FROM THE EXECUTIVE DIRECTOR & BOARD PRESIDENT

TSO's 2016-17 "The Celebration Continues" season opened outdoors with the enthusiastic annual capacity audience on the Guthrie Green for the fifth consecutive year, featuring fun and familiar selections of light classic, patriotic and popular music with a brilliant fireworks finale.

The indoor Gala Opening Night on Sept. 10 was a milestone event musically as the world acclaimed violinist Joshua Bell took the stage with Principal Guest Conductor, Daniel Hege, and Tulsa Symphony to masterfully perform the Tchaikovsky Violin Concerto. With the closing chord, the capacity crowd rose to their feet, and this incredible artist announced that he had just performed with a "world-class" orchestra and Tulsans should be very proud of their symphony. Truly, high praise from Joshua Bell, whose appearance was generously sponsored by the Patti Johnson Wilson Foundation in their continuing support of Tulsa Symphony.

The Opening Night concert was bookended by launching a new tradition: an elegant Gala dinner in the lower lobby of the Williams Tower across the street from the Tulsa PAC and a private reception with the artist in the upper lobby of the Tower. Both events established a new and highly elevated level of community awareness and proved to be successful fundraising opportunities as well.

In addition to the Classics and Pops Series at the Tulsa PAC, the informal and welcoming Fridays in the Loft chamber music series in the Arts District that features all local TSO musicians was sold-out for the second consecutive season. TSO's performance of the live soundtrack of Raiders of the Lost Arc played to a capacity audience and attracted many first-time listeners to a TSO performance.

Perhaps the most exciting and rewarding highlight of the season was the expansion of the Carnegie Hall Link Up program for 3rd, 4th and 5th graders from a 2015-16 pilot program of 1,200 students to two school districts to five districts and 12,000 students. Tulsa Symphony's firm commitment to community service is nowhere more evident than in its continuing and growing investment in Education Outreach. It should be noted that the Link Up curriculum, which culminates in the interactive performance, is a learning enhancement opportunity that can only be achieved through the resources of a symphony orchestra and complements all school districts at every level of funding and support. In two short years, Link Up has become the flagship of TSO's Education Outreach, projected to reach 17,000 students in nine school districts in 2017-2018.

In addition to expanding service to students, the Heart Strings initiative continues to bring comfort, relief, and joy to the Muskogee VA Hospital patients, families, staff, and other local care facilities and social service agencies. These programs, coupled with ticket donations to veterans through Vet Tix, are two of the most rewarding and fulfilling community engagement priorities that TSO annually offers.

The exceptional efforts and success of the two-year Celebrate Campaign have led to the establishment of a TSO endowment of approximately $1.5 million in direct donations and pledges, and equally important, the establishment of a $250,000 Strategic Reserve Fund to support opportunities in a timely manner and enhance multi-year budget planning. Continually building the endowment is a top priority and major efforts are underway to increase planned and legacy giving through the TSO Tomorrow support society.

The future for Tulsa Symphony is dynamic, bright and optimistic as TSO launches its second decade with a course clearly charted by careful strategic planning and implemented with prudent fiscal policy and the unwavering commitment to community service. Tulsa Symphony's indispensable role and contributions to the city and region continue to receive broad and expanding support and confidence from foundations, corporations, philanthropists, individuals, arts and non-arts partners. Additionally, the innovative musician-led structure and design of TSO continues to evolve and steadily draw attention and interest from the larger traditional orchestra community as orchestras everywhere address the constantly changing arts and entertainment landscape.

Finally, it is our sincere pleasure on behalf of the Board of Directors, staff and musicians of the Tulsa Symphony family to thank the vibrant Tulsa community and the broad, varied, thoughtful and generous community of supporters everywhere that provide their time, energy, expertise and means for TSO's vital and successful past, present and future artistic, educational and community service contributions.

Best regards,

Ron E. Predl
Executive Director

David E. Keglovits
Board President
THE TULSA SYMPHONY MODEL

Tulsa Symphony is the only orchestra in the country operating on this particular musician-run model: an innovative approach in which musicians are involved at every level of the orchestra's decision-making and make up most of the orchestra's administrative staff. It is a concept we are proud to be pioneering right here in Tulsa.

MUSICIAN INVOLVEMENT

Musicians make up 25 percent of Tulsa Symphony's Board of Directors. They play an active role in each of the organization's 13 committees, including the Artistic Committee, which takes the place of an Artistic Director in selecting the repertoire, conductors, and soloists each season. Where traditionally structured orchestras often feel a communication gap between musicians and management, Tulsa Symphony encourages an atmosphere of collaboration.

EXECUTIVE MUSICIANS

Currently, six out of the twelve Tulsa Symphony staff members are also musicians in the orchestra. Known as “Executive Musicians,” they hold dual roles with the symphony, maintaining an administrative position in addition to their performance duties in the orchestra. In its twelfth season, the musician-led model is thriving and we continue to look for ways to integrate even more musicians into the administrative structure of the Symphony.

Looking forward, we hope to expand the Executive Musician concept to include salaried players whose additional duties are performance-based rather than administrative in nature and focus on service through education and community outreach.

25% of the Board of Directors are Tulsa Symphony musicians.

6 of the 12 staff members are Tulsa Symphony musicians.
PERFORMANCES

Tulsa Symphony's season continues to grow to meet the demands of our audiences. Each season is a mix of classics, special events, and chamber repertoire, from which patrons can select any combination of performances through TSO's innovative Experience Builder.

CLASSICS
Serving as the cornerstone of our performance season, the Classics series presents traditional symphonic repertoire alongside innovative new works. Classics series audience members can enjoy both a free pre-concert conversation with Tulsa Symphony guest conductors and a post-concert reception with Tulsa Symphony musicians and guest conductors.

POPS
Tulsa Symphony's Pops series is fun for the whole family. Incorporating live performances of familiar music scores alongside the feature film, cheerful holiday music, and rock/pop of decades past, Tulsa Symphony Pops appeals to crowds of all kinds.

CHAMBER
The Fridays in the Loft Chamber Series is performed at Tulsa Symphony's home in the Fly Loft, located in the historic Tulsa Arts District. Complete with a pre-concert reception with wine and hors d'oeuvres, chamber music, and a chance to interact one-on-one with Tulsa Symphony's finest musicians, this series provides a classically casual atmosphere in an intimate setting.

16,000
audience members enjoyed
Tulsa Symphony in its 2016-2017 season
CLASSICS SERIES
Gala Anniversary Concert with Joshua Bell: Sept. 10, 2016
DANIEL HEGE, principal guest conductor
JOSHUA BELL, violin

Strauss
De Falla
Tchaikovsky
Don Juan
The Three-Cornered Hat Suite No. 2
Violin Concerto

Rachmaninoff’s Symphony No. 2: Oct. 8, 2016
PHILLIP MANN, conductor
BRUCE SCHULTZ, horn

Barber
Mendelssohn
Ravel
Ravel
Beethoven
Essay No. 1
The Hebrides
Le tombeau de Couperin
Tzigane
Symphony No. 2

Beethoven’s Symphony No. 4: Jan. 14, 2017
DANIEL HEGE; principal guest conductor
ROSSITZA JEKOVA-GOZA, violin

Mendelssohn
Ravel
Beethoven
The Hebrides
Le tombeau de Couperin
Symphony No. 4

Brahms’ Requiem: April 8, 2017
JAMES BAGWELL, guest conductor
TULSA ORATORIO CHORUS
TOM MYTH SHARP, artistic director
AMY COFIELD, soprano
STEVEN LABRIE, baritone

Brahms
Ein Deutsches Requiem, op.45

The Firebird: May 13, 2017
DANIEL HEGE, principal guest conductor
CHRISTOPHER DEANE, cimbalon

Haydn
Kodály
Stravinsky
Symphony No. 90
Suite from Háry János
The Firebird Suite (1945 version)

POPS SERIES
Raiders of the Lost Ark: Nov. 5, 2016
RON SPIGELMAN, guest conductor

RON SPIGELMAN, guest conductor
TULSA ORATORIO CHORUS
TOM MYTH SHARP, artistic director
TULSA AREA HIGH SCHOOL CHOIRS
TULSA AREA STUDENT STRING SOLOISTS
HARMONY PROJECT TULSA
THE TALK OF TULSA, pre-concert in Westby Pavilion

Route 66 A Trip Down Memory Lane: March 11, 2017
RON SPIGELMAN, guest conductor
TULSA METRO SOUND

FRIDAYS IN THE LOFT CHAMBER SERIES
Food, Friendship, Joie de vivre: Nov. 18, 2016
Martini

Schubert

Summer in the City: Jan. 20, 2017
Barber

Musgrave

Spohr

Sláinté! March 17, 2017
Dohnanyi

Grainger

Schumann

Serenade for Violin, Viola and Cello, op.10
Serenade for Violin, Viola and Cello, op.10
Serenade for Violin, Viola and Cello, op.10
Serenade for Violin, Viola and Cello, op.10

Molly on the Shore

Quartet in E-flat major, op.47

Serenade for Violin, Viola and Cello, op.10
Serenade for Violin, Viola and Cello, op.10
Serenade for Violin, Viola and Cello, op.10
Serenade for Violin, Viola and Cello, op.10
EDUCATION OUTREACH

Tulsa Symphony's active and vital role in education is central in its mission to building community. Tulsa Symphony partners with the area museums, dance companies, theaters and arts groups to foster, inspire, and enrich a lifelong relationships with music among people of all ages.

LINK UP & ANY GIVEN CHILD

In collaboration with Carnegie Hall's Weill Music Institute, Tulsa Symphony provided the renown Link Up program for more than 12,000 third-, fourth-, and fifth-grade students in five school districts throughout the 2016-17 school year.

Link Up pairs orchestras across the country with schools in their local communities, integrating the curriculum into their regular classroom setting. Through Professional Development for teachers led by Tulsa Symphony, the program invites students to learn about orchestral repertoire through a yearlong, hands-on music curriculum that is provided to the schools at no cost.

The program culminates in a series of special concerts where students sing, dance, and play recorders alongside symphony musicians. Tulsa Symphony is one of 14 area arts organizations that participates in the Any Given Child program, an initiative that provides meaningful arts experiences to Kindergarten through eighth-grade student in Tulsa Public Schools. Through Any Given Child, Tulsa Symphony and Link Up reaches every fourth grader in Tulsa Public Schools. Tulsa Symphony held an inaugural Link Together fundraiser event in March 2017, which directly supports the Link Up program's operational costs.

TSO TO GO

While Link Up is certainly Tulsa Symphony's largest and most-involved education program, there are several other important outreach efforts. Tulsa Symphony teams up with the Rosa Parks Early Childhood Development Center to provide three- and four-year-olds with musical exploration, participates in the AHCT Artists in the Schools program by placing Education Ensembles in schools, and puts on the unique Symphony by the Sea program every year, performing at the Oklahoma Aquarium for more than one thousand elementary students.

5
Tulsa-area school districts implementing the Link Up curriculum

12,000
Tulsa-area students impacted by Link Up

$12
cost per student participating in the Link Up program
COMMUNITY ENGAGEMENT

Tulsa Symphony engages its community in innovative, nontraditional ways, providing free concerts for audiences in a variety of venues. Some are devoted concertgoers, others are music lovers who might otherwise never get to see or hear these performances.

SYMPHONY IN THE PARK

Since performing at the Opening Ceremony of the new Guthrie Green park in September 2012, Tulsa Symphony has presented Symphony in the Park as an annual tradition for Tulsa-area families. This free performance draws the Guthrie Green's largest crowd of the year, performing audience favorites such as John Williams, Disney tunes, Rogers and Hammerstein's "Oklahoma!" culminating in a fireworks finale over the downtown Tulsa skyline. In 2017, Symphony in the Park drew a crowd of approximately 5,000 community members.

HEART STRINGS

Tulsa Symphony's Heart Strings program proudly brings the comfort and healing of music to under-served groups at area health care facilities, shelters, and soup kitchens, such as Tulsa's Table, United Way Emerging Youth, Resonance Program for Women, Take 2 Café, Girouard Winery, and the Hyatt Regency Hotel.
2016-17 TULSA SYMPHONY DONORS

Vivaldi Society

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Avery Family Trust
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Helmerich Trust
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PLATINUM BATON ($50,000-$99,999)
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Ed Van Eman
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Mr. Warren and Ms. Nasreddine
Adrienne L. Watt
Mr. and Mrs. Gary Watts
John Wood and Rebecca Foreman
Dr. Timothy and Susan Young
Rev. Richard and Peggy Ziglar

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Ms. Laura Bottoms
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Matthew and Maria Reed
Trent and Tina Renfro
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Edward W. Silber
Mr. and Mrs. David Somers
Maria C. Taveau
Anonymous
Mr. and Mrs. John Waldron
Mr. and Mrs. William C. Worman
Mr. Kyle Wright
## Financial Summary

### Statement of Financial Position

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>June 30, 2017</th>
<th>June 30, 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$580,819</td>
<td>$705,372</td>
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<tr>
<td>Pledges Receivables net</td>
<td>$173,488</td>
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<tr>
<td>Other Receivables, net</td>
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<td>Prepaid Assets</td>
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<tr>
<td>Beneficial Interest in Assets Held by Others</td>
<td>$653,798</td>
<td>$439,734</td>
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<td>Investments</td>
<td>$377,106</td>
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<tr>
<td>Property and Equipment</td>
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<td>$46,562</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$1,861,024</strong></td>
<td><strong>$1,350,633</strong></td>
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</tbody>
</table>

### Liabilities and Net Assets

**Liabilities:**

<table>
<thead>
<tr>
<th>Item</th>
<th>June 30, 2017</th>
<th>June 30, 2016</th>
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</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>$19,452</td>
<td>$37,988</td>
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<td>Accrued Liabilities</td>
<td>$9,233</td>
<td>$18,310</td>
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<td>Deferred Revenue</td>
<td>$269,610</td>
<td>$203,721</td>
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<td><strong>Total Liabilities</strong></td>
<td><strong>$298,295</strong></td>
<td><strong>$260,019</strong></td>
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**Net Assets:**

<table>
<thead>
<tr>
<th>Item</th>
<th>June 30, 2017</th>
<th>June 30, 2016</th>
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<tbody>
<tr>
<td>Unrestricted</td>
<td>$402,332</td>
<td>$492,185</td>
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<tr>
<td>Unrestricted-Board Designated</td>
<td>$1,030,904</td>
<td>$439,234</td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>$129,493</td>
<td>$159,195</td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>1,562,729</strong></td>
<td><strong>1,080,614</strong></td>
</tr>
</tbody>
</table>

**Total Liabilities and Net Assets**

<table>
<thead>
<tr>
<th></th>
<th>June 30, 2017</th>
<th>June 30, 2016</th>
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<tbody>
<tr>
<td><strong>$1,861,024</strong></td>
<td><strong>$1,350,633</strong></td>
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## FINANCIAL SUMMARY

### STATEMENT OF ACTIVITIES

<table>
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<th></th>
<th>Audited*</th>
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<tbody>
<tr>
<td></td>
<td>June 30, 2017</td>
<td>June 30, 2016</td>
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</table>

**Change in Unrestricted Net Assets**

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Contributions</td>
<td>1,501,104</td>
<td>1,246,308</td>
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<tr>
<td>Fundraising Event Income (net)</td>
<td>103,383</td>
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<tr>
<td>Program Service Revenue</td>
<td>756,022</td>
<td>625,853</td>
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<tr>
<td>Other</td>
<td>60</td>
<td>9,883</td>
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<tr>
<td>Investment Income (net)</td>
<td>79,583</td>
<td>(1,933)</td>
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<tr>
<td>Net assets released from restrictions</td>
<td>226,517</td>
<td>116,731</td>
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<tr>
<td><strong>TOTAL REVENUES AND SUPPORT</strong></td>
<td>$2,666,669</td>
<td>$1,996,842</td>
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### EXPENSES

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Program Expenses</td>
<td>1,770,479</td>
<td>1,727,602</td>
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<tr>
<td>Management and Administrative Expenses</td>
<td>206,967</td>
<td>223,937</td>
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<tr>
<td>Fundraising Expenses</td>
<td>187,406</td>
<td>185,040</td>
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<td><strong>TOTAL EXPENSES</strong></td>
<td>$2,164,852</td>
<td>$2,136,579</td>
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<table>
<thead>
<tr>
<th></th>
<th>$</th>
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</thead>
<tbody>
<tr>
<td>Change in Unrestricted Net Assets</td>
<td>$501,817</td>
<td>$(139,737)</td>
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<tr>
<td>Change in Temporarily Restricted Net Assets</td>
<td>$(29,702)</td>
<td>115,253</td>
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<tr>
<td>Change in Net Assets</td>
<td>472,115</td>
<td>$(24,484)</td>
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<thead>
<tr>
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<tbody>
<tr>
<td>Net Assets at Beginning of Year</td>
<td>1,090,614</td>
<td>1,115,088</td>
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<tr>
<td><strong>Net Assets at End of Year</strong></td>
<td>$1,562,729</td>
<td>$1,090,614</td>
</tr>
</tbody>
</table>

*Audited financial statements are available upon request*
BOARD OF DIRECTORS

EXECUTIVE DIRECTOR
Ronald E. Predl

Dr. Andrew Gotttehrer
Jeff Hassell
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