

Tennessee Shakespeare Company



REVIEWED

General Information

Contact Information

Nonprofit	Tennessee Shakespeare Company
Address	7950 Trinity Road Memphis, TN 38018
Phone	901 759-0620
Facebook	facebook.com/Tennessee-Shakespeare-Company-118041651566246/
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At A Glance

Year of Incorporation	2008
Community Foundation staff conducted a site visit?	No

Statements & Search Criteria

Mission

Tennessee Shakespeare Company is a professional, 501(c)(3) theatre and education organization which performs the plays of William Shakespeare seasonally; performs classical and Southern writers seasonally; produces a Southern-centric play/salon Festival (Southern Exposure), and provides year-round, innovative educational and training programming.

TSC's vision is to create and sustain a classical theatre that both nurtures artists and encourages audiences to exaltation, curiosity, and wonderment; a center for the community dedicated to re-discovering our faith in life by increasing our awareness of reality and expanding our imagination through an emphasis on the performance, education, and training of William Shakespeare's works.

Background

Tennessee Shakespeare Company (TSC) is the creation of native Memphian Dan McCleary (Producing Artistic Director).

Dan is a former Associate Artistic Director at Shakespeare & Company in the Berkshires. In 2006 he began scouting sites with Disney Teacher of the Year E. Frank Bluestein in the southern United States to establish the Mid-South's only professional classical theatre, and he chose his hometown of Memphis. In creating an artistic home for the best of local and national classical artists, Dan sought to pay living wages to retain as many talented Memphians in the Mid-South as possible, and to train them.

That mission and vision continues to be achieved. TSC has grown into a \$724,000 (FY18) theatre and education organization that has performed, among other titles, *As You Like It* inside St. George's Church, an all-female *Julius Caesar* in City Hall, *A Midsummer Night's Dream* at the University of Memphis and the Poplar Pike Playhouse, *Othello* inside St. George's, *Themes from a Midsummer Night* (in collaboration with IRIS Orchestra) and *Richard III* at Germantown Performing Arts Centre, *Macbeth* and *The Tempest* outdoors at Shelby Farms, *Romeo and Juliet* on the roof of Dixon Gallery & Gardens, and *Hamlet* inside the Dixon. TSC launched its inaugural new musical series last year in collaboration with the U of M and Broadway's Theatrical Rights Worldwide. Nearly 45,000 patrons have attended.

TSC's education program has grown at twice its projected pace, having served over 140,000 Mid-South school children from over 100 Memphis area and Southeast schools with Free Will Kids' Nights, morning matinees, original touring shows, in-school playshops, free interactive Study Guides, and in-school residencies. The jewel of the program is the N.E.A.-funded Romeo and Juliet Project, the literacy and anti-violence Project that gets students on their feet speaking the text and relating the play's life-lessons to themselves. Another 15 playshops and residencies serve thousands in area elementary schools, our service veterans, special needs students, and incarcerated youth acting Shakespeare as part of their probation.

TSC, with its August outright purchase of an 18,000+ sq/ft facility, is in the planning stages to renovate and create the state's first and only permanent, year-round home for professional Shakespeare performance, education, and training.

Impact

In the past year, TSC accomplished:

- 1) the outright purchase, for \$1.9MM, of the former Ballet Memphis facility for the creation of the state's first permanent, year-round home for professional Shakespeare performance, education and training,
- 2) successful fundraising efforts to prompt both Germantown and Collierville Municipal School Districts to engage TSC in formal, multi-year partnerships that welcome interactive Shakespeare curriculum into elementary, middle, and high schools – the first for elementary/middle school students in the state,
- 3) the successful Shakespeare residencies with Company d (dancers with Down syndrome), at the Memphis V.A. with our service veterans suffering from PTSD, and adjudicated youth incarcerated at Hope Academy and Jail East,
- 4) the largest number of AEA professional Shakespeare productions produced by one company in the nine southeastern states,
- 5) the largest percentage of multi-racial audiences in its history (led by "To Kill a Mockingbird") and first African-American Juliet and Romeo to go into schools as part of our N.E.A.-funded "Romeo and Juliet Project."

TSC's goals for this current year include:

- 1) the successful completion of our New Home capital campaign fund,
- 2) the creation of TSC's first theatre, education wing, and rental facility,
- 3) a sell-out of "Romeo and Juliet Project" participating schools (just accomplished, now with a waiting list of underserved schools),
- 4) 200 patrons per performance (11) of our first Free Shakespeare Shout-Out Series in untraditional indoor/outdoor venues throughout Shelby County as a way to thank Memphis for letting us be of service now for ten years,
- 5) to begin programmatic planning for Season 11 early for us, in January.

Needs

The successful completion of our New Home capital campaign, establishing TSC's first mortgage-free, permanent home, renovation funds for theatre and education wings as well as a rental hall, and an endowment to sustain the facility.

Nine Memphis Title One high schools will not be able to pay for TSC's Romeo and Juliet Project during this 2017-18 school year. TSC seeks individual school sponsors (\$5,000 per school) for all nine.

TSC needs to build its organizational capacity by permanently funding both a Managing Director and Development Director.

TSC needs to increase its volunteer organization by 10-12 members in order keep pace with the needs in the office and in production.

In order to have liquid funds for nine months of emergency, TSC needs to increase its average cash position by 60%.

CEO/Executive Director Statement

Tennessee Shakespeare Company's mission is social and educational using an entertainment platform. In order to fulfill these dual responsibilities, it remains imperative that the company be something that Memphis has not been able to sustain in its history and something that does not exist within at least 200 miles: a professional, classical theatre.

We choose titles and new works based upon what we perceive to be our community's needs. Not unlike Shakespeare and the Elizabethans, we seek work that heals, that enlightens, that is inclusive, that is reflective, language-based, and spiritual (not to be confused with religious). A professional union company of artists and teachers who specialize in classical works, particularly those of Shakespeare, is expensive to hire, house, and sustain in Memphis. And no cast of Shakespeare's plays is fewer than 16 paid actors.

In the classrooms, we do not teach our children how to become actors. We have summer camps and internships for that. Instead, we seek to teach every student, especially those whom teachers define as non-Honors, and not just once -- but many times. The plays of Shakespeare are not meant to be read. They are meant to be played, spoken, heard, experienced, and reflected upon. This means they do not belong in an English class. But since that is where they exist, that is where we go, getting children on their feet, speaking the text, reflecting on themselves, and, in the case of our Romeo and Juliet Project, providing our children with real-life options to violence which they can act out in a safe environment. Too many of these students are rehearsing for their lives.

Every great city deserves a professional Shakespeare company. Most already do. Memphis has a long history of social, economic, health, and cultural challenges. Shakespeare is here to help the city that we love "hold, as 'twere, the mirror up to nature."

- Dan McCleary, Founder and Producing Artistic Director

Board Chair Statement

"I was not looking to be on any more Boards once I retired from medicine. I was pleased when my wife joined the Board of Directors of TSC in its first year because she loves Shakespeare. I did not. But then I came to TSC's performances, inside and out. I saw first-hand the work they were doing with children and students in the classroom. I saw how they brought the words of Shakespeare alive and into the present, and I was moved beyond mention. What's more, I was not alone.

"I admired the creation of TSC, but I did not imagine it to be sustainable over the long-haul.

"I was asked to be of service by Dan McCleary, and encouraged by my wife, to join the Board; and I genuinely hoped I might be able to be of help. After my first meeting, I was put to work and my ideas were encouraged. After rejecting the offer several times, it was not long before I became the company's Board President. And though the term is only one year, I keep re-upping because I keep seeing something with which I feel I can assist.

"That's the creation of a new, permanent home for Shakespeare in Memphis. We are half-way there, but now we need to renovate our purchased facility and establish an endowment. More than six years in, I know I can help with this – not just because I am inspired by our mission and success stories, but because I talk to so many friends who, like I once was, were turned off to Shakespeare but now are thrilled by him and his plays and what he can do for our young people through TSC. Though I swore to myself I would never ask anyone for money again, when I am in the classroom and watching these students get turned on to Shakespeare or in the theatre listening to words that I thought Memphis may never hear and appreciate, I am moved to action."

- Dr. Owen B. Tabor, Board President

In addition to the challenge ahead of capital campaign fundraising, the Board continues to be challenged to ensure its membership is more than 10% African-American, especially considering the extraordinary balance TSC employs on stage and sees in its audiences. The Board continues to identify worthy candidates, but membership is often postponed due to busy schedules. The Board returns to these candidates annually.

The Board also has identified staff capacity-building as the next necessary budgetary growth in order to accommodate the company's expansion, particularly in the positions of Technical Director, Managing Director, Marketing Director, Development Director, and Costume Shop Manager. The first of these is already being budget for in this fiscal year, and two more, at least, need to be accommodated for FY19.

Areas Of Service

Areas Served

Areas

TN

TN - Shelby County

TN - Fayette County

TN - Tipton County

MS

MS - DeSoto County

AR

AR - Crittenden County

We are located in Memphis with most of our patrons coming from Midtown, East Memphis, Germantown, Collierville, Olive Branch, and Lakeland. The vast majority of students who participate in our education programs are from the city of Memphis, Germantown, and Collierville.

Service Categories

Theater

Educational Services

Youth Development Programs

Programs

Programs

The Romeo and Juliet Project

Description	<p>The Romeo and Juliet Project is a 4-day residency that targets a high school Freshman population in an area that is nearly 100% underserved in Memphis, mostly Title One schools.</p> <p>The Romeo and Juliet Project has two goals:</p> <ul style="list-style-type: none">- To affect a positive and enthusiastic first impression of Shakespeare through playing the play, rather than the static study of the play, assuring students will forever be receptive to classical stories and the lifetimes of self-awareness, compassion, inclusiveness, and healing they provide.- To use <i>Romeo and Juliet</i>, its characters, and its many pivotal decision moments as tools for young people to imagine life-saving choices in the face of armed violence, peer pressure, prejudice, and inadequate guidance. <p>TSC teachers get students up on their feet, living, speaking, and feeling the lives of the characters in the play. The fourth and final session is an intimate performance of the play performed by our cast of professional actor-teachers.</p>
Budget	\$73,050.00
Strategy	Yes
Long term Success	<p>The Project, over the past six years, has changed young lives, and in several cases has saved lives, we are told by both students and teachers. The ultimate goal, since this playwright and this play by title is mentioned in state-approved LA curriculums, is for TSC to teach the play and have ninth graders play the play in every classroom in Memphis and Shelby County. Using the play as a platform to inspire reading (too many ninth graders in Memphis have only a second grade reading ability) and to create compassion and rehearse life-saving action, the Project is uniquely poised here and nationally to be replicated in secondary schools as a proven Literacy and Non-Violence Residency.</p>
Short Term Success	<p>Following the four-session residency, participating children's Language Arts tests in school rise by an average of one letter grade, more than 1/3 respond that their compassion for themselves and others has increased dramatically, all have rehearsed life-saving actions and text for if/when they are faced with armed violence in their own lives, all will have spoken Shakespeare's text on their feet with their peers at the pivotal decision moments in <i>Romeo and Juliet</i>, and many offer that they have discovered a love for Shakespeare and look forward to their next encounter.</p>

Professional Mainstage Performances

Description	TSC believes Shakespeare is for everyone, regardless of age, education, geography, race, or ability to pay. Shakespeare believed the same thing. We will produce our 22 nd unique Shakespeare title this season and add the seminal work of Samuel Beckett to our other classical writers, including Tennessee Williams, Flannery O'Connor, Truman Capote, Harper Lee, and others. This season includes our first Free Shout-Out Series that provides 11 free performance of three classical productions in ten different indoor/outdoor venues throughout Shelby County.
Budget	\$171,000.00
Long term Success	Our long-term goal is a season filled with both popular and challenging classical plays that patrons look forward to as part of their cultural and social lives because it brings them and their families joy, enlightenment, and reflection.
Short Term Success	The goal is to drive 3,000 paying patrons to our series of classical, professional plays this season. This figure includes school matinee attendance. The goal is not to entertain merely for entertainment's sake. Our job is to enlighten, question, and reflect within the format of entertainment. For instance, <i>Waiting for Godot</i> doesn't assume the celebration of Christmas. It questions are relationship to our God or otherwise when we are surrounded by inexplicable tragedy. Like Shakespeare's plays, it calls us to action without judgment. It prompts us to ask, "What must I do with my life?"

Shakespeare for Adjudicated Youth

Description	Shakespeare for Adjudicated Youth is now entering its third season. The success of TSC's elements of our Romeo and Juliet Project are brought into Hope Academy downtown and has prompted the addition of Block C inmates at Jail East. Participants are usually ages 13-17, who have rarely had the care and attention of an adult – especially one who believes they can speak Shakespeare's text and rehearse non-violent resolutions to instances of shaming in their personal lives. The mission is to keep these young offenders out of the system as 18-year-old adults.
Budget	\$8,500.00
Long term Success	We would like to formalize Shakespeare as Probation as a viable option to the usual probation options in Shelby County for these youths. Our ultimate goal is keep these children out of jail before they turn 18 years old. We are told, and we see the state's statistics, that once they go into the penal system as adults (18) most of their lives are over.
Short Term Success	The short-term goal is show these boys that they are cared for, that we believe in their best efforts, that we know how smart they are, and that we are invested in their ability to be articulate and to listen and to take responsibility for themselves (as so many are "homeless"). Speaking Shakespeare and exploring the meaning, through the plays, against their own existence are almost always breakthrough moments in these boys' lives. They then want books, they want us to return, they want to be heard, and they want to be loved and cared for. When they get out and are on their own, they have a new trusted relationship with Shakespeare's characters, many whom face the same ordeals many of these boys do every day.

Shakespeare residencies for elementary and middle school students

Description	Shakespeare residencies for elementary and middle school students will begin this year with Germantown and Collierville Municipal School Districts. While we regularly take Shakespeare to ninth graders, per state guidelines, we rarely get to bring entire curriculums to entire pre-ninth grade classes. Germantown and Collierville are the first to do this in the state, and it is going to increase their students' grades and better prepare them not only for Shakespeare throughout high school, but a life rich with reflection, perspective, and enlightenment.
Budget	\$12,400.00
Long term Success	This is about preparing young people to be adults, and ensuring that as adults we have a non-judgmental, beautiful totem to return to at various points in our lives as we and our circumstances change in the aging process. There isn't any issue Shakespeare doesn't address. Our capability and desire to learn from him and his stories has a direct link to how early we experience him in life and the quality of that experience. Young people appreciate better than anyone "play." Shakespeare, to be appreciated throughout one's life, must be played (not memorized, studied, and tested on). The long-term outcome of this project is helping to create better, happier, healthier human beings in our community.
Short Term Success	Our short-term goal is to excite young children about the stories of William Shakespeare. We are the first in the state to enact this in a formal, public school curriculum. While it is true that there are attendant increases in Language Arts grades, need to read, and desire to go to theatre, we are primarily interested in building the works of Shakespeare into young people's awareness DNA. The earlier we can get children experiencing, speaking, hearing Shakespeare's comedies and fantasies, the more prepared and enthusiastic they are to come to the tragedies in high schools.

Shakespeare residencies with the dancers of Company d (adults with Down syndrome) and the service veterans at the Memphis V.A.

Description	New, customized Shakespeare residencies with the dancers of Company d (adults with Down syndrome) and the service veterans at the Memphis V.A. have given our TSC teaching professionals this year opportunities to lend voice and articulation to members of our community who often are not heard, cannot be heard, or cannot speak. The work in the room is moving, compelling, inspiring, and successful. There is no funding for this. We love it and volunteer for it.
Budget	\$7,775.00
Long term Success	Our long-term goal is to discover the modest funds that will make our in-house teachers available year-round to the V.A. and also allow us to train four local teachers to be in residence every week of the year. We want our service veterans living productive, beautiful lives. And if that means they need TSC as a check-in on a weekly basis, we want to be able to offer TSC's new education wing as a home to them. We want to provide this service because it's the right thing to do for the right reasons. Our goal with Company d and organizations like it that serve local populations which might be considered "others" (as Shakespeare popularized by including so many in his plays) is to be of service year-round and part of the standard curriculums. One outcome is increased compassion by all of our population when they experience the courage and articulation of a marginalized population. It is historically very difficult to harm or do violence to another when one has compassion.
Short Term Success	Many of us at TSC have familial experiences with military personnel coming home from war, unable to live their post-service lives in peace. We have seen how speaking Shakespeare's text can have an opening and articulating response on an otherwise silent or depressed serviceperson of rare courage. Our job is to care, have compassion, and to sense what is needed for each participant at the V.A. We then provide the text and teaching, and we coach the participants, which in turn gets them talking about their own lives. The effect, for both participants and their doctors, has been remarkable this year. Doctors say they have not seen such a drastic improvement in the participants' health using other therapeutic methods. Our friends at Company d are courageous in another way. These adults with Down syndrome are also personal to many of us at TSC. Not only does speaking Shakespeare and dancing awaken their senses and fulfillment of life, it does so for us and our community as well.

Board & Governance

Board Chair

Board Chair	Dr. Owen Tabor
Company Affiliation	Tabor Orthopedics
Term	Feb 2009 to June 2018
Email	tabortho@aol.com

Board Members

Name	Affiliation	Status
Mrs. Barbara Apperson	Philanthropist	Voting
Mr. Frank Bluestein	TN Arts Academy	Exofficio
Ms. Rhea Clift	Memphis Prosecuting Attorney	Voting
Dr. Anne Connell	Retired Teacher	Voting
Mrs. Nancy Copp	Philanthropist	Voting
Mrs. Alicia Davis	Community Volunteer	Voting
Mrs. Blanche Deaderick	TN Governor's School	Voting
Ms. Deborah Dunklin Tipton	Philanthropist	Voting
Mr. Cato Ealy	International Paper	Voting
Ms. Anne Johnson Mead	Butler, Sevier, Hinsley & Reid	Voting
Ms. Elise Jordan	FedEx	Voting
Mrs. Pat Kelly	Retired teacher	Voting
Mr. Ernest Kelly, Jr.	Evans Petree PC	Voting
Ms. Dorothy Kirsch	Philanthropist	Voting
Mr. Michael Marshall	Lawyer	Voting
Mrs. Anne McCarroll	Butler, Sevier, Hinsley & Reid	Voting
Mr. Dan McCleary	Tennessee Shakespeare Company	Exofficio
Ms. Melia Murphy	Philanthropist	Voting
Ms. Melanie Murry	General Counsel at U of M	Voting
Dr. Raymond Osarogiagbon	Boston Baskin Cancer Foundation	Voting
Mrs. Tracy Patterson	Rhodes College	Voting
Mr. W. Reid Sanders	Sanders Investments	Voting
Ms. Sara Savell	Las Savell Jewelers	Voting
Mr. Milton Schaeffer	Philanthropist	Voting
Dr. Owen Tabor	Tabor Orthopedics	Voting
Mrs. Margaret Tabor	Retired Teacher	Voting

Board Demographics - Ethnicity

African American/Black	1
Asian American/Pacific Islander	0
Caucasian	24

Hispanic/Latino	0
Native American/American Indian	0
Other	0 0

Board Demographics - Gender

Male	9
Female	16
Unspecified	0

Governance

Board Term Lengths	3
Board Term Limits	5
Board Meeting Attendance %	65
Written Board Selection Criteria?	Yes
Written Conflict of Interest Policy?	Under Development
Percentage Making Monetary Contributions	96
Number of Full Board Meetings Annually	7

Standing Committees

- Executive
- Finance
- Nominating
- Board Development / Board Orientation
- Special Events (Golf Tournament, Walk / Run, Silent Auction, Dinner / Gala)
- Strategic Planning / Strategic Direction

Comments

Our Board is passionate, involved, and communicative. They are encouraged to share their thoughts, and they are the first to discuss new seasons, new challenges, and strategic thoughts. They attend every TSC event, and they bring their friends. The only area in which this Board is challenged is in fundraising, which leaves Dan McCleary nearly alone to raise 50% of each season's budget in contributed revenue. Though Dan enjoys fundraising and is aware that any sharing of this responsibility would of necessity include his continued efforts, this is not a sustainable model as the company plans to expand its year-round programming with new home ownership.

The Board is sensitive to this challenge and will seek to expand the staff's capacity for FY19.

TSC's new home is already inspiring additional and new giving from supporters. The new home will accommodate the company's need to perform during the periods it wishes to perform and to do so with cost-saving repertory casts that can extend the run of a show if demand is evident. The new home will also provide an additional revenue stream for facility rentals for special events that seat up to 400 guests.

The new home also provides TSC with after-school education programming opportunities in its new Education

wing.

The opportunity seized in TSC's outright purchase of its new home was calculated. The majority of ownership-related overhead costs are running only slightly more than TSC's overhead costs as a lessee of multiple properties.

One of the primary challenges facing the company has been the absence of a permanent home, lending the incorrect public perception that TSC and its mission were not necessarily sustainable without a fixed asset. That has now changed, and we are here permanently. We anticipate a long-term, positive change in donor response.

Management

Executive Director/CEO

Executive Director	Mr. Dan McCleary
Term Start	Aug 2006
Email	danmccleary@tnshakespeare.org

Experience

Dan McCleary (TSC Founder and Producing Artistic Director) is a native Memphian and a graduate of Germantown High School. Dan directed and acted in TSC's inaugural production of *As You Like It* as well as *400: The Shakespeare Feast*, *Richard III* (title role), *Unto the Breach*, *The Glass Menagerie* and *The Taming of the Shrew*. He directed TSC's *Much Ado About Nothing*, *All's Well That Ends Well*, *Twelfth Night*, *Unto the Breach*, *Hamlet*, *The Tempest*, *Macbeth*, *A Midsummer Night's Dream*, *Julius Caesar*, *Othello*, *Complete Works of William Shakespeare (abridged)*, and *Themes from a Midsummer Night* with IRIS Orchestra.

As Associate Artistic Director at Shakespeare & Company in the Berkshires, Dan acted in and directed over 30 productions, appearing as Coriolanus, Macbeth, Herman Melville, Stephano, Don Armado, Hotspur, Master Ford, Bertram, and Antipholus/Dromio of Ephesus. He directed S&Co's first production of *The Servant of Two Masters*, also his own adaptation of *Henry & June*, *Vita & Virginia*, *My Own Stranger*, and *The Fiery Rain*.

In other regional theatres around the country, Dan has acted in or directed an additional 90 productions over 30 years. Favorite roles include Marc Antony, Richard III, Brutus, Petruchio, Falstaff, and Caliban in theatres that include Orlando Shakespeare, Georgia Shakespeare, Seattle Shakespeare, Merrimack Rep, North Shore Music Theatre, Actors Theatre of Louisville, StageWest, Alabama Shakespeare, Arden Theatre, Studio 4-A, and Huntington Theatre.

As an arts administrator, Dan has been an award-winning Marketing Director, as well as Communications Director, Development Director, and Grants Administrator. He performs these duties with TSC, as well as acting as Managing Director. *Memphis Magazine* has named him among the "Who's Who in Memphis" for four years, and the Germantown Arts Alliance honored him with its 2009 Distinguished Arts and Humanities Medal for Performing Arts. He holds a B.A. in Advertising and Journalism from Temple University.

Staff

Full Time Staff	6
Part Time Staff	0
Volunteers	56
Contractors	48
Retention Rate	0

Plans

Organization has a Fundraising Plan?	Yes
Organization has a Strategic Plan?	Yes
Years Strategic Plan Considers	6
Date Strategic Plan Adopted	Oct 2017
Management Succession Plan?	Yes
Organization Policy and Procedures	Yes

Nondiscrimination Policy	Yes
Whistleblower Policy	Yes
Document Destruction Policy	Yes
Directors and Officers Insurance Policy	Yes

Affiliations

Affiliation	Year
Actor's Equity Association	2008
Shakespeare Theatre Association of America	2008
Tennessee Arts Commission	2009

Financials

Fiscal Year

	July
Fiscal Year	2018
Projected Revenue	\$778,147.00
Projected Expenses	\$778,253.00
Endowment Value	101000
Spending Policy	Percentage
Percentage (if selected)	2%

Form 990s

- Form 990
- Form 990
- Form 990
- Form 990
- Form 990
- Form 990
- Form 990
- Form 990
- Form 990
- Form 990

Detailed Financials

Revenue and Expenses

Fiscal Year	2017	2016	2015
Total Revenue	\$801,368	\$730,316	\$618,833
Total Expenses	\$804,192	\$730,847	\$689,930

Revenue Sources

Fiscal Year	2017	2016	2015
Foundation and Corporation Contributions	\$65,000	\$62,500	\$325,302
Government Contributions	\$52,500	\$23,560	\$0
Federal	\$25,000	\$5,000	--
State	\$27,500	\$18,560	--
Local	\$0	\$0	--
Unspecified	\$0	\$0	\$0
Individual Contributions	\$280,227	\$287,038	--
Indirect Public Support	\$0	\$0	\$0
Earned Revenue	\$121,734	\$88,959	\$82,778
Investment Income, Net of Losses	\$113	\$139	\$178
Membership Dues	\$0	\$0	\$0
Special Events	\$180,556	\$182,202	\$70,716
Revenue In-Kind	\$94,244	\$81,417	\$16,216
Other	\$4,861	\$5,032	\$0

Expense Allocation

Fiscal Year	2017	2016	2015
Program Expense	\$512,313	\$425,284	\$477,354
Administration Expense	\$146,685	\$187,978	\$168,082
Fundraising Expense	\$145,194	\$117,585	\$44,494
Payments to Affiliates	\$0	\$0	--
Total Revenue/Total Expenses	1.00	1.00	0.90
Program Expense/Total Expenses	64%	58%	69%
Fundraising Expense/Contributed Revenue	25%	21%	11%

Assets and Liabilities

Fiscal Year	2017	2016	2015
Total Assets	\$196,607	\$199,233	\$210,981
Current Assets	\$180,178	\$176,767	\$159,183
Long-Term Liabilities	\$0	\$0	\$0
Current Liabilities	\$4,906	\$4,708	\$15,925
Total Net Assets	\$196,607	\$199,233	\$195,056

Short Term Solvency

Fiscal Year	2017	2016	2015
Current Ratio: Current Assets/Current Liabilities	36.73	37.55	10.00

Long Term Solvency

Fiscal Year	2017	2016	2015
Long-Term Liabilities/Total Assets	0%	0%	0%

Top Funding Sources

Fiscal Year	2017	2016	2015
Top Funding Source & Dollar Amount	Pat and Ernest G Kelly, Jr. \$63,404	FedEx \$35,000	--
Second Highest Funding Source & Dollar Amount	FedEx \$35,000	Nancy R. Copp \$25,000	--
Third Highest Funding Source & Dollar Amount	Nancy R. Copp \$27,967	Pat and Ernest G. Kelly, Jr. \$22,000	--

Capital Campaign

Currently in a Capital Campaign?

Yes

Campaign Purpose

To purchase, renovate, and endow the former Ballet Memphis facility for the purpose of creating Tennessee's first permanent, year-round home for Professional Shakespeare performance, education, and training.

Goal	\$4,500,000
Date	2017
Amount Raised To Date	\$2,022,000
Capital Campaign Anticipated in Next 5 Years?	Yes

State Charitable Solicitations Permit

Permit?	Yes Dec 2017
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Comments

Organization Comments

We are currently waiting on our 2017 990 Form from the IRS.