



INTERLOCHEN
Center for the Arts

2016 ANNUAL REPORT







Dear Friends and Supporters,

Thank you for all of your support this past year—a year in which we publicly launched CREATE AMAZING: The Campaign for Interlochen.

Interlochen is working toward raising \$100 million in the most ambitious comprehensive fundraising campaign in our history. Through this goal, we can create amazing people, place, programs and opportunities and prepare Interlochen for its second century as a beacon of arts and culture and leader in arts education.

This Campaign has already had a tremendous impact on campus. We plan to break ground on the new Music Building in 2017 and will soon begin dramatically renovating and expanding our dance facilities. The Dennison Center for Recreation and Wellness will open this fall, and scholarship aid has increased significantly—including 24 new endowed scholarships. Thank you for your support.

Beyond this Campaign, you helped create yet another amazing year at Interlochen. We kicked off an exciting partnership with the New York Philharmonic with a critically acclaimed performance by our Academy Orchestra and Dance Company at the 2016 NY Phil Biennial. Creative Writing celebrated its 40th anniversary and Motion Picture Arts its 10th. Interlochen also began featuring faculty in an in-town recital series from Kirkbride Hall at the Grand Traverse Commons.

In addition, Interlochen Presents and our Camp season featured over 400 summer presentations by faculty, staff and guest artists. Interlochen Public Radio produced new original programming, and Interlochen College of Creative Arts expanded its year-round programming. Our 80 webcasts, videos, online links and social media contacts are reaching millions across the country and around the globe.

I look forward to another year of watching students and artists from across the globe come together to learn and create at a level that never ceases to amaze me.

On behalf of Interlochen trustees and staff, please enjoy seeing all that your support accomplished as you look through this annual report for fiscal year 2016 (June 1, 2015 - May 31, 2016).

Thank you for helping us give everyone a place to unite through the power of the arts.

With deep thanks and appreciation,

Jeffrey S. Kimpton
President

CREATE AMAZING

THE CAMPAIGN FOR INTERLOCHEN



We invite you to join us in giving everyone a place to unite through the power of the arts.

In summer 2012, the Interlochen Center for the Arts Board of Trustees authorized a comprehensive fundraising campaign to ensure the ongoing strength and vitality of Interlochen. After a four-year “quiet phase,” securing gifts from loyal supporters, we have publicly launched CREATE AMAZING: The Campaign for Interlochen on July 23, 2016.

CREATE AMAZING: The Campaign for Interlochen strives to raise \$100 million to prepare Interlochen for its second century. Further investment in this vibrant arts institution will allow us to:

- Increase scholarship support for aspiring artists
- Create bold new programs that pave the way for the future of the arts
- Complete the revitalization of our campus, including a centralized Music Building, expanded and renovated dance facilities, and improved and accessible waterfront
- Broadcast and distribute important news, riveting music and original programming to communities across northern Michigan and the world

Invest in the future of the arts and create amazing people, place, programs and opportunity.

Contact us at 231.276.7623 or advancement@interlochen.org or visit createamazing.org for more information or to make a pledge or a gift.

CREATE AMAZING PEOPLE

Give Interlochen students the opportunity to flourish. Help them discover, often for the first time in their lives, a community of like-minded individuals who share their artistic passion. Introduce them to teachers who unlock their potential to create at the highest level.

CREATE AMAZING PLACE

Complete the nearly two-decade revitalization of Interlochen's campus, and prepare this special place for its second century. Create worthy homes for Music and Dance at Interlochen. Create new and improved facilities for student recreation and wellness. Create an improved, more inviting and accessible lakefront for all campus visitors to enjoy.

CREATE AMAZING PROGRAMS

Enrich the Interlochen experience with programs that help students realize their artistic dreams. Secure the legacy of the World Youth Symphony Orchestra and help aspiring orchestral musicians begin to explore opportunities beyond their hometowns. Support guest artists in all disciplines who teach students how to express their unique experiences. Help Interlochen Public Radio share the Interlochen experience with the world.

CREATE AMAZING OPPORTUNITY

Support all aspects of Interlochen. Increase scholarship support for talented, motivated students. Allow Interlochen to meet critical needs and pursue extraordinary new opportunities like the Arts Academy Orchestra and Dance Company's critically acclaimed performance at the 2016 NY Phil Biennial. Support the Interlochen Annual Fund and/or include Interlochen in your estate plans.





Interlochen Board of Trustees, Campaign Cabinet, leadership donors and Camp students kick off CREATE AMAZING on July 23, 2016.

THANK YOU to our Campaign Cabinet Members

Nancy Hoagland - Co-Chair
 President, Mariel Foundation
 Partner, Alden Parkes Furniture
 Maple City, Mich. & Montara, Calif. (IAC 74)

Glynn Williams - Co-Chair
 President and CEO
 Williams & Moore Capital Corporation
 Toronto, Canada
 (Current Trustee; IAC & IAC Staff Parent
 09, 13, 15)

Bob Bowman
 President of Business and Media
 Major League Baseball
 Westport, Conn.
 (IAC Parent 09-12)

Richard Chormann
 President and CEO (Ret.)
 First of America Bank Corporation
 Empire, Mich. & Naples, Fla.
 (Former Trustee; IAC Parent 78-79;
 IAC Grandparent 03-12)

Vincent DiMartino
 Interlochen Valade Fellow
 International Trumpet Soloist
 Matton Professor of Music Emeritus,
 Centre College
 Danville, Ky.
 (IAC Faculty 05-Present; IAA & IAC Staff/
 Faculty Parent 00-02, 05-06, 11-12)

Susan Kettering
 Vice President, Kettering Family Foundation
 Maple City, Mich.
 (Patron)

John Manuel
 Vice President of Global Logistics &
 Advance Teams, The Elton John Band/
 Rocket Entertainment
 Las Vegas, Nev. & Interlochen, Mich.
 (Current Trustee; IAC 81-82, IAA 82-83;
 IAC & IAA Parent 07-11, 12-16)

Elaine Mischler
 Retired Pediatrician and Healthcare Consultant
 Waunakee, Wis.
 (IAC & IAA Parent 89, 90-94)

Nick Mischler
 Retired Physician Executive
 Waunakee, Wis.
 (IAC & IAA Parent 89, 90-94)

Shari Morgan
 Retired Attorney and Advertising and Market
 Research Professional, BBDO Worldwide
 Orchard Place, Mich.
 (AS 76-78; UNIV 79)

William Nelson
 Consultant and Member of Board
 of Directors, Peregrine Petroleum
 Dallas, Texas
 (Current Trustee; IAC, IAA & IAC Staff
 Parent 02, 05-07, 13-14)

Sarah Richards
 President (Ret.), Hawaii Theatre Center
 Honolulu, Hawaii
 (IAC 58; IAC Staff 62-64)

Taoya Wang
 Managing Director and Legal Representative
 Beijing Yang Rou Hu Tong Jewelry
 Exchange Center
 Beijing, China
 (IAC & IAA Parent 11-12, 12-16)

Shirley Young
 President, Shirley Young Associates, LLC
 New York, N.Y. & Shanghai, China
 (Trustee Emerita)

Honorary Member
Vince Gilligan
 Executive Producer, Better Call Saul
 Los Angeles, Calif.
 (IAA 81-82)

THANK YOU to all of our alumni, parents, friends, employees and volunteers for creating amazing at the launch of the public phase of the campaign on July 23, 2016!



Trustee Emeritus Kenneth C. Fischer
(IAC 55, 57-58, 60-62; IAC St 66)



Campaign Cabinet Co-Chair Glynn Williams



High School Musical Theatre Production performs "Live in Living Color" from *Catch Me If You Can*



Yvette, Violin, Age 13, Spokane, Wash.



Campaign Cabinet Co-Chair Nancy Hoagland



Isabel, Theatre, Age 17, Evanston, Ill.

Interlochen Arts Camp





Junior dancers practice at the barre



Janet Leahy teaches a motion picture arts master class

Your support helped create an extraordinary summer for 2,545 summer Arts Camp students from 48 countries and 52 U.S. states and territories. These students trained intensively with world-class instructors and produced nearly 400 presentations in creative writing, dance, motion picture arts, music, theatre and visual arts.

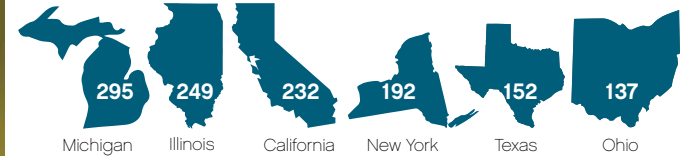


2,545 Campers
From 48 Countries and
52 States and Territories

The four countries with the most campers in attendance outside of the United States



The six states with the most campers in attendance



During our 89th Arts Camp season, students made friends with kindred spirits and met outstanding faculty and guests artists who nurtured their talent and drive. Among the many highlights:

- Students participated in master classes with The King’s Singers, Janet Leahy (Executive Producer, “Mad Men”) and actress Emily Koch.
- The High School Musical Theatre Company performed *Catch Me If You Can*.





World Youth Symphony Orchestra with conductor Carlos Kalmar and pianist Conrad Tao



Intermediate boys enjoy some down time



Joseph Flummerfelt conducts the Festival Choir and Interlochen Philharmonic

- World Youth Symphony Orchestra musicians worked with five professional American orchestra concertmasters through an expanded Valade Fellows program; the Valade Concertmasters collaborated with conductors and coached students in preparation for performances, including Maurice Ravel's *Piano Concerto in G Major* with pianist Conrad Tao and conductor Carlos Kalmar.
- Festival Choir (Interlochen's only faculty, staff, student and community member ensemble) and Interlochen Philharmonic performed excerpts from Felix Mendelssohn's *Elijah* with four soloists and conductor Joseph Flummerfelt.

Interlochen Arts Academy



“All these composers share a familiarity and ease with the orchestra and a flair for instrumentation. They put the young players through their paces, and the Interlochen students responded brilliantly to Mr. Rountree’s lead.”

—James R. Oestreich, *The New York Times*

(Review of Interlochen Arts Academy students performing at the 2016 NY Phil Biennial)



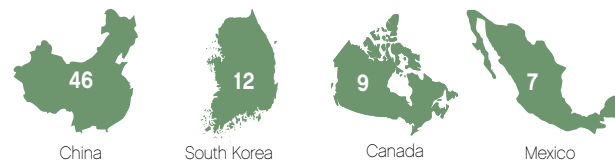
Creative Writing celebrates 40th anniversary

Your support helped Interlochen Arts Academy welcome a record number of students for the 2015-16 school year: 510 from 49 U.S. states and territories and 37 countries. Comparative artists, creative writers, dancers, motion picture artists, musicians, theatre artists and visual artists came together to work across disciplines and celebrate the “year of light.”

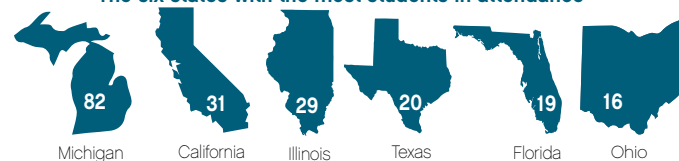


510 Students
From 37 Countries
and 49 States

The four countries with the most students in attendance outside of the United States



The six states with the most students in attendance



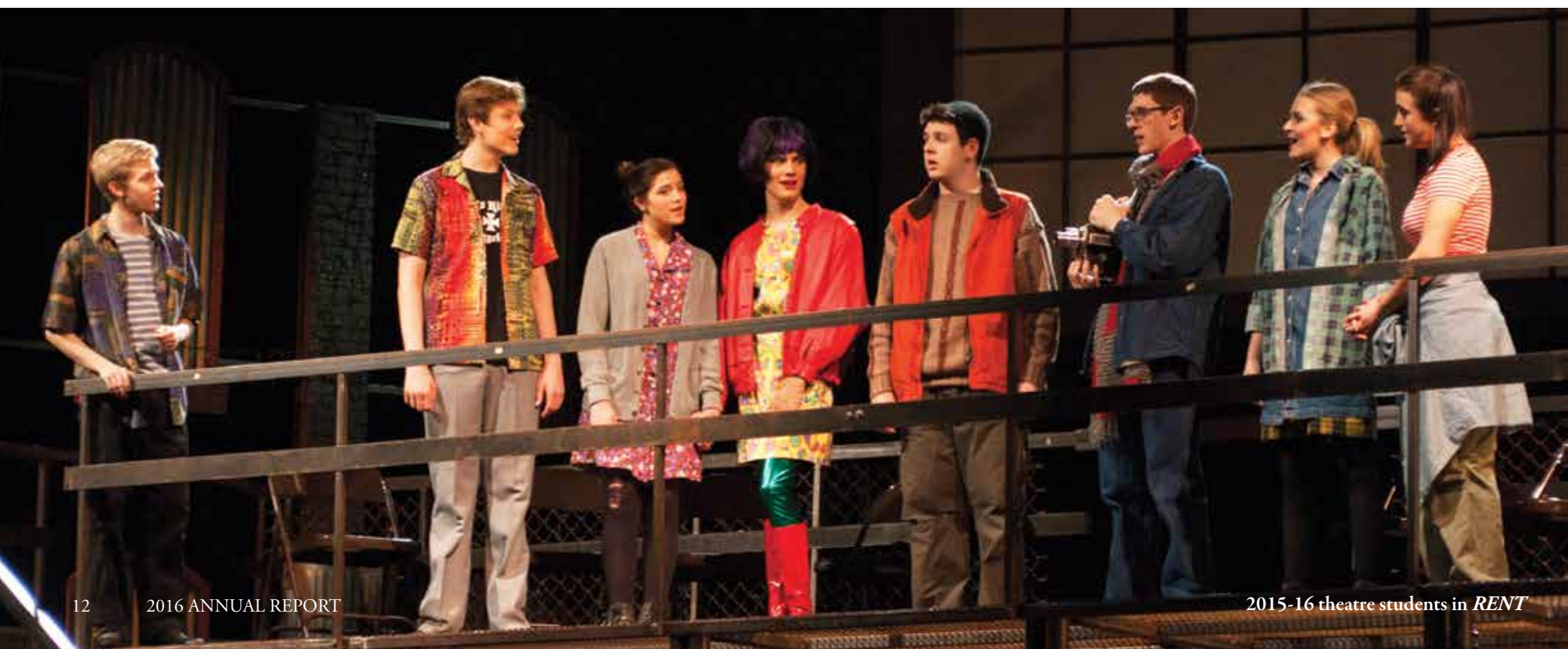
Motion Picture Arts celebrates 10th anniversary

Students shined at the 2016 NY Phil Biennial, when the Arts Academy Orchestra and Dance Company performed to critically acclaimed reviews at Lincoln Center’s David Geffen Hall. Interlochen was the only high school invited to perform. Thanks to Trustee Emerita Shirley Young and over 300 other Interlochen supporters for helping make this tour possible.

Creative Writing celebrated 40 years when creative writing alumni, students and faculty came together for a special evening of poetry, fiction and nonfiction. Featured readers included alumni Kate Angus, Gary Barwin, Teresa Scollon, Holly Wren Spaulding and Doug Stanton.



2015-16 visual artists painted a mini Mackinac Bridge





2015-16 comparative artists perform “Here Comes the Boom”

Motion Picture Arts celebrated 10 years at Interlochen with alumni and guest artists during a retrospective Future of Cinema Film Festival. Guests included Rich Delia, Julio Macat and Michael Scheffe and alumni Chad Engel, Todd Mueller, Kira Bursky and Ali Scattergood. During the festival, students learned soundstage tricks from Julio Macat and practiced life cast and mask making from makeup effects artist Chad Engel. (Photo page 11)

Comparative artists explored the connections between Detroit and Rio, working across academic and artistic disciplines on campus and through field trips to Detroit. Students examined the roles of history, civil rights, diversity, economy, industrialization, urban planning, ecology and sustainability on artistic expression in the two seemingly different cities. Guest artists included Grammy and Oscar award winner Luis Resto (IAC 77, AS 76), visual artist Susan Byrnes and dancer Katie Piselli.

Visual artists painted a mini Mackinac Bridge mural for the Great Lakes Children’s Museum’s *Building Bridges* exhibition. This partnership is just one example of visual artists working in the community. Next year, they will partner with Munson Medical Center’s Cowell Family Cancer Center, in Traverse City, Mich.

Theatre students delighted in *RENT* when they brought a riveting performance to Corson Auditorium, accompanied with an onstage band of music majors. Several theatre majors also volunteered at the Grand Traverse Commons’ local retirement home—teaching songs from classic musicals.

Holly Gilbert (IAA 86-88), Deputy Director of the Heliophysics Science Division at NASA’s Goddard Space Flight Center in Greenbelt, Md. spoke to physics students about how NASA determines the nature of prominence support, formation and evolution and how this relates to solar coronal mass ejections. She also gave the keynote address at the annual meeting of the Michigan Section of the American Association of Physics Teachers (MIAPPT). Interlochen is the first high school to host the MIAPPT.



Holly Gilbert (IAA 86-88) speaks with Interlochen students



2015-16 creative writing majors

“Your gift has given me so much more than a school; it’s given me a lifetime of art, emotion and creativity. When I say ‘thank you’, I mean so much more than just words. There’s no way—in this or any language—to express the gratitude I feel. You’ve changed the course of my entire life for the better.”

Interlochen College of Creative Arts



Watercolor printmaking: Japanese woodblock



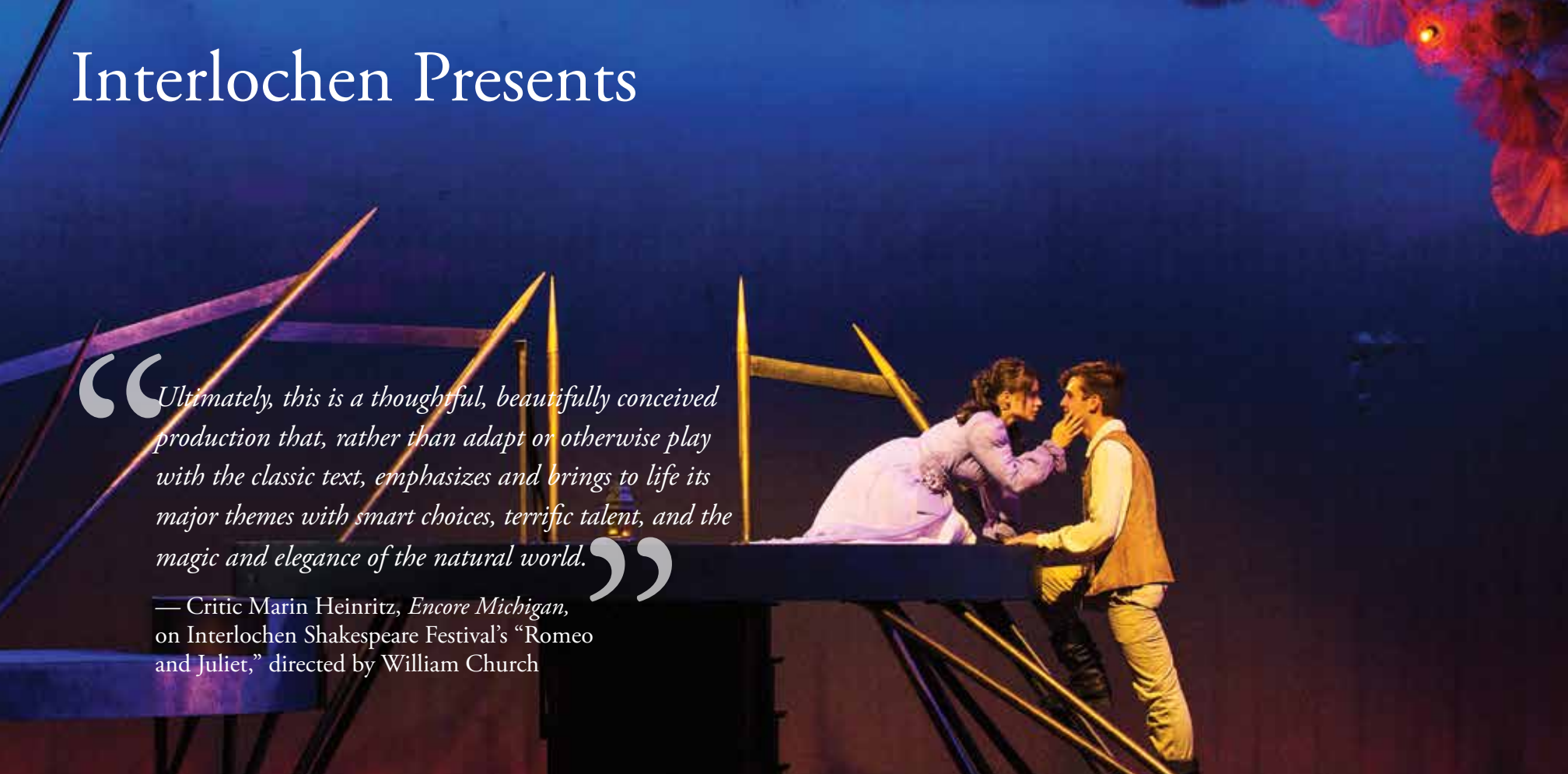
Adult band camp

This year, Interlochen College of Creative Arts (ICCA) designed programs to meet a variety of skill levels, address a wider range of interests, increase accessibility to programs and increase opportunities for adults to pursue creative endeavors.

ICCA welcomed a record number of adult learners through year-round programming that featured rigid heddle weaving, introduction to digital audio, mystery writing, beginning mandolin, basic vocal techniques and much more.

One particular highlight included a new online continuing education program for adults in flash fiction. The program welcomed several new students from across the country. ICCA plans to add additional online programs unique to Interlochen in 2017, including in the winter months, when weather hinders access to campus.

Interlochen Presents



“Ultimately, this is a thoughtful, beautifully conceived production that, rather than adapt or otherwise play with the classic text, emphasizes and brings to life its major themes with smart choices, terrific talent, and the magic and elegance of the natural world.”

— Critic Marin Heinritz, *Encore Michigan*, on Interlochen Shakespeare Festival’s “Romeo and Juliet,” directed by William Church

This year, Interlochen Presents celebrated the future of arts in America. Among the many highlights, performers included Chris Thile and Béla Fleck, Sarah Jarosz, Brandi Carlile and Old Crow Medicine Show, Danez Smith and Kris Bowers.

Throughout the year, artists also worked with students, including:

- Glenn Miller Jazz Orchestra
- Chamber ensemble Sybarite5
- Cellist Zuill Bailey
- Author Alexandra Kleeman
- Dancer and choreographer Kyle Abraham

In addition, Interlochen screened *Rich Hill*. And for the first time, the Interlochen Shakespeare Festival expanded to present contemporary theatre. Written by the Pulitzer Prize-winning young American playwright Annie Baker, *Circle Mirror Transformation* gave audiences a glimpse into the cathartic process of theatre.

Interlochen Public Radio



Kate Botello, music host and producer

Interlochen
IPR
Public Radio

CLASSICAL IPR:

94.7 FM, Traverse City

88.7 FM, Interlochen

88.5 FM, Mackinaw City

100.9 FM, East Jordan/Charlevoix

IPR NEWS RADIO:

91.5 FM, Traverse City

90.1 FM, Harbor Springs/Petoskey

89.7 FM, Manistee/Ludington

Online at interlochenpublicradio.org

Thanks to your support, Interlochen Public Radio celebrated another year of bringing the world to northern Michigan and Interlochen and northern Michigan to the world.

There were many highlights throughout the year, including new original programming like *We've Got Issues*. Led by IPR *Morning Edition* host David Casseleman, this limited series gave IPR News' listeners the opportunity to speak directly with Republican and Democratic candidates for northern Michigan's congressional seat.

Two IPR reporters also received Public Radio News Directors Inc. awards. Morgan Springer won first place in the "Soft Feature" category for her story "Behind bars, transformation through poetry," which told the story of prisoners who find solace and community in a poetry writing workshop. Arts and Culture reporter Daniel Wanschura won second place in the "Arts Feature" category for "Opera: relevant or outdated?" a look at the debate over the current state of opera.

And thanks to generous IPR supporters, IPR is building a new radio tower in Emmet County to bring more news, classical music and Interlochen programming to the northern Michigan community.



\$12.1 MILLION

Total scholarships and financial aid awarded to Interlochen students in fiscal year 2016

THANK YOU! Your support helped create amazing this year at Interlochen.

BY THE NUMBERS: FISCAL YEAR 2016 IN REVIEW

STUDENT ENROLLMENT

Interlochen Arts Camp:

2,545 Camp students from 52 U.S. states and territories and 48 countries

Interlochen Arts Academy:

510 students from 49 U.S. states and territories and 37 countries

SCHOLARSHIPS AND FINANCIAL AID

Interlochen provided \$12.1 million in financial assistance to Interlochen students

OPERATING BUDGET

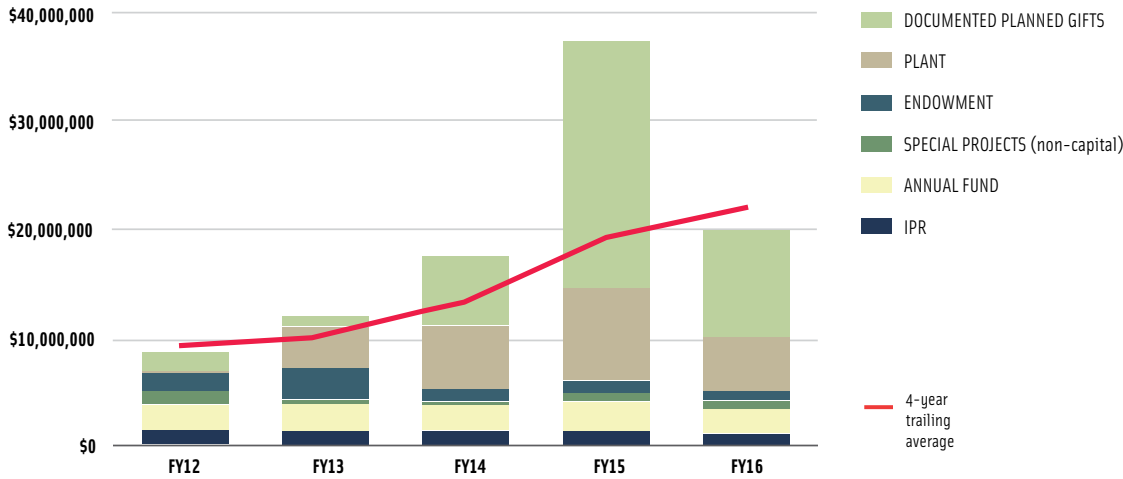
Revenue:	\$ 43,237,917
Expenses:	\$39,965,785

FUNDRAISING

Interlochen Annual Fund:	\$ 2,358,322
Interlochen Public Radio:	\$ 1,286,334
Endowment and capital funds:	\$ 6,466,585
Total	\$10,111,241

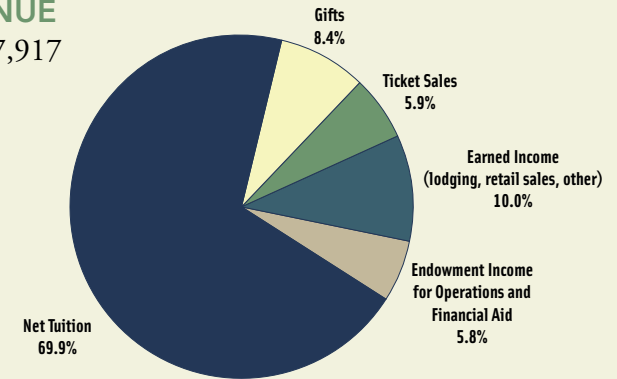
Comprehensive financial reports may be found on pages 19 through 23 of this report. Complete audited financial statements are available online at www.interlochen.org/support or by calling our advancement office at 231.276.7623.

PHILANTHROPIC SUPPORT



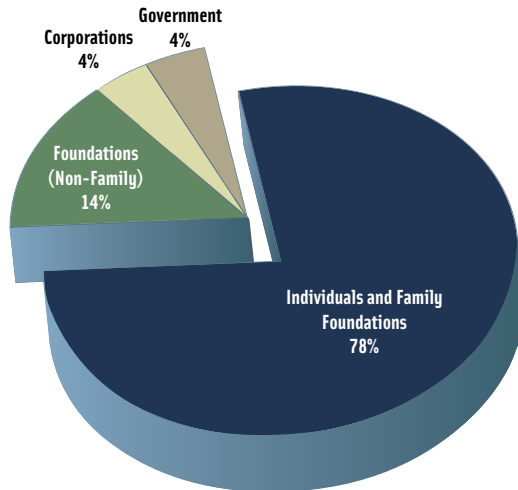
REVENUE

\$43,237,917



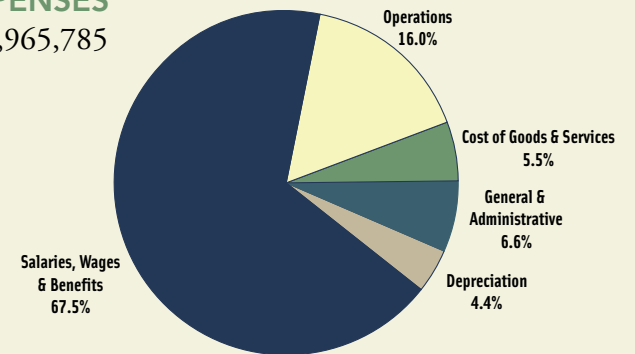
Net tuition accounted for more than two-thirds of Interlochen’s operating income, which totaled \$42.2 million in fiscal year 2016. Philanthropic support provided by current gifts and endowment income accounted for 14% of the total revenue. Annual giving helps maintain our generous financial aid program and supports other critical operations, from performances to public radio.

INTERLOCHEN FUNDING SOURCES



EXPENSES

\$39,965,785



Interlochen’s operational expenses totaled \$39.9 million in fiscal year 2016. Our investment in people, the heart of the Interlochen experience, continues to be our most significant expense.

Statement of Financial Position

	May 31, 2016	May 31, 2015
ASSETS:		
Cash and cash equivalents	\$ 10,732,957	\$ 13,614,597
Investments	113,327,402	117,004,209
Accounts receivable, net of allowance of \$2,146,000 in 2016 and \$1,776,000 in 2015	146,930	188,379
Gifts receivable	9,442,634	7,389,479
Prepaid expenses and other receivables	657,964	476,364
Inventories	1,087,296	987,499
Land, buildings and equipment, net	44,400,518	39,601,770
Other assets	1,547,904	1,541,890
TOTAL ASSETS:	\$ 181,343,605	\$ 180,804,187
LIABILITIES:		
Accounts payable - Trade	\$ 732,102	\$ 717,939
Accrued liabilities	5,299,487	3,865,499
Tuition deposits and other	12,404,771	12,632,949
Annuities payable	732,923	764,553
Bonds payable	25,400,000	26,300,000
Total liabilities	44,569,283	44,280,940
NET ASSETS:		
Unrestricted	82,657,332	82,612,017
Temporarily restricted	26,320,452	26,933,317
Permanently restricted	27,796,538	26,977,913
Total net assets	136,774,322	136,523,247
TOTAL LIABILITIES AND NET ASSETS	\$ 181,343,605	\$ 180,804,187

Statement of Activities

REVENUES AND OTHER ADDITIONS:

Gross tuition and student fees
Assets released from restrictions:
Operating item:
Financial aid
Less financial aid grants
Net tuition and student fees
Ticket sales
Lodging
Retail sales
Contributions and grants
Net loss of investments
Endowment allocation
Other revenues
Total revenues and other additions

COST OF GOODS AND SERVICES:

Artist fees
Cost of goods sold
Total cost of goods and services

COST OF OPERATIONS:

Salaries, wages and benefits
Food costs
Contracted services
Supplies
Repairs and maintenance
Leases and rentals
Utilities
Insurance
Telephone and postage
Other operational
Total cost of operations

GENERAL AND ADMINISTRATIVE:

Marketing
Travel and entertainment
Professional services
Other
Total general and administrative
Total expenses before board-designated expenditures and depreciation

and Changes in Net Assets

Operating Funds	Unrestricted			Temporarily Restricted					Permanently Restricted	May 31, 2016 Total
	Designated Restricted Funds	Designated Endowment Funds	Total Unrestricted	Scholarship Funds	General Funds	Endowment Funds	Plant Funds	Total Temporarily Restricted	Endowment Funds	
\$ 42,308,972	\$ -	-	\$ 42,308,972	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,308,972
3,358,677	-	(86,968)	3,271,709	(2,345,397)	(12,926)	(913,386)	-	(3,271,709)	-	-
(12,082,728)	-	-	(12,082,728)	-	-	-	-	-	-	(12,082,728)
33,584,921	-	(86,968)	33,497,953	(2,345,397)	(12,926)	(913,386)	-	(3,271,709)	-	30,226,244
2,548,948	-	-	2,548,948	-	-	-	-	-	-	2,548,948
1,399,722	-	-	1,399,722	-	-	-	-	-	-	1,399,722
2,078,877	-	-	2,078,877	-	-	-	-	-	-	2,078,877
1,286,334	195,191	3,044	1,484,569	2,358,323	532,642	-	4,917,082	7,808,047	818,625	10,111,241
-	(161,637)	(1,947,648)	(2,109,285)	-	(37,505)	(823,264)	(267,339)	(1,128,108)	-	(3,237,393)
1,510,761	-	-	1,510,761	(1,510,761)	-	-	-	(1,510,761)	-	-
828,354	33,480	(137,025)	724,809	100	4,547	-	-	4,647	-	729,456
43,237,917	67,034	(2,168,597)	41,136,354	(1,497,735)	486,758	(1,736,650)	4,649,743	1,902,116	818,625	43,857,095
1,199,123	32,026	-	1,231,149	-	80,002	-	-	80,002	-	1,311,151
1,000,139	-	-	1,000,139	-	-	-	-	-	-	1,000,139
2,199,262	32,026	-	2,231,288	-	80,002	-	-	80,002	-	2,311,290
26,970,643	41,898	221,750	27,234,291	-	156,790	-	-	156,790	-	27,391,081
1,342,354	70	-	1,342,424	-	-	-	-	-	-	1,342,424
783,980	298,410	-	1,082,390	-	29,577	-	9,763	39,340	-	1,121,730
1,283,349	1,136,797	-	2,420,146	-	152,556	-	251,937	404,493	-	2,824,639
1,046,292	60,535	-	1,106,827	-	3,774	-	2,350	6,124	-	1,112,951
311,548	9,352	-	320,900	-	25,814	-	-	25,814	-	346,714
841,723	-	-	841,723	-	-	-	-	-	-	841,723
316,063	-	-	316,063	-	11,000	-	-	11,000	-	327,063
413,163	6,290	-	419,453	-	1,639	-	-	1,639	-	421,092
55,814	(2,665)	167,551	220,700	-	4,431	-	-	4,431	-	225,131
33,364,929	1,550,687	389,301	35,304,917	-	385,581	-	264,050	649,631	-	35,954,548
770,427	1,108	-	771,535	-	130	-	458	588	-	772,123
882,903	64,563	-	947,466	-	155,690	-	11	155,701	-	1,103,167
443,582	591,566	-	1,035,148	-	14,450	-	10,705	25,155	-	1,060,303
543,460	112,439	(37,014)	618,885	-	24,473	-	9	24,482	-	643,367
2,640,372	769,676	(37,014)	3,373,034	-	194,743	-	11,183	205,926	-	3,578,960
38,204,563	2,352,389	352,287	40,909,239	-	660,326	-	275,233	935,559	-	41,844,798

(continued)



A visual artist paints during “Collage”

Statement of Activities

Increase (decrease) in net assets before
Board-designated expenditures,
depreciation and non-operating items

Board-Designated Expenditures

Increase (decrease) in net assets before
depreciation and non-operating items

Depreciation Expense

Assets Released from Restrictions/Transfers
Non-operating items - Capital and other

Net Increase (Decrease) in Net Assets

Net Assets, beginning of year

Net Assets, end of year

and Changes in Net Assets (CONTINUED)

Operating Funds	Unrestricted			Temporarily Restricted					Permanently Restricted	May 31, 2016 Total
	Designated Restricted Funds	Designated Endowment Funds	Total Unrestricted	Scholarship Funds	General Funds	Endowment Funds	Plant Funds	Total Temporarily Restricted	Endowment Funds	
\$ 5,033,354	\$ (2,285,355)	\$ (2,520,884)	\$ 227,115	\$ (1,497,735)	\$ (173,568)	\$ (1,736,650)	\$ 4,374,510	\$ 966,557	\$ 818,625	\$ 2,012,297
-	-	-	-	-	-	-	-	-	-	-
5,033,354	(2,285,355)	(2,520,884)	227,115	(1,497,735)	(173,568)	(1,736,650)	4,374,510	966,557	818,625	2,012,297
1,761,222	-	-	1,761,222	-	-	-	-	-	-	1,761,222
630,057	4,271,597	(3,322,232)	1,579,422	1,354,527	(51,452)	(243,040)	(2,639,457)	(1,579,422)	-	-
3,902,189	1,986,242	(5,843,116)	45,315	(143,208)	(225,020)	(1,979,690)	1,735,053	(612,865)	818,625	251,075
6,854,017	6,071,341	69,686,659	82,612,017	232,232	1,590,406	6,927,587	18,183,092	26,933,317	26,977,913	136,523,247
\$ 10,756,206	\$ 8,057,583	\$ 63,843,543	\$ 82,657,332	\$ 89,024	\$ 1,365,386	\$ 4,947,897	\$ 19,918,145	\$ 26,320,452	\$ 27,796,538	\$ 136,774,322

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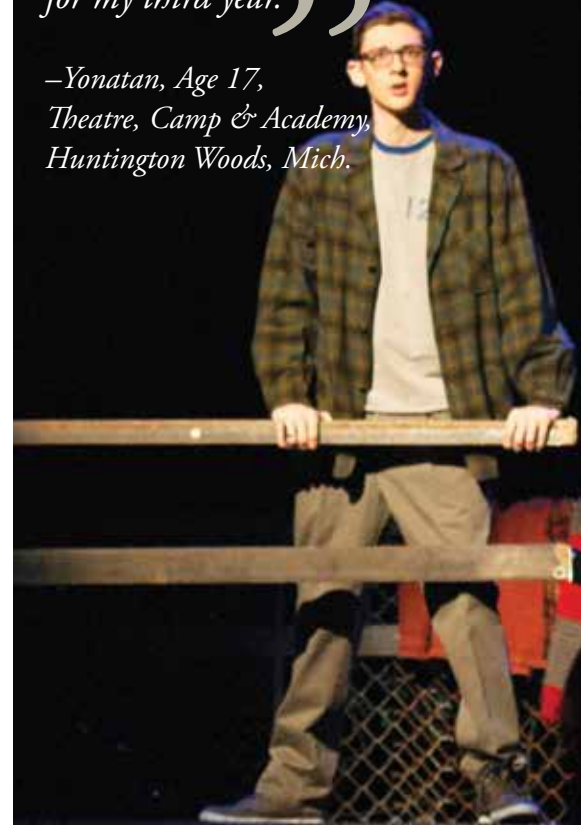
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—Yonatan, Age 17,
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Yonatan performs in *RENT*

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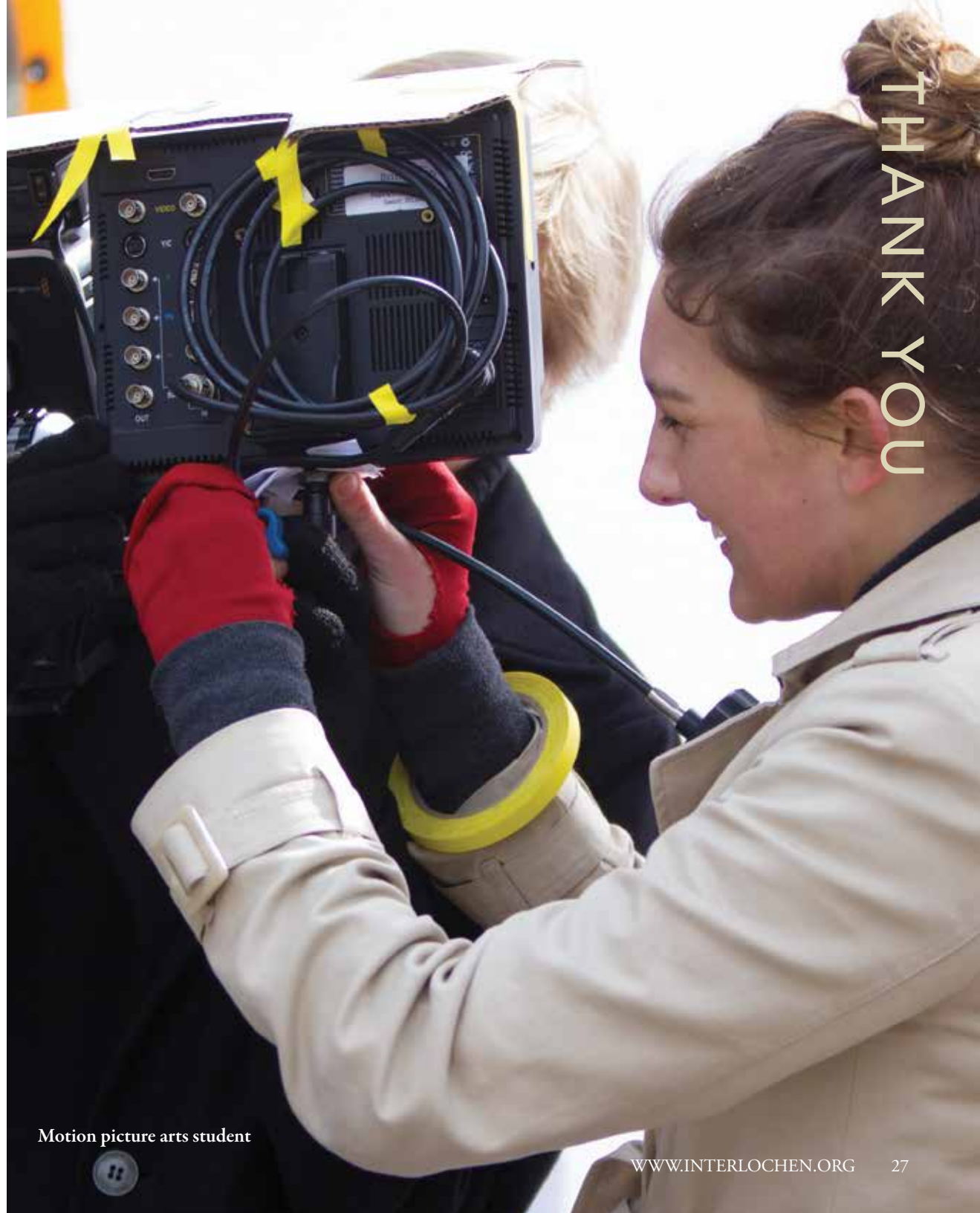
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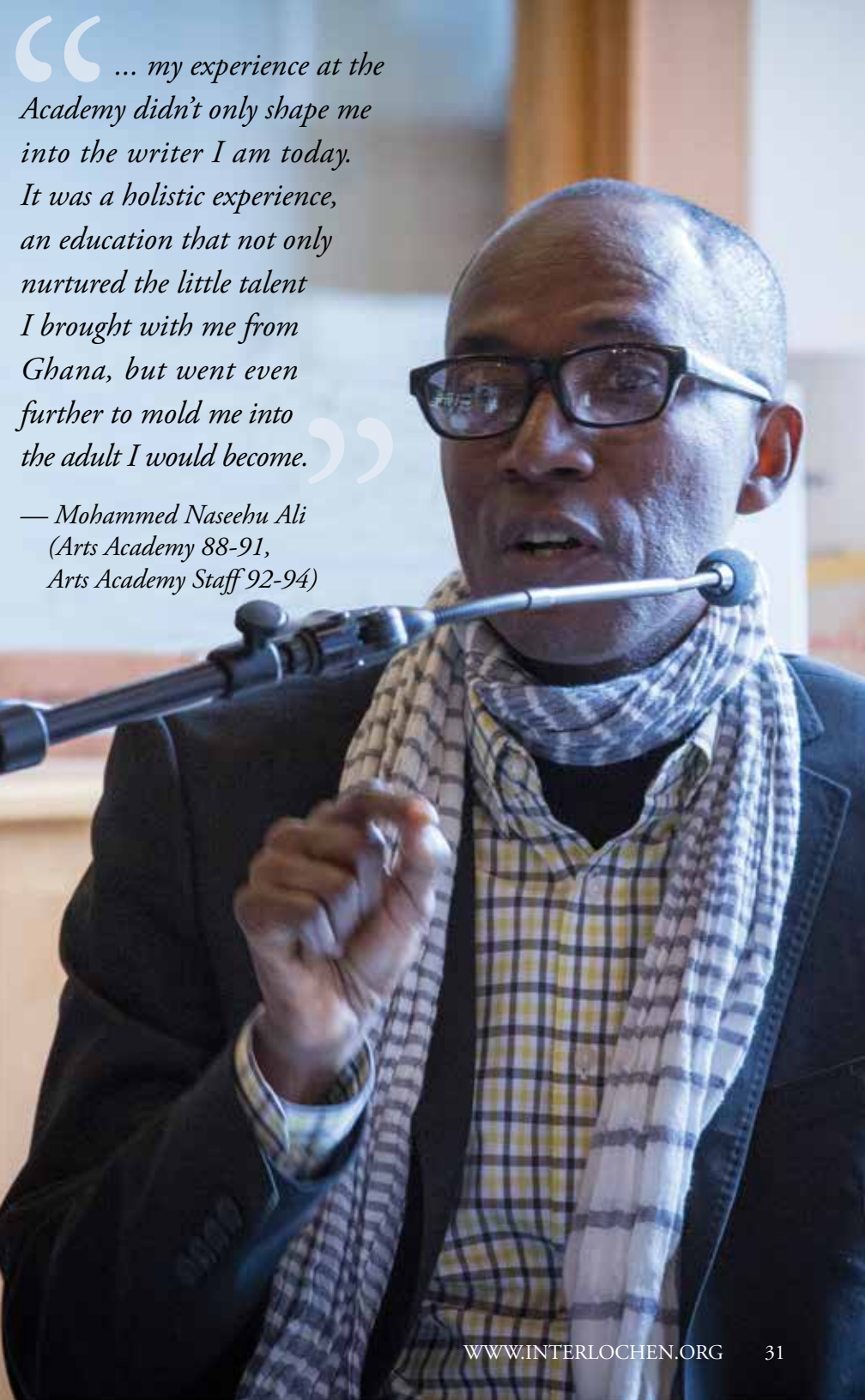
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— Mohammed Nasehu Ali
 (Arts Academy 88-91,
 Arts Academy Staff 92-94)

“ *In the beginning, I truly came with a closed mind and thought that where I was staying and where I reside automatically limits what I can do and where I can do it. But here at Interlochen, I learned anything is possible for everyone.* ”

— Trinity, Ballet, Age 15, Camp, Cleveland, Ohio

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HOW OUR VOLUNTEERS CREATE AMAZING EVERY DAY!

Our volunteers make Interlochen a better place. They are highly valued members of our community, as they give their time and talent to usher concerts, sew costumes, plant flowers, build sets and serve meals. This fiscal year, 562 volunteers selflessly donated a total of 12,986 hours.

This year, Linnie Cross was honored as Volunteer of the Year, for her 454 hours of dedicated service. In addition, 26 other volunteers were recognized for their 20 or more years of service.

THANK YOU to our volunteers!

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If you would like to have a confidential conversation about supporting Interlochen Center for the Arts with a planned gift, or if you have already included Interlochen in your estate plans, but are not yet a recognized member of the Heritage Society, please contact the Director of Planned Giving Kathleen Kasdorf at 231.276.7637 or kathleen.kasdorf@interlochen.org.

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