Houston Ballet

MISSION STATEMENT

To inspire a lasting love and appreciation for dance through artistic excellence, exhilarating performances, innovative choreography and superb educational programs.

In furtherance of our mission, we are committed to maintaining and enhancing our status as:

- A classically trained company with a diverse repertory whose range includes the classics as well as contemporary works.
- A company that attracts the world’s best dancers and choreographers and provides them with an environment where they can thrive and further develop the art form.
- An international company that is accessible to broad and growing local, national, and international audiences.
- A company with a world-class Academy that provides first rate instruction for professional dancers and meaningful programs for non-professional dancers.
- A company with state of the art facilities for performances, rehearsals, and ongoing operations.

2016 - 2017 BOARD OF TRUSTEES

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(L) Life Trustee
Dear Friends –

I could not be more proud of Houston Ballet’s achievements this past year! Our 47th season kicked off with a landmark tour to Melbourne, Australia featuring Stanton Welch’s lavish Romeo and Juliet – the largest tour the company has taken to date. After selling out a groundbreaking 12 performances in Australia, Houston Ballet's season continued with seven premieres, including a world premiere – adding significant and challenging new works to an already impressive repertoire.

Notably, our premiere of William Forsythe’s Artifact Suite last fall was marked with rave reviews from Houston Press, Houston Chronicle, and Broadway World, praising the unison choreography achieved by our corps de ballet. This growing relationship with Forsythe’s iconic works was furthered when he personally selected Houston Ballet to again perform Artifact Suite at the prestigious “Celebrate Forsythe” festival in Los Angeles just a few weeks later.

A number of important one-act and narrative ballets were added to Houston Ballet’s repertoire – key works from Jerome Robbins, Jiří Kylián, Justin Peck, and David Bintley grew Houston Ballet’s repertoire this season, marking a true era of growth for the company. Yet, the highlight of this season was undoubtedly the phenomenal world premiere of Stanton Welch’s The Nutcracker. On behalf of the Houston Ballet Board of Trustees, we were deeply humbled by the community’s embrace of this new classic – which garnered more than $5 million in philanthropic support along with record-breaking crowds and box office revenue. This collaboration with international set and costume designer, Tim Goodchild, brought to life an extravagant and dazzling show that will be a tradition in Houston for decades to come.

Houston Ballet continues to be deeply invested in our community. Our summer and year-round Academy programs are among the best in the nation and attract more than 1,000 enrollments. We also provide a series of award-winning programming to bring the art of dance to people who might not otherwise have access. Our Education and Community Engagement programs gave nearly 63,000 students the opportunity to learn and grow through dance.

Of course, none of these achievements would be possible with the dedicated commitment of our Board of Trustees and thousands of loyal contributors. We’re so grateful for the generous support that fuels Houston Ballet’s success and growth, on and off stage.

Lastly, please join me in sincerely thanking Artistic Director Stanton Welch and Executive Director James Nelson and the rest of Houston Ballet’s talented staff. Their tireless efforts and boundless enthusiasm ensure Houston Ballet continues to thrive. Congratulations on your achievements.

Given the devastation Hurricane Harvey has brought the Theater District, the year ahead will present many new challenges. Still, I know that, with your help, Houston Ballet will continue to bring the joy of dance to our community for many years to come.

Allison Thacker
Board President
Dear Friends of Houston Ballet,

I’m pleased to submit the 2016-17 season annual report to you. Exciting and ambitious projects highlighted this milestone season for Houston Ballet. Thanks to the amazingly generous underwriting of Ted and Melza Barr, we began the season with the largest international undertaking in the company’s history with our Australia tour of Stanton Welch’s Romeo and Juliet. The company performed 12 sold-out performances to enthusiastic Melbourne audiences and received rave reviews.

In November, Houston Ballet raised the curtain on Stanton’s new The Nutcracker. With sets and costumes by the award-winning British designer, Tim Goodchild, the spectacular $5 million production represents Houston Ballet’s most ambitious production ever staged. Featuring hundreds of characters and utilizing students from every level of Houston Ballet Academy, the new production enchanted audiences young and old and set new records in attendance and box office revenue.

The Houston Ballet – Birmingham Royal Ballet co-production of The Tempest opened our final series in May. With inventive choreography by David Bintley, a commissioned score by Sally Beamish and sets and costumes by Rae Smith, the spectacular new staging of Shakespeare’s classic rounded out this aspirational season of major endeavors.

Our performances, education programs and special events impacted the lives of nearly 372,000 individuals in our community and away. We gave a total of 106 performances this season, including 83 at Wortham Theater Center, three at Miller Outdoor Theatre, one at Cynthia Woods Mitchell Pavilion and 19 on tour. Under the direction of Vicki Attard, our Academy provided world-class instruction to over 1,100 talented students in our year-round, summer-intensive and adult-class programs, and our education and community engagement programs achieved another outstanding year of increased impact through our 18 signature programs, reaching nearly 63,000 students in 326 area schools and community centers.

In addition to our Australia tour, Houston Ballet gave three performances of Artifact Suite in Los Angeles as part of the Celebrate Forsythe festival at the Dorothy Chandler Pavilion. Further building on the company’s phenomenal success in Hamburg two seasons ago, we returned to Germany to give four performances in Ludwigshafen and Bonn.

It’s an honor to work with Houston Ballet Board President, Allison Thacker, and I owe a tremendous debt of gratitude to our Trustees, volunteers and supporters who make it possible for Houston Ballet to deliver on its mission. I am proud to work with a team of exceptional artists, crew and staff who bring inspiration and beauty to life through dance.

James Nelson
Executive Director
2016/17 SEASON AT A GLANCE

MAIN STAGE

AMERICAN INGENUITY - DIRECTOR'S CHOICE
September 8 – 18, 2016
THEMES AND VARIATIONS
Music by Peter I. Tchaikovsky
Choreography by George Balanchine
Costume Design after Karinska
Lighting Design by Tony Tucci, recreated by Lisa J. Pinkham
OTHER DANCES
Music by Frederic Chopin
Choreography by Jerome Robbins
Costume Design by Santo Loquasto
Lighting Design by Jennifer Tipton, recreated by Perry Slivey

ARTIFACT SUITE
Music by Johann Sebastian Bach with variations by Eva Crossman-Hecht
Choreography by William Forsythe
Costume Design by William Forsythe
Set Design by William Forsythe
Lighting Design by William Forsythe

SON OF CHAMBER SYMPHONY
September 22 – October 2, 2016
Music by John Adams
Choreography by Stanton Welch AM
Costume Design by Travis Halsey
Lighting Design and Scenic Concept by Jack Mehler

MADAME BUTTERFLY
September 22 – October 2, 2016
Music by Giacomo Puccini
Adapted and arranged by John Lanchbery OBE
Choreography by Stanton Welch AM
Costume Design and Scenic Design by Peter Farmer
Lighting Design by Lisa Pinkham

CINDERELLA
March 2 – 12, 2017
Choreography by Stanton Welch AM
Music by Sergei Prokofiev
Costume and Scenic Design by Kristian Fredrikson
Lighting Design by Lisa J. Pinkham

LEGENDS AND PRODIGY
March 16 – 26, 2017
STEPPE STONES
Choreography by Jill Kylän
Music by John Cage & Anton Webern
Costume Design by Michael Simon
Set Design by Michael Simon
Lighting Design by Jake Visser

GROSSE FUGE
Choreography by Justin Peck
Music by Ludwig van Beethoven
Costume Design by Hans van Manen
Set Design byRepo Voom
Lighting Design by Jan Hofstra

YEAR OF THE RABBIT
Choreography by Justin Peck
Music by Sufjan Stevens and Michael Atkinson
Costume Design by Brandon Stirling Baker

THE TEMPEST
May 25 – June 4, 2017
Choreography by David Bintley
Music by Sally Beamish
Scenic and Costume Design by Rae Smith
Lighting Design by Bruno Poet

LA BAYADERE
June 8 – 18, 2017
Choreography by Stanton Welch AM
Music by Leonid Minkus
Arranged by John Lanchbery
Costume and Scenic Design by Peter Farmer
Lighting Design by Frances Croese

THE NUTCRACKER
November 25 - December 27, 2016
Music by Peter I. Tchaikovsky
Choreography by Stanton Welch AM
Scenic and Costume Design by Tim Goodchild
Lighting Design by Lisa Pinkham
Projection Design by Wendall Harrington

JUBILEE OF DANCE
December 2, 2016

ACADEMY SPRING SHOWCASE
April 28 – 29, 2017

OTHER STAGES

MELBOURNE, AUSTRALIA
June 30 – JULY 9, 2016
ROMEO & JULIET
Choreography by Stanton Welch AM
Music by Sergei Prokofiev
Scenic Design by Roberta Guidi di Bagno
Costume Design by Roberta Guidi di Bagno

LOS ANGELES, CALIFORNIA
OCTOBER 21-23, 2016
ARTIFACT SUITE
Music by Johann Sebastian Bach with variations by Eva Crossman-Hecht
Choreography by William Forsythe
Costume Design by William Forsythe
Set Design by William Forsythe
Lighting Design by William Forsythe

LUDWIGSHAFEN AND BONN, GERMANY
APRIL 7-12, 2017
TAPESTRY
Music by Wolfgang A. Mozart
Choreography by Stanton Welch AM
Costume Design by Holly Hynes
Lighting Design by Lisa Pinkham

MANINYAS
Music by Ross Edwards
Choreography by Stanton Welch AM
Scenic and Costume Design by Stanton Welch AM
Lighting Design by Lisa Pinkham

VELOCITY
Music by Michael Torke
Choreography by Stanton Welch AM
Scenic and Costume Design by Kandis Cook
Lighting Design by Francis Croese

THE CYNTHIA WOODS MITCHELL PAVILION
May 5, 2017

MILLER OUTDOOR THEATER
May 12-14, 2017
SON OF CHAMBER SYMPHONY
Choreography by John Adams
Music by John Adams
Choreography by Stanton Welch AM
Costume Design by Travis Halsey
Lighting Design and Scenic Concept by Jack Mehler

MADAME BUTTERFLY
Music by Giacomo Puccini
Adapted and arranged by John Lanchbery OBE
Choreography by Stanton Welch AM
Costume Design and Scenic Design by Peter Farmer
Lighting Design by Lisa Pinkham
2016/17 HOUSTON BALLET ORCHESTRA

1st Violin
Denise Tarrant, Concertmaster
Rachel Shepard, Assistant Concertmaster
Rasa Kalesninaite
Linda Sanders
Carré Kauk
Sylvia Ver Meulen
Mary Reed
Oleg Syunya
Anabel Ramirez
Chavdar Parashkevov

2nd Violin
Natalie Gaynor, Principal
Trung Trinh, Assistant Principal
Elizabeth Frederick
Karen Hall Wilkson
Miriam Belyatsky
Barbara Shreffler
Noel Martin
Enca Robinson

Viola
Rene Salazar, Principal
Loreto Golofeev, Assistant Principal
Marcia Ryan
Mary Fulgham
Dawson White
Elizabeth Charles Golofeev

Cello
Barrett Sills, Principal
Max Dyer
Wendy Smith-Butler
Dave Zeger
Steven Biggs
Steven Estes

Bass
Curry Duffy, Principal
Dennis Whittaker
Greg Garcia
Carla Clark

Flute
Seth Morris, Principal
Peggy Russell-Roubicek
Colleen Mathieu Johnson

Piccolo
Colleen Mathieu Johnson

Oboe
Elizabeth-Priscilla Siffert, Principal
Spring Hill
Alison Chung

English Horn
Spring Hill

Clarinet
Randall Griffin, Principal
Eric Chi

Bass Clarinet
Eric Chi

Bassoon
Michael Frederick, Principal
Amanda Swan

Horn
James Wilson, Principal
Jamie Leff
Sarah Cranston
Spencer Park

Trumpet
Jim Veazey, Principal
Will Stred,
Theresa Hanbury

Trombone
Thomas Hailer, Principal
Michael Wanny

Bass Trombone
Richard Reeves

Tuba
Mark Barton, Principal

Timpani
Nancy Nelson, Principal

Percussion
Christina Carroll, Principal
Karen Slotter

Harp
Joan Edman, Principal

Piano/Celesta
Katherine Burkwall-Ciscon

Performance Impact

83 Performances at Wortham
23 Performances on other stages
1 World Premiere
1 American Premiere
5 Houston Premieres

Global Reach
Melbourne, Australia
Los Angeles, California
Ludwigshafen, Germany
Bonn, Germany

267,175 Total number of individuals reached through performance and community engagement efforts.

Total number of individuals reached through performance and community engagement efforts.
2016/17 HOUSTON BALLET PREMIERES

WORLD PREMIERE
November 25, 2016
THE NUTCRACKER
Music by Peter I. Tchaikovsky
Choreography by Stanton Welch AM
Scenic and Costume Design by Tim Goodchild
Lighting Design by Lisa Pinkham
Projection Design by Wendall Harrington

“This Nutcracker is funny and enormous and breathtaking all wrapped up in a visual spectacle of exquisite costumes and lighting. It is an extravaganza in the best sense of that word.”
- Houston Press
AMERICAN PREMIERE
May 25, 2017
THE TEMPEST
Choreography by David Bintley
Music by Sally Beamish
Scenic and Costume Design by Rae Smith
Lighting Design by Bruno Poet

“...a sophisticated spectacle.”
- Houston Chronicle

HOUSTON BALLET PREMIERE
September 8, 2016
OTHER DANCES
Music by Frederic Chopin
Choreography by Jerome Robbins
Costume Design by Santo Loquasto
Lighting Design by Jennifer Tipton, recreated by Perry Silvey

“...a lovely addition to the Houston Ballet repertoire.”
- Houston Press

HOUSTON BALLET PREMIERE
September 8, 2016
ARTIFACT SUITE
Music by Johann Sebastian Bach with variations by
Eva Crossman-Hecht
Choreography by William Forsythe
Costume Design by William Forsythe
Set Design by William Forsythe
Lighting Design by William Forsythe

“This is a deeply emotional, highly architectural work that exploits the talents of each and every dancer in an extreme manner.”
- Culture Map

HOUSTON BALLET PREMIERE
September 22, 2016
SON OF CHAMBER SYMPHONY
Choreography by Stanton Welch AM
Music by John Adams
Costume Design by Travis Halsey
Set Design by Jack Mehler
Lighting Design by Jack Mehler

“...meticulously performed by a company of point-perfect dancers, moving with mechanical precision to the beat of the score.”
- Broadway World
**HOUSTON BALLET PREMIERE**
March 16, 2017  
**STEEPING STONES**  
Choreography by Jiří Kylián  
Music by John Cage & Anton Webern  
Costume Design by Michael Simon  
Set Design by Michael Simon  
Lighting Design by Joke Visser

“...Kylian’s choreography dazzles, and Houston’s technically brilliant dancers quickly become the true center of attention.”

- Houston Chronicle

**HOUSTON BALLET PREMIERE**
March 16, 2017  
**YEAR OF THE RABBIT**  
Choreography by Justin Peck  
Music by Sufjan Stevens and Michael Atkinson  
Costume Design by Justin Peck, supervised by Marc Happel  
Lighting Design by Brandon Stirling Baker

“Nothing felt fresher than Justin Peck’s ‘Year of the Rabbit’...”

- Culture Map Houston

**HOUSTON BALLET ON TOUR 2016/17**

**MELBOURNE, AUSTRALIA: JUNE 30 – JULY 9, 2016**  
Arts Centre Melbourne State Theatre  
12 performances  
**ROMEO & JULIET**  
Choreography by Stanton Welch AM  
Music by Sergei Prokofiev

**LOS ANGELES, CALIFORNIA: OCTOBER 21-23 2016**  
The Music Center’s Dorothy Chandler Pavilion  
3 performances  
**ARTIFACT SUITE**  
Music by Johann Sebastian Bach with variations by Eva Crossman-Hecht  
Choreography by William Forsythe

**LUDWIGSHAFEN AND BONN, GERMANY:**  
APRIL 7-12, 2017  
Theater Im Pfalzbau  
April 7-8, 2017  
Theater Bonn  
April 11-12, 2017  
4 performances  
**TAPESTRY**  
Music by Wolfgang A. Mozart  
Choreography by Stanton Welch AM  
**MANINYAS**  
Music by Ross Edwards  
Choreography by Stanton Welch AM  
**VELOCITY**  
Music by Michael Torke  
Choreography by Stanton Welch AM
**HOUSTON BALLET ACADEMY HIGHLIGHTS**

- **$877,356.25** Awarded in scholarships in FY17
- **389** Students supported financially
- **43** Performances offered to the public
- **88** Performance opportunities for students enrolled in the Academy
- **more than 60%** of Houston Ballet Company dancers trained with the Academy as of 2016

**INTERNATIONAL MEETS**

The International Meeting of Junior Ballets took our HBII students to the Ecole Supérieure de Danse in Cannes, France. Other schools participating in this event included the Norwegian National Ballet 2 and the Cannes Jeune Ballet.

Assemblée Internationale 2017, held by Canada’s National Ballet School, brought together 21 professional ballet schools from 11 countries for a week of dancing and performances in Toronto, Canada.

**SPRING CELEBRATION**

Houston Ballet Academy’s inaugural Spring Celebration launched this year with three performances involving 182 preschool students, attended by 525 parents and family members.
SUMMER INTENSIVE PROGRAM HIGHLIGHTS

17 Cities toured by administrative and artistic staff
30+ States represented by student body
12 Countries represented by student body
29 Number of international students that trained during the summer intensive program
1,886 Students who auditioned (Lower School and Upper School)
710 Students who attended the summer intensive program (Preschool, Lower School and Upper School)
6 Weeks of training, performing and experiencing Houston Ballet and Houston Ballet Academy
HIGHLIGHTS

ECE offers 5 Student Matinees per year to help facilitate equitable access to the very best that Houston Ballet has to offer. In 2016-17, schools had the opportunity to bring students full-length daytime performances of American Ingenuity, Stanton Welch's new Nutcracker, and Cinderella.

“What a fantastic opportunity to be able to bring our students to see a world class ballet performance...The students were stunned by the music and beauty of the dancing. Very inspiring...”

-Teacher, Cypress Falls HS

Chance to Dance is an entry point for low income students into the Houston Ballet Academy, a world renowned training facility. At the end of the class series, Houston Ballet artistic staff observes all the children and select those they feel have both the aptitude and desire to pursue ballet to receive full scholarships to Houston Ballet Academy.

9 partner elementary schools where 75% or more of their students identified as economically disadvantaged by the Texas Education Agency

25 first and second graders participate in the program per school

34 Chance to Dance students were awarded scholarships in 2016-17

65 students are currently in Houston Ballet Academy who entered through the Chance to Dance program

EDUCATION AND COMMUNITY ENGAGEMENT AT A GLANCE

Houston Ballet Education and Community Engagement (ECE) is committed to providing high-quality, community-sponsored educational programming to the diverse population of Houston and its surrounding areas.

62,658 Students reached

15% Increase from 2015-16

18 Community supported programs

276 Number of schools, libraries, and community centers + Houston Ballet Center for Dance and the Wortham Theater Center

School programming, Adapted programming, Community programming

“Access to this program means a lot to the Franklin community because they have limited opportunities when it comes to extracurricular programs.”

-Teacher, Franklin Elementary
HOUSTON BALLET SPECIAL EVENTS

Thank you Houston Ballet Hosts

Ambassador Party Hosts:
Carolyn and Mike Mann
Halle Vanderhider

Green Room Hosts:
Gary V. Beauchamp and Marian Wilfert Beauchamp
Rick and Cecily Karleesen
Yasuhiko and Akemi Saitoh
Kelley Lubanko and Kristy Bradshaw
Martha Rocks, Dale Konicek, and Ann Trammell

Cast Party Hosts:
Amy LeBlanc Cloud and Jeremy Cloud
Jerry Ann Woodfin-Costa and Victor Costa
Sasha Davis and Joe Matulevich
In 2017, the Houston Ballet Ball was chaired by Anne and Albert Chao. To celebrate the production of Cinderella, the evening, themed Enchantment, was one of the most glamorous parties on Houston’s spring social calendar. The event honored much-deserving Ann Trammell, long-time member of the Board of Trustees and steadfast supporter of Houston Ballet. Wortham Theater Center was transformed into a mysterious castle, complete with ghost-costumed Academy students to greet guests, and décor by Richard Flowers and The Events Company. Nearly 450 attendees enjoyed a silent auction with stunning jewels by Preferred Jewelry Partner Tenenbaum Jewelers and unique art curated by David Shelton Gallery. The evening continued with an exquisite dinner by City Kitchen and dancing the night away to Party on the Moon, generously underwritten by Diane Lokey Farb. The Ball raised more than $1.1 million in support of Houston Ballet’s initiatives.

The third annual Jubilee of Dance Onstage Dinner, chaired by Kristy & Christopher Bradshaw and Kelley & Stephen Lubanko, was the most successful to date. Margaret Alkek Williams was honored for her outstanding gifts to Houston Ballet with a memorable tribute video during the performance. More than 200 attendees experienced an intimate dinner onstage immediately following Jubilee of Dance—the one-night-only performance—that has become a beloved tradition for Houston Ballet patrons. Guests had the opportunity to dine onstage immediately following the performance with the company dancers. Jubilee of Dance Onstage Dinner raised nearly $150,000 for Houston Ballet.
The Patton Family
Kingdom of Sweets Tea Party Chairmen

Honoring
Lauren Anderson

Saturday, December 10, 2016
Four Seasons Hotel

The Kingdom of Sweets Tea Party enjoyed great success with almost 200 attendees. Event Chairs Mary and Ben Patton, along with their daughter Violet, were pleased to honor Lauren Anderson for her outstanding work in Houston Ballet’s Education and Community Engagement department. Families enjoyed the opportunity to have their photo taken with the Sugar Plum Fairy, Principal dancer Sara Webb. Children decorated festive cookies, read with the Snow Queen, and interacted with other costumed characters through various themed activities from Houston Ballet’s new production of The Nutcracker by Stanton Welch AM. Table and ticket sales, combined with silent auction proceeds, raised nearly $50,000 in proceeds to Houston Ballet.

Holly and Austin Alvis
Rachel and Sebastien Solar
Raising the Barre Chairmen

Sunday, April 30, 2017
Café Annie
BB&T
Presenting Sponsor

The seventh annual Raising the Barre: “A Dinner in Four Acts” raised a record $81,000 in 2017. This incredibly popular event was chaired by Holly & Austin Alvis and Rachel & Sebastien Solar. Ballet Master Barbara Bears emceed the evening and introduced a chef/dancer pairing between each course. The evening featured four of Houston’s top chefs, including Chef Robert Del Grande (Café Annie), Chef Lance Gillum (Uchi), Chef Rebecca Masson (Fluff Bake Bar), and Chef Nicole Routhier (Le Colonial), as well as Houston Ballet company dancers Chun Wai Chan, Derek Dunn, Jacquelyn Long, and Katharine Precourt, who served as inspiration for each course and as sous chefs in the kitchen.
November 10-13, 2016
Chairman: Mary Alice Parmet
The Twelve Days of Christmas

Hats off to Market Chairman, Mary Alice Parmet, who pulled out all the stops to make the 2016 Nutcracker Market “The Twelve Days of Christmas” a golden success! All in search for the perfect must-have gift for their “true loves,” close to 100,000 shoppers spent an amazing $18.3 million at NRG Center, increasing Nutcracker Market’s total contribution to Houston Ballet to $57 million since 1981. Cue in the “twelve drummers drumming” for such a fun holiday theme! An endless thank you to our dedicated committee chairmen, generous donors, loyal shoppers, long-time sponsors and underwriters, and our 1,000+ volunteers!

Proceeds from each admission and special event ticket that you purchase, plus 10% of all the merchandise you buy, goes back to Houston Ballet Foundation, its Academy and Scholarship Programs.
2017 TEXAS MEDAL OF ARTS
Lynn Wyatt, Individual Arts Patron Award

“Wyatt is best known for her impeccable fashion and charitable activities, including raising money for organizations such as the Houston Grand Opera, Houston Ballet, and Elton John AIDS Foundation.”

- Texas Medal of Arts

2017 TEXAS MEDAL OF ARTS
Lauren Anderson, Dance Award

“…Anderson remains a vibrant and important figure in the dance community as a teacher, speaker and Education & Community Engagement Program Manager at the Houston Ballet.”

- Texas Medal of Arts

2016 DANCE TEACHER MAGAZINE AWARD
Claudio Muñoz, HBII Ballet Master

“Muñoz has been putting dancers together at Houston Ballet Academy for 17 years, with a stunning record of former students in the company. From principals to corps de ballet members, more than half the company has spent time in Muñoz’s classroom.”

- Dance Teacher Magazine

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HOUSTON BALLET FOUNDATION AND HOUSTON BALLET GUILD, INC.
Combined Statement of Financial Position

June 30, 2017

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Liabilities and Net Assets

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<td>Accounts payable and accrued liabilities</td>
<td>1,515,256</td>
<td>-</td>
<td>-</td>
<td>1,515,256</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>5,577,338</td>
<td>-</td>
<td>-</td>
<td>5,577,338</td>
</tr>
<tr>
<td>Due to (from) other funds</td>
<td>(3,170)</td>
<td>7,173</td>
<td>(4,003)</td>
<td>-</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>7,089,424</td>
<td>7,173</td>
<td>(4,003)</td>
<td>7,092,594</td>
</tr>
</tbody>
</table>

Commitments and Contingencies

Net Assets

| Unrestricted                      | 976,160      | 40,091,730     | 48,619,629 | 89,687,519 |
| Temporarily restricted            | 2,724,736    | -              | -          | 2,724,736  |
| Permanently restricted            | -            | 35,448,275     | -          | 35,448,275 |
| Total Net Assets                  | 3,700,896    | 75,540,005     | 48,619,629 | 127,860,530 |

Total Liabilities and Net Assets

$10,790,320 $75,547,178 $48,615,626 $134,953,124

See accompanying notes to combined financial statements.
See accompanying notes to combined financial statements.
## HOUSTON BALLET FOUNDATION AND HOUSTON BALLET GUILD, INC.

### Combined Statement of Functional Expenses

#### Program Services

<table>
<thead>
<tr>
<th>Year Ended June 30, 2017</th>
<th>Production and Company</th>
<th>Ballet Academy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>$120,947</td>
<td>$120,947</td>
</tr>
<tr>
<td>Computer maintenance, software</td>
<td>24,227</td>
<td>35,949</td>
</tr>
<tr>
<td>Costumes, scenery and designers</td>
<td>1,277,881</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>2,834,473</td>
<td>509,158</td>
</tr>
<tr>
<td>Donor benefit expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment rentals</td>
<td>1,665</td>
<td>1,665</td>
</tr>
<tr>
<td>Insurance</td>
<td>59,445</td>
<td>59,445</td>
</tr>
<tr>
<td>Investment expense</td>
<td></td>
<td></td>
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<tr>
<td>Music and royalties</td>
<td>222,976</td>
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<tr>
<td>Office supplies</td>
<td>7,877</td>
<td>4,126</td>
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<td>Postage and handling</td>
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<td>Professional fees</td>
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<td></td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>387,921</td>
<td>162,531</td>
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<tr>
<td>Salaries, payroll taxes and employee benefits</td>
<td>12,754,382</td>
<td>1,854,190</td>
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<tr>
<td>Scholarships</td>
<td></td>
<td>877,356</td>
</tr>
<tr>
<td>Shipping and freight</td>
<td>277,970</td>
<td></td>
</tr>
<tr>
<td>Shoes and tights</td>
<td>235,218</td>
<td></td>
</tr>
<tr>
<td>Stage equipment and supplies</td>
<td>291,847</td>
<td></td>
</tr>
<tr>
<td>Stipends and subsidized housing</td>
<td>325,022</td>
<td></td>
</tr>
<tr>
<td>Summer housing</td>
<td>444,298</td>
<td></td>
</tr>
<tr>
<td>Telephone and utilities</td>
<td>163,772</td>
<td>163,111</td>
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<tr>
<td>Theater costs</td>
<td>790,022</td>
<td></td>
</tr>
<tr>
<td>Ticket service, booking fees</td>
<td>284,033</td>
<td></td>
</tr>
<tr>
<td>Travel and entertainment</td>
<td>459,601</td>
<td>124,467</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>52,278</td>
<td>189,972</td>
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$19,848,611 $4,875,418

#### Support Services

<table>
<thead>
<tr>
<th>Year Ended June 30, 2017</th>
<th>Marketing and Public Relations</th>
<th>General and Administrative</th>
<th>Fund-Raising</th>
<th>Special Events</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>$1,930,733</td>
<td>$35,949</td>
<td>$148,608</td>
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<tr>
<td>Computer maintenance, software</td>
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<td>$24,227</td>
<td>$156,302</td>
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</tr>
<tr>
<td>Costumes, scenery and designers</td>
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<td>$-</td>
<td>$-</td>
<td>$1,277,881</td>
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<tr>
<td>Depreciation</td>
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<td>$145,473</td>
<td>$145,474</td>
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<tr>
<td>Donor benefit expenses</td>
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<td>$-</td>
<td>$-</td>
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<tr>
<td>Equipment rentals</td>
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<td>Insurance</td>
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<td>Investment expense</td>
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<td>$245,420</td>
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<td>$-</td>
<td>$-</td>
<td>$222,976</td>
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<td>Office supplies</td>
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<td>Professional fees</td>
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<td>$877,356</td>
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<td>$-</td>
<td>$277,970</td>
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<td>Shoes and tights</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$235,218</td>
<td></td>
</tr>
<tr>
<td>Stage equipment and supplies</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$291,847</td>
<td></td>
</tr>
<tr>
<td>Stipends and subsidized housing</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$325,022</td>
<td></td>
</tr>
<tr>
<td>Summer housing</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$444,298</td>
<td></td>
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<tr>
<td>Telephone and utilities</td>
<td>$46,603</td>
<td>$46,601</td>
<td>$46,603</td>
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<td>Theater costs</td>
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<td>Ticket service, booking fees</td>
<td>$284,033</td>
<td>$-</td>
<td>$-</td>
<td>$284,033</td>
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</tr>
<tr>
<td>Travel and entertainment</td>
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<tr>
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<td>$131,864</td>
<td>$156,789</td>
<td>$854,287</td>
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</table>

$4,473,192 $2,830,310 $2,104,910 $3,884,628 $38,017,069
ADMINISTRATION
Executive Director, James Nelson*
Company Manager, Michelle de los Reyes
Executive Assistant & Board Liaison, Chervy Newton

FINANCE AND TECHNOLOGY
Chief Financial Officer, Cheryl Lynn Zane*
Director of Information Technology, MJ Buvaret*
Associate Director of Human Resources, Ty Woodfolk
Controller, Margot L. Curry
Senior Accountant, Thelma Hearren
Accounts Payable Manager, Diamantina Peña*
Payroll Administrator, Camesa Holbe
IT Manager, Troy Mulvehill
Human Resources Coordinator, Jasmine Pan
Facilities Manager, Garth Luther
Desktop Technician, Alejandro Rivas
Receptionists, Janine Arostique, Patricia Barnes, Danielle Harvey, Jessica Macfarlane

NUTCRACKER MARKET
CEO, Nutcracker Market, Patsy Chapman*
Associate Director, Nutcracker Market, Daisy Perez
Assistant to the CEO, Nutcracker Market, Arnee Ronick
Nutcracker Market Data Processing Associate, Molly Hanes
Nutcracker Market Associate, Susan Lehmann

DEVELOPMENT
Chief Development Officer, Angie Lane
Special Events Associate, Devon Antonetti
Institutional Giving Coordinator, Jessica Cortez
Development Operations Manager, Alexandra Di Nuncio
Development Staff Associate, Jasmine Fuller
Development Manager, Donor Relations, AnaAlisa Gonzalez
Data Processing Manager, Ana Gonzalez*
Individual Giving Coordinator, Darry Hearon
Director of Institutional Giving, Lindsay Hurst*
Associate Director of Tessitura Operations, Larissa Potemkin
Patron Services Manager, Megan Raines
Special Events Manager, Shannon Stricker
Director of Individual Giving, Ashley G. Tague

MARKETING AND PUBLIC RELATIONS
Director of Marketing & PR, Christian Brown
Associate Director of Marketing and Public Relations, Elizabeth Cleveland
Associate Director of Ticketing Services, Angela Lee*
Ticketing Services Operations Manager, Lauren Gayden*
Box Office Manager, Carlyn Scott*
Web/Digital Media Project Manager, Jared Murphy
Education Marketing and PR Coordinator, Christina Belsten
Marketing and PR Coordinator, Ashleigh Graves
Marketing and PR Coordinator, Riven Nelson
Graphic Design Coordinator, Colleen Templeton
Merchandise and Display Coordinator, Carol Simmons
Group Sales Associate (Corporations), Pamela Perry*
Group Sales Associate, Catrina Ruben*

PRODUCTION
Director of Production, Andrew Nelson
Head of Costumes, Laura Lynch*
Production Technical Director, Travis Richardson
Associate Production Manager, Josh Daniels
Assistant Production Manager, Vanessa Chumbley
Resident Lighting Designer, Lisa J. Pinkham
Production Coordinator, Jennifer Estrada
Production Assistant, Ali Cook
Audio/Video Coordinator, David Rivera
Wardrobe Administrative Coordinator, John Watkins
Costume Shop Manager, Megan Richardson
Wardrobe Coordinator, George Pires
Wardrobe Coordinator II, Alexia Larson
Shoe Coordinator, Molly Searcy
Head Carpenter, Edward Witt
Master Electrician, Barry Thomas*
Property Master, Dustin Dowell
Assistant Carpenter, Larry Lewis
Assistant Electrician, Jason Mathis
 Wig Master & Make-up Supervisor, Amanda Mitchell
Wardrobe Supervisors: Mary Clare Thomas, Donald Sims
Costume Shop: Qinda Anderson, Ruth Dentel, Allison Duke, Pat Ferrier, Alfredo Gonzalez, Monica Guerra, Judy Hallenbeck, Franklin Hollandbeck, Tina Ladner, Serhiy Ovechko, Claire Robinson, Chandler Summerlin, Megan Thomas, Ruth Tulley, Laura Whittenton, Sam Wollenberg

ARTISTIC
Artistic Director, Stanton Welch AM*
Associate Director of Artistic Operations, Kelli Gilson
Principal Ballet Master, Louise Lester*
Ballet Master, Steven Woodgate*
Ballet Master, Barbara Bears*
Associate Choreographer, Christopher Bruce*, C.B.E.
Artistic Coordinator, Bridget Jamison
Artistic Administrative Associate, Marian Kedziora
Principal Coaches, Yannick Boquin, Johnny Eliaen
Coach, Dawn Scarrell*

MUSIC
Music Director, Ermanno Florio*
Orchestra Manager/Music Administrator, Richard Reeves*
Concertmaster, Denise Tarrant*
Pianists’ Manager, Theresa Hanbury*
Solo Pianist/Music Coordinator, Katherine Burkwall-Cscor*
Academy Pianist/Pianists’ Coordinator, William Patterson
Academy Pianist/Rehearsal Pianist, Jennifer Edmondson
Full-Time Academy Pianists: Helena Barker, Jennifer Edmondson, Greca Lavanderos*, William Mandell*, William Patterson, Janusz Rothbard, April Zhi Li-Thompson
Part-Time Pianists, Tony Balina, Kristel Grauvogel, Tomoe Hayashi, Ning-Chih Hsu, Nara Jeffus,
INDIVIDUAL DONOR LISTING CONTINUED

ENCORE $1,000 - $1,999
Friends of Houston Ballet
Dr. and Mrs. Robert E. Anderson
Mr. and Mrs. Paul Baiment
Mr. and Mrs. Stephen Banks
Deborah Baurich
Mr. Anthony Benedetto
Dr. Robert and Nancy Benjamin
Drs. Keith and Kelly Bourgeois
Mr. John B. Bryan
Anne Bushman
Dr. and Mrs. Raul Caffesse
Marilyn G. Caplovitz
Mr. and Mrs. Jess Carnes
Dr. Beth Chambers
Anjali and Dr. Rupi Chatha
Judy and Art Cahn
Mr. Robert and Dr. Carol Collins
William Craig and Janet Schaumburg
Mr. David Curtis
Mr. and Mrs. Michael A. Denham
Sandra Delaite
Mr. and Mrs. Christopher Frautschi
Dr. Adam E. Frost and Dr. Wadi N. Suki
Susan Gardner and Philip D. Scott
Ms. Lucy Gebhart
Dr. Eugenia George
Debra Gibson
Ms. Jennifer Gregory
Mr. and Mrs. Ross K. Hill
Mr. and Mrs. Eric Hints
Ms. Kathryn Hite
Ms. Lennie Hoogeboom and Ms. Betsy Strach
Sybil Hope Huber
Debra W. Jackson
Scott and Melissa Johnson
Dr. Clare Langston
Miss Michelle Lastrapes
Joseph Levitan and Nicolo Messana
George and Helen Lihl
Stephen and Chris Lukin
Meredith and Ryan Maerson
D. M. Marcinek
Ms. Ann Martin
Patricia H. Mayo
Mr. William D. McClung
David and Mary Montague
Mrs. Eileen Moore
Mrs. Amy Ogren
Ted and Evelyn Owen
Ms. Peg Pallesen and Mr. Gary C. Gardner
Mr. and Mrs. Kim A. Parker
Sara and James Parr
Mr. and Mrs. Richard Percoco
Mr. and Mrs. Dennis Phillips
Ms. Patricia G. Pratt
Ann and Lou Raden
Mr. Cameron Ray
Dr. and Mrs. David W. Renninger
Mr. and Mrs. Mansel M. Rubenstein
Don Nell Rushing
Mr. Shannon B. Sasser and Leslie Ellis Sasser
H. Irving Schweppe, Jr. M.D.
Barbara and Louis Sklar
Mr. Robert Ryan, Jr.

CONTRIBUTOR $500 - $999
Friends of Houston Ballet
Mr. Matthew Antonelli and Mrs. L. Cornwell
Donita and Herbert Aron
Mr. Greer Baurault and Ms. Clarith A. Seaton
Ed and Valerie Blair
Mr. Jennifer Briscoe
Stephanie and Ted Carpenter
Dr. Darrell L. Cass
Mr. and Mrs. John D. Chenay
Martin and Elinor Colman
Janet Kohlhase and Steven Craig
S. K. and Mary Fay Evnochides
Mr. and Mrs. Mike Fuziat
Mr. and Mrs. Harvey Flesher
Ms. Pillar Flores
Mrs. Lois Frankel
Mrs. Leslie Gassner
Mrs. Margaret Hawk
Mr. and Mrs. Michael F. Henderek
Mr. Craig Holzhauer
Mr. and Mrs. Jeffrey Johnson
Ms. Erika Kawaga
Anne Lamkin Kinder
Mr. and Mrs. William H. Knul III
Virginia and Charles Levenback
Mr. B. Ross McKenzie and Mrs. Dana Roberts
Ms. Joanne McMahon
Ms. Mary C. Moore and Ms. Nancy W. Snow
Ms. Carla Morgan
Mr. and Mrs. Geoff Newton
Ms. Glenda Pennyman
Mr. Charles Prince
A. Reyes-Villarreal and N. Rangel De Alva De Reyes
Mr. Robert Ryan, Jr.
Jon and Nell Schwartz
Dr. Jeffrey Sweetersich
Sarah Underwood
Dr. Deborah A. Thomas
Mrs. Kelly Von Gonten
Ms. Ann Wales
Dr. and Mrs. J. Anthony Walter III
Mr. Stephen Watkins and Mrs. Sarah Thang
Mr. and Mrs. Conrad Wel, Jr.
Cecily and Jim Young

$100,000+
CBS Radio
KHMX Mix 96.5, KILT FM 100.3 The Bull, KKLQ Mega Mix 101 and KILT AM Sports 610

$75,000+
Cox Media Group
KKBQ 93Q Country, KTHT Country Legends 97.1 and KGKL The Eagle

$50,000+
KPMG LLP
NRG Park
WELLS FARGO

$25,000+
KHOU CBS News 11
KSBU FM
PRIME Living
Texas Monthly

$10,000+
Clear Channel Radio
KODA FM Sunny 991, KRTH AM 740 News Radio, KTBB FM The Buzz and KBRM Sports Talk 970

$5,000+
Houston Methodist
Jaguar Houston Central
John Daugherty Realtors
NAN & Co. Properties

$2,500+
Houston House & Home Magazine
Houston Lifestyles & Homes Magazine
Key Magazine
More Than You Can Imagine

$1,000+
KUHT TV and KUHF FM
Kirksey Gregg Productions, LLC
Texas Children’s Hospital – Pavilion for Women
Ticketmaster

$750+
Coca Cola
Bora
Buck, P. Young
Cheryl Long Pure West/Pure Vintage
Events
KIAH-TV CW 39
Lavendera Design
Showcase/Phonoscope
Total Traffic Network
Truluck’s
Seafood • Steak • Crab House
Woods & Northside Lexus
Wright Parn & Jewelry

$250+
Houston House & Home Magazine
Houston Lifestyles & Homes Magazine
Key Magazine
More Than You Can Imagine
Review! Magazine
With deep gratitude, we acknowledge the following donors for including Houston Ballet in their estate plans:

Friends of Houston Ballet
Dr. and Mrs. George J. Abdo
Susan Battistein
Jack Bell
The Edna Madden and Paul John Berres 1997 Charitable Remainder Trust
Myra Brown
Tripp Carter
Cecil C. Conner, Jr.
Sasha Davis
Debra Donaldson
Sharon Erskine
Myrna Fisch
Mrs. Barry Galt
Mitchell B. George
Mr. Samuel F. Gorman
Anne and Donald Graubart
Mr. Jas A. Gundry
Anne and Donald Graubart
Sharon Roark
Dr. and Mrs. George J. Abdo
Friends of Houston Ballet
Houston Ballet in their estate plans.

With deep gratitude, we acknowledge the following donors for including Houston Ballet in their estate plans:

Hariet Bath
Audrey Jones Beck
Raymona Brown Bomar
Mary Frances Newton Bowens
Suzanne S. Braden
Ira B. Brown
Lawrence E. Carlton
George W. Ernst, Jr.
Frank R. Eyer
Linda K. Finger
Cora Lee Gott
David Haber

Houston Ballet Arabesque Society

The Arabesque Society recognizes and honors those friends who have provided for Houston Ballet in their estate plans. These generous individuals allow Houston Ballet to continue to perform world-class ballet, to be a premier training ground for dance, and to create important education and community outreach programs by helping to safeguard its future.

Jesse H. Jones II
Mr. John S.W. Kellett
John A. Kendall
Dr. James E. and Betty W. Key
Evelyn and Daniel Leightman
Mr. Juan R. Morales
Mrs. Kathleen Much
Mrs. Patti Murphy
James D. Nelson
Dr. Susan Osterberg
Dr. Didier Piet
Rick and Kathy Plaeger
Shelly and Marty Power
Sharon Roark
Jon and Nell Schwartz
Dr. and Mrs. Robert S. Toth
Ann G. Trammell
Lynda Lighthouse Tranier
Elba L. Villanell
Dean Walker
Cecily and Jim Young
Mr. John Zippisch

We honor the memory of those who included Houston Ballet in their estate plans:

Mickey Hayeg
Kevin Hanney
Frederick Adrian Lee
Elizabeth Martin
Harris Masterson III
Mr. William McNear
Charles Edward McKerley
Mr. William McAnear
Frederick Adrian Lee
Kevin Harvey
Mickey Hagey
Mr. John Zipprich
Elba L. Villanell

Houston Ballet in their estate plans.

Dorothy B. Thomas
Anita B. Stude
Gloria E. Roberti
David Glenn Puckett
Robert A. Moody
Charles Edward McKerley
Mr. William McAnear
Frederick Adrian Lee
Kevin Harvey
Mickey Hagey
Mr. John Zipprich
Elba L. Villanell

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Mrs. Patti Murphy
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Dr. Susan Osterberg
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Cora Lee Gott
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John A. Kendall
Dr. James E. and Betty W. Key
Evelyn and Daniel Leightman
Mr. Juan R. Morales
Mrs. Kathleen Much
Mrs. Patti Murphy
James D. Nelson
Dr. Susan Osterberg
Dr. Didier Piet
Rick and Kathy Plaeger
Shelly and Marty Power
Sharon Roark
Jon and Nell Schwartz
Dr. and Mrs. Robert S. Toth
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Frederick Adrian Lee
Kevin Harvey
Mickey Hagey
Mr. John Zipprich
Elba L. Villanell

Friends of Houston Ballet
Houston Ballet in their estate plans.

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Mary Frances Newton Bowens
Suzanne S. Braden
Ira B. Brown
Lawrence E. Carlton
George W. Ernst, Jr.
Frank R. Eyer
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Houston Ballet Arabesque Society

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