

# Tennessee Shakespeare Company



REVIEWED

## General Information

### Contact Information

<b>Nonprofit</b>	Tennessee Shakespeare Company
<b>Address</b>	3092 Village Shops Drive Germantown, TN 38138
<b>Phone</b>	901 759-0620
<b>Facebook</b>	facebook.com/Tennessee-Shakespeare-Company-118041651566246/
<b>Twitter</b>	@tnshakespeare

### At A Glance

<b>Year of Incorporation</b>	2008
<b>Community Foundation staff conducted a site visit?</b>	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 Memphians Dan McCleary (Producing Artistic Director) and national Disney Teacher of the Year, E. Frank Bluestein (Executive Director).

Dan is a former Associate Artistic Director, artist-manager, and Director of Marketing and Development at Shakespeare & Company in the Berkshires. In 2006 he began scouting sites in the southern United States to establish the Mid-South's only professional classical theatre, and he chose his hometown of Memphis.

In addition to Mr. Bluestein, Dan was joined by Father Gary Sturni of St. George's Episcopal Church, Mrs. Barbara B. Apperson, Mrs. Donna Ladd, and a committee of devoted individuals in making the preparation year possible. Almost all of those involved in that first committee meeting of January 2008 remain as founding Board members or supporters.

Since then, TSC has grown into a \$671,000 (FY16) 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 inside GPAC, and Hamlet, The Taming of the Shrew, and Twelfth Night 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 30,000 patrons have attended.

TSC's education program has grown at twice its projected pace, having served over 120,000 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 Romeo and Juliet Project, now entering its fourth year. The literacy and anti-violence Project sends teams of teaching artists into entire Freshman classes in a select Memphis area high school over multiple visits to get students on their feet speaking the text and relating the play's life-lessons to themselves.

The N.E.A. recognized TSC in each of the past two seasons as one of just 40 theatres in the U.S. to be awarded a Shakespeare in American Communities grant.

**Impact**

In the past year, TSC accomplished:

- 1) its first year-round season of artistic and educational programming,
- 2) record highs in show attendance, student participation, and local school involvement,
- 3) the Memphis Mayor's and Shelby County Schools' endorsement of TSC's in-school program success and curriculum inclusion,
- 4) the largest hiring pool and economic impact in TSC's history: nearly 100 local/out-of-state contracts,
- 5) the largest number of AEA professional Shakespeare productions produced by one company in the nine southeastern states.

TSC's goals for this current year include:

- 1) launching its first New Home Committee, charged with permanent home identification and capital campaign feasibility,
- 2) doubling its innovative Romeo and Juliet Project to Title One Memphis schools in two semesters, reaching more than 5,000 high school Freshmen
- 3) a 25% increase in performance and schools' touring outside of Memphis,
- 4) strategically increasing the Board membership to 30,
- 5) commemorating William Shakespeare's 400th anniversary of his death with year-long programming built to attract new title sponsors.

**Needs**

Twelve Memphis Title One high schools will not be able to pay for TSC's Romeo and Juliet Project during this 2015-16 school year. TSC seeks individual school sponsors (\$5,000 per school) for all twelve.

TSC needs a permanent home in which to perform, rehearse, teach, and work administratively.

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

TSC needs to increase its Groundlings 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 6-9 months of emergency, TSC needs to increase its average cash position by 60% (approximately \$72,000).

### **CEO/Executive Director Statement**

Tennessee Shakespeare Company's mission is entirely social and educational. In order to fulfill these dual responsibilities, it remains imperative that the company be something that Memphis has never 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 who 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, and experienced. 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 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 Board once I retired. 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 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.

Now it is the creation of our New Home Committee. TSC needs its own permanent home in Memphis so we aren't working so hard to make environmental theatre work, and traveling so much, and being nomadic with our offices. We need a visible threshold for the company that inspires renewed confidence in our permanence here and will allow us to expand on our renowned performances of Shakespeare and work with children. After strategic planning, we will launch our first capital campaign. And 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

## **Areas Of Service**

### **Areas Served**

## **Areas**

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TN

TN - Shelby County

TN - Fayette County

TN - Tipton County

MS

MS - DeSoto County

AR

AR - Crittenden County

KY

NC

GA

SC

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.

## **Service Categories**

Theater

Educational Services

Youth Development Programs

# Programs

## Programs

### The Romeo and Juliet Project

<b>Description</b>	<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"><li>- 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.</li><li>- 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.</li></ul> <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>
<b>Budget</b>	\$71,179.00
<b>Strategy</b>	Yes
<b>Long term Success</b>	One hundred percent of Memphis public high schools will have entire student bodies who were introduced to Shakespeare through <i>The Romeo and Juliet Project</i> at the ninth-grade level, giving adolescents common touchstone of poetic language, a love of Shakespeare, practical non-violent decision-making skills, an A-B grade average in English Arts classes, a 45% increase in compassion and a 20% increase in desire to remain in school until graduation.
<b>Short Term Success</b>	By the end of our current Project, more than 4,500 underserved ninth-grade students from Memphis public high schools will have been introduced to Shakespeare and <i>Romeo and Juliet</i> , increasing Language Arts grades by a full letter grade (on average), increasing compassion by 30%, and providing life-saving techniques (as rehearsed) to 100%. More than 80% of participating students will request a next Shakespeare play.

# Board & Governance

## Board Chair

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

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Mrs. Barbara Apperson	Philanthropist	Voting
Ms. Margaret Apple	Philanthropist	NonVoting
Mr. Frank Bluestein	TN Arts Academy	Exofficio
Ms. Louise Calandruccio	Emeritus Founder	NonVoting
Ms. Rhea Clift	Memphis Prosecuting Attorney	Voting
Dr. Anne Connell	Retired Teacher	Voting
Mrs. Nancy Copp	Philanthropist	Voting
Mrs. Blanche Deaderick	TN Governor's School	Voting
Ms. Deborah Dunklin Tipton	Philanthropist	Voting
Ms. Ruth Dunning	Retired	NonVoting
Mr. Cato Ealy	International Paper	Voting
Ms. Anne Johnson Mead	Butler, Sevier, Hinsley & Reid	Voting
Mr. John Paul Jones	Emeritus Founder	NonVoting
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. Robert Lanier	Emeritus Founder	NonVoting
Ms. Sheri Lipman	Emeritus Founder	NonVoting
Ms. Julia Manning	Retired	NonVoting
Mr. Michaael 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

Mr. George Walters	Emeritus Founder	NonVoting
Ms. Susan Warner	Retired	NonVoting
Ms. Susan Warner	Retired	NonVoting

## Board Demographics - Ethnicity

<b>African American/Black</b>	1
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	25
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	0 0

## Board Demographics - Gender

<b>Male</b>	9
<b>Female</b>	17
<b>Unspecified</b>	0

## Governance

<b>Board Term Lengths</b>	3
<b>Board Term Limits</b>	5
<b>Board Meeting Attendance %</b>	65
<b>Written Board Selection Criteria?</b>	Yes
<b>Written Conflict of Interest Policy?</b>	Under Development
<b>Percentage Making Monetary Contributions</b>	96
<b>Number of Full Board Meetings Annually</b>	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 alone to raise 50% of each season's budget in gifts. 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 if the company hopes to expand its year-round programming.

Currently, our Board does not raise funds. When our New Home Committee convenes, new membership will be sought at a different level of activity. Multiple and new points of entry for active fundraisers will be opened and encouraging of new members, while the singular action of raising awareness and funds for a capital campaign will engage several standing members in a one-time only, yet significant, effort.

# Management

## Executive Director/CEO

<b>Executive Director</b>	Mr. Dan McCleary
<b>Term Start</b>	Aug 2006
<b>Email</b>	danmccleary@tnshakespeare.org

### Experience

Dan McCleary (TSC Founder and Producing Artistic Director) is a native Memphian and a graduate of Germantown High School and its Poplar Pike Playhouse. 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 All's Well That Ends Well, Twelfth Night, Unto the Breach, Hamlet, The Tempest, Macbeth, A Midsummer Night's Dream, all-female Julius Caesar, Othello, Complete Works of William Shakespeare (abridged), and Themes from a Midsummer Night with IRIS Orchestra. He also has directed critically-acclaimed productions of As You Like It at Orlando Shakespeare Theater, The Servant of Two Masters outdoors in downtown Atlanta and at Seattle Shakespeare Company, and All's Well That Ends Well at Georgia Shakespeare Festival. At the Orlando Shakespeare Theatre, he has directed the world premiere of The Stone Face and has played the title roles in Antony and Cleopatra and Richard III, Brutus in Julius Caesar, Porfiry in Crime and Punishment, Petruchio in The Taming of the Shrew, and Falstaff in The Merry Wives of Windsor. 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 Anaïs Nin's Henry & June, Vita & Virginia, My Own Stranger, and The Fiery Rain. Other Regional/New York theatre: 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 Press Director, Communications Director, Development Director, and Grants Administrator. He performs these duties with TSC, as well as acting as CFO, Managing Director, and Production Manager.

Dan is a published poet and teaches Shakespeare master classes around the country. Memphis Magazine has named him among the "Who's Who in Memphis" each year from 2009-12, 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

<b>Full Time Staff</b>	6
<b>Part Time Staff</b>	0
<b>Volunteers</b>	15
<b>Contractors</b>	85
<b>Retention Rate</b>	0

## Plans

<b>Organization has a Fundraising Plan?</b>	No
<b>Organization has a Strategic Plan?</b>	Under Development
<b>Management Succession Plan?</b>	Yes
<b>Organization Policy and Procedures</b>	Yes

<b>Nondiscrimination Policy</b>	Yes
<b>Whistleblower Policy</b>	Yes
<b>Document Destruction Policy</b>	Yes
<b>Directors and Officers Insurance Policy</b>	Yes

## Affiliations

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

# Financials

## Fiscal Year

	July
<b>Fiscal Year</b>	2017
<b>Projected Revenue</b>	\$0.00
<b>Projected Expenses</b>	\$0.00
<b>Endowment Value</b>	101000
<b>Spending Policy</b>	Percentage
<b>Percentage (if selected)</b>	2%

## Form 990s

[Form 990](#)  
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## Detailed Financials

### Revenue and Expenses

Fiscal Year	2015	2014	2013
<b>Total Revenue</b>	\$618,833	\$543,857	--
<b>Total Expenses</b>	\$689,930	\$536,563	--

### Revenue Sources

Fiscal Year	2015	2014	2013
<b>Foundation and Corporation Contributions</b>	\$325,302	\$294,714	--
<b>Government Contributions</b>	\$0	\$0	\$0
<b>Federal</b>	--	--	
<b>State</b>	--	--	
<b>Local</b>	--	--	
<b>Unspecified</b>	\$0	\$0	
<b>Individual Contributions</b>	--	--	--
<b>Indirect Public Support</b>	\$0	\$0	--
<b>Earned Revenue</b>	\$82,778	\$93,910	--
<b>Investment Income, Net of Losses</b>	\$178	\$322	--
<b>Membership Dues</b>	\$0	\$0	--
<b>Special Events</b>	\$70,716	\$22,252	--
<b>Revenue In-Kind</b>	\$16,216	\$22,252	--
<b>Other</b>	\$0	(\$616)	--

## Expense Allocation

Fiscal Year	2015	2014	2013
Program Expense	\$477,354	\$293,162	--
Administration Expense	\$168,082	\$198,565	--
Fundraising Expense	\$44,494	\$44,836	--
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	0.90	1.01	--
Program Expense/Total Expenses	69%	55%	--
Fundraising Expense/Contributed Revenue	11%	14%	--

## Assets and Liabilities

Fiscal Year	2015	2014	2013
Total Assets	\$210,981	\$268,649	--
Current Assets	\$159,183	\$226,532	--
Long-Term Liabilities	\$0	\$0	--
Current Liabilities	\$15,925	\$2,496	--
Total Net Assets	\$195,056	\$266,153	--

## Short Term Solvency

Fiscal Year	2015	2014	2013
Current Ratio: Current Assets/Current Liabilities	10.00	90.76	--

## Long Term Solvency

Fiscal Year	2015	2014	2013
Long-Term Liabilities/Total Assets	0%	0%	--

## Top Funding Sources

Fiscal Year	2015	2014	2013
Top Funding Source & Dollar Amount	--	--	--
Second Highest Funding Source & Dollar Amount	--	--	--
Third Highest Funding Source & Dollar Amount	--	--	--

## Capital Campaign

**Currently in a Capital Campaign?** No

### Campaign Purpose

The purpose of the near-future capital campaign, should it be deemed feasible by TSC's New Home Advisory Committee, will be to build or renovate a permanent and new home for performances, rehearsals, classrooms, and offices in Memphis.

**Goal** \$0

**Capital Campaign Anticipated in Next 5 Years?** Yes

## State Charitable Solicitations Permit

**Permit?** Yes Dec 2017

