

Curtis
Faculty
Handbook
2025/26

Faculty Handbook Revisions

Welcome to the updated Faculty Handbook. Please refer to and familiarize yourself with the following important resources for the current school year. Sections will be revised periodically, and you will be informed when changes or additions are posted.

Table of Contents

Faculty Handbook Revisions.....	1
Table of Contents.....	3
Curtis Mission Statement.....	5
Curtis Core Values.....	5
Letter from the Provost.....	6
Introduction.....	8
Joining Curtis.....	9
Employment Policies.....	10
Equal Employment Opportunity, Non-Discrimination and Harassment Policy.....	10
General.....	10
Harassment Policy.....	11
Americans With Disabilities Act Policy.....	15
Pregnancy Accommodation.....	16
Lactation Policy.....	16
Accommodation of Religious Beliefs, Practices and Observances.....	17
Code of Conduct and Ethics.....	17
Fraud Policy.....	18
Relationships Policy.....	21
Title IX at Curtis.....	22
Academic Calendar and Events.....	23
All Faculty.....	23
Milton L. Rock Resource Center.....	23
Internal Communication.....	25
Curtis Online.....	27
Student Wellness.....	28
Student Release Requests.....	30
Academic Honesty Policy.....	32

Travel and Hotels	32
Faculty Orientation	33
Communications and Marketing Resources.....	34
Press Policies	35
Performance Faculty	36
Lessons, Coachings, and Studio Classes.....	38
Master Classes.....	40
Student Recital Authorization	40
Academic Faculty	41
Academic Integrity.....	42
Course Materials	42
Classrooms.....	43
Syllabi.....	44
Guest Speakers and Field Trips	49
Faculty Offices.....	50
Student Attendance	50
Working at Curtis	51
Faculty Absences from Work.....	57
Safety and Security	63
Inclement Weather	66
International Student Information	67
Staff Directory	68
Log-in Protocol for Faculty	68
Copyright Guide.....	68
Appendices	71
Appendix A.....	71
Appendix B.....	75
Annual Conflict of Interest Disclosure Form for Employees.....	80
Faculty Handbook Acknowledgment.....	81

Curtis Mission Statement

To educate and train exceptionally gifted young musicians to engage a local and global community through the highest level of artistry.

Curtis Core Values

Pursuit of Excellence: Honoring the Process

Learn by Doing: Prioritizing Experiences that Help Students Grow

Community: Amplifying Our Impact Inside and Out

Collaboration: Breaking Down Silos to Build Something Greater

Letter from the Provost

Dear Curtis faculty,

Welcome back – I hope you all had productive and restorative summers. I’m deeply grateful for the chance to work with you in this first year of a new century at Curtis. Mary Louise Curtis Bok insisted that Curtis students learn from the “world’s finest artist teachers,” and in all of you, her vision is very much alive.

I am inspired by Mary Louise’s pioneering spirit, and in particular her hope that Curtis would “develop musical leaders.” As we look ahead to the next century of our art form, I am grateful to each of you who have offered to provide insight as Curtis articulates a new strategic plan, completes its self-study for the Middle States Commission for Higher Education, and invests in the development of the total Curtis curriculum.

We have worked to prepare this year collaboratively, with the great benefit of faculty insight. At the request of faculty council, we began issuing multi-year faculty contracts, which we will build on in future years. In my conversations with you this spring and summer, balancing student time was a point of emphasis. As a result, the required performance load this year has been thoughtfully curated with no double cast operas, one fewer new music ensemble concert, and a week off orchestra activities after each of our three CSO concerts.

Curtis’ new musical studies curriculum, which will launch for our first-year students this fall, leans into Curtis’ individualized teaching model through one-on-one tutorials, small seminars, and thematically integrated coursework, while reducing the number of required classroom hours for incoming students from nine to five per week. I am excited to see how this approach will encourage Curtis students to take ownership of a holistic education that connects musical training with historical, cultural, and societal contexts to help our young musicians develop as reflective and well-rounded artists.

Throughout the year, we will look to refine our curriculum in ways that further Curtis’ commitment to individualized learning environments and curricular pathways, further empowering students to develop their unique voices. By integrating the total curriculum, streamlining requirements, and offering new flexibility and approaches to assessment, we will create necessary space for curiosity, creativity, and critical thinking. We hope the total curriculum will inspire growth through critical encounters with tradition and contact with contemporary creative leaders, enabling students to explore the intersections of artistry, leadership, and cultural impact across disciplines and in all their learning opportunities.

We aim to empower Curtis students to incubate and realize their own creative ideas, becoming global ambassadors for the art form.

As faculty members at Curtis, you are the role models and mentors Curtis students depend on as they grow – not just as artists, but as people. This revised handbook contains detailed information about student wellness resources, as well as resources for international students. I ask that you review these sections carefully so that we can all help ensure each Curtis student thrives in Curtis’ nurturing learning environment.

This handbook also represents an effort to articulate the policies and best practices that have defined our work as faculty members at Curtis. I would like to draw your attention to one change: as we leave the pandemic farther behind, Curtis is now officially committing to an in-person model for performance instruction. This change codifies existing faculty best practices and is responsive to the broadly held belief that there is no substitute for in-person instruction on the instrument. If you have any further questions about how this new policy is framed or need to request accommodations for exceptional circumstances, please reach out to me at any time.

I greatly look forward to being in community with all of you in this new school year. I hope to explore together some of the creative ideas you all shared in our meetings this summer – I am particularly inspired by the call for more collaboration across departments. Thank you for everything you do for our students and each other, and for making Curtis such a special place to teach and learn.

All best and till soon,

A handwritten signature in black ink, appearing to read "Nick DiBerardino". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Nick DiBerardino

Introduction

This Faculty Handbook has been prepared to communicate Curtis' general policies and procedures to faculty members. It is designed to be used as a reference for a broad range of issues, but it is not, and should not be viewed as, an all-inclusive resource.

This Faculty Handbook is not a contract of employment between Curtis and you, or Curtis and any other employee. This Faculty Handbook does not contain or make any promises, either express or implied, that your employment, or the employment of anyone else, with Curtis is for any period of time or duration.

Curtis reserves the right to modify, amend, or eliminate any or all of its policies, procedures, and benefits, at any time, with or without prior notice, in its sole discretion. Curtis also retains the right and responsibility to manage its business affairs; make all business-related and employment-related decisions; and establish, interpret, and apply its policies, procedures, and benefits as it deems appropriate.

This Faculty Handbook supersedes and replaces any prior handbooks.

Joining Curtis

Curtis Photo ID

Curtis issues photo ID cards to all employees. This card must be obtained from Steve Casciano, senior director of facilities and campus safety. Your ID card identifies you as an employee of Curtis and serves as your pass into our facilities and offices. It must be available for inspection and identification purposes at all times. The loss or damage of your ID card must be reported immediately to the senior director of facility operations and campus safety. All ID cards remain the property of Curtis and must be returned to Curtis upon termination of employment, layoff, or at other times as directed. Employees who permit others to wear or use their ID cards are subject to disciplinary action, up to and including discharge from employment.

Immigration Reform and Control Act

The Immigration Reform and Control Act makes it unlawful for Curtis to hire any person who is not legally authorized to work in the United States. Upon hire, new employees will be required to complete an I-9 form and provide documentation of citizenship or eligibility to work in the United States. Employees who have requisite work visas will be required to maintain current visas and provide the vice president of people and culture with up-to-date information.

Minimum Age

All full-time employees must be eighteen (18) years of age or older or a high-school graduate seventeen (17) years of age. In certain circumstances individuals under eighteen years of age may be employed subject to the requirements of state and federal law. Individuals under eighteen years of age may be employed in theatrical productions, musical recitals, or concerts; however, state regulations impose certain restrictions and Curtis must abide by those requirements. The vice president of people and culture should be consulted for further information.

Background and Criminal Checks

Each employee's hire is subject to written consent for a background and criminal check. Curtis will ensure that all background checks are held in compliance with all federal and state statutes, such as the Fair Credit Reporting Act. In accordance with applicable laws, if the background and criminal check indicates prior or current criminal charges and/or convictions, Curtis reserves the right to deny employment. In addition, staff, faculty,

students, volunteers, and outside contractors who have contact with minors must successfully pass Pennsylvania's Act 153 requirements.

Employment Policies

Equal Employment Opportunity, Non-Discrimination and Harassment Policy

General

Curtis is committed to providing an educational and employment environment that is free from discrimination based on protected characteristics (as defined herein), harassment, and retaliation for engaging in protected activity. Curtis is committed to providing a work environment in which all employees are treated with respect and dignity. Curtis is an equal opportunity employer, which means we are committed to providing equal employment opportunity to all employees and applicants, without regard to age (40 and older), sex, sexual orientation, race, color, religion, national origin, handicap or disability, ancestry, ethnicity, domestic or sexual violence victim status, familial status, military or veteran status, pregnancy, marital status, creed, religion, genetic information, genetic tests and information or any other characteristic protected by federal, state, or local laws (collectively, "Protected Characteristics"). This policy applies to all terms and conditions of employment including, but not limited to, recruitment, hiring, placement, promotion, termination, layoff, leaves of absence, compensation, benefits, discipline and training.

Curtis prohibits discrimination and harassment because of these Protected Characteristics. Curtis takes active measures to prevent such conduct and investigates and takes remedial action when appropriate.

Complaint Procedure

If you experience or observe any incident or situation that you believe involves discrimination, harassment (as more specifically set out below), retaliation (as more specifically set out below), or a violation of equal employment opportunity laws, you should promptly notify your supervisor or a member of Curtis' management, in order to give Curtis an opportunity to take appropriate action. If a supervisor or anyone else in Curtis' management is involved in the incident or situation or does not respond to or act upon your complaint or the information provided by you, you are expected to notify the vice president of people and culture.

This policy applies whether the person engaging in the unlawful conduct described above is a coworker, a member of management, a faculty member, a contractor, a visitor, or

anyone who you may come in contact with at Curtis or through your employment with Curtis.

Investigations

Curtis will investigate promptly any claim of discrimination, harassment, or retaliation. The amount of time necessary for completion of any such investigation will depend upon the circumstances, including, but not limited to, the availability and number of witnesses, the scope of the investigation, and the schedule of the vice president of people and culture. Investigations will be conducted in a manner that considers issues of confidentiality; however, confidentiality cannot be assured as information concerning the incident or situation, and any investigation, may be disclosed to others including, without limitation, witnesses, people accused of wrongdoing, other people with pertinent information, members of management who have a need to know, and government agencies involved in enforcing equal employment opportunity laws.

Remedial and Disciplinary Action

If Curtis determines that unlawful discrimination, harassment, or retaliation has occurred, or that unacceptable harassment or unprofessional conduct has occurred that would not violate any law, Curtis may impose such corrective action, remedial measures, and disciplinary action, if any, as it deems appropriate, and such disciplinary action may include discharge from employment.

Resolution

Curtis will determine who will be informed of its final decisions in connection with any complaint or report under this policy, and in connection with any remedial, corrective, or disciplinary action as a result of any investigation or inquiry into any such complaint or report.

Harassment Policy

Curtis complies with all laws that prohibit harassment or the creation of a hostile work environment based on any Protected Characteristics, and other forms of impermissible harassment or discrimination of any employee or applicant for employment.

The use of sexual, racial, age, or ethnic epithets or other demeaning or derogatory words or actions based upon someone's Protected Characteristics is not permitted in connection with, or affecting, employment at Curtis whether or not the use of such terms or such actions would alone violate any law. Each reported complaint will be investigated as

described above. The remedial and disciplinary action and resolution provisions set forth above will apply to matters covered by this harassment policy.

Sexual Harassment

Curtis strives to maintain a safe and healthy work environment and is cognizant of the fact that, too often, a work environment can be disrupted by outside forces. Sexual harassment and sexual offense are among the most pernicious, unreported, and under-reported outside forces that may intrude upon a work environment. Sexual offenses, whether they are in the form of rape, acquaintance rape or other forcible or non-forcible sex offenses, occur at an alarming rate on or near campuses across the nation. No employee should be subjected to the indignity and bodily violation that accompanies sex offenses. No employee should be the victim of sexual harassment. Curtis complies with Title IX of the Education Amendments Act of 1972 and its implementing federal regulations and prohibits any action or conduct that constitutes sexual harassment. Such actions would subject an employee to corrective, remedial, or disciplinary action for unacceptable and unprofessional behavior.

The Curtis Institute of Music is committed to protecting the rights and dignity of all and seeks to maintain an environment that is free from all forms of harassment and discrimination.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: (1) submission to such conduct is made either explicitly or implicitly as a term or condition of an individual's employment or academic advancement; (2) submission to, or rejection of, such conduct by an individual is used as the basis for employment decisions or academic decisions affecting such individual; or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work or academic environment.

While it is not possible to identify every act that constitutes or may constitute sexual harassment, the following types of actions may constitute sexual harassment, whether the harasser is a co-worker, supervisor, student or faculty member:

- demand for sexual favors accompanied by implied threats about the person's employment status, or implied promises of preferential treatment;
- persistent, unwelcome flirtation, requests for dates, or advances or propositions of a sexual nature;

- unwanted touching such as patting, pinching, hugging, or repeated brushing against an individual's body;
- repeated degrading or insulting comments that demean an individual's sexuality or sex;
- lewd or derogatory comments or jokes;
- obscene letters, notes, emails, invitations, photographs, cartoons, articles, or other written or pictorial materials of a sexual nature.
- stalking, repeated and unwanted attention, harassment, or contact directed at someone that would cause a reasonable person to be alarmed or be in fear of harm or injury, including physical, psychological or emotional harm. This includes cyber-stalking on the internet or on cell phones.

Sexual Violence and Assault

The Curtis Institute of Music will not tolerate sexual violence in any form, including sexual assault, domestic violence, dating violence, and rape. Sexual violence includes a range of behaviors in which an act of a sexual nature is taken against another person without her or his consent or when he or she is unable to consent. Important definitions appear below.

Sexual Assault (including but not limited to rape) is defined as having committed any of the following acts:

- any physical sexual contact that involves the use or threat of force or violence or any other form of coercion or intimidation; and/or
- any physical sexual contact with a person who is unable to consent due to incapacity or impairment, mental or physical. "Incapacity" or "impairment" includes but is not limited to being under the influence of alcohol or drugs or being too young to consent.

Rape is defined as sexual assault involving an act of penetration and includes acquaintance rape (i.e., assailant and victim know each other).

Non-forcible Sex Acts include unlawful sex acts where consent is not relevant, such as sexual contact with an individual under the statutory age of consent as defined by Pennsylvania law. In Pennsylvania, the age of consent is **16**. If the minor is under the age of **18**, the adult can be charged with corruption of a minor.

Consent is an affirmative decision to engage in mutually agreed-upon sexual activity and is given by clear words or actions. Consent may not be inferred from silence, passivity, or lack of resistance alone.

In determining whether the alleged conduct violates this policy, consideration will be given to the totality of circumstances, including the nature of the sexual conduct and the context in which the alleged incident occurred.

Sexual violence includes but is not limited to: (a) the unwanted touching or attempted touching of a person's breast/chest, buttocks, inner thighs, or genitalia; or (b) forced penetration of another person's oral, anal or genital opening with a body part or any object. These acts can be referred to as sexual violence, and in some cases, rape. The terms "acquaintance rape" and "date rape" are often used to describe an act of sexual violence that is committed by someone the victim knows or is acquainted with.

Sexual violence occurs when a sexual act is committed by: (a) physical force, violence, or threats; (b) coercion or intimidation; (c) ignoring objections of another person; (d) causing another's intoxication or impairment through the use of alcohol or drugs; or (e) taking advantage of another person's incapacitation, unconsciousness, state of intimidation, helplessness, or other inability to consent; (f) violating statutory rape laws. An individual's perceived consent to sexual activity may be invalidated because of circumstances or the behavior of the other. Examples of such situations include but are not limited to: incompetence; impairment from alcohol /or other drugs; fear; unconsciousness; intimidation; coercion; confinement; isolation; or mental or physical impairment.

This policy is in accordance with the Pennsylvania state law which states sexual offenses are illegal and punishable by law. These offenses include: rape; statutory sexual assault; sexual assault; involuntary deviate sexual intercourse; institutional sexual assault; aggravated indecent assault; indecent assault; and indecent exposure.

Other Harassment

Other workplace harassment is verbal or physical conduct that insults or shows hostility or aversion towards an individual because of the individual's membership in a protected class.

Again, while it is not possible to list all the circumstances that may constitute other forms of workplace harassment, the following are some examples of conduct that may constitute workplace harassment:

- The use of disparaging or abusive words or phrases, slurs, negative stereotyping, or threatening, intimidating, or hostile acts that relate to any of the Protected Categories;

- Written or graphic material that insults, stereotypes, or shows aversion or hostility towards an individual or group because of one of the Protected Categories and that is placed on walls, bulletin boards, or elsewhere on our premises, in emails or voicemails, or otherwise circulated in the workplace; and
- A display of symbols, slogans, or items that are associated with hate or intolerance towards any select group.

Nonretaliation

Curtis prohibits retaliation made against anyone who lodges a good-faith complaint under this policy, including any complaint of discrimination, harassment, or sexual misconduct. Should an employee believe he or she has a complaint of discrimination, harassment, or retaliation, the Curtis administration encourages the employee to contact the president, the provost and dean, or the vice president of people and culture to confidentially discuss the matter. The complaint will immediately be investigated, and Curtis will take corrective actions as deemed warranted. Individuals who retaliate against someone for making a complaint or participating in the investigation of a complaint will be subject to disciplinary action, up to and including a discharge from employment.

Americans With Disabilities Act Policy

Curtis does not discriminate against qualified individuals with disabilities in regard to application procedures, hiring, advancement, discharge, compensation, training or other terms, conditions and privileges of employment.

Additionally, the Americans with Disabilities Act (ADA) and applicable state/local laws require employers to reasonably accommodate qualified individuals with disabilities. It is the policy of Curtis to comply with all federal, state and local laws concerning the employment of persons with disabilities. Curtis will reasonably accommodate qualified individuals with a disability so that they can perform the essential functions of the job, unless to do so would be an undue hardship on Curtis. An individual, who can be reasonably accommodated for the job, without undue hardship, will be given the same consideration for that position as any other employee or applicant. The process of providing reasonable accommodation is interactive, requiring action from the employee and Curtis. If you believe you need a reasonable accommodation to perform your job, including, but not limited to, a pregnancy-related reasonable accommodation, it is important you contact the vice president of people and culture.

In accordance with the ADA and applicable state/local law, all employee medical records in Curtis' possession will be kept confidential to the fullest extent reasonably possible.

Pregnancy Accommodation

Curtis will provide reasonable accommodations for an employee's known limitations related to pregnancy, childbirth, or related medical conditions, unless doing so would cause an undue hardship for Curtis.

Curtis will not require any employee to accept an accommodation under this policy without engaging in a discussion with the employee about their needs, nor will Curtis require an employee to take leave if another reasonable accommodation is available, would allow the employee to keep working, and would not cause undue hardship on Curtis.

Retaliation against any employee for requesting or using an accommodation under this policy, or who reports or opposes unlawful discrimination or participates in an investigation related to an alleged violation of this policy, is strictly prohibited. Any employee who believes they have been subjected to retaliation or that their rights under this policy have been interfered with must immediately report the retaliation or interference to the vice president of people and culture.

Lactation Policy

Curtis supports and encourages the practice of breastfeeding and the expression of breast milk by employees who are breastfeeding when they return to work after giving birth. Additionally, it is Curtis' policy to prohibit discrimination and harassment of breastfeeding employees who exercise their rights under this policy.

Upon return to work after the birth of a child and for one year thereafter, breastfeeding employees shall be allowed reasonable time to express milk during work hours. Employees planning to express milk during work hours should give Curtis notice in advance so that Curtis can make the necessary accommodations to ensure a private space for breastfeeding. If you need breastfeeding accommodation, please contact the vice president of people and culture.

Employees are not expected to use the restroom for expressing milk.

An area in Curtis' refrigerators will be available for the specific storage of breast milk. Any breast milk stored in the refrigerator must be labeled with the name of the employee and

the date of expressing the breast milk. Any nonconforming products stored in the refrigerator may be disposed of. Employees storing milk in the refrigerator assume all responsibility for the safety of the milk and the risk of harm for any reason, including improper storage, refrigeration, and tampering.

Accommodation of Religious Beliefs, Practices and Observances

Curtis offers equal employment opportunity and does not discriminate against employees based on their religious beliefs, practices and observances. Curtis provides reasonable accommodation for its employees' sincerely held religious beliefs, practice and observances to the extent that such an accommodation would not pose an undue hardship on Curtis' operations. If you wish to request such an accommodation, please contact the vice president of people and culture.

Code of Conduct and Ethics

Curtis enjoys an excellent reputation, which it has earned through the individual efforts of its faculty, staff, and students. Curtis expects all members of the Curtis community to fulfill their responsibilities and to maintain the highest ethical standards in order to preserve Curtis' reputation.

Each employee of Curtis shall adhere to professional and ethical standards of behavior and use principles including integrity, respect, acceptance of diversity, dedication, and collaboration in every action taken or decision made on behalf of Curtis. Any deviation from the policies and procedures outlined may be grounds for disciplinary action, including, but not limited to, a written warning, an unpaid suspension from work, or discharge from employment, as management deems appropriate.

Serious infractions or departures from acceptable employee conduct, whether occurring off-duty or at work, may result in prompt discharge from employment. Following is a non-exhaustive list of examples of serious infractions. Since there will undoubtedly be situations that are not specifically covered in this list, every employee must keep ethical and professional standards in mind in all decisions and actions in which they are involved at Curtis or that affect Curtis:

- dishonesty of any kind
- violent or threatening behavior of any kind

- unlawful manufacture, distribution, dispensing, possession, purchase, transfer, sale, or use of a controlled substance or other drug (including, for example, illegal drugs or legal drugs not legally obtained or not being used for prescribed purposes), or unauthorized alcohol on Curtis property, while at work for Curtis, or during participation in any activities of Curtis, regardless of whether such activities take place on or off the property of Curtis
- the failure to give written notification to the vice president of people and culture of any conviction for a violation of a criminal drug statute occurring in the workplace within five (5) calendar days after such conviction
- being at work or on Curtis property in an intoxicated condition or under the influence of alcohol or unlawfully used drugs
- use of alcohol or possession of alcohol while at work or on Curtis property, except in connection with a social event authorized by Curtis
- theft or misappropriation of any Curtis property or the property of any of its employees, faculty, students, or vendors
- willful abuse or destruction of any Curtis property or the property of any of its employees, faculty, students, or vendors
- insubordination
- engaging in conduct that constitutes unlawful discrimination, harassment, or retaliation
- unprofessional or unacceptable conduct constituting discrimination, harassment or retaliation in violation of Curtis policy
- misrepresentation in obtaining employment with Curtis
- tardiness or absenteeism that is abusive, excessive, or repetitive as defined by the employee's supervisor, provided that such behavior is not protected by the Family and Medical Leave Act or any other applicable law
- breach of confidentiality
- nondisclosed conflict of interest

Fraud Policy

The fraud policy was established to facilitate the development of controls that will aid in the detection and prevention of fraud against the Curtis Institute of Music. It is the intent of Curtis to promote consistent organizational behavior by providing guidelines and assigning responsibility for the development of controls and conduct of investigations.

This policy applies to any irregularity, or suspected irregularity, involving employees as well as trustees, consultants, vendors, contractors, outside agencies doing business with employees of such agencies, and/or any other parties with a business relationship with Curtis.

Any investigative activity required will be conducted without regard to the suspected wrongdoer's length of service, position/title, or relationship to Curtis.

Management is responsible for the detection and prevention of fraud, misappropriations, and other irregularities. Fraud is defined as the intentional false representation or concealment of a material fact for the purpose of inducing another to act upon it to his or her injury. Each member of management will be familiar with the types of improprieties that might occur within his or her area of responsibility and be alert for any indication of irregularity. Any irregularity that is detected or suspected must be reported immediately.

The terms defalcation, misappropriation, and other fiscal irregularities refer to, but are not limited to:

- any dishonest or fraudulent act;
- misappropriations of funds, securities, supplies, or other assets;
- impropriety in the handling or reporting of money or financial transactions;
- accepting or seeking anything of material value from contractors, vendors, or persons; providing services/materials to Curtis with the exception of gifts less than \$50 in value;
- destruction, removal, or inappropriate use of records, furniture, fixtures, and equipment; and
- any similar or related activity

Irregularities concerning an employee's moral, ethical or behavioral conduct should be resolved by departmental management and the human resources committee of the board of trustees.

If there is any question as to whether an action constitutes fraud, contact the vice president of people and culture for guidance.

Any irregularity that is detected or suspected must be reported immediately to any of the following persons by telephone or by letter addressed to any of them at the Curtis Institute of Music, 1726 Locust Street, Philadelphia, PA 19103:

- the president and CEO;
- the CFO;

- the vice president for people and culture;
- the chair of the finance committee; and/or
- the vice chairs of the Curtis board of trustees.

Any of the above-mentioned will refer the matter to the Investigative Unit.

The CFO with support from the vice president of people and culture, vice chairs of the board of trustees, and chair of the finance committee (“the Investigative Unit”) have the primary responsibility for the investigation of all suspected fraudulent acts as defined in the policy. If the investigation substantiates that fraudulent activities have occurred, the Investigative Unit will issue reports to appropriate designated personnel and, if appropriate, to the audit committee of the board of trustees.

Decisions to prosecute or refer the examination results to the appropriate law enforcement and/or regulatory agencies for independent investigation will be made in conjunction with legal counsel and senior management, as will final disposition of the case.

It shall be a violation of this policy, and grounds for disciplinary action up to and including termination of employment, for any Curtis employee to discharge, demote, suspend, threaten, harass, or in any other manner retaliate against any Curtis employee by reason of his or her submission in good faith of any report of an irregularity. This policy is not intended to, and does not, create any rights, or any private right of action in any person.

Members of the Investigative Unit will have:

- free and unrestricted access to all Institute records and premises; and
- the authority to examine, copy, and/or remove all or any portion of the contents of files, desks, cabinets, and other storage facilities in the premises without prior knowledge or consent of any individual who might use or have custody of any such items or facilities when it is within the scope of their investigation.

Great care must be taken in the investigation of suspected improprieties or irregularities so as to avoid mistaken accusations or alerting suspected individuals that an investigation is under way.

An employee who discovers or suspects fraudulent activity will contact the Investigative Unit immediately. The employee or other complainant may remain anonymous. All inquiries concerning the activity under investigation from the suspected individual, his or her attorney or representative, or any other inquirer should be directed to the Investigative Unit. No information concerning the status of an investigation will be given out.

The reporting individual should be informed of the following:

- Do not contact the suspected individual in an effort to determine facts or demand restitution.
- Do not discuss the case, facts, suspicions, or allegations with anyone unless specifically asked to do so by the Investigative Unit.

If an investigation results in a recommendation to terminate an individual, the recommendation will be reviewed for approval by the designated representatives from the human resources committee of the board of trustees and, if necessary, by outside legal counsel before any such action is taken. The Investigative Unit does not have the authority to terminate an employee. The decision to terminate an employee is made by senior management. Should the Investigative Unit believe the management decision inappropriate for the facts presented, the facts will be presented to the executive committee of the board of trustees for a decision.

The vice president of people and culture is responsible for the administration, revision, interpretation, and application of this policy. The policy will be reviewed annually and revised as needed.

This policy is a statement of procedures that govern conduct of one aspect of Curtis' operations. It does not constitute a contract of employment. Curtis retains its managerial discretion regarding the interpretation and application of this policy. This policy is subject to change and may be deleted, revised, or updated at any time with or without notice.

Relationships Policy

Relationships Between Students and Faculty or Staff

Under no circumstances should a faculty or staff member enter into a sexual or romantic relationship with a student, even if that student is not under their direct supervision. Not only are such relationships unethical, but they can be professionally detrimental and personally damaging for all parties as well. They can also lead to subsequent disciplinary and legal claims of sexual harassment or assault. Such a relationship, by nature of the fundamental inequality of status and power, is inappropriate. Therefore, Curtis prohibits faculty and staff members from engaging in sexual or romantic relationships with students.

If faculty or staff members find themselves in a supervisory position with a student with whom they have a romantic or sexual history, we ask that they remove themselves

immediately from this situation and discuss the matter confidentially with the president, the provost and dean, or the vice president of people and culture.

It is also inadvisable for faculty and staff members to enter into financial arrangements with students, such as purchasing an instrument, subletting an apartment, or paying for travel expenses. Such arrangements, even though well intended, could expose faculty and staff members to claims of conflict of interest (see Appendix B for Conflict of Interest Policy), coercion, or related concerns.

Relationships Involving Faculty and/or Staff

Faculty and staff are advised that even though a direct supervisory relationship may not exist between parties, even a consensual relationship may create a conflict of interest (see Appendix B for Conflict of Interest Policy). Such relationships can make the professional relationship vulnerable to accusations of unfair or biased treatment.

If faculty or staff members find themselves in a supervisory position with another colleague with whom they have a romantic or sexual history, we ask that they remove themselves immediately from this situation and discuss the matter confidentially with the vice president of people and culture.

Each reported claim will be investigated. The remedial and disciplinary action and resolution provisions set forth above, will apply to violations of, and matters covered by, these policies.

Title IX at Curtis

Enforced by the Office for Civil Rights of the U.S. Department of Education, Title IX of the 1972 Education Amendments states, in part, that “no person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving federal financial assistance.”

Please familiarize yourself with the Title IX resources outlined in Curtis’ [Institutional Policies](#). Questions about Title IX can be addressed to Kimberly Gould, Title IX coordinator.

Academic Calendar and Events

Academic Calendar

View the current academic calendar [here](#). Additional updates will be announced.

Performance Calendar

View the current 2025-2026 large ensemble performance calendar [here](#). OPAS and Asimut will be updated regularly.

Wednesday-Afternoon Tea

Every Wednesday at 3 p.m. throughout the Fall and Spring semesters, a formal tea will be held in the 1726 Common Room for students, faculty, and staff. If you are teaching during that hour, take a break for a few minutes to have tea, snacks, and conversation. If you are passing by, please stop in. Tea offers the Curtis community an important opportunity to come together.

Special Events

The advancement office often sponsors events, including special concerts and milestone commemorations. If you are invited to attend, RSVP promptly so that those responsible can plan properly.

All Faculty

Milton L. Rock Resource Center

The Rock Resource Center comprises the John de Lancie Library and the Curtis Archives. Its mission is to:

- provide Curtis students, faculty, and staff with the best possible collection of printed music, books, periodicals, recordings, and electronic resources needed to fulfill the school's mission;
- promote the Rock Resource Center's holdings through forward thinking and open patron service; and
- preserve and make Curtis' past accessible to the greater Curtis community.

The library and archives are located in the Milton L. Rock Resource Center, 1720 Locust Street. When school is in session, the library hours are Monday through Friday 9 a.m.–5 p.m, and Sunday 12 p.m –5 p.m.

Holdings

The library contains more than 60,000 volumes of musical scores, 10,000 books, subscriptions to 70 digital and print periodicals, more than 30,000 audiovisual recordings, and dozens of electronic resources. The sheet music collection consists of solo and chamber repertoire for all the instrumental and vocal areas of study offered at Curtis, in addition to sheet music facsimiles, study scores, and scholarly collections. The library's book collection consists of holdings in music history, theory and method, literature, art, philosophy, history, social sciences, and references works. The A/V collections include recordings in a variety of formats of recitals performed at Curtis throughout its history, as well as commercial recordings featuring Curtis alumni. The library's electronic resources include sheet music subscription apps, streaming audio and video services, and academic databases. The Curtis Archives collects and maintains historical material related to Curtis' history, including photographs, papers, institutional records, and memorabilia of Curtis alumni, faculty, and staff.

Access to Other Materials

The library accepts requests to obtain materials not already in its collections through an [online form](#). Requested items that cannot be purchased will be borrowed from another library through interlibrary loan.

Using the Collection

New faculty members are invited to meet with one of the librarians for a tour of the collection, including the [Rock Online Catalog \(ROC\)](#) and steps for accessing electronic resources. All faculty members are encouraged to recommend new materials for the collection. Outside researchers seeking access to special collections or archival material should contact library or archives staff. Please note the hours of the library (see above) when you make assignments.

Electronic resources, including streaming audio and video, can be accessed by any Curtis user anywhere via the library's [electronic resources](#) page. A Curtis e-mail username and password is required to access electronic resources. The listening room on the third floor of the library provides equipment for playback of media in a variety of formats, including Bluetooth audio, CD's, DVD's, VHS, and cassettes.

A computer, printer and scanner are available to all patrons in the Sterne Reading Room on the first floor. Quiet study spaces are available throughout the building on a first-come, first-served basis. Please refer to the library's [policies and procedures](#) page for additional information.

Library Instruction Sessions

Librarians are available to help students learn more about how to find repertoire for their instrument or major, conduct research for a paper, or for general information literacy. This can take the form of one-on-one consultations, classroom instruction in person or online, and in-person class visits to the library. Speak with a librarian or email library@curtis.edu for more information or to schedule a session.

Internal Communication

Mailboxes

Faculty mail will be distributed to faculty mailboxes in the Faculty Lounge located on the first floor of 1726 Locust Street. Please check for your mail every time you are at school. This will keep you up-to-date on internal affairs and allow you to respond promptly to those who have tried to reach you at Curtis.

Computers

There are computers for your use in the Faculty Lounge in 1726 Locust Street, Sterne Reading Room (Milton L. Rock Resource Center, 1720 Locust Street, first floor rear) and the Lenfest Hall faculty office (1616 Locust Street, Room 3142).

Printers, Scanners, and Phones

There is a printer and scanner in the Faculty Lounge in 1726 Locust Street Sterne Reading Room (Milton L. Rock Resource Center, 1720 Locust Street, first floor rear) and the Lenfest Hall faculty office (1616 Locust Street, Room 3142). Please read and abide by the copyright guide in this handbook.

Digital Signs

Digital signs (flat-screen television monitors) in Lenfest Hall display upcoming program details, photos of Curtis life, tidbits from the Curtis archives, urgent announcements, emergency messages, weather, and news. Check them on your way in and out to stay up-to-date.

Calendars and Schedules

Where do you need to be and when? Find the answers on [Asimut](#). Here you can check schedules and information for lessons, coachings, rehearsals, performances, master classes, academic classes, and student activities. Sign in using your Curtis e-mail credentials: firstname.lastname and password. (If you do not know your password,

contact techsupport@curtis.edu.) For more information on Asimut, go to “Calendar and Room Reservations” on the Curtis Portal or contact techsupport@curtis.edu.

It is important that you contact Darin Kelly at darin.kelly@curtis.edu to ensure Asimut accurately reflects your teaching schedule. Students depend on Asimut, and Asimut is used as a system of record in the faculty payroll process.

Student Information

The registrar maintains an updated student population document, including student names, years of study, and studio assignments, [here](#).

Wi-Fi

Wi-fi is available in all Curtis buildings. Questions may be directed to techsupport@curtis.edu.

E-mail

To access your Curtis e-mail, open a Web browser (such as Chrome, Safari, or Internet Explorer) and enter: portal.office.com. Enter your e-mail address and click the “Sign in” button. Enter your password to access your mailbox.

All official school correspondence will be sent to your Curtis email. Please check your faculty e-mail regularly, as staff often use it to contact you; and remind your students to check their Curtis e-mail frequently. Student e-mail addresses are firstname.lastname@curtis.edu.

Faculty Biographies

The communications staff maintains a bio for each faculty member in the Faculty section of Curtis.edu. Please send photos, links, and updates or changes to Patricia Johnson, vice president of communications, at patricia.johnson@curtis.edu. Please consider adding a link to Curtis.edu on your website; such connections lead more people to Curtis.

Overtones

The semiannual Curtis magazine, *Overtones*, includes faculty news in its Notations section. Please send updates on your performances, premieres, publications, recordings, appointments, or family milestones to the editorial team by filling out the [online form](#).

Publications

Printed resources are available for you to share information about Curtis as you travel to perform and teach. Reach out to Erika Hollister, marketing specialist, to discuss your specific needs and resource availability.

Performance Tickets

Complimentary seating is available for faculty to most ticketed performances by the Curtis Symphony Orchestra and Curtis Opera Theatre. (In cases where sold-out houses preclude comp tickets, dress rehearsals are often opened to faculty as well as students and staff.) Look for information e-mails prior to each performance, or contact [Amanda Leah Davis](#), associate director, patron experience.

Curtis Online

Useful Links

Please share Curtis online with prospective students, audience members, and supporters. Link to the main website and other relevant channels from your own website.

Main website: <https://www.curtis.edu/>

Library: <https://www.curtis.edu/learn/library/>

Curtis Portal: <https://curtisinstitute.sharepoint.com/>

Academic Calendar: <https://www.curtis.edu/learn/academic-calendar/>

Asimut Calendar: <https://curtis.asimut.net>

Performances: <https://www.curtis.edu/curtis-performances/calendar/>

All-School Project: <https://www.curtis.edu/learn/curriculum/all-school-project/>

Canvas: <https://curtis.instructure.com/>

Facebook (main Curtis account): www.facebook.com/CurtisInstitute

Twitter (main Curtis account): <https://x.com/CurtisInstitute>

YouTube (Curtis channel): www.youtube.com/CurtisInstitute

Instagram (main Curtis account): www.instagram.com/CurtisInstitute

Curtis Portal

The [Curtis Portal](#) contains information and forms for faculty, students, and staff, including:

- [Orchestra assignments](#)
- Forms to request audio-visual services, accompanying, recital dates, piano repair, releases, etc.
- Links to Canvas (supplementary course materials for liberal arts, musical studies, and career studies)
- Academic policies and procedures

Audition Repertoire

Audition repertoire information is posted at www.curtis.edu/apply/audition. Performance faculty who would like to change the required audition repertoire should begin discussing their ideas with departmental colleagues and the dean early, so a decision can be reached in time for the next update. Changes should be given to Kei Fukuda, director of admissions, kei.fukuda@curtis.edu or (215) 717-3158.

Student Wellness

In addition to the information below, please refer to the Student Wellness section of the portal at Curtis.edu/Portal.

Physical Health Care

Primary physical health care for Curtis students is provided by Penn Wellness. All students are encouraged to use Penn Wellness facilities whenever possible. Penn Wellness offers a variety of health services in a university environment. Its medical staff includes general practitioners, adolescent medicine physicians, internists, and a gynecologist, each of whom holds an affiliation within the University of Pennsylvania Medical Center. Penn Wellness has an experienced team of nurses, nurse practitioners, physician assistants, health educators, and sports medicine specialists who can evaluate and treat acute and chronic injuries of musicians, optimizing performance and helping musicians safely return to activity after injury or illness. Penn Wellness is located at 3535 Market Street, Suite 100, and is accessible via SEPTA Bus 21 (18th and Walnut Streets).

Curtis covers the cost of office visits to Penn Wellness, but does not cover laboratory tests, prescriptions, or other such expenses. Students may file insurance claims for

reimbursement of these costs through either Curtis' student health insurance plan or a private insurance plan.

Curtis also provides wellness information concerning dental and eye health plus therapies including chiropractic, massage, physical therapy, and Alexander Technique. Wellness workshops are offered each year focusing on injury prevention and overall healthy life choices, and students are encouraged to attend.

Faculty and students should contact Patricia Carpino, senior associate dean of student services, patricia.carpino@curtis.edu or Richard McGovern, director of student life and international student affairs, richard.mcgovern@curtis.edu for additional information.

Mental Health Services

There may be times when you recognize that a student needs psychological and/or psychiatric help. Early intervention keeps minor concerns minor and students' academic, professional, and personal lives running smoothly. Curtis' consulting psychologists are all located within easy walking distance to Curtis. During the year, students have the opportunity to seek counseling on topics such as stress management, depression, and performance anxiety. For names and contact information for any of these clinicians, or to make appointments, contact either Patricia Carpino, senior associate dean of student services, patricia.carpino@curtis.edu or Richard McGovern, director of student life and international student affairs, richard.mcgovern@curtis.edu. If a student needs to see a psychiatrist for medication or other issues, they can also provide names of referrals along with contact information.

If you need additional information about referrals, would like to discuss concerns, or if you feel ongoing care would be helpful to the student in question, contact Patricia Carpino, senior associate dean of student services, patricia.carpino@curtis.edu or Richard McGovern, director of student life and international student affairs, richard.mcgovern@curtis.edu, who work closely with our mental health team.

CARE Team

The CARE team is a group of administrators poised to respond to situations that could disrupt a student's academic participation or psychosocial wellbeing. CARE stands for Concern, Assessment, Response, and Evaluation, which is the task of the team. When there is a student of concern, the CARE team will intervene, review the situation, and coordinate an action plan to support the student through the crisis, life event, or difficulty and maintain the health and safety of the individual and the greater community.

Faculty are encouraged to contact the CARE team if you feel there may be distress or if you are concerned about a student. Situations that may merit contact with the CARE team include: academic performance or attendance changes, observable changes in demeanor or appearance, altercations with teachers or other students, classroom disruptions, concerning academic submissions, disclosure of student stress. Please contact the CARE team via e-mail to CARE@curtis.edu.

Student Release Requests

A Release Request is the formal process for obtaining permission to be away from Curtis during the academic year. External performing opportunities can greatly enrich a student's growth; however, they are viewed as a supplement to - rather than a substitute for - the invaluable curricular experiences at Curtis.

Faculty members play an integral role in evaluating each request and work closely with the Release Request Committee. Together, they carefully assess the merit of the opportunity and whether it aligns appropriately with the student's current stage of development. As a general policy, the committee and the faculty are determining whether the request represents a career-defining opportunity. There is no strict limit on the number of absences; however, the cumulative impact of time away will be carefully considered in each case. Students nearing graduation may be granted greater flexibility in their requests. It is important to note that poor academic performance is a sufficient reason for the committee to deny release requests.

Students MUST submit Release Requests for any of the following reasons:

1. They anticipate being absent from Curtis for ANY reason during the periods September 2 – December 18, 2025, and January 12- May 13, 2026, even if they foresee no apparent conflict with school activities, classes or lessons. For Young Artists, this includes being absent from high school, middle school, or elementary school.
2. They are participating in competitions, auditions or public performances including performance opportunities arranged by Curtis, during the time periods noted above.
3. They anticipate their personal or non-Curtis appointments or activities may interfere with lessons, coachings or classes, and have determined that such

commitments cannot reasonably be scheduled to avoid conflict, are unavoidable or unforeseeable.

Procedure

Students must follow the procedures detailed below. Since Release Requests need the approval of major teacher(s) and where applicable, the teacher(s) of a class(es) that might be missed, students should submit their requests well in advance.

1. Submit Release Requests online from the following page on the [Curtis Portal](#).
2. Once the Release Request has been submitted via the Curtis Portal, the request will be reviewed by Release Request Committee (associate provost, the orchestra manager, the senior director of administration and operations for Vocal Studies and the Curtis Opera Theatre (for vocalists only) the director of student life and international student affairs, the senior director of scheduling and logistics management and the director of academic administration and operations). If pre-approved by the committee, the request form will be directed to their major teacher(s), chamber music coaches, and applicable academic faculty on copy for their approval. If the request is denied, you will receive an email informing you of the reason(s).
3. Importantly, F-1 International students MUST provide complete information for paid employment (Curricular Practical Training) including name, address, and contact information of the employer/presenter and the venue where you are performing. Curricular Practical Training (CPT) must be authorized IN ADVANCE for each paid engagement for a release request to be approved. International students must complete a Release Request for any paid engagement, even those outside the above dates.
4. In cases where a release involves international travel, the student must complete an international travel form, detailing flight itinerary and anticipated departure and return dates. Flights should not be purchased until the release has been approved, and the previous purchase of tickets is not in itself grounds for approval. International students traveling outside the United States as a part of a release must contact the director of student life & international student affairs at least three business days prior to departure to obtain travel authorization.

Please note that absences are not marked “Excused” from your class(es) until the Release Request has been approved. To take makeup tests or quizzes, students must have been

released from the class they originally missed. If a Release Request has not been processed and a lesson is posted that a student cannot make because of an outside commitment, that lesson will not be rescheduled. Release Requests do not release students from their obligations to complete class assignments.

All approved Release Request forms will be kept on file. Failure to follow the above procedures may result in the loss of release request privileges.

Academic Honesty Policy

The Curtis Institute of Music expects all students to work, learn, and perform with the highest degree of academic honesty and integrity. Students are expected to complete all assignments, tests, and papers with the highest degree of integrity, and they are on their honor while attending Curtis. Curtis considers plagiarism to be any unacknowledged use of the ideas or language of others; plagiarism may be grounds for dismissal. All critical sources should be cited clearly in all work. Students are asked to familiarize themselves with Curtis' [Academic Honesty Policy](#).

Students must make adequate progress in their classroom work. If any of your students are in academic difficulty, please take time to discuss this with Provost Nick DiBerardino at nick.diberardino@curtis.edu or Dr. Jeanne McGinn, senior associate dean of academics, at jeanne.mcginn@curtis.edu.

Travel and Hotels

Faculty members who travel to Philadelphia for lessons and Curtis engagements will work with Darin Kelly, senior director of scheduling and logistics management, to be reimbursed for their travel and associated expenses. Because of the unique nature of travel arrangements with Curtis, eligible faculty will be issued an institutional credit card — the Ramp card — to use to arrange travel as needed in accordance with this policy. Reimbursements for mileage, tolls, or cash transactions (travel, parking, etc.) will continue to be processed with the submission of a reimbursement request form to the senior director of scheduling and logistics management, and such reimbursements will be issued by paper check unless requested otherwise.

Please note:

- Please submit reimbursement requests for mileage, tolls, and similar expenses within 45 days of your trip to avoid processing delays.
- Use your personal card for any personal or incidental expenses while traveling.
- For all Ramp card purchases, you will be prompted to upload your receipts to your Ramp account — please do so in a timely manner.
- The Ramp card will not affect personal credit. The use of a Ramp card simply provides a direct connection to the Business Office and is intended to simplify travel management.

Reimbursements for travel expenses are determined based on the respective faculty members distance to Curtis’s campus in miles, as well as the documentation of reasonable and actual expenses supported by the original, itemized receipts where required. Please refer to the chart below for our eligible 2025-26 travel expenses:

Method of Travel or Type of Reimbursement	Distance from Campus	Reimbursement Limitations
Mileages (by Car)	At least 45 Miles	IRS mileage reimbursement rate
Gasoline & Tolls (by Car)	At least 45 Miles	In lieu of mileage
Parking	At least 45 Miles	Daily – up to 24-hours
Bus	At least 45 Miles	Coach Class Ticket rate
Rail	At least 60 Miles	Coach Class Ticket rate
Airfare	At least 120 Miles	Coach Class Ticket rate
Hotel*	At least 60 Miles	n/a – directly billed to Curtis

*Traveling Faculty who require overnight accommodations will be primarily booked to stay at either the Hyatt Centric Philadelphia or The Warwick Rittenhouse. Curtis maintains standing agreements with both hotels. To ensure a room will be available for you, please contact Darin Kelly, senior director of scheduling and logistics management, at darin.kelly@curtis.edu with your needs as early as possible.

Hotel stays booked by Curtis cover the cost of the room itself and applicable taxes, plus any onsite parking charges incurred. Curtis is not responsible for any incidental costs.

Faculty Orientation

All newly hired faculty members will receive a faculty contract from the vice president of people and culture, who can answer questions related to HR and benefits. Performance faculty members will meet with the president and provost. Faculty in vocal studies will

meet with the director and Hirsig Family Chair of vocal studies and opera. Liberal arts, musical studies, and career studies faculty members will have orientations with their respective department chairs before the semester begins. All faculty are encouraged to attend the faculty in-service days before the fall and spring semesters, which are posted on the academic calendar.

Communications and Marketing Resources

Marketing and Publicity for Faculty Recitals

Recitals by faculty members that take place outside the school's performance season are the faculty member's responsibility to promote. Separate promotion guidelines exist regarding performances for which faculty rent Curtis facilities. Contact Steve Casciano, senior director of facilities and campus safety, for guidelines.

Recitals on Television, Radio, and the Web

Curtis performances are featured in a variety of outlets, including broadcasts on television and radio; and online throughout the year (www.curtis.edu/multimedia). Key outlets include:

- The [Curtis YouTube channel](#) offers performance videos on demand and select live-streamed recitals.
- WHY?Y's *On Stage at Curtis* features performances from the stage of Field Concert Hall on Fridays at 8:30 p.m., with episodes available [online](#) at any time.
- Curtis performances occasionally air on American Public Media's *Performance Today*, broadcast on 250 member radio stations around the country.

No faculty performance is broadcast or posted without express consent from the performers, sought by the department of artistic production. In some cases advance approval of performances is required in order to schedule these opportunities.

Endowed Faculty Chairs

In recognition of our donors' generous support of Curtis, we ask faculty members with an endowed chair to include their full title in biographies, press releases, and anywhere else your name and Curtis affiliation appears in print.

Press Policies

Press Access to Curtis

The communications staff manages all press access to Curtis. This includes broadcast, print, and online media outlets, whether they are working on stories about Curtis or about individuals associated with Curtis.

Faculty and Press Opportunities

At all times the priority of the communications and marketing staff is to raise the visibility of Curtis as an institution. In service of this larger goal, the communications and marketing staff maintains press files on all current faculty and may approach some members to participate in media coverage, photo shoots, or other opportunities. When you achieve significant career milestones, please email the news promptly to patricia.johnson@curtis.edu so these may be incorporated in Curtis press and social media efforts. It greatly helps in press efforts if you supply a relevant photo to accompany your news, where possible. Whenever you update your headshot, please email a high-resolution file with any necessary photographer credit to patricia.johnson@curtis.edu.

Press Contacts with Faculty

To the extent that members of the media express interest in specific faculty members, the communications staff will notify the faculty member and may assist in scheduling interviews and other opportunities. When members of the media request access to lessons, rehearsals, or classes, the communications staff will confer with the appropriate faculty member before granting access. The communications staff takes no responsibility for press who directly approach faculty members without its knowledge. Please recognize that any comments made to the media may reflect on and affect Curtis and its community members, even if the topic does not involve the school. If you are contacted by national or local media—especially with questions pertaining to Curtis—please contact Patricia Johnson at (215) 717-3190 or patricia.johnson@curtis.edu prior to providing any comment or interview.

Press Visits to Curtis

Do not schedule press visits to Curtis without first conferring with Patricia Johnson at (215) 717-3190 or patricia.johnson@curtis.edu. This includes invitations to review performances, conduct interviews, audio- or video-record lessons or coachings, or receive tours. Press must be greeted by communications staff when attending performances and must be escorted by a member of the communications staff while otherwise on the premises.

Promotional Services

Do not arrange for photography, videography, or other promotional services at Curtis without first conferring with Patricia Johnson at (215) 717-3190 or patricia.johnson@curtis.edu. Such visitors must be escorted by a member of the communications staff while on the premises. Not all requests can be granted.

Performance Faculty

Performance Faculty Goals and Standards

The Curtis Institute of Music engages world-class faculty who educate, recruit, and inspire gifted young performers, guiding them to become passionate ambassadors for our art form. Alongside pedagogical expertise, faculty members are expected to serve as dedicated mentors and role models, taking personal responsibility for the excellence of their studios.

Performance Faculty Obligations

Faculty members will teach assigned students as specified in their employment agreements, scheduling all lessons, coachings and studio classes on dates permitted by the academic calendar. No instructional activities may take place during exam periods or other times the Provost's Office has designated as restricted.

To ensure the best possible educational environment for Curtis students, all performance instruction must be delivered in person. This official requirement for in-person teaching reflects Curtis' commitment to widely held faculty best practices. Curtis understands that from time to time, exceptional circumstances may arise where Zoom teaching will be necessary. In such cases, faculty members should write to David Bahanovich at david.bahanovich@curtis.edu to request an exemption. Requests for exemption from the in-person teaching policy should be made in advance if possible. While Curtis will not generally recognize and compensate for Zoom teaching, Curtis understands unforeseen circumstances (i.e., illness, travel difficulties) may arise. Faculty members who are traveling are still welcome to contact their students at their discretion.

n.b. – This official requirement for in-person performance teaching is new in 2025-2026. If your current teaching plans for the fall semester depend on some Zoom instruction, please contact the Provost's Office by emailing david.bahanovich@curtis.edu.

Faculty are encouraged to schedule and lead studio classes regularly. Students in each instrumental discipline should have access to studio class opportunities. Attendance at student performances - especially graduation recitals - is encouraged, as is an active commitment to the wider life of the Conservatory. Faculty are also encouraged to set up masterclass opportunities for their students with outside artists, which can be facilitated through Hannah Fioti, hannah.fioti@curtis.edu.

Faculty are expected to attend auditions in person. Any request to participate via Zoom must be authorized by the Provost's Office in advance. To make a request, email david.bahanovich@curtis.edu.

n.b. – For the 2025-2026 academic year, faculty who have preexisting needs to participate in auditions via Zoom should contact the Provost's Office by emailing david.bahanovich@curtis.edu.

Student Centered Learning and Teaching

Teaching responsibilities shall include but not be limited to planning and establishing an appropriate yearly course of study for each student; and offering each student an evaluation of his or her work in the form of a grade.

Curtis seeks to capture each faculty member's distinctive teaching philosophy, methods, and goals in writing. Major teachers are therefore asked to articulate the learning outcomes they envision for their students and to explain how they assess that learning. By making these aspirations explicit, this initiative aims to spark new ideas and encourage conversations between teachers and students, fostering a shared commitment to exploration and growth.

Given our students' diverse backgrounds, varying levels of conversational English, and wide range of learning styles, a clear written statement will empower students to assume greater ownership of their learning. Each faculty member or department retains full autonomy to define expectations, establish grading criteria, and communicate these requirements in writing. Samples offered for consideration range from a brief teaching philosophy to a detailed syllabus that covers content such as repertoire choices. There is no prescription for this requirement, only the baseline need to address questions such as:

- What are the overarching goals in your studio/department?
- Is there specific repertoire students will be expected to cover?

- What kind of weekly preparation do you expect from your students? (For example, when does repertoire need to be memorized, or when should a lesson include accompaniment?)
- How do you grade your students' work? What would constitute satisfactory or even exceptional progress toward your studio/department goals versus inadequate effort or achievement?

n.b. – Paul Bryan, paul.bryan@curtis.edu, will begin collecting these learning outcomes in 2025-2026 and will reach out with further detail.

Faculty members will meet one to two times annually with the Provost and/or Associate Provost to assess and review the progress of each student in their studio.

We encourage faculty members to provide regular feedback to students about performances their students give throughout their time at Curtis. The major teacher remains the ultimate arbiter of the student's progress and readiness to graduate.

Through Curtis Council, faculty members will be invited to participate in departmental and institutional evaluations. Curtis will call upon faculty members to meet, discuss, and review the entrance standards, curriculum, and graduation standards appropriate to each department.

Required programming offering training in areas important to you, your students, and Curtis - such as Title IX compliance - will be offered periodically. Participation in and completion of these sessions is mandatory. A faculty member's eligibility to work at Curtis depends on the fulfillment of the above trainings, the duties and obligations in their faculty contract, and the terms set forth in this handbook.

Lessons, Coachings, and Studio Classes

Scheduling

Per your Terms of Employment, you are compensated for your assigned teaching occurring during the 2025–2026 academic year: August 29–December 18, 2025, and January 9–May 13, 2026. All lessons during these time periods will take place on campus at Curtis.

To give students a clearer expectation of their schedules, each faculty member should communicate to Darin Kelly (for instrumentalists) or Laura Vercelli (for vocalists) either:

- a consistent day or days for your weekly teaching (with exact times on those days to be determined with Darin or Laura's assistance) or
- your semester dates if you will not be teaching on a consistent day(s) of the week

Generally, no lessons or coachings will be scheduled after 10 p.m. on any day, and no lessons, coachings, studio classes, etc. will be scheduled on Sundays before 1pm. Due to space limitations during the Fall 2025 semester, however, a minimal number of activities may be scheduled on Sundays.

How to Reach You

Please also provide your students with a preferred method of contacting you (home phone, cell phone, e-mail, etc.). Before seeing you again, they may need to discuss an unexpected absence from school for which they require your permission. On the rare occasion when they must cancel a lesson, they should do so directly with you and notify Darin or Laura as appropriate to their department. By opening this personal line of communication, you will encourage them to discuss relevant matters with you.

Contact Hours

Faculty members are expected to teach each of their private students in accordance with the terms of employment listed in their contracts. There may be some weeks that you do not teach. It is the overall number of contact hours that is most important. If you will be off campus for a long period (e.g., 14 days) and do not already team teach, please notify the Provost's Office and consider arranging for a Curtis faculty colleague or approved guest teacher to cover your off weeks.

Shared Students

If a student is shared between you and another teacher, it is strongly encouraged that you and your fellow instructor discuss the lesson and scheduling plans for the academic year and agree when you and your colleague will see your shared student. Should no instructions be provided to Darin or Laura, your shared students' lessons will be scheduled each week, alternating between you and your fellow instructor, or at the discretion of Darin or Laura.

Compensation

If a student cancels a lesson or coaching on short notice that cannot be rescheduled, instructors will be compensated for their time.

Space Assignments

Space assignments for lessons and coachings will be posted on the Asimut calendar.

Outside Guests

Non-Curtis students can be signed in as guests only with the permission of the Senior Director of Scheduling.

Master Classes

Master classes enhance your students' musical education. Please work with Hannah Fioti, director of performance activities (hannah.fioti@curtis.edu) to discuss artist possibilities, invitations, and class format. Larger studios (piano, strings, string chamber music, voice) are asked to offer no more than 2-3 master classes a year, while all other studios should limit their requests to one each. Additional invitations will be contingent on scheduling possibilities and budget and are subject to approval. All invitations must originate from the director of performance activities. Once master class artists are secured and scheduled, faculty will be consulted to select students to play. Some master classes are open by invitation to select Curtis supporters; others are open only to students.

Curtis works with the Philadelphia Chamber Music Society and the Philadelphia Orchestra to align all schedules so that select visiting guest artists will be able to teach a master class.

Student attendance is mandatory at master classes for a student's major. Teaching should not occur at the same time as these classes, so that both students and faculty can attend with no conflicts.

Please encourage your students to attend master classes that you believe would be of benefit to them, regardless of instrument. Updates and other related information will be sent to you throughout the year.

Student Recital Authorization

Solo Performances

Students must have permission from their studio instructor(s) to perform on the Student Recital Series. Students submit their requests to Hannah Fioti, director of performance activities, via the [Curtis Portal](#). Students must have faculty approval to submit a recital

request, and relevant faculty will be contacted by Hannah to confirm their approval of the performance date. During all stages of this process, faculty should discuss with their students the time necessary for practice and lessons/coachings in preparation.

Chamber Music Performances

If you are coaching a chamber group that would like to perform on the [recital series](#), please have one of the students [submit a recital request on the portal](#), listing you as the coach. Chamber groups are permitted to submit recital requests two months in advance of the recital month. Chamber music and vocal requests are not subject to advance time limits.

Guest Performer Record/Broadcast Waiver

Students wishing to perform with guests (anyone not currently studying at Curtis, whether faculty, alumni, or others) must submit to Hannah Fioti a waiver form signed by the guest artist allowing the recording and possible broadcast or online use of their performance. Requests that do not include this waiver may not be approved. A PDF of this form can be obtained from Hannah Fioti, hannah.fioti@curtis.edu.

Academic Faculty

Academic Faculty Goals and Standards

The Curtis Institute of Music endeavors to assemble academic faculty whose members are outstanding teachers and experts in their disciplines. The provost and dean will appoint instructors whose credentials indicate that they are proven instructors and active scholars. Instructors should familiarize themselves with the school's educational and performance goals in order to design courses that provide musicians with as deep and as broad an education as possible.

Specific objectives for students include the practice of rigorous and independent thinking; the pursuit of clear expression, both oral and written; and the encouragement of both curiosity and creativity. Curtis faculty members should be able to teach at the highest level in a manner that is rigorous and reasonable while also accountable to the school's mission, goals, and values, and with engagement in curricular plan of the appropriate department.

Academic faculty members are expected to:

- teach the assigned students in the course(s) indicated in the contract letter and submit grades at the end of each semester;
- attend all departmental meetings and the in-service days (August and January);

- conduct office hours (in the departmental office or in the classroom);
- make efforts to participate in the life of the Curtis community;
- participate in assessment activities*;
- meet, discuss, and review the entrance standards, curriculum, and graduation standards appropriate to each department; and
- complete training in areas important to you, your students, and Curtis—such as Title IX compliance. Participation in and completion of these sessions is mandatory. Compensation and/or benefits may be withheld from a faculty member for failure to fulfill the above trainings, the duties and obligations under their employment agreement, or the terms set forth in the Curtis Faculty Handbook.

Compensation levels for the faculty will be reviewed annually with the aim of retaining exceptional teachers and colleagues who are engaged in their disciplines and in the life of Curtis.

**The provost and dean, associate provost, and the department chair will review the teaching effectiveness of each instructor through classroom visits. Formal student assessment of teaching, conducted by Paul Bryan, director of assessment and accreditation, will take place each semester. Peer assessment of classroom teaching will be invited as well.*

Academic Integrity

Curtis expects faculty, staff, and students to perform with the highest standards of academic integrity, as outlined in the [Academic Honesty Policy](#), which can be found on the Portal under *Academics* in the *Policies and Procedures* link. Academic faculty members review the policy annually at the in-service day and are invited to discuss the policy with students, colleagues, and administrators.

Course Materials

All course texts and materials are ordered by Dr. Eva Swidler, a member of the liberal arts department, who coordinates the orders each semester for faculty in every department of Curtis (eva.swidler@curtis.edu).

Please place your orders in a timely fashion and collect your course texts at the beginning of the semester from the storage closet on the ground floor of Lenfest (please see the Security Desk for the key to the closet on the Latimer Street side of the building). It is

recommended that you hand out just the first book for the semester, as some students may drop the course. Ask students who drop the course to return the book so you have it on hand for students who add the course.

Additional course materials may be left on reserve with the library circulation manager. Be sure to indicate whether the material is for in-house only or overnight reserve.

Classrooms

Classrooms at 1726 Locust Street

Classroom technology in 1726 was recently updated in 2022, following close collaboration with faculty on their technology needs while teaching our Curtis students. Each classroom in 1726 is equipped with the following technology:

- Mac-Mini computers
- Crestron touch panel and AV system
- DVD/CD/Blu-ray
- Wireless screen mirroring
- Bose Bluetooth
- Webcam
- Pull-down screens and movable lecterns
- Projector
- Speakers

[Click Here to access our 1726 Instruction Guide](#)

Classrooms at 1616 Lenfest Hall

Classroom technology in 1616 was recently updated in 2025, following close collaboration with faculty on their technology needs while teaching our Curtis students. Each classroom in 1616 is equipped with the following technology:

- Mac-Mini computers
- Crestron touch panel and AV system
- DVD/CD/Blu-ray
- Wireless screen mirroring
- Bluetooth Receiver
- Webcam
- Pull-down screens and movable lecterns

- Apple TVs for AirPlay streaming
- 4k Projector
- Speakers

[Click Here to access our 1616 Instruction Guide](#)

Classroom Technology Support

For assistance with the computers, projectors, stereo, wall control panel, and other technology in 235 and Lenfest Hall classrooms, contact [Curtis IT](#). IT staff are aware of classroom schedules and will be available during the start times of classes in Lenfest Hall to resolve immediate issues. If you anticipate using your classroom technology in a new way, it is strongly recommended that you arrange training with IT in advance by e-mail at techsupport@curtis.edu.

If you wish to use the Clevertouch screen (a large classroom display mounted on a stand with wheels), please contact techsupport@curtis.edu for scheduling.

Syllabi

At the beginning of each semester, instructors must provide a course syllabus for students that includes course goals and expected learning outcomes, a list of proposed readings, scores, and texts, all meeting dates, a schedule for exams, projects, and papers, attendance and lateness policies, and a reiteration of the academic honesty policy. Please explain your expectations for academic progress and the assessment methods that you will use.

Please provide appropriate links to the [Curtis Portal](#) where students can find more information about the library, online academic resources, well-being and student services resources, and additional links to departmental pages.

Syllabus Template

Updated August 2025

With each syllabus we craft, we extend an invitation for students to join us on an unforgettable journey.

It is our privilege to introduce realms of experience and thought to students, including historical, cultural, and artistic contexts, theory, praxis, and technique. It is also a privilege to provide insight and guidance as they forge habits of critical thinking, analysis, and creative practice that will define their personhood and artistry.

In the syllabus, we map the path forward; we list the *where* and *what* and *when*, and detail the “rules of the road,” even as we affirm that we value their voices, their questions and participation, in the shared quest.

Perhaps most intriguing of all, in this cartography of course making, is the compass we offer in our syllabi: the *why*. Feel free to explore the magnificent and magnetic question of *why* we are studying this score, this subject, or this activity with your students. The *whys*, in their replies, may usher in new vistas, new marvels, for all travelers.

Basic Course Information

Course name, meeting day and time, classroom (if in person) or Zoom link if online.

For Zoom classes: IT asks that we use Zoom Personal Meeting IDs (PMI) and enable the *waiting room* in lieu of passwords. With the waiting room enabled, you can admit and remove participants, and then lock the room after everyone has been admitted to safeguard against unenrolled “visitors” to class.

Contact Information

Your name; Curtis email address; phone number (if you wish). Please indicate your office hour(s) — location and time or “by appointment.”

Course Description

The description provides an opportunity to invite students to share in the inquiry inspiring the course’s explorations — and to demonstrate how the question/ skill/ idea/ context behind the course will be relevant for their lives as musicians, artists, and human beings.

Course Goals

Please list the primary learning goals of the course, for example, “*At the end of this course, students will be able to...*”

Career Skills

To help students forge connections between coursework and their professional lives, please list the career skills they will hone by enrolling in this course (c.f. below for a partial list generated by the Career Studies Review and Planning Committee).

Course Materials and Canvas

Provide a list of course texts, authors, composers, scores, media, etc. Please provide links and directions regarding your use of Canvas.

Method of Evaluation

Philosophy of evaluation and method, grading rubric, and/or plan of assessment. How will you evaluate student learning? How might they reflect on their progress?

**n.b. Students in the first semester of the bachelor's degree program (2025-26) will be offered Pass/Fail for required courses (see below for more information).*

Attendance Policy

Default attendance policies can be found on the Portal under Academics.

Please list your specific attendance policies re/ excused absences, unexcused absences, lateness, etc. Consider including a statement inviting full engagement and therefore “no device use/no cell phones” in class.

Academic Honesty Policy – *Please use the following text:*

Students enrolled in courses at The Curtis Institute of Music will be expected to complete their work with the highest degree of academic integrity. Faculty members and students have rights and responsibilities outlined in the Academic Honesty Policy. Students whose work or conduct is considered to be in violation of this policy will be required to meet with their teachers and to follow the updated Academic Honesty procedures to determine whether an infraction has occurred and, if so, how the violation will be addressed and resolved.

Faculty may conduct oral exams to test a student's proficiency with course material if an assignment has been deemed to include plagiarized material or has been generated with unauthorized use of AI. Please read the complete version of the policy on the Portal under Academics -> [Policies and Procedures](#)

Note for faculty – the full policy does not need to go on your syllabi – only the statement above and the link to the full policy.

Library

Please provide a link: [Rock Resource Center](#). And you may want to include a link to the helpful libguides such as the [Citation](#) guidelines page or [Evaluating Online Resources](#).

Student Services – *Please use the following text:*

Services Available for Students with Questions About Disabilities: Students may be eligible for special accommodations due to a disability. Students who feel they may need accommodation or who have any questions concerning disability issues should contact the manager of student life and international student affairs, Richard McGovern, at richard.mcgovern@curtis.edu or 215-717-3165.

Student Wellness: In addition to your major teacher and classroom faculty, there are resources available to help with the stresses that accompany life at Curtis. Should you encounter any difficulties this semester, please contact senior associate dean of student affairs, Patricia Carpino, at patricia.carpino@curtis.edu, for individual and group counseling referrals. For routine medical care, please make an appointment with Penn Student Health Service, 215-746-3535.

Course Schedule

Please list the following, as completely as possible:

- Dates for all of your classes and instructional modality
- Expected topics and discussion subjects class by class/ week by week
- All projects, Canvas assignments, reading, listening, writing assignments, etc.
- Exam, essay, and project due dates and policies re/ making up work

Check www.curtis.edu performance calendar and Asimut for performance activities and master classes that may conflict with major assignments. Finally, a statement noting that your syllabus and class schedule are *subject to change* is a good idea as well.

First-year Bachelor of Music Required Courses – Pass/Fail – New 2025

Beginning in fall, 2025, students enrolled in the first year of the Bachelor of Music degree program will experience a change in the grading system for the following courses in Liberal

Arts: *The Curtis Seminar* and *Presentation and Oral Practice*; as well as designated Musical Studies courses. At semester's end students will receive a grade of Pass or Fail as appropriate to their performance in the course.

This change to Pass/Fail grading is designed to support students' smooth transition to life at a conservatory while embarking upon a university-level degree program. The goal is to frame learning as curiosity-driven rather than motivated by attaining a certain grade. We hope to create educational experiences that organically generate a desire for growth in critical thinking skills, musicianship, and creative artistry.

Pass/Fail Grading Logistics

- Faculty should offer students verbal and written assessments of their progress during the semester and feel free to assign percentages or letter grades on student work in accordance with the posted *Grading System* under *Policies and Procedures* on the Portal.
- At term's end, the Registrar will send instructions regarding the recording of all grades, including Pass/Fail grades for the first-semester, first-year, Bachelor of Music students enrolled in the courses named above.
- The required introductory courses designated Pass/Fail will be Pass/Fail for all students enrolled in class.
- Pass/Fail grades will not impact the student's GPA.

Curtis Values – New 2025

Pursuit of Excellence: Honoring the Process

Learn by Doing: Prioritizing Experiences that Help Students Grow

Community: Amplifying Our Impact Inside and Out

Collaboration: Breaking Down Silos to Build Something Greater

Partial List of Career Skills

Analysis

Citizenship

Collaboration

Communication

Community engagement planning and presentations

Community service
Computer/technology skills
Conflict management
Creativity, resourcefulness, and ingenuity
Creative programming & artistic initiatives
Critical thinking
Cultivation of creativity, curiosity &
imagination
Decision making
Discipline
Entrepreneurship
Leadership
Networking
Orchestration/arranging
Pedagogy/teaching – private lessons &
master classes
Personal responsibility
Problem solving
Public speaking
Research skills
Self-improvement/capacity for continuous
learning
Self-presentation and promotion
Time management
Writing
Working well in groups, teams, and
organizations

Guest Speakers and Field Trips

There is a limited budget for guest speakers. Please notify your department chair at the beginning of the term if you hope to invite a guest speaker. He or she will work with the provost and dean to determine whether the budget will permit the payment of an honorarium. Likewise, trips to historical sites, museums, plays, and other cultural activities may receive a small subsidy from the provost's office. Often students are asked to contribute to the ticket price. Advanced planning is required for all such activities; permission from the department chair is required before any expenditure occurs.

Faculty Offices

There is a shared Musical Studies office in 1726 Locust Street, Room 235-H. There is a shared Liberal Arts office in the Rock Resource Center, 1720 Locust Street, Room 401. The Lenfest Hall faculty office has resources for all faculty members (1616 Locust Street, Room 3142).

The faculty lounge is located on the ground floor of the main building, 1726 Locust Street.

Student Attendance

Curtis is committed to creating a supportive and stimulating learning environment. As a community, we share values of integrity, artistic expression, timeliness, and mutual respect.

Students are expected to attend all classes and to participate in the endeavor of each course.

Attendance, participation, and engagement in course discussions, activities, and materials allow students to take full advantage of the educational opportunities at Curtis.

Attendance guidelines ensure that classes function as genuine communities within our larger community—places of inquiry, artistic growth, scholarly achievement, and wonder.

Absences

Absences adversely affect discussions, pace, and coherence in coursework; they also deprive students of the inspiration and challenge inherent in cohort learning. Therefore, Curtis has established careful criteria and policies for “release requests” that permit students to be released from class for opportunities off campus.

Excused Absences include absences that are approved and scheduled by Curtis (official lessons, official coachings, official master classes, official rehearsals).

Release Requests include absences that have been approved by the administration. Students may be excused (via release requests) for off-campus performance activities if they are in good academic standing. Students are expected to follow the release request protocols and to communicate with their teachers about their plans for making up work they have missed. Faculty should notify the senior associate dean of academics when a student is in danger of failing a course so that the information can be conveyed to the

administration. Please see Student Release Requests in the All-Faculty section of this Handbook.

Unexcused Absences include all other absences from class (including non-official coachings, recordings, and student-scheduled activities). Faculty members understand that illness can prevent students from attending class and attendance policies have grace days for that purpose.

Personal Medical Releases (“PMR”) are managed by Student Services. Faculty with questions about a student’s PMR can reach out to Rick McGovern (richard.mcgovern@curtis.edu). Students are expected to email their teachers if they miss a class and discuss how to make up the work.

All work should be completed at the time agreed upon by the instructor, regardless of the reason for absence.

Master Classes

It is not always possible to arrange master classes when there are no scheduling conflicts. Please note that attendance is mandatory at master classes for the student’s instrument. The master class schedule (in addition to all performance schedules) is available on the Asimut calendar. Advance notice will be given by the director of performance activities when a master class will have a major impact on classroom attendance.

Departmental Attendance Policies

Attendance Policies are available on the Portal in the Academics tab; click on the appropriate department page. Be sure to include a clear attendance policy on each syllabus.

Working at Curtis

Dress and Appearance Standards

All staff members of Curtis shall present a personal appearance while on duty that is appropriate for their position and work assignments, and that fosters a positive and professional atmosphere and image appropriate for this educational institution. A staff

member's personal appearance under this policy includes matters such as dress, grooming, personal hygiene, and adornment.

Curtis recognizes and respects individuality in personal appearance. However, Curtis has a business need to present, through its employees, a professional and positive appearance to the educational and business communities, and to maintain a positive, respectful, and safe environment. Proper dress, grooming, personal hygiene, adornment, and other aspects of personal appearance are important work-related requirements.

Many forms of dress or attire, including, for example, head coverings required by an employee's religious beliefs, ordinarily will meet the requirements of this policy. If Curtis determines that the personal appearance standards are not being met, reasonable accommodation or exception, if requested by the employee, will be given consideration by Curtis. Reasonable accommodation or exception with respect to the application of this policy may be requested by employees in other circumstances.

Employees may present a request for an exception or reasonable accommodation to their supervisor or the vice president of people and culture. Each request will be given consideration and a response will be provided to the employee.

Drug-Free Workplace and Campus

Curtis has adopted a Drug- and Alcohol-Abuse Prevention Policy in order to provide and maintain a workplace and campus free of the unlawful use of drugs and alcohol. Parts of this policy are based upon the Drug-Free Schools and Communities Act Amendments of 1989, the Drug-Free Workplace Act of 1988, and applicable regulations issued by the United States Department of Education. For purposes of this policy, drugs are defined as any legal or illegal substance including prescribed medication, over-the-counter medication, alcoholic beverages, unprescribed controlled substances, or any other substances which may affect an employee's productivity and ability to perform her duties, and/or potentially affects the safety and/or well-being of the employee or others. The National Institution of Drug Abuse provides a list of drugs which include, but are not limited to, alcohol, amphetamines, anabolic steroids, caffeine, cannabis, cocaine, ecstasy, hallucinogens, inhalants, nicotine, opiates, phencyclidine, sedative, hypnotic, or anti-anxiety drugs.

Curtis intends through this policy to promote a safe learning and work environment for its community and to discourage and prevent unlawful conduct and activities relating to

drugs and alcohol. This policy and the procedures implementing it are applicable to all members of the Curtis community and applicants for employment with Curtis.

All members of the Curtis community are prohibited from unlawfully manufacturing, distributing, dispensing, possessing, purchasing, transferring, selling, or using a controlled substance (sometimes called an illicit drug) and/or alcohol on Curtis property or during participation in any activities of Curtis regardless of whether such activities take place on or off the property of Curtis. Also, all members of the Curtis community are required to be at Curtis without having engaged in the current, illegal use of any controlled substance and *free* of the unlawful presence of any controlled substance in their body systems. There is one narrow exception to this general prohibition. From time to time, Curtis serves alcoholic beverages at business events and other functions. In the event that Curtis serves alcohol under these circumstances, you must be 21 years of age or older to consume the alcohol, and you must limit your consumption of alcoholic beverages to an amount which will not result in your becoming impaired or under the influence.

All members of the community are prohibited from storing in a locker or desk, or other repository on Curtis property, any controlled substance that is not lawful for him or her to possess. Anyone who is convicted for a violation of a criminal drug statute occurring in the workplace must notify the vice president of people and culture, in writing, of such conviction within five (5) calendar days after such conviction. Anyone who engages in conduct that is prohibited by this policy or does not give the required notice of conviction will be subject to disciplinary sanctions, as determined by Curtis, in its discretion, up to and including discharge from Curtis. Also, anyone who engages in conduct prohibited by this policy may be required to successfully complete a rehabilitation or treatment program, determined to be appropriate by Curtis, in its discretion, in order to be eligible to remain at Curtis. Curtis has the discretion whether or not to accept the determination made by the rehabilitation or treatment program that the employee successfully completed such program. Reinstatement or employment with Curtis, either during or upon successful completion of a rehabilitation or treatment program, is not guaranteed. The decision whether or not to reinstate at any time will be made solely by Curtis, in its discretion.

All members of the Curtis community are reminded that the unlawful manufacture, distribution, dispensing, possession, purchase, transfer, sale, or use of controlled substances (i.e., illicit drugs) and/or alcohol is against the law. Curtis may refer any violations of law to local, state, or federal law enforcement authorities for prosecution (see Appendix B for sanctions under local, state, and federal law for unlawful possession, use, or distribution of illicit drugs and alcohol).

Drug and Alcohol Abuse Prevention

All members of the Curtis community are reminded that there are serious health risks associated with the unlawful use of controlled substances. “Excessive alcohol consumption and the abuse of drugs are just plain dangerous. Alcohol and drug abuse can affect your health and ability to function and think ... Heavy drinkers and drug abusers are not only a danger to themselves, but to others—on the highways, at home, in the workplace,” and at school (“Health Risks of Alcohol and Drug Abuse,” [VeryWell.com Guide to Alcoholism](#)).

To assist the Curtis community in understanding and avoiding the perils of substance abuse, Curtis maintains an Employee Assistance Program (“EAP”), in which an EAP representative may refer an employee to counseling or substance abuse programs. The EAP provides information available about the dangers of alcohol and drug abuse. Curtis encourages employees to voluntarily contact the EAP representative directly if assistance is needed, as EAP services are provided on a confidential basis. Curtis also provides this Drug- and Alcohol-Abuse Prevention Policy, which details the penalties Curtis may impose for drug or alcohol abuse violations.

No Smoking

In compliance with applicable laws, smoking inside Curtis buildings, Lenfest Hall terrace, fire stairs, and near emergency exits is strictly prohibited. Smoking also is strictly prohibited outdoors within 20 feet of any entrance or exit of any Curtis buildings, out of consideration for the health of Curtis students, faculty, staff, and visitors. This includes the entrances to 1718, 1720, and 1726 Locust Street; Lenfest Hall; Rubenstein Centre; the handicapped-accessible entrance to Field Concert Hall; and all emergency exits.

Further, cigarette butts should be properly disposed of, rather than dropped outside the buildings as smokers enter. We encourage all smokers to consider becoming nonsmokers.

Any employee who is violating this policy will be informed that smoking is prohibited by law in those areas (referred to as the no-smoking areas) and will be requested to immediately refrain from smoking or leave the no-smoking areas. Applicable law provides for reporting to appropriate authorities if a person does not comply with a request to immediately refrain from smoking or leave the no-smoking areas. Any employee engaged in smoking in any building or facility of Curtis, or other no-smoking areas, will be subject to disciplinary action. The word “smoking” includes inhaling, exhaling, burning, or carrying any lighted cigarette, cigar, pipe, or other such device that contains tobacco or other smoke-producing products, including “e-cigarettes.”

Personal Property

Employees are expected to exercise reasonable care to safeguard personal items brought to work. Curtis discourages employees from bringing valuables to work or leaving them where they might be damaged or stolen. Curtis is not responsible for any loss, theft, or damage to personal property.

Personnel Files

Personnel files are the property of Curtis, and Curtis restricts access to them. Personnel files typically include such information as the employee's job application, résumé, employment history with Curtis, warning or discipline, salary or wages, and performance evaluations.

Curtis complies with applicable law concerning inspection of personnel files. An employee, or an agent designated by the employee, will be permitted to inspect the employee's own personnel file, at reasonable times, upon request. Except for reasonable cause, inspection is limited to once every calendar year by an employee and once every calendar year by the employee's designated agent. All reviews will be conducted in the presence of an official designated by Curtis, such as the vice president of people and culture. The employee or designated agent of the employee is not permitted to remove the personnel file, any part thereof, or any copy of any of its contents from the office where the inspection is taking place. The taking of notes by the employee or designated agent of the employee is permitted.

With respect to the designation of an agent, an employee has to provide Curtis with a signed authorization designating a specific individual or individuals and containing other information under applicable law. The director of human resources, upon request, will provide employees with more information about these requirements.

Employees should contact the director of human resources if they have any questions or want to request a time to inspect their personnel files. Employees may be required to file a written form containing the request or indicating a designation of agency.

Curtis may disclose, either voluntarily or if required, the contents of personnel files to persons or entities outside of Curtis, such as government agencies, accreditation organizations, auditors, lawyers, courts or other adjudicatory entities, or in connection with investigations or adjudicatory proceedings with appropriate employee notification.

Open Door

Curtis promotes an atmosphere whereby employees can talk freely with members of the management staff. Employees are encouraged to openly discuss any problems with their supervisor so appropriate action may be taken. If the supervisor cannot be of assistance, the director of human resources, as well as senior staff members, are available for consultation and guidance. Curtis is interested in all of our employees' success and happiness with us. We therefore welcome the opportunity to help employees whenever feasible.

Pets and Service Animals

Pets are not permitted in Curtis facilities. Persons with a disability and requiring a service animal with them to work independently are the only exception to this policy. In these cases, medical documentation must be provided and approved by Curtis. If an exception is granted, the animal must be properly cared for and groomed. The animal must be contained within the employee's office so as not to disturb others. Any damage to Curtis furnishings or additional cleaning required will be charged to the employee.

Social Media

The popularity of social media has fundamentally changed the way we communicate at Curtis and as individuals. The term "social media" includes, but is not limited to, texting, blogs and propriety platforms such as X, Facebook, LinkedIn, Instagram, Pinterest, YouTube, Tik Tok, or WeChat. Curtis recognizes the power of social media, and the opportunity those tools provide to communicate with members of the Curtis community, including students, faculty, staff, parents, alumni, and other interested parties. It is important to recognize, however, that the use of social media at or concerning Curtis is governed by the same laws, policies, rules of conduct (see Code of Conduct and Ethics, above) and etiquette that apply to all other activities at or concerning Curtis. Even activities of a private nature conducted away from Curtis can subject you to disciplinary action if they reflect poorly on Curtis or interfere with the conduct of Curtis business. Use of the internet (which includes accessing social media sites) is defined under the [Curtis Information Technology Acceptable Use Policy](#). Curtis makes best practice guidelines for social media available to students and Curtis employees, which you can review [here](#).

NOTE: In accordance with applicable laws and regulations, subject to other applicable Curtis policies, this policy does not prohibit employees from using social media to discuss among themselves, even in terms that may be critical of Curtis, matters relating to the terms and conditions of their employment. Curtis will not

construe or apply this policy in a manner that improperly interferes with or limits employees' rights under any state or federal laws, including the National Labor Relations Act.

Faculty Absences from Work

Faculty Absences Generally

If you will be canceling a class, coaching, or lesson for any reason, please notify the senior director of scheduling and logistics management, Darin Kelly, at darin.kelly@curtis.edu and your department chair (for academic faculty), the associate provost (for instrumental faculty), or Laura Vercelli (for vocal faculty). If you are conducting your class off-campus or in the library, also be sure to notify the senior director of scheduling and logistics management. Whenever a class is canceled or moved, it opens a room for another class, lesson, coaching, or student practice. Similarly, when a teacher is unable to work due to illness or some other reason, members of his or her class may be able to schedule a rehearsal during the class time. If you anticipate missing more than one or two classes, please work with the associate provost and your department chair to arrange coverage for your classes.

Work-Related Injury or Illness

All work-related injuries or illnesses must be reported to Curtis' vice president of people and culture and your faculty department chair, if applicable, immediately. Prompt reporting allows Curtis to provide you with your benefit information within 24 hours and protects your rights under workers' compensation. An accident report and other forms must be completed in order to properly document the reported injury claim. The worker's compensation insurance provider reserves the right to coordinate or deny medical care based on the work relatedness of the injury claim.

For the initial workers' compensation doctor's visit, the injured employee will record the hours lost as regular time worked. Employees will need to use paid leave for subsequent visits that are scheduled during normal work hours. If an employee has run out of paid leave, he/she should attempt to schedule visits outside of normal work hours. If this is not possible, he/she may request an advance of sick leave from their supervisor and vice president of people and culture.

Family Medical And Leave Act (FMLA)

The Family and Medical Leave Act of 1993 (the “FMLA”) shall govern leave requests by employees who are eligible for FMLA leave. Under the FMLA, eligible employees are entitled to a total of twelve work weeks of unpaid leave during any twelve-month period for any one, or more, of the following reasons:

- The birth of a son or daughter, and to care for the newborn child;
- the placement with an employee of a son or daughter for adoption or foster care;
- to care for the employee’s spouse/partner, son or daughter, or parent with a serious health condition;
- because of a serious health condition that makes the employee unable to perform the functions of his or her job; or
- due to any “qualifying exigency” caused by a spouse/partner, son, daughter, or parent who is on active duty or is notified of an impending call or order to active duty in the armed forces in support of a “contingency operation” (defined below).

FMLA-eligible employees are now eligible for up to 26 weeks of FMLA leave in a twelve-month period for the care of a service member who has suffered serious injury or illness (defined below) in the line of active duty. This leave is available for care of a spouse/partner, son, daughter, parent, or next of kin. “Next of kin” is defined as the nearest blood relative of the service member and is only applicable to this type of FMLA leave.

The twelve-month period in which the twelve weeks of leave entitlement occurs shall be a “rolling” twelve-month period measured backward from the date an employee uses any FMLA leave.

Who Is Eligible for FMLA:

- The employee must have been employed by Curtis for at least twelve months;
- the employee must have worked for Curtis for at least 1,250 hours during the twelve-month period immediately preceding the commencement of a leave;
- the 1,250 work hours requirement also exists when an employee is reapplying for an FMLA for a new calendar year. When the need for FMLA extends past December 31, the employee must have worked at least 1,250 actual work hours in the twelve months immediately preceding the request for the leave in the new calendar year;
- the employee must not have already received twelve weeks of FMLA in the current calendar year; and

- the employee must be employed at a worksite where fifty or more employees are employed by Curtis within seventy-five miles of that worksite.

Time in the military service covered under the Uniformed Services Employment and Reemployment Rights Act (USERRA) will count towards fulfilling the length of employment and hours of work requirements to be eligible for an FMLA leave.

The vice president of people and culture shall coordinate the administration of FMLA leave for Curtis. An employee's entitlement to FMLA leave and the terms and conditions of such leave shall be administered pursuant to the provisions of the FMLA and judicially enforceable regulations issued by the U.S. Department of Labor ("Government Regulations"). Please contact Kimberly Gould at kimberly.gould@curtis.edu, to determine your eligibility and for more information about FMLA.

Unpaid Leave Due To Domestic or Sexual Violence

Curtis, in compliance with the City of Philadelphia's ordinance called "Entitlement to Leave Due to Domestic or Sexual Violence" allows employees to take up to eight weeks of unpaid leave if they or a household member have been the victim of domestic violence, sexual assault, or stalking.

Curtis must be given 48 hours' notice of the leave if practicable. Curtis can ask an employee requesting such leave for a certification of the domestic or sexual violence and the reason taken for the leave.

Eight work weeks of leave may be taken in a twelve-month period. This leave, when added to any leave taken under the Family and Medical Leave Act (FMLA), cannot be more than twelve weeks in a twelve-month period provided under the FMLA. Leave may be taken intermittently or on a reduced work schedule. If the employee is eligible for paid leave under Curtis' policies and plans, including, for example, earned or accrued paid vacation, such leave may be used but it will not increase the amount of leave taken.

For benefits-eligible employees, benefits accrued prior to taking the leave are maintained. While the eligible employee is on a Curtis-approved unpaid leave, Curtis will continue to provide the employee and his or her covered dependents with the employee's elected healthcare coverage as if the employee were actively at work. The eligible employee will be required to continue to pay the same share of the cost he or she would

pay as an active employee. The vice president of people and culture will coordinate the continuation of the employee's health care benefits.

Curtis will restore the employee to their original position or an equivalent position upon return from leave with equivalent benefits, pay and other terms of employment.

Curtis assures the employee that all information about said leave will be kept confidential.

Return-To-Work Certification Policy

Employees who, because of any illness, injury, impairment, or medical condition, are absent from work for a period of five consecutive working days or more, or for a period involving three or more consecutive days of in-patient care (i.e., overnight stays) in a hospital, hospice, or residential medical facility, are required to provide Curtis with a fitness-for-duty certification from the employee's health care provider stating that the employee is able to return to work.

Paid Absences For Faculty Sick Days

In accordance with Philadelphia Paid Sick Leave law, Curtis provides paid sick time to faculty employees who work at least 40 hours in a year.

Faculty employees begin accruing paid sick time pursuant to this policy at the start of employment each academic year. Eligible faculty employees will be frontloaded 40 hours paid sick time for every forty (40) hours worked, up to a maximum accrual of forty (40) hours each academic year to be used during the academic year. For purposes of this policy, the academic year is the consecutive 12-month period beginning September 1st and ending on August 31st. Accrued, unused sick time does rollover or carry forward from one academic year to the next.

Paid sick time may be used in minimum increments of one (1) hour. An employee may not use more than forty (40) hours of accrued paid sick time in any academic year.

An employee may use paid sick time for the following qualifying absences:

1. An employee's mental or physical illness, injury or health condition; an employee's need for medical diagnosis, care, or treatment of a mental or physical illness, injury or health condition; an employee's need for preventive medical care;
2. Care of a family member with a mental or physical illness, injury or health condition; care of a family member who needs medical diagnosis, care, or treatment of a

mental or physical illness, injury or health condition; care of a family member who needs preventive medical care; or

3. An absence necessary due to domestic abuse, sexual assault or stalking, provided the leave is to allow the employee to obtain for the employee or the employee's family member medical attention needed to recover from physical or psychological injury or disability caused by domestic or sexual violence or stalking; services from a victim services organization; psychological or other counseling; relocation due to the domestic or sexual violence or stalking; or legal services or remedies, including preparing for or participating in any civil or criminal legal proceeding related to or resulting from the domestic or sexual violence.

For purposes of this policy, a family member includes a biological, adopted or foster child, stepchild or legal ward or a child to whom the employee stands in loco parentis; a biological, foster, stepparent or adoptive parent or legal guardian of an employee or an employee's spouse or a person who stood in loco parentis when the employee was a minor child; a person to whom the employee is legally married under the laws of Pennsylvania; a grandparent or spouse of a grandparent; a grandchild; a biological, foster, or adopted sibling or spouse of a biological, foster or adopted sibling; and a life partner as defined under the Philadelphia Code.

If the need for paid sick time is foreseeable, the employee must provide written or oral notice in advance of the use of the paid sick time and make a reasonable effort to schedule the use of paid sick time in a manner that does not unduly disrupt Curtis' operations. For all other absences, the employee must provide notice before the start of the employee's scheduled work hours, or as soon as practicable if the need arises immediately before or after the employee has reported for work. When possible, employees should indicate the expected duration of their absence.

For paid sick time of more than two (2) consecutive days, Curtis may require reasonable documentation that the sick time is covered. For absences due to the purposes described in (1) and (2) above, documentation signed by a healthcare professional indicating that sick time is necessary will be considered reasonable documentation. For absences due to the purposes described in (3), documentation signed by a health care professional; a police report indicating that the employee was a victim of domestic abuse, stalking or sexual assault; a court order; or a signed statement from a representative of a victim services organization affirming that the employee was a victim of domestic abuse, stalking or sexual assault will be considered reasonable documentation. The required documentation need not explain the nature of the illness or the details of the violence.

Paid sick time will be paid at the same rate as the employee earns from the employee's employment at the time the employee uses such time, unless otherwise required by applicable law. Use of paid sick time is not considered hours worked for purposes of calculating overtime.

Accrued but unused paid sick time under this policy will not be paid at separation.

Curtis prohibits any threat, discharge, suspension, demotion, other adverse employment action against an employee for the exercise of any right under this policy.

If employees have any questions regarding this policy, they should contact the vice president of people and culture.

Jury/Witness Duty

Employees who are summoned for jury duty or required to attend a legal proceeding as a witness, may be granted an unpaid leave of absence to perform the service. Curtis must be notified by the employee of his or her request as soon as the employee receives notice to serve and may be required to provide documentation regarding service.

The amount of time allowed for jury/witness duty shall be only as long as is necessary to carry out the service. An employee is expected to report to work when not serving duty.

Military Leave

USERRA (Uniformed Services Employment and Reemployment Rights Act) protects the job rights of individuals who voluntarily or involuntarily leave employment positions to undertake service in the uniformed services, as defined in USERRA, which includes military service and certain types of service in the Natural Disaster Medical System. It is the policy of Curtis to comply with USERRA and any other applicable state or local law. Curtis will provide the re-employment rights, health insurance protection, right to be free from discrimination and retaliation, and other rights provided under USERRA and any applicable state law.

Volunteer Emergency Worker Unpaid Time Off

An employee who is a volunteer fireman, a volunteer member of the fire police, or a volunteer member of an ambulance service or rescue squad will not be disciplined or terminated if he or she is late to work or absent because he or she is responding to a call prior to the time he or she was due to report to work. However, the employee will not be paid for this time missed. The employee must make a reasonable effort to notify his or

her supervisor that he or she may be absent or late in these circumstances. The employee may be required to submit a written statement from the chief executive officer of the volunteer fire company, ambulance service or rescue squad stating that the employee responded to a call and the time of the call.

Safety and Security

Facilities

Curtis endeavors to maintain its facilities in a manner designed to promote optimum security and safety. All students, faculty, staff, and trustees possess a Curtis photo ID which must be presented upon request. This ID permits secure access to Lenfest Hall (1616 Locust St.), Rubenstein Centre (1620 Locust St.), 1718 Locust Street, and 1726 Locust Street via electronic card readers. Employees have access to all Curtis campus buildings except the Rock Resource Center from 7 a.m. to 11 p.m., seven days a week. Access to the Rock Resource Center is permitted during posted library hours. There may be times when access to buildings or sections of buildings is restricted, due to maintenance or scheduled activities.

All non-Curtis individuals seeking access to Curtis facilities are screened by a security officer or a Curtis employee; those who are not current students, faculty, staff, or trustees must sign in and out with security. Guests are not permitted to attend lessons, classes, or student practice without prior permission from an authorized employee. Security has the right to refuse entry to any visitor.

Possession or use of any weapons on campus by any student or employee is strictly prohibited.

Security Inspections

Any briefcase, purse, backpack, lunchbox, package, or other container being carried into or removed from Curtis' premises is subject to inspection at any time. There may be intensive spot checking at any exit or exits and periodic and unscheduled checks may be conducted at any or all exits at any time. Inspection of any such item while it is not in the process of being carried into or removed from Curtis' premises may be conducted upon reasonable cause.

Periodic Evacuation Drills

With assistance from the Philadelphia Fire Department, Curtis has defined an organized process for the safe evacuation of the buildings in the event of a fire or other emergency. Exit signs are clearly posted in the hallways. Individuals are designated in the different areas of Curtis to plan the safe evacuation of students, faculty, staff, trustees and visitors in the event of an emergency. Periodic drills will be held to ensure that all in the Curtis community know the procedures to follow.

Emergency Notification System

Curtis subscribes to One Call Now, an emergency mass-notification vendor, with the ability to deliver automated phone calls, texts, and e-mails within minutes to all members of the Curtis community. If necessary, senior staff will confirm that a significant emergency is occurring and initiate a notification without delay. The system is tested annually.

Members of the Curtis community must opt in to receive emergency texts by texting the word ALERT to 22300. The following are some examples of when Curtis might use this system:

- Bomb threat (notice to evacuate building and remain at a safe distance until further notice)
- Evacuation (building or city-wide)
- Shelter in place (hurricane/tornado)
- Violent or criminal behavior where the Curtis population is in imminent danger
- Notice of suspended classes in the event of a pandemic (i.e. H1N1, Ebola).

Use of Wireless Communication Devices

The minimal standards that an employee operating a motor vehicle on Curtis business or in connection with any Curtis activities is required to follow with respect to communications with wireless communication devices are set out below.

Wireless communication devices include cell phones, mobile phones, personal data assistants, computers, and other devices that permit wireless transmission of voice or other forms of data. Many wireless communication devices are equipped with, or

can be operated with, a device that allows the driver to maintain both hands on the steering wheel. A wireless communication device so equipped or operated is called a hands-free device.

The laws governing the use of wireless communication devices by people operating a vehicle vary by state and local community. Drivers are expected to be familiar with the laws of the community or state in which they will be operating the vehicle. Employees must remember that their primary responsibility is driving safely and obeying the laws and rules applicable to operating motor vehicles.

No employee is to use a wireless communication device to communicate while operating a moving vehicle, unless the employee is using a hands-free device so that both hands may be placed and remain on the steering wheel. Even with a hands-free device, use of a wireless communication device in a moving vehicle needs to be as brief as possible, should not include the making of unnecessary calls, and should be stopped in heavy traffic or inclement weather. The only exception to the prohibition on using a wireless communication device while operating a moving vehicle, unless the employee is using a hands-free device, is where a phone call is made to report a bona fide emergency, such as a call to 911 or similar emergency number, in a situation where it would be unsafe, or increase the danger to people involved in the emergency, for the employee operating the vehicle to drive to the side of the road or other parking area and stop the movement of the vehicle before making the phone call.

No employee should make notes, read or send e-mails, read or send text messages, or look through directories while operating a moving vehicle.

Use of Curtis' Computer System and Telecommunication Services

[Curtis' Information Technology Acceptable Use Policy](#) and [Password Policy](#) are distributed to employees and other persons authorized to use Curtis' computer system and telecommunication services. Use of Curtis' computer and telecommunication services constitutes acceptance, and consent to the terms, of Curtis' Information Technology Acceptable Use Policy and Password Policy, by the user, and the user's agreement to abide by these policies.

Access to Work Areas and Facilities

The file cabinets, desks, closets, offices, work areas, lockers, files, and storage facilities on the premises of Curtis may be accessed or opened and their contents searched and inspected by, or on behalf of, the president, or the designees authorized in writing by either of them, at any time, with or without notice to any employee, and with or without the employee's presence or consent. Such action may be conducted on a random or periodic basis, or as needed. A lock or locking device on any such items, equipment, or facilities, whether placed or installed by the employee, by Curtis, or by anyone else, will be opened or removed by Curtis; and, if Curtis requests cooperation from any employee (although it is not required to do so) to assist in the opening or removal of any lock or locking device, the employee is expected to cooperate. Employees do not have any expectation or right of privacy in any of such items, equipment, or facilities.

There are a variety of reasons for any such access, search, or inspection to occur, including, but not limited to, the need to conduct business at times when an employee is not at work or otherwise unavailable; to respond to requests by outside auditors or counsel; to respond to discovery requests in connection with any administrative, adjudicatory, or judicial proceeding, or any government investigation; to investigate or review employee conduct during the employee's employment with Curtis or after that employment has ended; or for reasons of security. The foregoing examples, however, do not limit Curtis' rights of access, search, or inspection.

Inclement Weather

Extreme Weather Conditions

Extreme weather conditions may make it difficult for employees to report to work. In such extreme conditions, it is the responsibility of the employee to notify their supervisor if they cannot report to work. It is the responsibility of the department head to maintain departmental coverage. If a department is not able to provide coverage, the department head must notify the provost or the vice president of people and culture.

In the event of early closure, the vice president of people and culture or the senior director of facilities and campus safety will notify employees by e-mail.

Pay Provisions Under Extreme Weather Conditions

In the event of extreme weather conditions, if a faculty member is not able to report to work, it is at the discretion of the provost to say if the faculty member will be paid as part of

their regular hours or if the faculty member should reschedule teaching, or otherwise make an exception to the in-person teaching policy and provide Zoom instruction. If Curtis officially closes and the faculty member does report to work, it is at the discretion of the provost to compensate the employee accordingly.

International Student Information

The director of student life and international student affairs provides guidance to students and staff on immigration regulations, processes immigration documents, and assures institutional and individual compliance with those regulations. In this way, Curtis preserves its ability to continue to accept international students. They also serve as the principal designated school official (PDSO) for Curtis, acting at the primary point of contact between United States immigration officials and Curtis.

Strict compliance with all rules and regulations is critical. As an institution, we are subject to inspection and recertification every two years, much like accreditation. International students must strictly adhere to the regulations in order to preserve their ability to study in the United States and their future employment opportunities.

The complex regulations impact numerous facets of life, from driving a car, to obtaining medical care, paying taxes, renting an apartment, traveling, working and most importantly, pursuing their studies. As faculty, it may be helpful for you to be aware of some of the regulations by which international students must abide. They must:

- enroll and study full-time, meeting a credit minimum each semester
- attend class at least 80% of the time
- make steady academic progress of a “C” average
- report changes in address or phone number promptly
- NEVER engage in employment of any kind, paid or unpaid, at any time, without advance authorization by the PDSO

Any employment at all, even a singular performance paid in cash, is employment in the eyes of the law. The penalties for violating international student regulations are severe. They can include loss of status, revocation of visa, apprehension by law enforcement, deportation, and barred from entry to the United States for up to 10 years.

It is extremely important that our international students be encouraged to talk to the director of student life and international student affairs *prior to* accepting employment of any kind, dropping classes, changing level or program, traveling, or making any changes

that may affect their legal status to remain in the United States. As a member of the faculty, you can be influential in encouraging a student to consult with the director of student life and international student affairs whenever such decisions must be made.

If you have any questions concerning the immigration status of your student(s), please contact Richard McGovern, director of student life and international student affairs, (215) 717-3165 or richard.mcgovern@curtis.edu.

Staff Directory

You can view the Staff Directory [here](#).

Log-in Protocol for Faculty

Please refer to [these guidelines](#) for logging into the Curtis network and making use of the school's IT resources, including:

- Curtis e-mail account
- mobile access to Curtis e-mail
- connecting to Curtis wi-fi
- accessing the Curtis Portal (intranet)
- accessing Asimut, Curtis' scheduling platform

For assistance with connectivity issues, please contact [Curtis IT](#).

Copyright Guide

Users of the library are encouraged to be mindful of and respect the rights of creators when using library resources. This includes following the best practices below and attributing the sources of any portion of any materials when used in teaching, learning, and performing.

Public Domain

Under U.S. law, as of 2021 only publications with a copyright date of 1925 or earlier are no longer protected by copyright (in other words, they are in the public domain) and therefore legal to reproduce with no restrictions. Each year, beginning on January 1, 2019, a new year's worth of previously copyrighted material will enter the public domain. For example, on January 1, 2022, all works published in 1926 will enter the public domain. Please note that even if a musical work's original composition is in the public domain, a newer

arrangement or edition may still be under copyright. Published works still under copyright may be reproduced under various exceptions, including Fair Use.

Best Practices for Educational Fair Use of Music Scores Under Copyright

For academic purposes other than performance, single or multiple copies of excerpts of works may be made, provided that the excerpts do not contain a part of the whole which would constitute a performable unit such as a section, movement or aria, but in no case more than 10 percent of the whole work. The number of copies shall not exceed one copy per student. This includes scans, PDF files, or other digital images or copies.

For purposes of performance, when a printed copy cannot arrive on time, a photocopy may be substituted. The photocopy must be destroyed as soon as a printed copy is available. It is permissible to photocopy selected pages to facilitate complicated page turns.

Prohibitions:

- copying to create or replace or substitute for anthologies, compilations, or collective works;
- copying of or from works intended to be “consumable” in the course of study or of teaching such as workbooks, exercises, standardized tests, and answer sheets and like material;
- copying for the purpose of performance, except as noted above;
- copying for the purpose of substituting for the purchase of music, except as noted above; and
- copying without inclusion of the copyright notice which appears on the printed copy

Best Practices for Educational Fair Use of Books and Periodicals Under Copyright

Single copying for teachers: A single copy may be made of any of the following by or for a teacher upon request, for scholarly research or use in teaching or preparation to teach a class: a book chapter; an article from a periodical; a short story, essay, or short poem; a chart, graph, diagram, drawing or picture from a book or article. This includes scans, PDF files, or other digital images or copies. Multiple copies for classroom use: Multiple copies (not to exceed in any event more than one copy per pupil in a course) may be made by or for the teacher giving the course for classroom use or discussion, provided that the portion copied does not exceed 10% of the total work; does not constitute the “heart” of the work; and a copyright notice is included.

Questions about Copyright

For more information, faculty can consult the [library's guide to copyright and citation](#). Faculty should direct specific questions about copyright to [Pete Williams](#), director of the Rock Resource Center, or [Emily Butler Waters](#), associate dean of the John de Lancie Library.

Appendices

Appendix A

Legal Sanctions Under Local, State, and Federal Law for Unlawful Possession, Use, or Distribution of Illicit Drugs and Alcohol

DRUGS

1. The Controlled Substance, Drug, Device, and Cosmetic Act, 35 Pa. C.S.A. 780-101 et seq., sets up five schedules of controlled substances based on dangerousness and medical uses. It prohibits the manufacture, distribution, sale, or acquisition by misrepresentation or forgery of controlled substances except in accordance with the act, as well as the knowing possession of controlled substances unlawfully acquired. Penalties for first-time violators of the act range from 30 days' imprisonment, \$500 fine, or both for possession or distribution of a small amount of marijuana or hashish, not for sale, to fifteen years or \$250,000 or both for the manufacture or delivery of a Schedule I or II narcotic. A person over eighteen years of age who is convicted for violating the Controlled Substance, Drug, Device, and Cosmetic Act shall be sentenced to a minimum of at least one year total confinement if the delivery or possession with intent to deliver of the controlled substance was to a minor. If the offense is committed within 1,000 feet of the real property on which a university is located, the person shall be sentenced to an additional minimum sentence of at least two years' total confinement.
2. The Pharmacy Act of 1961, 63 Pa. C.S.A. 390-8 makes it unlawful to procure or attempt to procure drugs by fraud, deceit, misrepresentation, or subterfuge or by forgery or alteration of a prescription. The first offense is a misdemeanor, with a maximum penalty of one year's imprisonment, a \$5,000 fine, or both.
3. The Vehicle Code, 75 PA, C.S.A. 3101 et seq., which was amended effective July 1, 1977, prohibits driving under the influence of alcohol or a controlled substance, or both, if the driver thereby is rendered incapable of safe driving. A police officer is empowered to arrest without a warrant any person whom he or she has probable cause to believe has committed a violation, even though the officer may not have been present when the violation was committed. A person so arrested is deemed to have consented to a test of breath or blood for the purpose of determining alcoholic content, and if a violation is found it carries the penalties of a misdemeanor of the second degree, which includes imprisonment for a maximum of 30 days.

4. The Federal drug laws, The Controlled Substances Act, 21 U.S.C. 801 et seq., are similar to the Pennsylvania Controlled Substance, Drug, Device, and Cosmetic Act, but contain, for the most part, more severe penalties. Schedules of controlled substance are established, and it is made unlawful knowingly or intentionally to manufacture, distribute, dispense, or possess with intent to distribute or dispense a controlled substance. If the quantity of controlled substance is large (e.g., 1,000 kg of a mixture or substance containing marijuana), the maximum penalties are life imprisonment, a \$4,000,000 fine, or both. Lesser quantities of controlled substance (e.g., 100 kg of a mixture or substance containing marijuana) result in maximum penalties of life imprisonment, a \$2,000,000 fine, or both. The distribution of small amounts of marijuana for no remuneration or simple possession of a controlled substance carries a maximum of one year's imprisonment, a \$5,000 fine, or both, with the penalties for the second offense doubling.

Probation without conviction is possible for first offenders. Distribution to persons under the age of 21 by persons eighteen or older carries double or triple penalties. Double penalties also apply to the distribution or manufacture of a controlled substance in or on or within 1,000 feet of the property of a school or college.

5. Students who have been convicted under state or federal law involving the possession or sale of a controlled substance are ineligible for federal student aid for specific periods (ranging from one year to an indefinite period depending on the nature of the offense and whether the student is a repeat offender).

ALCOHOL

1. The Pennsylvania Liquor Code, 47 Pa., C.S.A., 1-101 et seq., controls the possession and sale of alcoholic beverages within the Commonwealth. The code as well as portions of the Pennsylvania Statutes pertaining to crimes and offenses involving minors, 18 Pa., C.S.A. 6307 et seq., provide the following:
2. It is a summary offense for a person under the age of 21 to attempt to purchase, consume, possess, or knowingly and intentionally transport any liquor or malt or brewed beverages. Penalty for a first offense is suspension of driving privileges for ninety days, a fine up to \$300, and imprisonment for up to ninety days; for a second offense, suspension of driving privileges for one year, a fine up to \$500, and imprisonment for up to one year; for subsequent offense, suspension of driving privileges for two years, a fine up to \$500 and imprisonment for up to one year. Multiple sentences involving suspension of driving privileges must be served consecutively.

3. It is a crime intentionally and knowingly to sell or intentionally and knowingly to furnish or to purchase with the intent to sell or furnish, any liquor or malt or brewed beverages to any minor (under the age of 21). "Furnish" means to supply, give or provide to, or allow a minor to possess on premises or property owned or controlled by the person charged. Penalty for a first violation is \$1,000; \$2,500 for each subsequent violation; imprisonment for up to one year for any violation.
4. It is a crime for any person under 21 years of age to possess an identification card falsely identifying that person as being 21 years of age or older, or to obtain or attempt to obtain liquor or malt or brewed beverages by using a false identification card. Penalties are stated in (2) above.
5. It is a crime intentionally, knowingly, or recklessly to manufacture, make, alter, sell, or attempt to sell an identification card falsely representing the identity, birth date, or age of another. Minimum fine is \$1,000 for first violation; \$2,500 for subsequent violations; imprisonment for up to one year for any violation.
6. It is a crime to misrepresent one's age knowingly and falsely to obtain liquor or malt or brewed beverages. Penalties are as stated in (1) above.
7. It is a crime knowingly, willfully, and falsely to represent that another is of legal age to obtain liquor or malt or brewed beverages. Penalty is a minimum fine of \$300 and imprisonment for up to one year.
8. It is a crime to hire, request, or induce any minor to purchase liquor or malt or beverages. Penalty is a minimum fine of \$300 and imprisonment for up to one year.
9. Sales without a license or purchases from an unlicensed source of liquor or malt or brewed beverages are prohibited.
10. It is unlawful to possess or transport liquor or alcohol within the Commonwealth unless it has been purchased from a State Store or in accordance with Liquor Control Board regulations. Curtis will cooperate with the appropriate law enforcement authorities for violations of any of the above-mentioned laws by an employee in the workplace or student.
11. The use in any advertisement of alcoholic beverages of any subject matter, language or slogan directed to minors to promote consumption of alcoholic beverages is prohibited.

12. No advertisement of alcoholic beverages shall be permitted, either directly or indirectly, in any booklet, program, book, yearbook, magazine, newspaper, periodical, brochure, circular, or other similar publication, published by, for, or on behalf of any educational institution.

Appendix B

Employee Conflict of Interest Policy

INTRODUCTION

The Curtis Institute of Music ("Curtis") is committed to acting with integrity and fairness in all of its operations and is committed to avoiding conflicts of interest, potential conflicts of interest, and any appearance of conflicts of interest. Accordingly, Curtis has adopted this Conflict of Interest Policy (the "policy") under which its part-time and full-time faculty and other staff members ("employee(s)") must maintain the highest ethical standard in the handling of Curtis' affairs and conduct Curtis' business with integrity in a manner that excludes considerations of personal advantage or gain. Each employee is responsible for disclosing his or her own ethical, legal, financial, or other conflicts and potential conflicts of interest involving Curtis in accordance with this policy, so that Curtis may avoid situations that involve or may involve a conflict, or an appearance of conflict, between the employee's personal interest and the interest of Curtis.

This policy is intended to supplement, but not replace, any laws governing conflicts of interest applicable to nonprofit and charitable organizations.

CONFLICT OF INTEREST DEFINED

A conflict of interest arises if an endeavor or activity influences or appears to influence the ability of an Employee to exercise objectivity or impairs the employee's ability to perform his or her employment responsibilities in Curtis' best interest. A business or personal relationship, or the involvement in certain activities, may create a conflict by impairing the independent judgment of such Employee in the exercise of duties relating to Curtis and its operations. Any arrangements or circumstances, including political, business, family, or other relationships, that might dissuade the employee from acting in the best interest of Curtis could give rise to a conflict of interest.

Examples of actual or potential conflicts of interest include, but are not limited to:

- Using one's position in Curtis for the actual or apparent purpose of private gain or advantage for either themselves or another person.
- Misusing one's position, whether actual or apparent, and engaging in activities that adversely affect public confidence and trust in Curtis' integrity and position of excellence in the global community, impairing Curtis' assets, and/or creating a

situation in which Curtis, fellow employees, officers, and/or directors could be held legally liable.

- Profiting from, or appearing to profit from, organizations that have contractual (or pending) relationships with Curtis or misusing confidential or proprietary information.¹
- Influencing or making admission or programming decisions based on, or appearing to be based on, personal, family, or business relationships.
- Lack of forethought to remove oneself from a situation when the employee or Curtis believes an actual, apparent, or potential conflict of interest does or could exist and the failure to disclose this conflict in writing with as much detail as possible for investigative purposes.
- Accepting gifts, entertainment, gratuities, or other items of more than \$50 in value from a company, contractor, or consultant that seeks to do business with Curtis. This is outlined in Curtis' Fraud Policy and will be considered an actual conflict of interest).
- Engaging in electoral politics or lobbying activities during work hours, or with Curtis' name, resources, facilities or equipment. Employees are free to engage in these types of activities on a personal basis provided that these activities do not conflict with the employee's ability to carry out his/her obligations to Curtis, or create confusion between positions or actions that are taken by the employee personally, versus as a Corporation representative.

Curtis' president and CEO, and ultimately the board of trustees, is responsible for determining whether an Employee has a conflict of interest and whether it is a permissible conflict; however, the vice president of people and culture and provost, shall review all potential conflicts and develop solutions for handling these conflicts, and shall report his/her recommendations re the same to the president and CEO so that determinations about conflicts can be made.

As provided below, each employee has a duty to avoid conflicts and to disclose all relevant facts about all known actual and potential conflicts that he or she may have in order to inform the determination of whether there is a conflict.

DUTY TO AVOID CONFLICTS

For the situations listed above, as well as any situation not specifically covered, each employee must consider carefully any potential conflict between his or her personal interests and the interests of Curtis. Each employee must refrain from any action that might constitute an actual, potential, or perceived conflict of interest until such circumstance is vetted and a determination of the potential conflict is made.

The term "proprietary information" is defined to include any information about the Corporation or about its funders and donors, its activities, or its contractual relationships that is not generally available to the public and which, if disclosed, would assist in competition against the Corporation or would compromise its reputation or relationships.

Curtis recognizes that situations arise when employees are involved in performances with family members and other related parties. In general, these situations are considered permissible, regardless of whether or not these performances involve financial remuneration. Nonetheless, because these situations may be perceived to be conflicts of interest, they must be disclosed annually.

DISCLOSURE REQUIREMENT

Each employee must disclose actual or potential conflicts of interest by completing the attached Conflict of Interest Statement and Disclosure Form ("disclosure form") when commencing service for Curtis and on an annual basis thereafter ("annual review and update form"). Each employee must also update the disclosure form on an on-going basis as any new activities or relationships arise. In order to assure full disclosure, such disclosures should be made not only on behalf of the employee completing the form, but also with respect to the employee's immediate family members (spouse, significant other, partner, siblings, parents, and children).

When deciding which relationships should be disclosed, employees must consider the situation from the perspective of an outsider and whether the relationship is of a nature that it could raise an allegation of an apparent or actual conflict of interest, and then err on the side of transparency. Full disclosure helps to alleviate and avoid future misunderstandings.

an employee who discovers that he/she has an actual or potential conflict shall disclose the conflict immediately to the vice president of people and culture or the provost, and shall abstain from discussions related to transactions or arrangements that involve, or

may involve, the actual or potential conflict until a determination can be made by the president and CEO as to whether the conflict is serious enough to warrant action; or if it is determined that no conflict exists.

In addition, if an employee believes another person within Curtis may have a conflict of interest, that employee shall also disclose the conflict immediately to the vice president of people and culture for review or investigation; or if the conflict involves the vice president of people and culture or provost, to the president and CEO; or to the chair of the human resources committee of the board and the board chair, if the conflict involves the president and CEO.

Employees must submit their disclosure forms, and their annual review and update form to the vice president of people and culture, who shall maintain the employee disclosure forms on a permanent basis as part of Curtis' books and records, as laid out in "Recordkeeping," below.

PROCEDURES FOR REVIEW

1. In consultation with legal counsel as needed, the vice president of people and culture, shall review each employee disclosure form (and annual review and update form) and shall follow up on each potential conflict within one month of the employee's initial submission of the Disclosure Form, to assess if any conflict of interest exists and to make a recommendation to the president and CEO.
2. The president and CEO, with the assistance of the vice president of people and culture, has three options and must record his/her determinations in writing in the employee's personnel file:
 - a. determine that a conflict of interest exists and that it is an impermissible conflict. in this case, the support of the vice president of people and culture with support from the provost, shall work together to develop and propose solutions for the president and CEO's review so that he/she may make a determination re how to handle the situation.
 - b. Determine that a conflict of interest exists, but that it is a permissible conflict. If the president and CEO determines that a permissible conflict of interest exists and approves the transaction or arrangement, any interested persons (including persons related to the person making the disclosure) shall abstain from

participating in discussions or decision-making on issues related to the matter in which the person has an interest.

- c. Determine that no conflict of interest exists.
3. If for any reason the president and CEO needs additional assistance to make a determination, he/she shall request a review and determination by the human resources committee of the board of trustees.
 4. No less than once a year, the president and CEO shall deliver to the human resources committee of the board of trustees a report on the conflict disclosures. If an issue or situation arises that the chair of the human resources committee determines requires the executive committee's or the board's attention, the chair of the human resources committee shall timely report it to the board chair.

RECORDKEEPING

The vice president of people and culture shall maintain the employee disclosure forms on a permanent basis as part of Curtis' books and records, and these forms shall be added to each employee's personnel file.

ENFORCEMENT

It is the responsibility of the president and CEO, with the assistance of the vice president of people and culture, to enforce this policy.

If the president and CEO has reasonable cause to believe an employee has failed to disclose actual or potential conflicts of interest, he/she shall inform (or direct the vice president of people and culture to inform) the employee of the basis for such belief and afford the employee an opportunity to explain the alleged failure to disclose. If, after hearing the employee's response and after making any further investigation warranted by the circumstances, with the assistance of the vice president of people and culture, the president and CEO determines the employee has failed to disclose an actual or potential conflict of interest, he/she shall take appropriate disciplinary and corrective action. Intentional violation of this policy constitutes cause for termination.

Annual Conflict of Interest Disclosure Form for Employees

By signing this form, I acknowledge that I have read and understand the Curtis Conflict of Interest Policy, and I agree to comply with it. In compliance with the policy, I have read the definition of conflict of interest, and I am making the following disclosures on behalf of myself and my immediate family members and business associates. I will promptly notify the vice president of people and culture or provost if any facts or circumstances arise that cause this certification to be no longer accurate.

1. Do you know of any relationships with Curtis' auditors, CliftonLarsonAllen, LLP; or between yourself, a member of your immediate family (spouse, significant other, partner, siblings, parents, and children), or your business associates that may constitute a conflict of interest, or an appearance of such a conflict of interest as defined by the letter or spirit of the Conflict of Interest Policy?

If "yes," please attach a statement of the relationship and details with respect to the actual or potential financial or other benefit as best you can estimate.

_____ Yes _____ No

2. Additionally, I must disclose the following facts, which may describe a conflict of interest, or an appearance of such a conflict of interest, as defined by the letter or spirit of the Conflict of Interest Policy:

[attach additional pages if necessary]

3. I am related (through business or family) to the following Curtis Trustees, officers, employees, funders, and vendors/contractors:

[attach additional pages if necessary]

The information given in this statement is complete and accurate to the best of my knowledge. I understand that I have a continuing obligation to promptly and fully disclose any actual or potential conflicts of interest whenever such situations arise.

Date: _____

Printed Name: _____

Title: _____

Signature: _____

Faculty Handbook Acknowledgment

I acknowledge receipt of the Faculty Handbook of the Curtis Institute of Music (“Curtis”).

I acknowledge that the purpose of the Faculty Handbook is to communicate general guidelines to me about Curtis, and its policies, procedures, and benefits; that the Faculty Handbook is not all-inclusive; that more information concerning Curtis’ policies, procedures, benefits, and my terms and conditions of employment is contained in other documents of Curtis; and that Curtis has the right to expand, change, and delete any and all of its policies, procedures, and benefits, and matters contained, or referred to, in the Faculty Handbook or in other documents, as well other terms and conditions of my employment, at any time, without notice, in Curtis’ sole discretion.

I further acknowledge that the Faculty Handbook does not promise me, either expressly or by implication, employment with Curtis for any period of time or duration.

I further acknowledge that I am an at-will employee of Curtis which means that I may terminate my employment with Curtis, at any time, with cause or without any cause, and without any notice prior to such termination, and that Curtis may terminate my employment with Curtis, at any time, with cause or without any cause, and without any notice prior to such termination; and that the Faculty Handbook does not alter the at-will employment relationship between Curtis and me. Moreover, no statement, promise, or agreement by anyone, at any time, written or oral, will change, or can be relied upon by you to change, my at-will employment with Curtis, except, that if I am a party to written employment agreement signed by me and signed on behalf of Curtis by either the president of Curtis or the chair of Curtis’ board of trustees, such written employment agreement can contain enforceable terms that provide for employment other than at-will employment, which shall govern my employment with Curtis.

This Faculty Handbook supersedes and replaces any prior Faculty Handbooks published by Curtis.

Employee’s signature: _____

Date: _____

Printed name: _____

Initial effective date of this handbook: August 28, 2025