPIA will oversee the evaluation and achievement of Curtis's annual earned revenue goals, and position Curtis to achieve long term contributed revenue and endowment growth. The VPIA will develop long- and short-term marketing plans in support of Curtis's mission, performances and events, and manage Curtis's brand identity both internally and externally. In addition, the VPIA will oversee a Senior Director of Marketing and Communications charged with developing a world-class communications plan designed to promote, enhance, and protect Curtis's reputation.

Management of Curtis's relationship and communications with the Board of Trustees is a shared responsibility among the offices of the President, Senior Vice President of Administration, and the VPIA. This includes major special event management, facilitating appropriate committee assignments, arranging orientation sessions for new trustees, coordinating the strategy and preparation for Board meetings, organizing communications about Curtis activities that will help trustees be effective ambassadors for the school, and trustee stewardship functions. In general, communication to Trustee groups is coordinated through the offices of the President and CEO or the Senior Vice President of Administration.

Curtis Institute of Music is in the quiet phase of an endowment fundraising campaign. Its goal is to increase the endowment corpus by \$200 million by the school's Centenary, which coincides with the 2024-25 academic year. To date, Curtis has raised over \$85 million toward that goal and several major prospects are in late cultivation stages. While the VPIA is expected to assist in setting and implementing endowment fundraising strategies, the President's Office is an essential leader and partner in these efforts. To that end, the President's Office may elect to engage additional consultants specifically to achieve the objectives of the endowment fundraising campaign. These consultants would report directly to the President but will work closely with the VPIA.

REPORTING RELATIONSHIPS

The Vice President of Institutional Advancement will report to the President and CEO, Roberto Díaz and will serve as a member of the Senior Management Team.

ABOUT CURTIS INSTITUTE OF MUSIC

Curtis is among the most selective schools in the United States. Its high standard of admissions ensures that students will rehearse and perform alongside musical peers whose talents will challenge and inspire them. Curtis limits enrollment to about 175 students, accepting just enough students to maintain a full symphony orchestra and an opera program, plus select programs in piano, guitar, composition, conducting, and organ, as well as community artist fellows and a string quartet in residence. By focusing its resources on this small, select group, Curtis ensures that each student receives an education of unparalleled quality, distinguished by a "learn by doing" philosophy and personalized attention from a faculty that includes a high proportion of actively performing musicians.

Curtis students hone their craft through more than 200 orchestra, opera, and solo and chamber music offerings each year and programs that bring arts access and education to the community. This real-world training allows these extraordinary young musicians to join the front rank of performers, composers, conductors, and musical leaders, making a profound impact on music onstage and in their communities.

All Curtis students receive merit-based, full-tuition scholarships. As a result, talent and artistic promise are the only considerations for admission. Generous financial aid likewise ensures that no student accepted to Curtis will be unable to attend because of financial need.

Curtis's celebrated faculty includes a high proportion of actively performing musicians whose experience provides students with a direct link to life as a professional musician today. With a student body of about 175 and 113 faculty members, all students receive highly personalized attention.

Curtis's reputation for excellence attracts an unparalleled array of visiting artists. Osmo Vänskä, Michael Tilson Thomas, Vladimir Jurowski, Hilary Hahn ('99), Richard Goode ('64), Antoine Tamestit, Gary Hoffman, Eighth Blackbird, and the JACK Quartet are just a few of the master musicians who have worked with its students recently. Frequent master classes and residencies give students in all disciplines exposure to today's leading musical artists, some of whom also join the students on stage in concerts and recitals.

Curtis aims to inspire a global music community with a passion for making music, keen insight into its power, and enthusiasm for sharing it. Forty percent of the student body comes to Curtis from outside the United States, and 20 nations are represented by the student body in a typical year. In addition, Curtis's global touring initiative, *Curtis on Tour*, has visited over 50 destinations around the world to date.

With esteemed graduates such as Leonard Bernstein ('41) and Samuel Barber ('34), the power of Curtis's legacy far surpasses its size. The Curtis campus reflects the rich heritage of the institution and the many musicians who have been trained there. The historical integrity of the main building at 1726 Locust Street has been preserved, as have many original school traditions, and students today have much the same experience as they did in 1924, when the doors to Curtis opened.

PRINCIPAL OPPORTUNITIES

Next year, Curtis will begin its five-year countdown toward its centenary. The Vice President of Institutional Advancement will play a key role in positioning Curtis as it enters its second century in 2024. The position provides a unique opportunity for an ambitious leader to make their mark on one of the most influential classical music institutions in the entire world. There is a significant fundraising challenge on the horizon, to be sure, but the VPIA will feel immediately supported in their efforts to achieve the institution's fundraising goals. The VPIA will be given the necessary authority, autonomy, and resources to do their job most effectively. Curtis is in a strong financial position and is led by a team of loyal and collegial senior staff, and a highly engaged Board of Trustees. The President and CEO's contract ensures that he will be at Curtis through the end of the centenary celebration.

PRIMARY RESPONSIBILITIES

Fundraising

The Vice President of Institutional Advancement will

- support and partner with the President and CEO and Board Members on all major fundraising initiatives;
- actively manage a portfolio of principal and major gift prospects, developing and overseeing the implementation of individual strategies to secure funding for endowment, capital, key programs, and special projects;
- engage the Curtis community in an effort to broaden the culture of philanthropy;
- maintain cooperative working relationships with artistic and academic leaders, members of the administration, and others whose cooperation is essential to effective outreach and fundraising;
- oversee the identification, qualification, cultivation, and solicitation of major gift prospects nationally and internationally—working closely with senior staff, trustees, alumni, and Board committees;

- establish fundraising objectives with senior staff and the Board in alignment with Curtis's goals, and ensure that goals are achieved; and
- build sustainable donor relationships through a nuanced stewardship program.

Board Relations

The Vice President of Institutional Advancement will

- serve as a staff representative on Development, Communications, and Centenary Committees, as well as other committees as appropriate;
- ensure a strong pipeline of prospective trustees who will build the diversity, skill-set, and fundraising capacity of the Board of Trustees, and present these to the President, Board Chair, and Governance Committee Chair for their review on a regular basis. The Governance Committee serves as the de facto nominating committee for the Board of Trustees; and
- coordinate with the President's Office on special events for trustees, major donors, and prospects.

Departmental Management

The Vice President of Institutional Advancement will

- build a high-performing fundraising program and team to cultivate and solicit principal, major, leadership, planned, corporate and foundation gifts, supported by appropriately sophisticated and resourced prospect research;
- provide leadership, staff development and motivation, direction, and supervision of the Advancement department, establishing measurable objectives and strategies to achieve them;
- oversee a strong volunteer effort locally, nationally, and internationally;
- collaborate with the Senior Vice President of Administration to ensure the successful implementation of the school's financial strategy;
- oversee all facets of the daily operations of Curtis's Advancement team, ensuring compliance with all relevant laws, regulations, policies, and agreements, and managing toward the Advancement department budget;
- leverage *Curtis on Tour*, the President's performance schedule, and other artistic initiatives;
- participate in the design of programs focused on specific geographies where Curtis has or can develop relationships to broaden and deepen support and determine how best to engage alumni and friends in the development of these programs;
- explore and develop new strategies for engaging alumni, parents, and trustees in the development process;
- ensure ongoing research to help position Curtis ahead of major funding changes or trends and understand the competitive philanthropic landscape in Philadelphia and beyond; and
- design, implement, and evaluate comprehensive development, marketing, and communications strategies and programs that support the overall goals and objectives of Curtis's strategic direction.

KEY COLLEAGUES



Roberto Díaz, President and CEO

Nina von Maltzahn President's Chair

James and Betty Matarese Chair in Viola Studies

A violist of international reputation, Roberto Díaz is President and CEO of the Curtis Institute of Music, following in the footsteps of renowned soloist/directors such as Josef Hofmann, Efrem Zimbalist, and Rudolf Serkin. As a teacher of viola at Curtis and former principal viola of the Philadelphia Orchestra, Mr. Díaz has already had a significant impact on American musical life and continues to do so in his dual roles as performer and educator.

As a soloist, Mr. Díaz collaborates with leading conductors of our time on stages throughout North and South America, Europe, and Asia. He has also worked directly with important 20th- and 21st-century composers, including Krzysztof Penderecki, whose viola concerto he has performed many times with the composer on the podium and whose double concerto he premiered in the United States; Edison Denisov, who invited Mr. Díaz to Moscow to work on his viola concerto; and Jennifer Higdon, whose viola concerto he premiered in 2015. Ricardo Lorenz and Roberto Sierra have also written concertos for Mr. Díaz.

As a frequent recitalist, Mr. Díaz enjoys collaborating with young pianists, bringing a fresh approach to the repertoire and providing invaluable opportunities to artists at the beginnings of their careers. In addition to performing with major string quartets and pianists in chamber music series and festivals worldwide, Mr. Díaz has toured Europe, Asia, and the Americas as a member of the Díaz Trio with violinist Andrés Cárdenes and cellist Andrés Díaz. The Díaz Trio has recorded for the Artek and Dorian labels.

Mr. Díaz's recordings on the Naxos label with pianist Robert Koenig include the complete works for viola and piano by Henri Vieuxtemps and a Grammy-nominated disc of viola transcriptions by William Primrose. Also on Naxos are Brahms sonatas with pianist Jeremy Denk and Jonathan Leshnoff's Double Concerto with violinist Charles Wetherbee and the Iris Chamber Orchestra led by Michael Stern. Mr. Díaz's live performance of Jacob Druckman's Viola Concerto with Wolfgang Sawallisch and the Philadelphia Orchestra is available on New World Records. He has also recorded the Walton Viola Concerto with William Boughton and the New Haven Symphony for Nimbus Records, and works for viola and orchestra by Peter Lieberman with Scott Yoo and the Odense Symphony Orchestra and for Bridge Records.

Since founding *Curtis on Tour* in 2007, Mr. Díaz has taken this successful initiative to North and South America, Europe and Asia, performing chamber music side-by-side with Curtis students and other faculty and alumni of the school. His tenure as President of Curtis has also seen the construction of a significant new building which doubled the size of the school's campus; the introduction of a classical guitar department and new conducting and string quartet programs; the launch of *Curtis Summerfest*, summer courses open to the public; and the debut of an online platform for HD video recordings. In the fall of 2013 Curtis became the first classical music conservatory to offer free online classes through Coursera.

Also under Mr. Díaz's leadership, Curtis has developed lasting collaborations with other music and arts institutions in Philadelphia and throughout the world and established a dynamic social entrepreneurship curriculum, supported by a prestigious Advancement Grant from The Pew Center for Arts & Heritage. Designed to develop the entrepreneurial and advocacy skills of young musicians,

this curriculum includes the project-based Community Artist Program (CAP) and post-graduate Community Artist Fellowships.

Mr. Díaz received an honorary doctorate from Bowdoin College and was awarded an honorary membership by the National Board of the American Viola Society. In 2013 he became a member of the prestigious American Philosophical Society founded by Benjamin Franklin. As a member of the Philadelphia Orchestra, he was selected by then-music director Christoph Eschenbach to receive the C. Hartman Kuhn Award, given annually to "the member of the Philadelphia Orchestra who has shown ability and enterprise of such character as to enhance the standards and the reputation of the Philadelphia Orchestra." He received a bachelor's degree from the New England Conservatory of Music, where he studied with Burton Fine; and a diploma from the Curtis Institute of Music, where his teacher was his predecessor at the Philadelphia Orchestra, Joseph de Pasquale. Mr. Díaz also holds a degree in industrial design.

In addition to his decade-long tenure as principal viola of the Philadelphia Orchestra, where he performed the entire standard viola concerto repertoire and gave a number of Philadelphia Orchestra premieres, Mr. Díaz was principal viola of the National Symphony under Mstislav Rostropovich, a member of the Boston Symphony under Seiji Ozawa, and a member of the Minnesota Orchestra under Sir Neville Marriner. He plays the ex-Primrose Amati viola.



Larry Bomback
Senior Vice President, Administration

Larry Bomback is Senior Vice President of Administration at the Curtis Institute of Music in Philadelphia where he ensures the financial health and regularly evaluates the business model of the school. He oversees the work of the business office (finance, audit, human resources, investments, general administration), facilities operations (campus security, dining services, housekeeping, janitorial staff, maintenance personnel), and information technology (network infrastructure, databases, digital strategy) teams. He serves as a key liaison to the

Curtis Board of Trustees and the Executive Committee. He also coordinates cross-departmental projects and initiatives and builds relationships and strategic partnerships with other cultural organizations and academic institutions.

Prior to this appointment he was Chief Operating Officer and Chief Financial Officer for the Cultural Data Project. Other past roles include Director of Finance and Operations at OPERA America and Operations Manager at the New York Youth Symphony. Mr. Bomback received a B.A. from Haverford College and an M.A. from City College of New York. He serves on the Board of Advisors for SMU-DataArts in Dallas, the Finance Committee of the Barbershop Harmony Society in Nashville, and on the Board of Overseers of the National Opera Center in New York.



Paul Bryan
Dean

Paul Bryan has a distinguished career as both performer and educator. In addition to serving as dean of the Curtis Institute of Music, he is director and conductor of Bravo Brass, the Philadelphia Youth Orchestra's brass ensemble; music director of the Philadelphia Wind Symphony and Symphony in C's Symphony Summer Camp; and head conductor of the Young Artists Summer Program at Curtis Summerfest.

Mr. Bryan has served as conductor of the Drexel University Orchestra and Philadelphia's All-City Concert Band; and has appeared with the ensembles of the New York Summer Music Festival, Play On, Philly!, and numerous honor groups in the Delaware Valley. He has led concerts with a wide range of performing groups, from the wind and brass ensembles of the Chamber Orchestra of Philadelphia to Boyz II Men.

Mr. Bryan is a graduate of the Curtis Institute of Music and Temple University, where he studied trombone with Glenn Dodson and Eric Carlson and conducting with David Hayes, Arthur Chodoroff, and Lawrence Wagner. He joined the Curtis staff in 1993, became a member of the faculty in 2009, and was appointed to his current position in 2013. He also serves on the faculty at Temple University.



Lourdes Starr Demers

Senior Vice President of Artistic Operations

Lourdes Starr Demers began her administrative career in the classical music industry over 20 years ago with the National Symphony Orchestra in Washington, DC and later with the Philadelphia Orchestra. Currently, she serves as Senior Vice President of Artistic Operations at the Curtis Institute of Music. While with the National Symphony Orchestra, Ms. Starr Demers contributed to the success of a range of high profile occasions such as annual live televised broadcasts "National Memorial Day Concert" and "A Capitol Fourth," several orchestra residency tours, as well as a White House state dinner for former Chinese President Jiang Zemin. At the Philadelphia Orchestra, Ms. Starr Demers played key roles in the planning and execution of a wide variety of national and international orchestral tours and events including the Philadelphia Orchestra's departure from the Academy of Music and move to the Kimmel Center for the Performing Arts, a live televised opening concert of Verizon Hall, farewell celebrations for Wolfgang Sawallisch and Christoph Eschenbach, welcoming events for Yannick Nézet-Séguin, and the illustrious 150th Anniversary Gala of the Academy of Music which welcomed HRH the Prince of Wales and the Duchess of Cornwall.

During her time at the Curtis Institute of Music, Ms. Starr Demers has been instrumental in the opening of Lenfest Hall, the ongoing production of Curtis' highly popular massive open online courses, and the design, development, and success of Curtis Summerfest, now approaching its seventh year. As a member of the senior team at Curtis, Ms. Starr Demers shares her passion of bringing musical excellence to the greater global music community. She has presented on topics in music education and arts administration at national conferences such as Sphinx Connect (2018) and as part of an ALAANA network for the League of American Orchestras (2018).

She serves on the board of Network for New Music and additional leadership roles include other nonprofit organizations such as Feed My Starving Children and Markeim Arts Center. She has also served in education board leadership roles at the Greene Towne Montessori School in Philadelphia, Tatem Elementary School in Haddonfield, and the Haddonfield Middle School. Originally from Chicago, she currently resides in Haddonfield, New Jersey with her husband and two children. Ms. Starr Demers is a member of the Greater South Jersey Chorus and has earned degrees in flute performance and music composition from DePaul University in Chicago.

BOARD LEADERSHIP



Mr. Mark E. Rubenstein

Board Chair

Mark Rubenstein was elected Chairman of the Board of Trustees of Curtis in 2016, and has served as a trustee since 2009. He sits on the Facilities Committee and the Governance Committee and formerly chaired the Ad-Hoc Strategic Planning Advancement Subcommittee. He has chaired and hosted numerous events for Curtis, including the Season Finale Gala and Curtis on Tour programs and house concerts in Nantucket and Palm Beach.

Mr. Rubenstein joined the Friends of Curtis in 2008. In 2012 he made a gift to name the Rubenstein Centre at 1620 Locust Street, and in 2013 he named the Mark E. Rubenstein Annual Fellowship.

Mr. Rubenstein is special senior advisor of Rubenstein Partners. Previously he served as Chairman and Founder of the predecessor company The Rubenstein Company L.P., a real estate investment and advisory firm. Prior to that, he served in a management role at Builders Development and Service Company of Philadelphia from 1965 to 1969. He sits on the board of Johns Hopkins University, where he serves as chair of the Finance Committee. Mr. Rubenstein is also a member of the boards of Johns Hopkins Medicine and the Philadelphia Museum of Art, where he is a member of the Executive Committee and is Chairman of the Buildings and Grounds Committee.



Anthony Creamer, III

Vice Chair

Anthony Creamer is a Managing Director at Grant Thornton, specializing in litigation, dispute analysis, and financial investigation services. He has been practicing as a *Certified Public Accountant* (CPA) since 1978. He is also *Accredited in Business Valuation* (ABV) and *Certified in Financial Forensics* (CFF) by the American Institute of Certified Accountants.

Mr. Creamer joined the Board of Trustees in 2013 and is the current Chair of the Education and Student Life Committee. A major supporter of new music initiatives, he also serves as Treasurer for both the American Composers Orchestra and the Foundation for Contemporary Arts.



Ms. Deborah M. Fretz

Vice Chair

Deborah Fretz is the retired President and CEO of Sonoco Logistics Partners LP. She holds a Bachelor of Science degree in biology and chemistry from Butler University and a Master of Business Administration from Temple University's Fox School of Business. She also completed the Senior Executive Program at the Sloan School at the Massachusetts Institute of Technology. She has been a member of the Board of Trustees since 2005 and is the current chair of the Finance

Committee.

She is a former director of Chicago Bridge & Iron Company; the Federal Reserve Bank of Philadelphia; GATX Corporation, a Chicago-based transportation company; Niska Gas Storage Partners LLC, a diversified natural gas storage company; and Alpha Natural Resources.



Mr. Edward "Ned" Montgomery
Vice Chair

Edward "Ned" Montgomery is the former Vice Chair of Mellon Bank (now, Bank of New York Mellon). He has served on the Curtis Board of Trustees since 2003. He became Vice Chair in 2006. He sits on several committees, including the Governance Committee, and is currently chair of the Development Committee. He is a member of the Curtis Founder's Society.

Mr. Montgomery is the honorary chair of the endowment campaign of the United Way of Greater Philadelphia and Southern New Jersey. He serves on the boards of Elderhostel, Opportunities Industrial Center, and the Philadelphia Chamber Music Society. Mr. Montgomery is past chair of the boards of the Academy of Natural Sciences and the Philadelphia Chamber of Commerce. He has also served on the Advisory Committees of the Royal Oak Foundation, the Arthritis Foundation's Central Pennsylvania Chapter, and Teach for America of Greater Philadelphia-Camden. He received a bachelor of art degree and LLD from Trinity College and attended Harvard Business School.

CANDIDATE QUALIFICATIONS AND QUALITIES

Curtis Institute of Music is seeking a Vice President of Institutional Advancement with

- the ability to represent Curtis well in the local community, nationally, and internationally;
- a proven track record of successful results with fundraising, volunteer engagement, and patron engagement;
- exposure to international constituents and donors;
- excellent interpersonal and communications skills, including public speaking;
- evidence of leadership and initiative including tact, diplomacy, attention to detail, creativity, and cultural sensitivity;
- excellent critical thinking and strategic planning skills with strong operations management abilities;
- a proven ability to motivate and manage staff and volunteers;
- strong organizational skills and analytical skills;
- the ability to communicate the mission, goals, and activities of Curtis with credibility, passion, and enthusiasm;
- a willingness and ability to travel nationally and internationally;
- evidence of an entrepreneurial spirit and the ability to work in partnership with senior-level volunteers, colleagues, faculty, students, and others;
- the ability and flexibility to regularly entertain current and prospective donors, artists, and business leaders;
- knowledge of planned giving concepts;
- knowledge of classical music (preferred);
- a commitment to and accountability for one's work, and the ability to affect change;
- a desire and willingness to collaborate, think creatively, and make data-driven decisions;
- respect, courtesy, and patience for colleagues, other staff, faculty, patrons, core constituents, and volunteers; and
- an eagerness to make Curtis a more diverse and inclusive institution.

A bachelor's degree is required for this position as is a minimum of ten years of demonstrated nonprofit leadership and major gifts experience in a nonprofit organization of comparable size and complexity.

SALARY & BENEFITS

Curtis Institute of Music offers a competitive salary and benefits package.

LOCATION

Curtis Institute of Music is located in Philadelphia, Pennsylvania. The successful candidate must live within or be willing to relocate to Philadelphia.

DIVERSITY AND INCLUSION

Diversity, equity, and inclusion are integral to a thriving global artistic community. Curtis Institute of Music is deeply committed to empowering students to celebrate diversity, model inclusion, and advance equity as they embark on careers at the highest professional level. This commitment is an investment in its students and the Curtis tradition. Because of its historical tuition-free policy, admission to Curtis is based solely on artistic talent and promise. As a result, Curtis boasts the most geographically and socioeconomically diverse student body among all major U.S. music conservatories. It seeks candidates for faculty and staff positions that are eager to make Curtis an even more diverse and inclusive institution for its students to thrive within.

In its goal to create and maintain a diverse community, Curtis does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, sexual orientation, national origin, ancestry, age, disability, veteran status, marital status, gender identity, genetic tests and information, or any other characteristic protected by federal, state, or local laws.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. Before submitting your materials, please review them for accuracy. Review of applications will begin immediately and will continue until the successful candidate has been selected.

To nominate a candidate, please contact Ron Schiller:

ronschiller@aspenleadershipgroup.com.

All inquiries will be held in confidence.