



Marcello Angelini, Artistic Director



Defining the Future:

An Integrated Campaign for Tulsa Ballet

Since 1956, Tulsa Ballet has been one of Tulsa's crown jewels, evolving from a small regional ballet company to a nationally and internationally recognized arts organization.

Considered to be one of the "Top 10" professional ballet companies in North America, and having been called "one of the best in the world" by the international press, Tulsa Ballet continues to help put Tulsa, and the state of Oklahoma, on the map as a destination for arts and culture in the heartland of America.

Yet, when compared to its peers, it becomes clear that there is no other ballet company in the world like Tulsa Ballet. No other company is consistently able to attract the finest dancers and choreographers in the world to a city the size of Tulsa, to present works that can only be seen elsewhere in cities like San Francisco, Houston, New York City, and Chicago. All other ballet companies with comparable repertoire have budgets at least 2-3 times that of Tulsa Ballet's annual budget of \$5 million.

REFLECTING ON THE PAST

In 1992, when it became clear Tulsa Ballet could no longer operate out of five separate buildings, the community of Tulsa responded to its *A Home of Our Own Campaign* by donating \$2.6 million to purchase the land and facility that continues to house its studios, administrative and school offices, costume shop, and warehouse storage.



In 1995, **Marcello Angelini**—a graduate of the Kiev Institute of Dance and principal dancer and guest artist with some of the most renowned troupes in the world—stepped onto the stage as Tulsa Ballet’s Artistic Director, leading the organization to a new level of success.

By 2003, it was clear that the next step in the growth of Tulsa Ballet was to give back to the community through its own ballet academy. The demand was there for a truly professional ballet school able to provide unparalleled dance training for serious and recreational dance students as well as the need for expanded community outreach programs for all levels of students. Thus, the *Tulsa Ballet Center for Dance Education* was born. By 2006, the academy had grown to the point of needing additional space and donors demanded that the Company continue on its road to excellence by establishing an on-site theater devoted to the creation of new works. Tulsa Ballet began the *Exceeding Expectations Campaign* to expand its Center for Dance Education, its outreach programs as well as the repertory of the professional company and build an on-site theater, **Studio K**. Tulsans again responded to the cultural call to arms and generously donated over **\$17 million** to accomplish this end.



CELEBRATING THE PRESENT

Since the completion of the *Exceeding Expectations Campaign*, Tulsa Ballet’s commitment to excellence has continued to grow. 2015 marks the 20th anniversary of Marcello Angelini’s tenure as Artistic Director for Tulsa Ballet and the company has reached unprecedented levels of success under Angelini’s leadership. Tulsa Ballet consistently attracts the finest choreographers in the world, employs 28 professional dancers from around the world, 25 full-time artistic and administrative staff members and a pre-professional ensemble composed of 12 pre-professional student dancers. In recent years, Tulsa Ballet saw sold-out crowds during its week long engagement at the **Joyce Theater**

in New York City and the company was invited to represent the state of Oklahoma at the **John F. Kennedy Center for the Performing Arts** in our nation's capital. These are among the reasons that prompted Governor Brad Henry to designate Tulsa Ballet as the first arts organization to be named an **Oklahoma Cultural Ambassador**.

To align with the company's artistic success, Tulsa Ballet performances at home have been breaking ticket sales records. Annual sales for *The Nutcracker* are at an **all-time high**, the 2013-2014 Season saw the **highest season ticket revenue** in the history of the company and *Cinderella* became the **highest selling full-length ballet** for a three performance run.



While Tulsa Ballet has been called “**the hottest ticket in town**,” enrollment in the Tulsa Ballet Center for Dance Education (TBCDE) is also **at its peak**. Now in its 11th year, TBCDE consistently produces graduates ready to embark on the career path as professional dancers. Tulsa Ballet II (TBI) serves as the pre-professional ensemble for aspiring dancers and draws from our own school as well as the entire United States, helping to bridge the gap between the student phase of an aspiring ballet dancer's life and his/her professional career. The Tulsa Ballet summer intensive program, *Pointe to the Future*, attracts top students from across the country and the world to train with our resident faculty while the TBCDE continues to expand its offerings of recreational classes for children and adults. *BalletFit* is a weekly class that incorporates ballet technique with a cardio workout for health conscious adults. The **Adult Beginning Ballet Class** has recently expanded to the **Brady Arts District** in order to serve growing number of young professionals who work downtown.

Tulsa Ballet was the recipient of the **Schusterman Award of Excellence**, in recognition of our dynamic education and outreach programs that introduce and teach the art of dance to children in our community. Designed to address the reduction of arts education programs



offered in schools, Tulsa Ballet's elementary school outreach programs are aimed at schools with a high percentage of **students on the free or reduced lunch program** and are provided at no cost to the schools or students. These programs promote dance education and arts appreciation while also introducing **physical conditioning** and leading a **healthy lifestyle**. As such, these programs also address the growing **childhood obesity epidemic** and encourage youth to take active roles in their physical health. Tulsa Ballet uses scientific methods, developed by the **University of Oklahoma Center of Applied Research** to measure the impact and results of these

programs. Tulsa Ballet also collaborates with other arts organizations through its participation in *Any Given Child*, an initiative awarded by the **Kennedy Center in Washington, D.C.** Tulsa is one of only eleven cities nationally bestowed with the honor of presenting this program. Tulsa Ballet is proud to be a part of this initiative to ensure that all Tulsa Public School children have the opportunity to receive a live arts experience each year by the time they get to high school.

Hope for the Holidays and *Partners in Art* are programs that share the joy of dance with members of the Tulsa community who would not otherwise have the opportunity to attend ballet performances. *Hope for the Holidays* is a special performance of *The Nutcracker* that has allowed thousands of individuals over the past fourteen years to experience the beloved holiday classic at no cost. For one special night in December, Tulsa Ballet works with area social service agencies to fill the Performing Arts Center to capacity with families and children eager to experience the enchanting story, beautiful costumes and live music of *The Nutcracker*.

Partners in Art provides tickets to clients of over forty local social service agencies to attend the Thursday evening full dress rehearsal prior to the weekend of public performances of Tulsa Ballet main season productions. For each *Partners In Art* performance, Tulsa Ballet distributes approximately 1,000 performance tickets to members of the participating social service agencies.

Tulsa Ballet's global reputation for excellence not only serves to enhance the quality of life for its local citizens, but it contributes to the City of Tulsa's ever growing role as a destination city for tourism and economic development.



The arts are important in attracting and retaining good businesses in our economy. The value of creativity cannot be overstated. The arts in our schools, and our communities, help our students, and indeed ourselves, to dream. Such dreams result in ideas, products, technologies and, ultimately, jobs.

—Dick Rush, President and CEO, State Chamber of Oklahoma

The Arts and Economic Prosperity Study III found that America's nonprofit arts and culture industry generates **\$166.2 billion** in economic activity every year—\$63.1 billion in spending by organizations and an additional \$103.1 billion in event-related spending by audiences. The national impact of this activity is significant, supporting **5.7 million jobs** and generating **\$29.6 billion in government revenue**. In addition, the study found that nonprofit arts and culture are a **\$23.2 million industry in the City of Tulsa** – one that supports **708 full-time equivalent jobs** and **generates \$2.44 million in local and state government revenue**. Tulsa Ballet is just one of the nonprofit arts and culture organizations that spend **\$3.29 million annually** and **leverage a remarkable \$19.91 million in additional spending** by arts and culture audiences—spending that pumps vital revenue into local restaurants, hotels, retail stores, parking garages, and other businesses in the City of Tulsa.

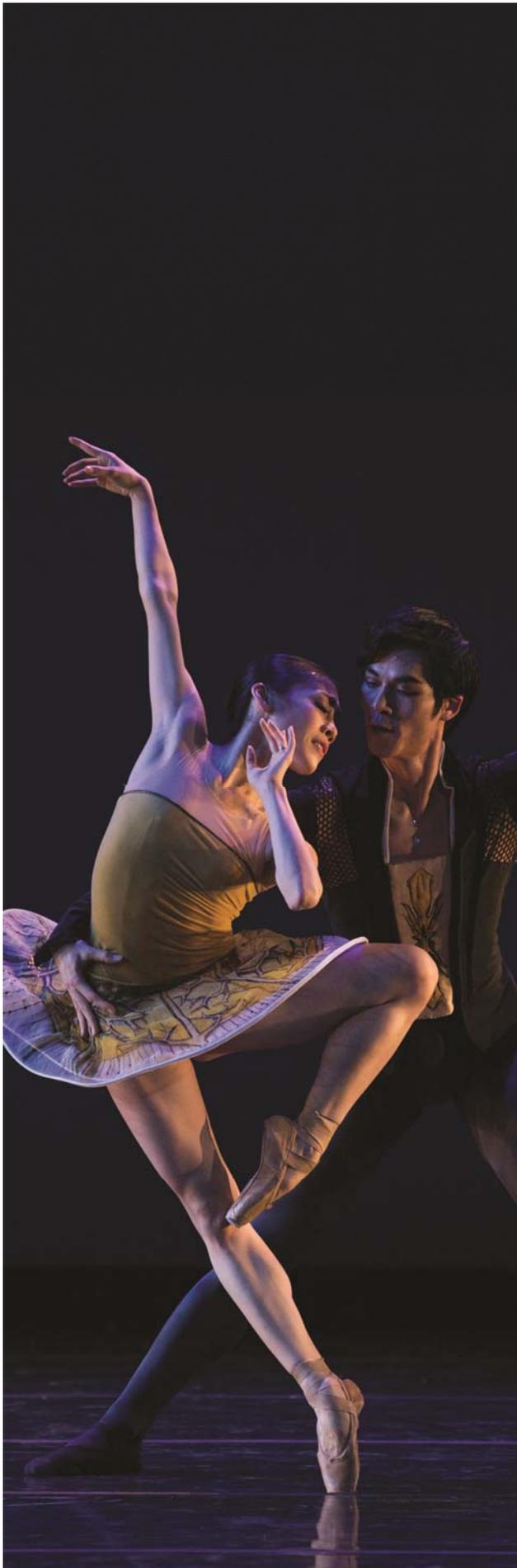


DEFINING THE FUTURE

While there is no other company like Tulsa Ballet—it can also be said that **there is no other city like Tulsa, OK**. For nearly 60 years, generations of Tulsans have paved the way for Tulsa Ballet's rise to the top as a leader in the national and international arts community. Through this campaign, Tulsa Ballet will strengthen its role as an essential cultural institution for the city of Tulsa and the state of Oklahoma while reinforcing the financial foundations to secure our permanence. The success of this campaign will solidify our long-term presence in our community while maintaining the highest standards of excellence, both artistically and financially. By recognizing the need for a long-range financial plan that is **less reliant on annual fundraising initiatives**, this campaign will create opportunities for **increasing earned revenues** through ticket sales, school tuition, investments and audience development.

Much like a **dancer** whose **outward beauty** and grace is a product of **intense physical training**, Tulsa Ballet has worked hard to build a solid foundation and strong core. Our **commitment to excellence** pushes us to soar to new heights, unwilling to compromise on quality or take a step backward. As the curtain rises on the future of Tulsa Ballet, **we need your help** to ensure the long-term financial stability of the organization for future generations to come. Together, we will continue to bring **national and international recognition** to our community while fostering economic growth for its businesses, education and outreach for its students, and continued pride for its residents.





DEFINING THE FUTURE CAMPAIGN

Endowment Funds.....	\$10 Million
Capital Funds.....	\$11.5 Million
<u>Operating Funds</u>	<u>\$3.5 Million</u>
TOTAL GOAL.....	\$25 Million

ENDOWMENT FUNDS

\$10 Million Goal

The citizens of Tulsa have invested generously in Tulsa Ballet through the years and the Ballet has a long history of managing those funds well. For the past five years, Tulsa Ballet has worked hard to keep expenses flat while continuing to maintain the excellence and quality that audiences and patrons demand; however, financially this cannot continue.

The Board of Directors has determined that the financial future of Tulsa Ballet lies in growing the current \$5 million endowment to an endowment of \$15 million in order to operate with an additional \$450,000 and not be so dependent on the volatility of annual fundraisers.

The goal is to maintain the quality of the excellent artistic and operational staff we currently have rather than growing the company. With less reliance on annual fund-raising returns, this new endowment drive will provide the long-range financial security to continue attracting the finest dancers in the world, as well as ensuring that essential programs would be funded each year, such as exceptional outreach programs and dance education, the presentation of works by the world's best choreographers, live music support for full-length ballets, annual touring, and the creation of new works, while continuing to be an economic engine for the City of Tulsa and the State of Oklahoma.

CAPITAL FUNDS

\$11.5 Million Goal

Center for Dance Education Satellite School - \$8.7 Million

Since 2003, Tulsa Ballet Center for Dance Education (TBCDE) has provided the highest quality dance training available in our region for ages 3 to adult.

The mission of Tulsa Ballet Center for Dance Education (TBCDE) is to offer dance training of uncompromising quality. TBCDE is committed to foster appreciation and support for the art of dance through education and outreach.

TBCDE opened its doors in Brookside in the fall of 2003 with two instructors, three studios and forty eight students. In ten years, TBCDE has grown in leaps and bounds!

- ⇒ We now have a faculty of 3 full-time instructors who have moved here from around the world to provide the best training to the students of Tulsa.
- ⇒ We staff 7 part-time instructors, 2 full-time and 2 part-time administrative staff, and 2 full-time and 3 part-time pianists.
- ⇒ Our facility has grown to 5 studios, plus an in-house theater, an administrative wing for offices, a student lounge, and a reception space for our parents and students.
- ⇒ Most impressively, our student base has grown from 42 to almost 350.

With the studios being shared with the professional dancers of Tulsa Ballet, TBCDE is now bursting at the seams! Besides the pre-professional dance training provided at our Brookside location, our studios and theater are also used to provide education and outreach programs to at-risk students in Tulsa. Annually, we serve more than 6,000 students through our *Leaps Ahead*, *Leaps in Motion* and *Backstage at the Ballet* programs. Our goal is to be able to expand these programs to new communities and reach more students; however, we are limited by studio space and proximity of the schools we can serve.

In evaluating our successes and challenges we have determined the best way to increase our impact both in our training opportunities and our outreach programs is to broaden our scope and reach to a new community. By having a dedicated location specifically for training and education purposes we can double our impact.



Creation of New Full Length Productions - \$1 Million

The creation of two all-new full length ballets will serve to **attract new audiences** while providing additional revenue streams from rentals to other ballet companies and reducing annual rental expenses. Allowing ballet to be accessible to all audiences is necessary for the future of the company. *The Sleeping Beauty*, *Cinderella*, and *Swan Lake* are standard repertoire for most ballet companies that consistently bring new audiences and increased earned revenue potential from ticket sales. Yet the ballet repertoire is very scarce when it comes to titles able to attract large audiences. Creating new family friendly story ballets will help expand our local audiences and audiences all over the country when these productions are performed by other companies. Owning these new productions also provides additional revenue through set/costume rentals when leased to organizations that are not part of the original co-production. Examples for these works could be:

Co-commission with Ballet Met (Columbus, OH) for a new World Premiere full length story ballet debut during the 2016-2017 season.



All New Production of *The Nutcracker* - \$1 Million

Success of *The Nutcracker* is critical to Tulsa Ballet's financial well-being. It accounts for nearly 50% of ticket sales revenues each year. Tulsa Ballet's current production debuted in 2003 and the original lifespan of the sets and costumes was estimated at 10 years. While this production is still breaking box office records, the sets and costumes have a limited shelf life and will need to be replaced within the next five to seven years.

Current Facility Improvements - \$800,000

Main corridor and Jasinski Studio renovation - Update the main corridor of our existing facility, which has not happened since the building was originally purchased in 1992. Upgrade Jasinski Studio to include A/V projector and screen and enhanced studio lighting in order to serve as a multi-function and event space.

Administrative Technology Upgrade - Upgrade computers and printers for administrative staff

Tulsa Ballet Archives Expansion- The Tulsa Ballet archives encompass the rich history of the company and the art form of ballet, which includes relics from our past. These funds will provide for permanent displays within our facility or travel in order to showcase the rich heritage of Tulsa Ballet, as well as providing expansion space within our facility for the ever-growing archive collection.

OPERATING FUNDS

\$3.5 Million Goal

Each year, Tulsa Ballet depends on annual contributions and grants to provide funds for general operations. The \$3.5 million operating funds will provide a financial bridge until our endowments begin generating spendable income. These funds will ensure that Tulsa Ballet can continue to operate at the same level of excellence throughout the duration of this campaign.



Major Endowment Fund Naming Opportunities

Audience Favorite Endowment Fund.....	<i>SOLD!</i>
<i>Providing support for productions with mass audience appeal</i>	
Artistic Excellence Endowment Fund	\$1,000,000
<i>Providing support for Tulsa Ballet's commitment to uncompromising artistic quality</i>	
Education Outreach Fund (5) available	\$1,000,000
<i>Provides the full cost of one Elementary School Outreach Program each year</i>	
International and Domestic Touring Fund	\$1,000,000
<i>Providing support for touring opportunities</i>	
Classical Masterpiece Endowment Fund.....	\$750,000
<i>Providing support for productions that preserve the tradition of classical ballet</i>	
Live Music Endowment Fund.....	\$650,000
<i>Providing support for productions that utilize orchestral accompaniment</i>	
Contemporary Masterpiece Endowment Fund.....	\$500,000
<i>Providing support for productions that promote the appreciation of contemporary dance</i>	
World Premiere Endowment Fund	<i>SOLD!</i>
<i>Providing support for productions that foster the creation of new works</i>	

Special Endowment Fund Naming Opportunities

Assumes 25% of annual costs are funded through the endowed fund. Named endowed funds will be listed in all Tulsa Ballet publications

Artistic Staff

Artistic Director.....	\$1,500,000
Ballet Mistress	\$425,000
Ballet Master	\$425,000
Principal Conductor.....	\$250,000
Resident Choreographer	\$145,000

Administrative Staff

Managing Director	\$575,000
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Dancers

Principal Dancer (4) available	\$375,000
Soloist Dancer (3) available	\$325,000
Demi Soloist Dancer (3) available.....	\$250,000
Corps de Ballet Dancer (16) available	\$225,000

Production

Nutcracker Orchestra Fund	\$375,000
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Costume Fund	\$400,000
Scenery Fund	\$400,000
Pointe Shoe Fund.....	\$250,000

Choreography

Contemporary Choreography Fund	\$425,000
New Works Fund.....	\$300,000
Classical Choreography Fund	\$175,000

Community Outreach Programs

Hope for the Holidays	\$300,000
Partners in Art.....	\$250,000

Center for Dance Education

Center for Dance Education Principal	\$425,000
TBII Scholarship Fund (12) available.....	\$150,000

Provides the full cost of training and performance stipend for one year.

Capital Fund Naming Opportunities

Tulsa Ballet Center for Dance Education- Broken Arrow, OK

Building Naming Rights.....	SOLD!
Studios Naming Rights	SOLD!
Performance Studio 1	SOLD!
Studio 2.....	\$350,000
Studio 3.....	\$250,000
Studio 4.....	\$200,000
Atrium	\$150,000
Entry Plaza	\$150,000
Boys Locker Room.....	\$150,000
Girls Locker Room.....	\$150,000

Creation of New Full Length Ballets

Production Underwriting Sponsor.....	SOLD!
Sets/Costumes Underwriting Sponsor	
(2) Available	\$300,000
Choreography Underwriting Sponsor	
(2) Available	\$100,000

Creation of New Production of The Nutcracker

Production Underwriting Sponsor.....	SOLD!
Sets/Costumes Underwriting Sponsor.....	\$300,000
Choreography Underwriting Sponsor	\$100,000
Lighting and Special Effects Sponsor	\$100,000

Operating /Endowment Fund Special Recognition

Donors who make gifts of \$50,000 or more to support the Endowment or Operating Campaign will receive special recognition in Tulsa Ballet publications for a period of 5 years. Donors can choose support that is designated for one of the following specific uses at Tulsa Ballet.

Funds for General Support

Funds for Touring

Funds for Live Music

Funds for Education and Outreach

Funds for Classical Repertoire

Funds for Contemporary and New Works

Funds for The Nutcracker

“In my own philanthropy and business endeavors, I have seen the critical role that the arts play in stimulating creativity and in developing vital communities....the arts have a crucial impact on our economy and are an important catalyst for learning, discovery, and achievement in our country.”

–Paul G. Allen, Co-Founder, Microsoft



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