No arts or cultural institution can survive at any time without support; we all know how critical it is, especially now. Thank you so much for your loyal patronage this past year and being a part of the preservation of our art form right here in San Diego!

Our immediate past president, David Kleinfeld, served during some of our most challenging times as the economy continued to be unreliable, funding became increasingly difficult, and opera companies around the country were forced to turn to borrowed money and lines-of-credit to remain stable. Led by David’s guidance and counsel, the board courageously considered many options and made difficult decisions, decisions which have allowed your Company to enter the 2011/2012 season without debt, and still stable.

Opera is expensive and cannot be compared with the other performing arts as it is labor intensive and the number of people needed to staff a production is unequalled in theatre or symphony. We need an orchestra, chorus, a conductor, stage director, designers, sets and costumes, dressers, wig and makeup, electricians, and stagehands, among others. The numbers are considerable. For example, Turandot had more than 350 people on the theatre payroll every night. There are no weekly salaries and artists are paid by the performance. Nevertheless, as you have heard, San Diego Opera closed the 2010 year with a balanced budget and has also done so for 2011, continuing a record of 27 consecutive years of balanced budgets.

It is you, as ticket buyers and donors, who close the income gap between the true cost of production and box office income. Without your continued loyalty, there might not be professional opera in our city.

In these difficult financial times, we have made the decision never to lower standards. But delivering those standards is not always easy, and we ask for your continued support and generosity.

We have a bright future ahead as we approach our fiftieth Anniversary in 2015. Under the committed leadership of our current President, Karen Cohn, we have much to be proud of in our exciting 2012 season. We are thrilled you are a part of the opera family and we’ll see you at the opera!

Ian Campbell, General Director and Artistic Director
San Diego Opera is ranked among the top opera companies in the U.S. thanks to the company’s reputation for excellence in artistic values and sound fiscal management. Our phenomenally dedicated board of community leaders and staff work tirelessly to keep the budget balanced while maintaining the highest artistic quality.

The best international singers, conductors, directors and designers consider San Diego Opera one of the leading opera houses in the world, joining the ranks of the Metropolitan Opera, Vienna and La Scala. Many look forward to making their debuts with such an excellent company, as well as returning for many years.

At San Diego Opera, education is a top priority, reaching over 35,000 people a year through our education and outreach programs. Thanks to special funding from the Maxwell H. Gluck Foundation, free bus transportation and free tickets are now provided to school children throughout San Diego County. As a result, 12,000 students will attend a final dress rehearsal in 2012. In addition, over 2,000 tickets to select San Diego Opera performances will be offered at reduced rates to local college students as a result of the Student Ticket Initiative underwriting provided by our patrons.

As we look back on 2011, we are all very excited about the upcoming 2012 season kicking off with the seductive production of *Salome*, starring Lise Lindstrom and Greer Grimsley. This season also features the West Coast Premiere of the dazzling *Moby-Dick*, the wacky Wild West production of *Don Pasquale* and *The Barber of Seville*, a huge crowd favorite and a great way to end our season! I’m particularly excited to not only hear the famous Renée Fleming perform at our benefit concert in March, but to see her afterward at the dinner for premiere patrons. The opera is tremendously fortunate that our wonderful friends, Conrad Prebys and Debbie Turner, have made it possible to bring this celebrated performer back to San Diego.

Karen Cohn, Board President

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*2011 Carmen with Nina Surguladze (Carmen). Photo by Cory Weaver*
SAN DIEGO OPERA FACTS AT A GLANCE

Status: Not-for-profit
Year founded: 1965
President of Board: Karen S. Cohn
Immediate Past President: David E. Kleinfeld
General Director and Artistic Director: Ian D. Campbell
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: 44
Part-time employees; 233
Chorus: 116
Orchestra: 55 to 75 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: 40 plus two Life Directors
Advisory Board: 116 members
Volunteers: 236
2010/2011 Volunteer hours: 10,000
2010/2011 Operating expenses: $15,756,888
Paid Attendance: 40,148
Educational events: 150
Attendees at educational events: 60,000
Student attendance at performances and dress rehearsals: 14,000
Administrative offices: 1200 Third Avenue, 18th Floor, Civic Center Plaza, San Diego, CA 92101
Scenic Studio & Warehouse: 3094 Commercial Street, San Diego, CA 92102
Costume Shop: 1200 Third Avenue, Civic Center Plaza, San Diego, CA 92101
Performance venue: San Diego Civic Center, 3rd and B Streets, San Diego, CA 92101
Seating Capacity: 2,877 (for Opera)

SAN DIEGO OPERA MISSION STATEMENT

San Diego Opera is dedicated to producing opera and vocal arts of the highest artistic caliber that enrich local community life. Through extensive education and outreach activities, we strive to make opera engaging and accessible for everyone.

2011 Der Rosenkavalier with Twyla Robinson (Marschallin), Andrew Greenan (Baron Ochs) and Anke Vondung (Octavian).
Photo by Cory Weaver
San Diego Opera is a 501(c)3, not-for-profit organization incorporated in the state of California that produces four productions and sixteen performances throughout the five month season (January - May) downtown in the San Diego Civic Theatre. 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 finished the 2011 fiscal year with a balanced budget thanks, in part, to the generosity of donors, efficiencies by the production team and the planned release from the Kroc Production Fund. San Diego Opera's financial statements are audited on an annual basis.

### Income Breakdown

- **Turandot**: 35%
- **Rosenkavalier**: 61%
- **Faust**: 4%
- **Carmen**: 4%

- **Earned Income**: $5,915,548
  - (Tickets, Scenic Studio, Investment Income, Other)

- **Operating Expenses**: $15,756,888
  - (Production, Administration, Development, Marketing, etc)

- **(Deficit to Fund) / Excess**: $(9,841,340)

### Contributed Support

- **Contributed Support**: $9,337,038
  - (Annual Fund, Government, Gala, Net Assets Released)

- **Other Changes in Net Assets**: $506,400
  - (Investment Gains & Losses, Change in Value of Gift Annuities)

- **(Deficiency) / Excess**: $2,098
SAN DIEGO OPERA’S 2010/11 DONORS

THE VITERBI FAMILY
2011 INTERNATIONAL SEASON SPONSOR

TURANDOT
Iris and Matthew Strauss, Title Co-Sponsors
Jeanne Jones and Don Breitenberg, and the Kathryn Fishback Foundation, Producers’ Circle Sponsors
Mary Keough Lyman, Producers’ Circle Sponsor
Cynthia and Bill Ruddy, Producers’ Circle Sponsors
The Staver Family, in loving memory of their parents, Marian and Ralph, Producers’ Circle Sponsors
U.S. Bank, Corporate Producing Partner

DER ROSENKAVALIER
‘In Loving Memory of Muriel S. Gluck’ Title Sponsorship
Carol Lazier, Title Co-Sponsor
Faye Wilson, Title Co-Sponsor
Merle and Teresa Fischlowitz, Producers’ Circle Sponsors
Ruth and Ron Leonardi, Producers’ Circle Sponsors
American Express, Corporate Producing Partner

FAUST
Anonymous, Title Co-Sponsor
Peri and Peg Urvek, Title Co-Sponsors
In Memory of Harle Montgomery, Producers’ Circle Sponsors
Moses Urbano, Producers’ Circle Sponsor
Sheryl and Harvey White, Producers’ Circle Sponsors
Goodwin Procter LLP, Corporate Producing Partner

CARMEN
Alex and Katya Lukianov, Producers’ Circle Sponsors
Teresa Norton and Tom Paine, Producers’ Circle Sponsors
Colette Carson Royston and Ivor Royston, Producers’ Circle Sponsors
Northern Trust, Corporate Producing Partner

2011 Turandot with Lise Lindstrom (Turandot), Photo by Cory Weaver
San Diego area students attend San Diego Opera through the Student Ticket Initiative.

Military Night brought many newcomers to San Diego Opera.

Pre-Opera lectures with Dr. Nicolas Reveles, San Diego Opera’s Geisel Director of Education and Outreach, drew thousands throughout the 2011 Season. Photo by Cory Weaver
2011 *Carmen* with Nino Surguladze (Carmen) and Richard Leech (Don José)

2011 *Turandot* with Carlo Ventre (Calaf)

2011 *Turandot* with Joseph Hu (Pong), Jeff Mattsey (Ping) and Joel Sorensen (Pang)

2011 *Faust* with Stephen Costello (Faust) and Ailyn Pérez (Marguerite)

2011 *Der Rosenkavalier* with Twyla Robinson (Marschallin)