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 through musical excellence, innovation and service.

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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Tulsa continues to thrive in many ways, as continued growth in downtown brings local residents and visitors to a common destination. As a result, we have seen an influx of people of all ages and walks of life emerging at arts events and supporting the Tulsa Symphony. At no time during our season is this more evident than at our annual outdoor concert at the Guthrie Green on the first Friday of each September. Our audience continues to grow, and, combined with the excitement of the Brady Arts District’s “First Friday Arts Crawl,” sprawls through the entire neighborhood.

The location of our offices in the heart of this new Arts District has put the Tulsa Symphony at the vortex of this wonderful growth. We have used our office space for rehearsals, and it has proven an ideal location for our Chamber Series, which features our principal players in a more casual and informative concert setting. This location also gives us the opportunity to communicate with representatives of the Arts and Humanities Council next door, and the galleries on the first level of our building, including the Zarrow Center, the 108 Contemporary Gallery, Philbrook Downtown, and the Woody Guthrie Center. Our presence in this Brady Arts District has furthered our mission; “To collaborate and resonate throughout the community as the professional orchestra that educates, entertains, inspires and distinguishes our community through musical excellence, innovation and service.”

Our 2013-2014 season was a tremendous success, and featured our own musicians, guest soloists, and guest conductors, all programmed by our Artistic Committee. In collaboration with the Rotary Club of Tulsa, we commissioned a new violin concerto by Samuel Adler, featured local soprano Sarah Coburn, played for the movie Fantasia, and brought the house down with a performance of Mozart’s Concerto No. 10 in E-flat major for two pianos with Christina and Michelle Naughton. We also played two sold-out concerts with pop artist Natalie Merchant, which brought in new audiences and explored new possibilities. A personal high note for me was our final concert, where I performed the cello role in Strauss’ Don Quixote, joined by Jeff Cowen, principal violist. This concert was simulcast to the Guthrie Green as a free offering for the people of Tulsa, and many innovative social media ideas were explored as a part of the evening. All of our mainstage concerts featured pre-concert interviews done by Ken Busby, pre-concert performances by students from area music programs, comments from the stage and post-concert receptions for our musicians and audience.

Collaborations continued to include our performances for the Tulsa Ballet, Tulsa Oratorio Chorus, and the Oklahoma Aquarium. We added a new partner during this season, and played in the pit for Tulsa Project Theatre. Through our Community Engagement, TSO musicians performed for patients at the Cancer Treatment Center, and at the Jack C. Montgomery VA hospital in Muskogee. In addition, we played pop-up concerts at many venues in Tulsa. On the educational front, we performed our first concert for the “Any Given Child” initiative through the Arts and Humanities Council of Tulsa. This program offered every 8th grader in the Tulsa Public Schools the opportunity to be introduced to live orchestral music through preparatory concerts by ensembles in their schools and a trip to the concert hall to hear the Tulsa Symphony.

As the TSO is now on the Oklahoma Arts Council State Touring Program, it is our hope that we will soon be taking many of the above-mentioned programs out to other communities in our state and that they will have the financial assistance to make this more affordable.

With the promise of sponsorship for our Natalie Merchant concert and new and exciting ideas to fund, the board committed to a significantly higher budget for the 2013-2014 season. I was very proud of the effort by Ron Predl and the board of directors in reaching this goal and ending the season in the black. The receipt of a legacy gift has now created an endowment which promises even more long-term security for our young organization. We are fortunate to have very generous and devoted supporters.

As I end my term as President of the Tulsa Symphony, I thank my musician colleagues, a wonderful and committed board, and our hard working staff. Ron Predl is a talented and dedicated administrator, and his assistance has been vital. Tulsa can look forward to quality orchestral music for many years to come.

KARI CALDWELL
Tulsa Symphony Board President
2012-2014
The annual tradition of celebrating and sharing the opening of the season with all of Tulsa continued with the free outdoor Symphony in the Park concert played to a capacity crowd of 3500+ in the Guthrie Green on Friday, September 6. The very next evening TSO opened the indoor GR8 Expectations Classic Series season at the Tulsa Performing Arts Center with Beethoven 5 and the premier of Samuel Adler’s Violin Concerto, funded through a joint commission of the Tulsa Downtown Rotary Club and TSO in celebration of the 15th anniversary of the Crescendo Music Awards competition founded by the Rotary Club.

Truly, the GR8 Expectations season has been an exciting year of gratifying and rewarding “firsts” for the orchestra and our community: The first complete season in our new Mathews Building, Brady Arts District home; Tulsa Symphony’s first orchestral commission, which was nominated for a 2015 Grawemeyer Music Award; the first public performance in the impressive and acoustically beautiful University of Tulsa Lorton Performing Arts Center with guest artist Natalie Merchant in two incredible sold-out shows; the second consecutive year as recipient of a National Endowment for the Arts education grant to fund two performances of Saint-Saëns’ Carnival of the Animals for the entire student body and faculty of Kendall-Whittier Elementary School; finally, Tulsa’s first video and sound simulcast of a TPAC InsideOUT! concert to the Guthrie Green, offering the entire concert free to all Tulsans in the casual and family friendly atmosphere of the park.

Throughout the season the informal Fridays in the Loft Chamber Series continued to draw hundreds of patrons to the intimate setting of the Loft, which is adjacent to TSO’s offices, with a wide variety of chamber music and the unique opportunity to visit with the musicians about their perspectives on the evening’s program, performance practices and history.

Furthermore, Tulsa Symphony’s influence and service continues to grow in greater Tulsa as relationships with both the established Claremore Symphony League and the emerging Sand Springs Symphony League produced sponsored TSO performances and educational engagements. Especially gratifying is the local corporate sponsorship of TD Williamson Co. for the Heart Strings program, which brings the comfort and joy of music to Mosukogee’s Montgomery Veteran’s hospital patients, their families and the medical staff throughout the year.

Entering the New Year, Tulsa Symphony converted the half-time Development Director position to full-time and was privileged to welcome Dr. Angela Carter to the post as an Executive Musician filling dual roles in staff Development and as a TSO Clarinetist. Dr. Carter’s appointment is yet another rewarding example of this musician-led orchestra’s mission and goal to identify multi-talented, qualified and dedicated individuals in the musician pool who can ably and successfully serve as full-time Executive Musicians.

I am delighted to report that Tulsa Symphony’s financial house continues to be in order with significant PAC subscription concert sponsorships, generous community, corporate and foundation support resulting in a viable year-end cash position.

With the guidance of our 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” the entire Tulsa Symphony family looks back on an exciting eighth season of artistic accomplishment, rewarding community service and meaningful education outreach and engagement.

As we optimistically look forward to next season, we pause to express or deep gratitude and genuine appreciation for the contributions of the musicians, staff, Board of Directors and equally, the many loyal and new individuals, corporations, foundations, arts and non-arts collaborators and educational partners who support and energize our mission to strengthen our unique and indispensable contributions to our community each day.

Thanks to each and every one for your confidence, trust and support of our mission today and the bright future we are creating together for tomorrow.

RON PREDL
Tulsa Symphony Executive Director
Music that Moves

In 2005, as symphonies across the country struggled to survive in changing times, TSO founders designed an orchestra to operate in a new and innovative way for the 21st century. This new symphony was progressive in its management style and innovative in its service to the community. Now in its 8th season, Tulsa Symphony continues to meet the highest standard of quality artistic performance at the Tulsa PAC, while its musicians move about the city providing free music and instruction through education and community outreach initiatives.

From inventive concert programming to extensive education and community engagement activities, TSO is listening to and working for the Tulsa community. In addition to our Classics Series, which offers a mix of traditional and family oriented repertoire, TSO collaborates with arts organizations like Tulsa Ballet, Tulsa Oratorio Chorus, Tulsa Project Theater, Tulsa Opera and LOOK Musical Theater to provide enhanced artistic presentations to the community. Free performances are offered in community spaces including patient care facilities and Guthrie Green, an urban outdoor venue in the Brady Arts District. TSO’s solid dedication to music education is a pillar of our mission and provides a broad range of educational opportunities in schools and in public spaces, reaching thousands of students each year through workshops, camps and side-by-side participation in Tulsa Symphony rehearsals and concerts.

All this movement is anchored in TSO’s innovative musician-led model. 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.

Community Engagement Partnerships - Free Music for the Public

Bellman Awards
Brady Arts District First Friday Art Crawl
Cancer Treatment Centers of America
Claremore Symphony League
Doubletree Warren Place
Glow on the Green
Jack C. Montgomery VA Medical Center in Muskogee
Edison High School
Fairfield Inn
Food Truck Wednesday at Guthrie Green
Hyatt Regency Tulsa

Girouard Winery
Sand Springs Arts Fest
St. Francis Hospital
Symphony in the Park with Fireworks at the Guthrie Green
Top of Tulsa
Tulsa’s Table
Utica Square
White Glove Affair for the Architecture Society
Winterfest
Woodland Hills Mall
United Way Emerging Youth
An Orchestra for the Community

Tulsa Symphony continues to expand its Community Engagement programs with more free concerts for the public

As part of its mission, Tulsa Symphony strives to resonate throughout the city and surrounding area through its service to our community. 2013–2014 marked the inaugural season for two new community outreach initiatives – the HeartStrings program and TSO InsideOUT!

Through the generous support of donors including T.D. Williamson, Inc. and the Albert and Hete Barthelmes Foundation, Tulsa Symphony launched the HeartStrings program in 2013, providing comfort through music to patients, families, and staff at health care facilities. Symphony musicians performed at the Cancer Treatment Centers of America and at the Jack C. Montgomery VA Medical Center in Muskogee.

Tulsa Symphony partnered with Cox Communications to present its first InsideOUT simulcast concert on April 12, 2014. Our final concert of the season, featuring board president and principal cellist, Kari Caldwell as soloist in Strauss’s Don Quixote, was broadcast live to the big screen on Guthrie Green. People of all ages – including many young families with dogs – gathered on the lawn to enjoy the high-quality video and audio stream of the concert taking place at the Tulsa Performing Arts Center.
Tulsa Symphony’s active and vital role in music and arts education is on equal footing with artistic performance and is a central part of its mission. TSO’s numerous partnerships provide educational opportunities to thousands of students each year. The successful music exploration program at Rosa Parks Early Childhood Education Center reached more than 200 preschoolers in its second year and continues to grow, thanks to the generous support of the Hilti Corporation. With the help of sponsors including the Williams Companies, Tulsa Symphony again presented its annual “Symphony by the Sea” program, a collaboration with the Oklahoma Aquarium providing a unique musical-aquatic experience to Tulsa area elementary and homeschool students. In addition to these and other ongoing programs providing free music and instruction to students both in and out of classrooms, Tulsa Symphony introduced three exciting new education initiatives during its 2013-14 season.

**HARMONY PROJECT**

In January 2014, Tulsa Symphony launched a pilot program called Harmony Project Tulsa at Kendall Whittier Elementary. This program is an affiliate of Harmony Project Los Angeles, and provides instrumental instruction in a carefully designed, socially supportive environment involving parents and the surrounding neighborhood. More than a means to music education, Harmony Project Tulsa is a tool for child/family development and social change. This program, supported in part by the George Kaiser Family Foundation, focused on a limited number of students in its pilot phase, but is structured for rapid growth as it prepares to gradually become a independent non-profit organization serving more Tulsa children each year.

**CARNIVAL OF THE ANIMALS**

Another exciting collaboration with Kendall Whittier Elementary students took place in February 2014 with Tulsa Symphony’s inaugural Carnival of the Animals educational program. The idea for this educational collaboration began as an outreach performance of the Saint-Saens’ work that was programmed on Tulsa Symphony’s main stage concert on February 8, 2014 featuring the remarkable piano duo of Christina and Michelle Naughton. The final project, made possible through a grant from the National Endowment of the Arts, was developed to enhance and enrich the elementary school curriculum through writing, drawing and music. Teachers and students studied the original Ogden Nash text and Saint-Saens’ music for Carnival of the Animals and prepared their own original poetry and artwork to accompany the score. Kendall Whittier students attended the live performance of the work at the Lorton Performance Center, performed by Tulsa Symphony and guest conductor Sarah Ioannides, with selected students’ poetry read by Channel 6’s Scott Thompson.
ANY GIVEN CHILD

In May 2013, TSO gave its first performances as one of nine partnering members of Any Given Child – Tulsa, an initiative of the Kennedy Center in Washington DC. Designed to provide a true concert experience for Tulsa Public School’s 3400 eighth-grade students at the TPAC, guest conductor Ron Spigelman led the orchestra and the students on a musical journey of “Awesome Events.” The program connected AWESOME events throughout European and western history to AWESOME orchestral music. Every TPS eighth-grade school had received a visit from one of TSO’s Education Ensembles and TSO Education Specialist and Board member, Dan Call, to preview and prepare for the concert. Additionally, an Awesome Events study guide that included lesson plans integrated with the Oklahoma Academic Standards-specific content for science, mathematics, social studies, English language arts, world languages and music was provided for every eight-grade teacher. The entire second semester program was presented and underwritten through a generous grant from the Flint Family Foundation, Robin F. Ballenger, President.

Music Education Partnerships

Instruction in Schools and Special Programs for Young Musicians

Tulsa Symphony Summer Fiddle Camp
Tulsa Symphony “Bassoon Bonanza” Camp
Arts Around the World Summer Camp
Symphony by the Sea at the Oklahoma Aquarium
Phoenix Rising
Any Given Child (for all Tulsa 8th graders)
Arts and Humanities Council of Tulsa Artists in the Schools
Harmony Project at Kendall Whittier (Tulsa)
Harwelden Institute
Rosa Parks Early Childhood Education Center (Union)
Emerson Elementary (Tulsa)
Kendall-Whittier Educare (Tulsa)
Deborah Brown School (Tulsa)
Marquette Catholic School (Tulsa)
Edison Middle and High Preparatory School (Tulsa)
Will Rogers College Middle and High School (Tulsa)
Jenks Elementary Schools
Union Elementary Schools
Tulsa Honors Orchestra
Tulsa Youth Symphony
Tulsa Symphony’s Classics Series opened its eighth season with the world premiere of Samuel Adler’s violin concerto, performed by Siwoo Kim. The concert also featured Oklahoma native, soprano Sarah Coburn, in Adler’s newly orchestrated song cycle.
The 2013-14 Concert Season

FEBRUARY 8, 2014
Sarah Ioannides, conductor
Christina and Michelle Naughton, piano
Casey Cantwell, organ

Saint-Saëns  Carnival of the Animals
Mozart  Concerto No. 10 in E-flat major for two pianos, K. 365
Saint-Saëns  Symphony No. 3 in C minor, “Organ,” op. 78

APRIL 12, 2014
Gerhardt Zimmerman, Conductor
Kari Caldwell, cello

Jennifer Higdon  blue cathedral
Haydn  Symphony No. 88 in G major, Hob. 1:88
Strauss  Don Quixote, op. 35

Tulsa Symphony’s chamber music series continues to engage audiences in a casual and intimate setting. The series celebrated its third year by adopting a new home in TSO’s own office building. Fridays in the Loft presented three concerts in the FlyLoft space in the vibrant Brady Arts District on October 25, 2013, featuring TSO’s string quintet, January 17, 2014, featuring the woodwind quintet, and March 14, 2014, featuring the brass quintet.

Legendary pop artist, Natalie Merchant, joined Tulsa Symphony for two performances at the TU Lorton Performance Center in November. Conducted by James Bagwell, these two sold-out concerts showcased Merchant’s varied repertoire framed in lush orchestrations. These performances were made possible by the generous support of the Mervin Bovaird Foundation and the Albert and Hete Barthelmes Foundation.
2013-2014 Tulsa Symphony Musicians

VIOLIN I
Rossitza Jekova Goza, concertmaster
Helmerich Foundation Chair
Alison Stewart, associate concertmaster
Gina Davis, assistant concertmaster
Patti Gaddis
Sheri Neubauer
David Kazmierczak
David Robillard
Dominique Corbeil
Steve Hamm
Gena Alexander
Eric Samuelson
Jennifer Sherman
Ana Maria Vandervort
Brenda Vincent

VIOLIN II
Michael Nicholson, principal
Albert & Hete Barthelmess Foundation Chair
Ronnamarie Jensen, associate principal
Paulo Eskitch
Sue Loomis
Liza Villarreal
Michelle Olsen Sherman
Raymond Johnson
Martha Mattes
Ron Wheeler
Kelley Pride Mason
Paula Surface
Nan Buhlinger

VIOLA
Jeff Cowen, principal
Phil Wachowski, associate principal
Phil Lowry, assistant principal
Daniel Stevens
Laura Talbott
Debra Morgan
Missy (Mary) Miller
Terry Pollak
Esther Fellows
Charlie Longtine
Renata van der Vyver

CELLO
Kari Caldwell, principal
Margery Mayo Bird Chair
Jeffrey Lstrapes, associate principal
Krassimira Figg
Phil Ince
Kathy Rad
Pete Peterson
Sabrina Taylor
Janet Coleman
Lauren Green
Ashley Allison
Louis Lynch

BASS
Marc Facci, principal
Raymond & Bessie Kravis Foundation Chair
Chad Johnson, associate principal
Robert Katz
Jesus Villarreal
Rob Marrufo
James Bates
Jarrett Bastow

FLUTE
John Rush, principal
Helmerich Foundation Chair
Dana Higbee
Amy Roark

PICCOLO
Dana Higbee

OBOE
Lise Glaser, principal
E. Ann Graves Chair
Celeste Johnson Frehner

ENGLISH HORN
Celeste Johnson Frehner

CLARINET
David Carter, principal
Mary Lollis
Angela Carter

BASS CLARINET
Angela Carter

BASSOON
Richard Ramey, principal
Susie Brown
Richard Bobo

CONTRABASSOON
Richard Bobo

HORN
Bruce Schultz, principal
George Kaiser Family Foundation Chair
Michelle Exley-Johnson
Derek Matthesen
Lanette Compton

TRUMPET
Timothy McFadden, principal
Adelson Family Foundation Chair
Steven Haefner
Robert Bailey

TROMBONE
William Damron, principal
Doug Fletcher

BASS TROMBONE
Greg Funk

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Stephen Craft
Jeff Lawless

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Jill Wiebe, principal

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Timothy McFadden

MUSIC LIBRARIAN
Marc Facci

STAGE MANAGER
Terry Abell
Fund Development

Tulsa Symphony is evolving and thriving through the generosity of individuals, corporations and foundations that support our mission. Donations keep ticket prices reasonable and make it possible to provide free cultural and educational services for Tulsa. Every gift, no matter the size, is greatly valued and every cent of every dollar is carefully managed.

SUSTAINING PATRONS
Our Sustaining Patrons are committed to the long-term sustainability of the Symphony. They’ve provided annual gifts of $40,000 or more for at least three consecutive years to substantially support operations, concerts and education.

The Adelson Family Foundation
The Avery Family Trust
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The Margery Mayo Bird Foundation
The Herbert and Roseline Gussman Foundation

The Helmerich Foundation
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The Raymond and Bessie Kravis Foundation
The C.W. Titus Foundation
The Patti Johnson Wilson Foundation
The John Steele Zink Foundation

Concert Sponsors
The following concerts were made possible through gracious sponsorships:

September 22, 2013, Classics 1: The Herbert and Roseline Gussman Foundation
October 5, 2013, Classics 2: The Patti Johnson Wilson Foundation

CORPORATE COUNCIL
Tulsa Symphony established its Corporate Council in 2014, as a way to acknowledge its corporate partners. Members benefit from brand awareness through TSO marketing as well as hospitality benefits for employees. Tulsa Symphony appreciates and recognizes the following companies as the founding members of its Corporate Council:
Fund Development

Tulsa Symphony Donors 2013-2014

Tulsa Symphony gratefully acknowledges the dedication of the following supporters

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Kay Bradley  
Barbara Rambach and Sam J. Brenner  
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Sandra Flinton  
Elizabeth Herdman  
Mr. and Mrs. Tom Kimball  
Kelley Mason  
Mavis Moore  
Bonnie Rucker  
Nancy and Rabbi Charles Sherman  
Edward Sler  
Ms. Mary Snider  
Mr. and Mrs. Thomas H. Swatek  
William Thompson  
Mr. and Mrs. Gary Watts  
Martin Wing  
Paula and Robert Wise  
Jack and Maxine Zarrow  
Michaela Zuber
**TULSA SYMPHONY ORCHESTRA, INC.**
**STATEMENT OF FINANCIAL POSITION**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>Audited * June 30, 2014</th>
<th>Audited * June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$770,430</td>
<td>$667,055</td>
</tr>
<tr>
<td>Accounts and other receivables</td>
<td>56,087</td>
<td>24,163</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>11,512</td>
<td>7,908</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>101,503</td>
<td>114,967</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$939,532</td>
<td>$814,093</td>
</tr>
</tbody>
</table>

| LIABILITIES AND NET ASSETS | | |
| **CURRENT LIABILITIES** | | |
| Accounts payable and accrued expenses | $17,414 | $13,715 |
| Deferred revenue | 140,989 | 248,120 |
| **Total current liabilities** | 158,403 | 261,835 |

| NET ASSETS | | |
| Unrestricted | 547,396 | 528,118 |
| Temporarily restricted | 83,733 | 24,140 |
| Temporarily restricted | 150,000 | |
| **Total net assets** | 781,129 | 552,258 |

| Total liabilities and net assets | $939,532 | $814,093 |

* Audited financials statements are available upon request.

**TOTAL REVENUE AND SUPPORT**

- **2012-13**
  - 69% Contributions and Grants
  - 26% Program service revenue
  - 4% Education funding
  - 1% Other income

- **2013-14**
  - 63% Contributions and Grants
  - 29% Program service revenue
  - 8% Education funding
  - .1% Other income
## TULSA SYMPHONY ORCHESTRA, INC.
### STATEMENT OF ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2013-2014</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATING REVENUES AND OTHER SUPPORT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions and grants</td>
<td>$1,263,618</td>
<td>$1,044,018</td>
</tr>
<tr>
<td>Program service revenue</td>
<td>585,168</td>
<td>457,746</td>
</tr>
<tr>
<td>Education funding</td>
<td>169,962</td>
<td>70,013</td>
</tr>
<tr>
<td>Other income (loss)</td>
<td>2,107</td>
<td>-2,333</td>
</tr>
<tr>
<td>Total revenue and support</td>
<td>2,020,855</td>
<td>1,569,444</td>
</tr>
<tr>
<td>OPERATING EXPENSES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROGRAM SERVICES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Production expense</td>
<td>1,223,442</td>
<td>1,143,047</td>
</tr>
<tr>
<td>Education expense</td>
<td>199,153</td>
<td>163,659</td>
</tr>
<tr>
<td>Total program services</td>
<td>1,306,706</td>
<td>1,306,706</td>
</tr>
<tr>
<td>SUPPORTING SERVICES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative payroll</td>
<td>148,900</td>
<td>153,630</td>
</tr>
<tr>
<td>Development</td>
<td>150,401</td>
<td>91,924</td>
</tr>
<tr>
<td>General and administrative</td>
<td>46,088</td>
<td>51,918</td>
</tr>
<tr>
<td>Depreciation</td>
<td>24,000</td>
<td>25,500</td>
</tr>
<tr>
<td>Total supporting services</td>
<td>369,389</td>
<td>322,972</td>
</tr>
<tr>
<td>TOTAL EXPENSES</td>
<td>1,791,984</td>
<td>1,629,678</td>
</tr>
<tr>
<td>Increase in net assets</td>
<td>228,871</td>
<td>-60,234</td>
</tr>
<tr>
<td>Net Assets, Beginning of Year</td>
<td>552,258</td>
<td>612,492</td>
</tr>
<tr>
<td>Net Assets, End of Year</td>
<td>781,129</td>
<td>$552,258</td>
</tr>
</tbody>
</table>

### TOTAL OPERATING EXPENSES

- **2012-13**
  - Production Expense: 69%
  - Education Expense: 10%
  - Administrative payroll: 9%
  - Development: 6%
  - General and administrative: 3%
  - Depreciation: 2%

- **2013-14**
  - Production Expense: 68%
  - Education Expense: 11%
  - Administrative payroll: 8%
  - Development: 8%
  - General and administrative: 3%
  - Depreciation: 1%
Executive Director
Ronald E. Predl

Board of Directors
Kari Caldwell, President
Ken Busby, Chairman
Caroline Abbott
Carol Adelson
Tamara Asher
Amanda Bretz
Dan Call
Jack Carney
Stephen Craft
Christy Craig
Marc Facci
Douglas Fletcher
Linda S. Frazier
Andrew Gottehrer, MD
Kathy Henry
David Hurewitz, MD
Erv Janssen, MD
Chad Johnson
Judge William C. Kellough
Gretchen Kimball
Allison Lauinger
Judge John David Maley
Kelley Mason
Erika Massey
Martha Mattes
Douglas May
Lynn McClure
Tim McFadden
Anna Norberg
John Rogers, DDS
Chris Rooker
Bonnie Rucker
J. Bruce Schultz
Joan Seay
Judge Deborah C. Shallcross
William H. Shambaugh
Donald Smith
Jen Smith
Ed Tackett
Adrienne Watt
Jill D. Wiebe
Josephine G Winter

Advisory Board
Ellen Adelson
Samuel Adler
Phil Armstrong
Dr. Keith Ballard
Howard Barnett
Joseph Bias
C. T. Butler
George Caldwell, MD
Theresa M. Collins
William Coppoc
Kim Coretz
Jim Halsey
Mark Halterman, MD
Jeff Hassell
Marianne Herrold
David J. Hyslop
Jamie Jamieson
Skip Johnson
Joel Kantor
David Keglovits
Karen Keith
Rick Koontz
Kathy LaFortune
Ronnie Liggitt
Roxana Lorton
P. Vincent LoVoi
Susan Neal
Donald Ryan
Harry L. Seay III
Tim Sheehan
Ron Spigelman
Robin Sutherland
Dr. Steadman Upham
Albert K. (Nick) Webster
Kirk Weller
Ronald Wheeler
Henry G. Will
Steve D Wright

STAFF
Ronald Predl
Executive Director

Tom Stout
Executive Assistant

Timothy McFadden*
Principal Trumpet
Orchestra Manager/Director of Community Engagement

Brenda Moody
Accountant/Administrative Assistant

Angela Carter*
Third/Bass Clarinet
Customer Relations/Interim Development Director

Martha Mattes*
Section Second Violin
Grant Coordinator

Rose McCracken
Development Director

Michael Nicholson*
Education Specialist

Kathy Rad*
Section Cello
Education Director

Todd Cunningham
Marketing Director

Marc Facci*
Principal Bass
Music Librarian/Production Coordinator

Douglas Fletcher*
Second Trombone
Personnel Manager

Charlotte Hale
Administrative Assistant/Interim Customer Relations

*Executive Musician