Let’s take a moment to celebrate what we’ve accomplished together this year! We enjoyed a spectacular season with nearly sold out performances of *La bohème* and *Don Giovanni*, experienced a slice of history in *Nixon in China* and presented our second Mariachi opera *El Pasado Nunca Se Termina* and showcased amazing star power with Ailyn Perez and Stephen Costello in Recital, *We’ll Meet Again* featuring Stephanie Blythe and finally, our 50th Anniversary Celebration Concert. We experienced a newly energized partnership with the San Diego Symphony, renewals and subscriptions are strong and we ended this year with a modest surplus. I’d like to thank everyone who supported our opera company, from ticket buyers and donors to our employees and Board, for their sacrifices that lead to our success, and for all working to further this amazing art form that we all love so dearly.

Carol Lazier  
President

I want to thank you for the warm welcome to my new home at San Diego Opera. Since arriving in June, I’ve been busily working with staff, Board, the City and all of the wonderful arts organizations in San Diego. I’m excited at the possibilities to present wonderful main stage operas, but also to expand our imaginations as to what opera is and can be. New audiences and new venues are critical to our growth, as well as education, community engagement, collaboration and listening to the needs and desires of the supportive San Diego community. The future is bright and we can’t wait to experience it with you, so stay tuned for many new and exciting ventures from San Diego Opera.

David Bennett  
General Director

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**2014-2015 INTERNATIONAL SEASON**

**LA BOHÈME**  

**DON GIOVANNI**  
February 14, 17, 20, 22, 2015

**NIXON IN CHINA**  
March 14, 17, 20, 22, 2015

**SPECIAL EVENTS**

Ailyn Pérez and Stephen Costello In Recital  
September 5, 2014

*We’ll meet again: The Songs of Kate Smith*  
Stephanie Blythe & Craig Terry  
December 11, 2014

50th Anniversary Celebration Concert  
April 18 & 19, 2015

*El Pasado Nunca Se Termina*  
(The Past is Never Finished)  
April 25, 2015 at 2pm & 7pm
MISSION STATEMENT

The mission of San Diego Opera is to deliver exceptional vocal performances and exciting, accessible programs to diverse audiences, focusing on community engagement and the transformative power of live performance.

VISION STATEMENT

The San Diego Opera will be recognized internationally as a leading example of adaptability, innovation and sustainability in the operatic arts, promoting diversified programming and unique performance venues with world-class and emerging talent.

CORE VALUES STATEMENT

Through excellence in innovative programming and education, SDO provides a lasting cultural service to the community.

Our tradition of excellence in fully staged opera is augmented with new models of opera and venues. Our unique and deep commitment to the community propels us to explore ways of increasing affordability and accessibility.

Through fiscal responsibility and nimble adaptation to the changing marketplace, we protect the future of San Diego Opera.

Our educational and community involvement coupled with relevant programming will build the audience of the future.
GET THE FACTS

Status: Not-for-profit
Year founded: 1965
President of Board: Carol Lazier
Programs and Services: Production of mainstage operas, English supertitles for all performances, Opera education and outreach, set and costume building, set and costume rental
Full-time regular staff: 35
Part-time employees: 312
Chorus: 76
Orchestra: 54 to 70 per opera, depending on production (San Diego Symphony Orchestra)
Unions: Five – Stagehands, Wig & Makeup, Wardrobe, Scenic Artists and Chorus, Dancers and Stage Management
Board of Directors: 25
Advisory Board: 54 members and 6 Associate Directors
Volunteers: 95
2014/2015 Volunteer hours: 2,486
2014/2015 Operating expenses: $11,373,662
Attendance: 49,159
Educational events: 300
Attendees at educational events: 32,353
Student attendance at performances and dress rehearsals: 8,231

Administrative offices: 233 A Street, Suite 500, Centre City Building, San Diego, CA 92101
Patron Services office: 237 A Street, Centre City Building, San Diego, CA 92101
Scenic Studio & Warehouse: 3064 Commercial Street, San Diego, CA 92113
Costume Shop: 233 A Street, Suite 600, Centre City Building, San Diego, CA 92101

2014-2015 Season Performance Venues:
San Diego Civic Theatre: 3rd and B Streets, San Diego, CA 92101; Seating Capacity: 2,877 (for Opera)
Balboa Theatre: 868 Fourth Avenue, San Diego, CA 92101; Seating Capacity: 1,308
Jacobs Music Center - Copley Symphony Hall: 750 B St, San Diego, CA 92101; Seating Capacity: 2,231

All numbers reflect the 2014-2015 Season, as of June 30, 2015
San Diego Opera Association is a 501(c)3, not-for-profit corporation incorporated in the State of California. In 2015, San Diego Opera produced three main stage productions for a total of twelve performances throughout the five-month season (January - May). San Diego Opera also presented two recitals at the Balboa Theatre, presented a special concert event in San Diego's downtown Civic Theatre and produced a 50th Anniversary concert at Copley Symphony Hall. Operas are produced and staged completely by San Diego Opera and feature internationally renowned artists. The chorus and stage crew are drawn from the local community and San Diego Symphony is contracted as the orchestra. San Diego Opera has a scenic studio that builds sets and costumes for many of its productions and for theatrical arts organizations and commercial purposes around the country. San Diego Opera finished the 2015 fiscal year with a modest surplus from operations thanks to tremendous donor support, cost reductions across the entire organization and strong ticket sales. San Diego Opera’s financial statements are audited on an annual basis.

Financial Summary

<table>
<thead>
<tr>
<th>2015</th>
<th>La Boheme</th>
<th>30%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don Giovanni</td>
<td>60%</td>
<td></td>
</tr>
<tr>
<td>Nixon in China</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Recitals &amp; Concert</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>El Paso Nuna se Termina</td>
<td>ACTUAL</td>
<td></td>
</tr>
</tbody>
</table>

Earned Income
(Tickets, Scenic Studio, Investment Income, Other)

Operating Expenses
(Production, Administration, Development, Marketing, etc.)

(DEFICIT TO FUND) / EXCESS

Contributed Support
(Annual Fund, Government, Special Events, Net Assets Released)

Other Changes in Net Assets
(Investment Gains & Losses, Change in Value of Gift Annuities)

(DEFICIENCY) / EXCESS

Income Breakdown

<table>
<thead>
<tr>
<th>2015</th>
<th>Contributed Support</th>
<th>Main Season Ticket Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>30%</td>
<td>Added Events Ticket Revenue</td>
<td></td>
</tr>
<tr>
<td>6%</td>
<td>Other Earned Income</td>
<td></td>
</tr>
</tbody>
</table>

Operating Expenses

<table>
<thead>
<tr>
<th>2015</th>
<th>Production &amp; Promotion</th>
<th>76%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin / Management</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Fundraising Expenses</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>1%</td>
<td></td>
</tr>
</tbody>
</table>

Contributed Support

<table>
<thead>
<tr>
<th>2015</th>
<th>Individuals</th>
<th>81%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporations</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Foundations</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Govt Grants</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Special Events</td>
<td>11%</td>
<td></td>
</tr>
</tbody>
</table>
STUDENT EDUCATION PROGRAMS

Student Nights At The Opera
TOTAL REACH: 8,231
Free of charge to students in Grades 3-12, students enjoy the excitement and energy of the final dress rehearsal.

Student Night Show & Tell
TOTAL REACH: 1,841
Dr. Nicolas Reveles introduces the entire opera cast and crew onstage during one Student Nights at the Opera performance.

Docent Presentations
TOTAL REACH: 1,860
Docents prepare students for their evening at the opera with a visit to their classroom for one of two programs: ABCs of Opera and See You At The Opera!

Docent Training Lectures
TOTAL REACH: 35
Annual training for all of San Diego Opera Docents preparing them for the upcoming season.

Artist Residencies
TOTAL REACH: 381
An in-school residency that provides students the opportunity to create an original opera including dramatic writing and composing music.

Music and Science Online Curriculum
TOTAL REACH: 328
Online curriculum examining the connection between opera and science.

Master Classes
TOTAL REACH: 210
Intimate master classes presented by San Diego Opera’s world-class artists at local colleges and universities.

Next Steps
TOTAL REACH: 217
Students who attend Student Nights at the Opera receive a follow-up visit from a teaching artist or docent in order to support their experience of opera.

Study Guides & Web Resources
TOTAL REACH: 328
Hosted by Dr. Nicolas Reveles, the Study Guides are fun, lively and kid-targeted videos which prepare students for Student Nights At The Opera with age-appropriate facts and animation.

Student Ticket Initiative
TOTAL REACH: 371
Serves full time college and university students who can experience opera by purchasing tickets at a greatly reduced rate.

Teacher Professional Development
TOTAL REACH: 288
Prior to the Student Nights at the Opera, teachers may receive three hours of professional development which includes basic information on the art form, a season overview and curriculum preparation.
COMMUNITY ENGAGEMENT PROGRAMS

Audio Description Service
TOTAL REACH: 103
Available at the Tuesday and Sunday performances for ticketed patrons with visual disabilities. Service provides verbal readings of the Program and synopsis of the opera, along with a “Play-by-Play” description of the action onstage during the performance.

Backstage Tours
TOTAL REACH: 300
Free of charge, patrons can discover the magic backstage where they can see all of the pre-performance bustle.

Community Conversations
TOTAL REACH: 815
Free thought-provoking collaborations discussing the powerful themes in the opera season.

Opera Lectures to Community Groups
TOTAL REACH: 3,366

Opera Exposed!
TOTAL REACH: 1,430
Community outreach program performing around the county.

Opera Insights Series
TOTAL REACH: 240
In-depth opera lecture series at San Diego Regional Libraries.

Pre-Opera Lectures
TOTAL REACH: 8,233
Enlightening and insightful 25-minute lectures before each performance in the Civic Theatre, free for ticket holders.

Stars in the Salon
TOTAL REACH: 1,115
Free and open to the public, world-class opera stars and directors share behind-the-scenes stories and answer audience questions.

Taste of Opera & Pre-Opera Dinner Lectures
TOTAL REACH: 445
Creatively-themed pairings of cuisine and opera discussions at local restaurants and Great News! Cooking School.

Opera On the Concourse
TOTAL REACH: 960
Live concert on the Civic Center concourse featuring opera stars from the season.

ONLINE & MULTIMEDIA PROGRAMS

Operapaedia Website
TOTAL REACH: 4,357
Operapaedia is an online encyclopedia which provides a collection of articles giving background on the opera season, plus a large amount of information on opera in general.

Video Podcasts - Downloads
TOTAL REACH: 19,256
Dr. Nicolas Reveles introduces you to the upcoming season with these informative and entertaining video podcasts.

Radio/Web Live Broadcasts
TOTAL REACH: 57,000*
Enjoy the excitement of live broadcasts from the opening night performances of each of our four productions.
*Estimated based on KPBS Listenership

Operatalk! TV Program
TOTAL REACH: 5,830
Dr. Reveles takes you on an intriguing journey though the story, music and history of each opera. You’ll pick up rich insight into the structure and composition of the music, along with recommendations of the best recordings. Broadcast on UCSD-TV as well as available online.

Opera Spotlight TV Program
TOTAL REACH: 10,000
A unique look behind-the-scenes at how the singers, directors, conductor and crew work together to create each opera, plus a sneak peek at rehearsal footage and exclusive interviews with the stars. Broadcast on UCSD-TV as well as available online.

Facebook - Followers
TOTAL REACH: 14,789

Twitter - Followers
TOTAL REACH: 13,500

2014-2015 EDUCATION & COMMUNITY ENGAGEMENT PROGRAMS
TOTAL REACH: 155,829
2014-2015 BOARD OF DIRECTORS

OFFICERS
Carol Lazier, President
Courtney Ann Coyle, Executive Vice President
James A. Merritt, Vice President, Finance
Frances R. Marshall, Secretary/Parliamentarian

MEMBERS AT LARGE
Robert B. Horsman
David E. Kleinfeld
Sarah B. Marsh-Rebelo
Anita Norton
Gloria Rasmussen
Joe Watkins

DIRECTORS
David Brenner, M.D.
Candace Carroll
Teresa Fischlowitz
Nathan Fletcher
Kathryn Hattox
Karl Hostetler, M.D.

John Ippolito
Ann Irwin
Robert H. Kaplan, Ph.D.
Sandra Joy Lawhon
Matthew Leivo
Alex Lukianov
Zandra Rhodes
Thomas Shiftan, M.D.
Linda Spuck
Tony Thornley

2015-2016 SEASON

TOSCA
Giacomo Puccini
February 13, 16, 19, 21, 2016
San Diego Civic Theatre

MADAMA BUTTERFLY
Giacomo Puccini
April 16, 19, 22, 24, 2016
San Diego Civic Theatre

GREAT SCOTT
West Coast Premiere
Music by Jake Heggie
Libretto by Terrence McNally
May 7, 10, 13, 15, 2016
San Diego Civic Theatre

2015-2016 SPECIAL EVENTS

RENÉ BARBERA
IN RECITAL
with Cheryl Cellon Lindquist, pianist
The Polly Puterbaugh Emerging Artist Award Recital
September 19, 2015
Balboa Theatre

PATRICIA RACETTE:
DIVA ON DETOUR
November 14, 2015
Balboa Theatre

FERRUCCIO FURLANETTO
IN CONCERT
March 5, 2016
Jacobs Music Center - Copley Symphony Hall