Mission
To collaborate and resonate throughout our community as the professional orchestra that educates, inspires, entertains and distinguishes our community through musical excellence and innovation.

Vision
The Tulsa Symphony Orchestra will be a musical leader widely recognized for the quality of its performances and programs, its significant contributions to the civic and cultural life of the community, the impact of its role in education, its development of a broad and diverse audience and the success of its model that integrates musicians into governance and operations.
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The Tulsa Symphony Orchestra celebrated its sixth season, providing outstanding orchestral music throughout Tulsa in 2011–2012. I am extremely fortunate to have served as board president during this exciting time!

With each new season, we see and hear the impact that the Tulsa Symphony is making throughout the community. Foremost in what we do is provide exciting musical repertoire, world-renowned guest conductors and excellent performances by guest artists, while highlighting musicians from within the Tulsa Symphony. I have been fortunate to be able to offer pre-concert interviews with our guest conductors, providing audience members with special insights into the music and the people making the music happen. Those will continue, as will our “meet the musicians” receptions following each concert so that the audience will truly be able to connect with our musical family.

The governing model of the Tulsa Symphony stresses partnerships. We work very closely with Tulsa Ballet and Tulsa Oratorio Chorus, and many other organizations throughout the community to bring the highest quality musical experiences to the community. We are truly fortunate to have the Tulsa Symphony providing symphonic music of a caliber typically found in much larger cities.

Our fund-raising efforts continue apace, and we are having good results. We had Presenting Sponsors for all six of our main-stage concerts. The Vivaldi Society continued to grow in membership, and we exceeded our budget for contributions. In August, we celebrated the third Symphony by the Sea fund-raising event, in partnership with the Oklahoma Aquarium.

The Tulsa Symphony continued its strong education and community outreach programs. Family-friendly programs such as Symphony by the Sea at the Oklahoma Aquarium brought music to thousands of Tulsa children and their families. Our work with area public schools is increasingly important. Our Opus 2010 string program continued at Bunche Early Childhood Development Center, as well as Springdale, Grimes and Hoover Elementary Schools. Through our Master Teacher program we continued to partner with Tulsa Public Schools for an orchestra program at Madison Middle School.

As I complete my term as president of the board, let me say thank you — first to our dedicated board members and extremely hard-working staff. You are doing great things! — and second, to our loyal patrons, donors, and volunteers, to our amazing musicians, and most especially to our Executive Director, Ron Predl. The success of our 2011-2012 season would not have been possible without the support and dedication of each one of you, and I am truly grateful.
Tulsa Symphony’s sixth season, 2011–2012, was the most ambitious for its expanded and diversified programming, as well as the continuation of community collaborations from the previous five years. As examples, the Oklahoma Aquarium educational partnership continued to flourish with the generous support of patrons from both organizations coming together for the annual gala fund-raising event in late August, while a new collaboration for graduate fellowships was finalized with the Oklahoma State University Graduate Music Division, the Patti Johnson Wilson Foundation and TSO.

The six-concert Performing Arts Center subscription series was enhanced with an exciting seventh regional premiere performance of the *Pirates of the Caribbean: The Curse of the Black Pearl*, live orchestra soundtrack with film. Over 1,000 new audience members attended that performance! Additionally, the informal and welcoming *Flavors of Europe* Chamber Series drew capacity audiences in three venues across Tulsa: the German American Society Center, the Oklahoma Jazz Hall of Fame and the Patti Johnson Wilson Auditorium in the Philbrook Museum of Art.

Financially, Tulsa Symphony completed the fiscal year with sponsorships for all six subscription concerts and in a solid year-end cash position, even while work was underway in the early spring on the next three-year Strategic Business Plan to chart our future.

An exciting component of that future is the relocation in March, 2013 of our offices from the Jazz Hall of Fame Union Depot building to new facilities in the renovated Mathews Warehouse Building in the heart of the revitalized Brady Arts District. The new site provides additional opportunities for expanding collaborations and partnerships with our Mathews neighbors: Gilcrease and Philbrook Museums, University of Tulsa and the brand new Woody Guthrie Museum. Not to mention the immediate and convenient access to the Guthrie Green venue for informal and free downtown performances just across the street from us.

Tulsa Symphony’s focus on expanded community service through artistry, education, engagement and outreach continues to attract and develop a broader and more diverse constituency as we strive to become an indispensable contributor to all of Tulsa. Truly, the Tulsa Symphony family is deeply grateful for the active contributions of the Board members, the many individuals, corporations, foundations, arts and non-arts partners who continue to be the inspiration and pillars of support for our success. We greatly value your partnership in Tulsa Symphony’s past, present and exciting future.
The Tulsa Symphony was formed in 2005 with the goal of operating in a new way. As symphonies across the country struggled to survive in changing times, the TSO founders envisioned an orchestra that was progressive in its management style, guided by a three-year strategic business plan and innovative in its service to the community.

The following three principles set the Tulsa Symphony apart and contribute to its success:

**A Symphony for the People**

The Tulsa Symphony is the community's orchestra. From inventive concert programming to extensive community engagement activities, TSO has the people of Tulsa in mind. We offer a mix of traditional and family oriented repertoire on our Classics Series, at times with interactive visual media to enhance the experience for a modern audience. Additionally, we partner with local arts organizations, schools and civic groups to extend the music outside of the concert hall. We bring the music to the public.

Free performances are offered in community spaces including patient care facilities, Cancer Treatment Centers of America, Woodland Hills Mall and the Guthrie Green, an urban outdoor venue in the Brady Arts District.

The Symphony collaborates with multiple arts organizations to provide enhanced artistic presentations including the Tulsa Ballet, Tulsa Oratorio Chorus, Tulsa Opera and LOOK Musical Theater.

Other alliances include the University of Tulsa, Oklahoma State University, Oklahoma Jazz Hall of Fame, Tulsa Youth Symphony, Tulsa Honors Orchestra, Tulsa Children's Museum, Oklahoma A+ Schools, Arts and Humanities Council of Tulsa, Rotary Club of Tulsa, Community Food Bank of Northeastern Oklahoma, Tulsa Air and Space Museum, Oklahoma Aquarium, Leadership Tulsa, Tulsa Young Professionals, Big Brothers Big Sisters of Oklahoma and the Tulsa Zoo.

**Education Matters**

On equal standing with our performance programming is our solid dedication to music education. It is a pillar of our mission. We provide a broad range of educational opportunities in schools and in public spaces, reaching thousands of students each year. We enhance existing school music programs and initiate new learning opportunities by placing symphony musicians in the classroom and by offering workshops by nationally renowned musicians. Additionally, we offer interactive, out-of-the-classroom experiences through music camps and side-by-side participation in Tulsa Symphony rehearsals and concerts.

**Musicians Lead the Way**

From its inception, the Tulsa Symphony has pioneered a new approach to orchestral management by integrating musicians into all areas of operations. Symphony musicians not only perform music, they serve on the board and work in the office. They serve on all planning committees for concerts and they are integrally involved in community engagement and education. This successful experiment in musician governance has captured the attention of traditional orchestras and leaders in the field throughout the country. The Tulsa Symphony is considered a promising alternative and exciting model for a new way of operating.
The 2011-2012 Concert Season

Classics Series

With repertoire spanning themes of fairytale, fantasy and dreams, we dubbed the 2011–2012 Classics Series “A Season of Adventure.”

September 10, 2011
Fate and Folklore with guest conductor José-Luis Novo
WAGNER Prelude to Die Meistersinger von Nürnberg, WWV96
STRAVINSKY Divertimento – Symphonic Suite from the Ballet “The Fairy’s Kiss”
TCHAIKOVSKY Symphony No. 4 in F minor, op.36

“Tchaikovsky’s Symphony No. 4 is an exploration of extreme emotions that takes an optimistic turn and ends with one of the most exhilarating finales ever written, making it an audience and performers’ favorite.”
—Guest conductor, Jose Luis-Novo.

October 22, 2011
Larger than Life with guest conductor Gerhardt Zimmermann
THEOFANIDIS Rainbow Body
SIBELIUS Concerto for Violin in D minor, op.47
Featuring Siwoo Kim, violin
R. STRAUSS Also sprach Zarathustra, TrV 176, op.30 (Thus Spake Zarathustra)

November 12, 2011
Disney Live in Concert, Pirates of the Caribbean: The Curse of the Black Pearl with guest conductor Ron Spigelman and vocalists from Tulsa Oratorio Chorus.

Original motion picture accompanied by a live orchestral soundtrack.

“It was a childhood dream of mine to be a swashbuckler and on November 12 I got to fulfill that dream when I skippered the Tulsa Symphony as we performed the soundtrack of Pirates of the Caribbean–Curse of the Black Pearl live with the film. Symphonic music in the movies is integral to make our heroes super heroes and our villains truly evil. It is the extra dimension of emotion that music delivers to make the experience complete and with Tulsa Symphony performing to the film live, forget 3-D, this is in 4-D!”
— Guest conductor, Ron Spigelman

January 7, 2012
Musical Migrations with guest conductor Andrew Grams
RESPIGHI Gi Uccelli (The Birds), Suite for Small Orchestra
BEETHOVEN Concerto No. 2 for Piano in B-flat major, op.19
Featuring Shijun Wang, piano
R. SCHUMANN Symphony No. 3 in E-flat major, op.97 (“Rhenish”)

February 4, 2012
The American West with guest conductor Timothy Muffit
Photochoreography by James Westwater
HARRIS Symphony No. 3 in One Movement
COPLAND Suite from “Billy the Kid”
GROFÉ Grand Canyon Suite

March 24, 2012
The Universe in 90 Minutes with guest conductor Daniel Hege
Featuring Tulsa Oratorio Chorus, Tulsa Youth Opera, and Tulsa Children’s Chorus
MAHLER Symphony No. 3 in D minor

“‘The most important things to know about Mahler are the emotional richness and power that his music expresses, that there is incredible variety and vividness of orchestral color and nuance from over the top bombast, to subtle, singing lines...His Third Symphony is a triumph, and takes us on a life’s journey in a span of about 90 Minutes.”
— Guest conductor, Daniel Hege

May 5, 2012
Musical Fireworks with guest conductor Alastair Willis
HANDEL Music for the Royal Fireworks, HWV 351
HAYDN Trumpet Concerto in E-flat major, Hob.VIIe:1
Featuring Timothy McFadden, trumpet
BARTOK Concerto for Orchestra

Chamber Music

The New Flavors of Europe Chamber Series featured music, wine and cheese from different countries.
The first, Germany, was performed at the German American Society on November 18, 2011. The second, Russia, was performed at the Oklahoma Jazz Hall of Fame on January 13, 2012. The final performance in the series, France, was performed on March 9, 2012 to a sold-out audience at Philbrook Museum.

Community Engagement

With the goal of taking music outside the concert hall, the Tulsa Symphony regularly offers free community performances for the public.
In 2011–2012, community engagement concerts were held at non-traditional venues throughout Tulsa, including Promenade Mall, Cancer Treatment Centers of America and Resonance Center for Women.
## Violin I
- **Rossitza Jekova,** concertmaster
- **Ronnamarie,** acting associate concertmaster following Winona's departure
- **Gina Davis,** assistant concertmaster
- **Winona Fifield,** associate concertmaster
- **Patti Gaddis**
- **David Kazmierzak**
- **Dominique Corbeil**
- **David Robillard**
- **Sheri Neubauer**
- **Gena Alexander**
- **Cathlin Reese**
- **Kiril Laskarov**
- **Jennifer Sherman**
- **Eric Samuelson**
- **Ana Maria Wilson**
- **Felix Farrar**
- **Brenda Vincent**
- **Doug Droste**
- **Vesselin Todorov**
- **Er-Gene Kahng**
- **Michael Reaves**
- **Cathy Reaves**
- **James Thompson**

## Violin II
- **Michael Nicholson,** principal
- **Ronnamarie Jensen,** associate principal
- **Alison Stewart,** acting associate principal
- **Sue Loomis**
- **Paulo Eskitch**
- **Liza Villarreal**
- **Michelle Sherman**
- **Raymond Johnson**
- **Martha Mattes**
- **Ron Wheeler**
- **Kelly Pride**
- **Paula Surface**
- **Nan Buhliger**
- **Meredith Hicks**
- **Emily Bishop**
- **Katherine Gungor**
- **Tova Olkinetzky**
- **Stan Hunte**
- **Sarah Richardson**

## Viola
- **Jeff Cowen,** principal
- **Phil Wachowski,** associate principal
- **Phil Lowry**
- **Daniel Stevens**
- **Laura Tabbott**
- **Debra Morgan**
- **Missy Miller**
- **Terry Polkak**
- **Esther Fellows**
- **Dash Nesbitt**
- **Jeff Smith**
- **Royce McLarry**
- **Jesse Collett**
- **Paul Roberts**
- **Lacie Savage**
- **Keith Lawrence**
- **Kelli Ingels**

## Cello
- **Kari Caldwell,** principal
- **Jeffrey Lastrapes,** associate principal
- **Krassimira Figg**
- **Phil Ince**
- **Kathy Rad**
- **Pete Peterson**
- **Sandra Johnson**
- **Janet Coleman**
- **Lauren Green**
- **Ashley Allison**
- **Lou Lynch**
- **Erica Parker**
- **Meredith Blecha**
- **Evan Leslie**
- **Gordon Robson**

## Bass
- **Marc Facci,** principal
- **Chad Johnson,** associate principal
- **Rob Katz**
- **Jim Bates**
- **Robert Marrufo**
- **Jesus Villarreal**
- **Robin Smith**
- **Randi Inman**
- **George Speed**

## Flute
- **John Rush,** principal
- **Dana Higbee**
- **Amy Roark**
- **Juliana Overmier**

## Piccolo
- **Dana Higbee**

## Oboe
- **Lise Glaser,** principal
- **Celeste Johnson**
- **Sarah Evans**
- **Lisa Wagner**
- **Ingrid Lobaugh**

## English Horn
- **Celeste Johnson**
- **Lisa Wagner**

## Clarinet
- **David Carter,** principal
- **Mary Lollis**
- **Stacey DiPaolo**
- **Angela Carter**
- **Nophachai Colthitchanta**
- **Anne Watson**

## Bass Clarinet
- **Angela Carter**
- **Anne Watson**

## Bassoon
- **Richard Ramey,** principal
- **Susie Brown**
- **Crawford Best**

## Contrabassoon
- **Richard Bobo**

## Horn
- **Bruce Schultz,** principal
- **Michelle Johnson**
- **Derek Matthesen**
- **Lanette Compton**
- **Kate Pritchett**
- **Nathan Ukens**

## Trumpet
- **Timothy McFadden,** principal
- **Rob Bailey**
- **Ryan Gardner**
- **Steven Haefner**
- **Michael Anderson**

## Trombone
- **Bill Damron,** principal
- **John Allen,** principal
- **Doug Fletcher**
- **Greg Funk**
- **Barney McCollum**

## Tuba
- **Jarrod Robertson,** principal
- **Nathan Frazier**

## Timpani
- **Jerry Scholl,** principal

## Percussion
- **Roy Smith,** principal
- **Steve Craft**
- **Jeff Lawless**

## Celeste
- **Amy Cottingham**

## Harp
- **Jill Wiebe,** principal
- **Lisa Kahn**

## Organ
- **Michael Bedford**

## Piano
- **Amy Cottingham**

## Music Librarian
- **Marc Facci**

## Music Librarian Assistant
- **Allison Stewart**

## Orchestra Manager
- **Tim McFadden**

## Stage Manager
- **Terry Abell**
Tulsa Symphony Education

The Tulsa Symphony has known from the beginning that music education for Tulsa children should be top priority. Over the years we’ve seen a trend of schools having to reduce or discontinue their music and arts programming due to budget cuts. In response to this need, we’ve implemented a broad range of education programs in local schools for students of all ages.

Melody Program

Provided for students in pre-school through the 12th grade, the Melody Program supports existing school instrumental classes or establishes new programs in schools lacking instrumental instruction. Symphony musicians offer regularly scheduled music exploration and/or instrumental instruction for students in the classroom or in after school group lessons.

Ambassador Program

The Ambassador Program offers specialty events such as clinics, sectionals, master classes and educational performances. Symphony musicians and guest musicians provide interactive learning experiences for music students and non-music students of all ages.

Symphony by the Sea

TSO brass, woodwind and string ensembles provided one week of performances at the Oklahoma Aquarium for more than 1,000 elementary school students. Performances were held among the exhibits, with fish as the backdrop, while aquarium staff members discussed marine wildlife.

Arts Around the World Summer Camp

In collaboration with the Tulsa Opera and the Tulsa Ballet, TSO provided students age 8–12 the chance to explore the world through dance, instrumental music and vocal music for one week. They experienced African dance, Asian percussion, native Mexican choral traditions and much more.

Tulsa Symphony Summer Fiddle Camp

In collaboration with the National Fiddler Hall of Fame, more than 100 students participated in an eight week summer camp receiving focused instruction from professional violinists. The camp ended with a student Jazz and Fiddling Concert at the Oklahoma Jazz Hall of Fame.

Special Event featuring Roberta Guaspari

Over 200 music students participated in master classes and a performance experience with legendary violin pedagogue, Roberta Guaspari (subject of the film “Music of the Heart” starring Meryl Streep). Ms. Guaspari also provided professional development for area music teachers.
True Stories: How TSO Programs Have Made a Difference for Tulsa Children

A Phoenix Rising story by TSO music instructor, Steve Craft

A sixteen year old male student enrolled at Phoenix Rising in the fall. He was on probation for attempted robbery. He is a very active student. He hardly ever sits still. He is a natural performer and is friends with just about everyone. His energy has been a problem in most of his previous schools. Because of his expressiveness and energy we thought he would be a perfect fit for the drumming group. He was a natural fit, but not in the way we had imagined. We thought the drumming would further energize him, but it was the opposite. It became a very calming activity for him. Something about the rhythm tended to lull him into a meditative state. At the end of the drumming session he would be very calm and this effect carried over into his academic classes.

At the end of the year, he had earned all A's and one B, successfully completed his probation and made a decision to return to Phoenix Rising this year. He intends to pursue dance, drumming and any opportunity where he can use his energy and creativity to shine. We welcome him back!

An Interview with Raphael Leleux by Bob Warterfield

Raphael Leleux is a 7 year-old second grader. The world is an interesting place for Raphael as he begins his journey of discovery. His mind is eager to learn and absorb. Even at this early stage, his powers of observation are keen for one so young. His mother makes sure Raphael is exposed to a wide range of stimulating material and environments.

During an outing to the Tulsa Zoo for an outdoor performance of the Tulsa Symphony Orchestra, Raphael listened intently to the overall blending of instruments working together to create the kind of music he often heard at home or while riding in the car. During the concert, Raphael watched various musicians playing their instruments and he listened to the specific sound each instrument made. The instruments each contributed their own unique character to the music, but one instrument in particular caught his ear. Raphael became captivated by the violins. When asked why he liked the violins, his answer was immediate, to the point and delivered by a smiling face, “The sound.”

The impression made that day was strong enough to move Raphael from listening to violins to learning how to play one. His hands-on introduction began in the fall of 2011 with an after school program in Jenks. In the summer of 2012, Raphael enrolled in a TSO summer program known as “Fiddle Camp.” The Camp runs over a period of eight weeks. Participants spend two and a half hours, four days a week playing and learning. Most of the kids who enroll are older than Raphael however there is a group for those just getting started. Raphael started with the beginners, but because of his focus and rapidly advancing capability, he was moved up to play with the older students. He fit in nicely and very much enjoyed the experience.

Tulsa Symphony Orchestra violinist Michael Nicholson has become Raphael's private instructor. “Raphael is a quick learner. He never comes to a lesson unprepared,” says Nicholson with an obvious look of pride at his eager young student. Even at such a young age, he has a well-developed ear. According to Nicholson, “he knows the difference in a good sound and a not-so-good sound.” In addition to his formal instruction, Raphael’s mother helps him by playing songs at home on the piano so he can pick them up faster.

Though he currently holds the bow with a beginner’s grip, that last vestige of tending to the basics is about to change for Raphael as he approaches his next stage of development. The delicate task for Nicholson is to provide a level of instruction that is challenging yet fun. Raphael seems to be responding well. “So far, he has been playing mostly folk songs but we’re getting ready to move into Bach. Raphael is about to switch to a more mature grip on his bow and I think it’s quite possible he will move in the direction of the youth orchestra by the first of the year.”

Nicholson is able to relate to developing young talent on a personal level. He was very accomplished at an early age and played in the Bartlesville Symphony from age 15 through high school. After living in Los Angeles for six years, Michael has elected to contribute his years of scholarship and experience here in Tulsa. “What Tulsa Symphony is doing is a great thing. Their involvement in the community is strong. Education is such a large part of this organization. Not only do I take pleasure in performing as a member of this outstanding orchestra, I have discovered the personal gratification of expanding the musical horizons of students – hopefully in the same manner as the musicians who once taught and inspired me.”
The Tulsa Symphony would not exist if not for the generosity of those who support our mission. Donations keep ticket prices reasonable and make it possible for us to offer free cultural and educational services for greater Tulsa. Every gift, no matter the size, is essential and greatly valued.

Sustaining Patrons

Our Sustaining Patrons are committed to the long-term sustainability of the symphony. They provide annual gifts that substantially support operations, concerts and education.

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Concert Sponsors

As a testament to Tulsa’s commitment to quality symphonic music, all six of our subscription concerts in 2011-2012 were made possible through gracious sponsorships.

Fate and Folklore – George Kaiser Family Foundation

Larger than Life – E. Ann Graves

Musical Migrations – Pattie Johnson Wilson Foundation

The American West – The Raymond and Bessie Kravis Foundation

The Universe in 90 Minutes – Margery Mayo Bird Foundation

Musical Fireworks – Adelson Family Foundation

Encore (up to $999)

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<td>The A.R. and Marylouise Tandy Foundation</td>
<td>$100–$249</td>
</tr>
<tr>
<td>The A.R. and Marylouise Tandy Foundation</td>
<td>$250–$499</td>
</tr>
<tr>
<td>The A.R. and Marylouise Tandy Foundation</td>
<td>$500–$999</td>
</tr>
<tr>
<td>The A.R. and Marylouise Tandy Foundation</td>
<td>$1,000–$2,499</td>
</tr>
</tbody>
</table>

Tulsa Symphony Orchestra, Inc.  
Statement of Financial Position

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>Audited * June 30, 2012</th>
<th>Audited * June 30, 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>CURRENT ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$707,793</td>
<td>$787,229</td>
</tr>
<tr>
<td>Accounts and other receivables</td>
<td>$12,683</td>
<td>$55,827</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>$32,069</td>
<td>$19,927</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>$97,564</td>
<td>$111,000</td>
</tr>
<tr>
<td>Total assets</td>
<td>$850,109</td>
<td>$973,983</td>
</tr>
<tr>
<td>LIABILITIES AND NET ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CURRENT LIABILITIES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$3,790</td>
<td>$11,354</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>$9,120</td>
<td>$8,438</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>$224,707</td>
<td>$278,137</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>$237,617</td>
<td>$297,929</td>
</tr>
<tr>
<td>NET ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$578,595</td>
<td>$491,994</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>$33,897</td>
<td>$184,060</td>
</tr>
<tr>
<td>Total net assets</td>
<td>$612,492</td>
<td>$676,054</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>$850,109</td>
<td>$973,983</td>
</tr>
</tbody>
</table>

* Audited financial statements are available upon request.

Tulsa Symphony Orchestra, Inc.  
Statement of Activities

<table>
<thead>
<tr>
<th>OPERATING REVENUES AND OTHER SUPPORT</th>
<th>2011-2012</th>
<th>2010-2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions and grants</td>
<td>$1,082,184</td>
<td>$1,229,425</td>
</tr>
<tr>
<td>Program service revenue</td>
<td>$468,313</td>
<td>$464,348</td>
</tr>
<tr>
<td>Education funding</td>
<td>$53,237</td>
<td>$70,394</td>
</tr>
<tr>
<td>Other income</td>
<td>$14,355</td>
<td>$7,739</td>
</tr>
<tr>
<td>Total revenue and support</td>
<td>$1,618,089</td>
<td>$1,771,906</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPERATING EXPENSES</th>
<th>2011-2012</th>
<th>2010-2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROGRAM SERVICES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Production expense</td>
<td>$1,169,965</td>
<td>$1,081,361</td>
</tr>
<tr>
<td>Education expense</td>
<td>$183,965</td>
<td>$183,972</td>
</tr>
<tr>
<td>Total program services</td>
<td>$1,353,930</td>
<td>$1,265,333</td>
</tr>
<tr>
<td>SUPPORTING SERVICES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative payroll</td>
<td>$156,251</td>
<td>$144,796</td>
</tr>
<tr>
<td>Development</td>
<td>$74,756</td>
<td>$95,266</td>
</tr>
<tr>
<td>General and administrative</td>
<td>$72,714</td>
<td>$55,158</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$24,000</td>
<td>$22,242</td>
</tr>
<tr>
<td>Total supporting services</td>
<td>$327,721</td>
<td>$317,462</td>
</tr>
<tr>
<td>TOTAL EXPENSES</td>
<td>$1,681,651</td>
<td>$1,582,795</td>
</tr>
<tr>
<td>Increase in net assets</td>
<td>(63,562)</td>
<td>$189,111</td>
</tr>
<tr>
<td>Net Assets, Beginning of Year</td>
<td>$676,054</td>
<td>$486,943</td>
</tr>
<tr>
<td>Net Assets, End of Year</td>
<td>$612,492</td>
<td>$676,054</td>
</tr>
</tbody>
</table>

Total Revenue and Support Fiscal Year 2011
- Contributions and Grants: 69%
- Program Service Revenue: 26%
- Education Funding: 4%
- Other Income: 1%

Total Revenue and Support Fiscal Year 2012
- Contributions and Grants: 67%
- Program Service Revenue: 29%
- Education Funding: 3%
- Other Income: 1%

Total Expenses Fiscal Year 2011
- Production Expense: 69%
- Education Expense: 12%
- Administration Payroll: 9%
- Development: 6%
- General Administrative: 3%
- Depreciation: 1%

Total Expenses Fiscal Year 2012
- Production Expense: 71%
- Education Expense: 11%
- Administration Payroll: 9%
- Development: 4%
- General Administrative: 4%
- Depreciation: 1%
### 2011–2012 Board of Directors

**President:**
Ken Busby

**Directors:**
- Caroline Abbott
- Carol Adelson
- Kari Caldwell
- Dan Call
- Stephen Craft
- Christy Craig
- David Downing
- Marc Facci
- Douglas Fletcher
- Matt Foste
- Linda Frazier
- Dr. Andrew Gottehrer
- Wendy Taylor Gregory
- Jeff Hassel
- Kathy Henry
- Dr. David Hurewitz
- Dr. Erv Janssen
- Chad Johnson
- David Keglovits
- Judge William Kellough
- Kathy LaFortune
- Allison Petty Lauinger
- Judge John David Maley
- Erika Massey
- Martha Mattes
- Douglas May
- Tim McFadden
- Michel Nelson
- Michael Nicholson
- Anna Norberg
- Chris Rooker
- J. Bruce Schultz
- Joan Seay
- Judge Deborah C. Shallcross
- William H. Shambaugh
- Suzann Stewart
- Marilyn Strange
- Edward Tackett
- Adrienne Watt
- Josephine G. Winter

**Advisory Directors:**
- Samuel Adler
- Rouslana Andriyanova
- Dr. Keith Ballard
- Joseph Bias
- C.T. Butler
- Dr. George Caldwell
- Theresa Collins
- Kim Coretz
- Jim Halsey
- Dr. Mark Halterman
- Marianne Herrold
- David J. Hyslop
- Jamie Jamieson
- Skip Johnson
- Joel Kantor
- Karen Keith
- Rick Koontz
- Roxanna Lorton
- Vincent P. LoVoi
- Susan Neal
- Dr. Teresa Reed
- Donald Ryan
- Harry Seay III
- Ron Spigelman
- Dr. Gary L. Trennepohl
- Dr. Steadman Upham
- Albert k. Webster
- Ronald Wheeler
- Sonja Wilson
- Steve D. Wright

### 2011–2012 Staff

**Ronald E. Predl**
Executive Director

**Tom Stout**
Executive Assistant

**Timothy J. McFadden**
Executive Musician
 Principal Trumpet
Orchestra Manager

**Marc Facci**
Executive Musician
 Principal Bass
Music Librarian
Production Coordinator

**Kathy Rad**
Executive Musician
Section Cello
Education/Community Engagement Director

**Todd Cunningham**
Marketing Director

**Martha Mattes**
Executive Musician
Section Violin II
Grant Coordinator

**Michael McUsic**
Tessitura/Ticketing Director
IT Support

**Brenda Moody**
Accountant

**Austin Pendergrass**
Education Assistant