

# *annual report*



# GREAT RIVER

*get carried away*

## SHAKESPEARE FESTIVAL

grsf.org | winona, minnesota

# 2013

## From the Artistic Director

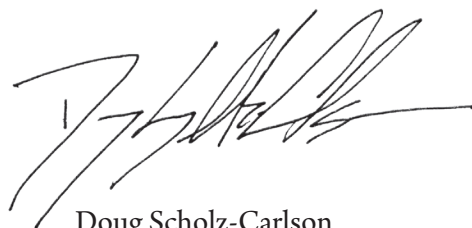
The year 2013 was one of change for the Great River Shakespeare Festival. After 10 years leading the company, Paul Barnes stepped aside as Artistic Director on July 1st. Paul remains on the GRSF Board of Directors and will return to the Festival to direct in 2014. The company thanked Paul at the Legion and the community honored him on the Green, where Mayor Mark Peterson declared June 30, 2013 “Paul Barnes Day” in Winona. After 18 months as GRSF’s Managing Director, Eric Bunge accepted a position at Northern Stage Company in Vermont and departed the Festival in February of 2013. Lee Gundersheimer joined us as the new Managing Director in July.

Our tenth anniversary season was also a year of accomplishment. We successfully completed our 1.6 million dollar *Setting the Stage* campaign, which put the Festival on a firm financial foundation to begin our second decade. For the first time ever, we met our income goals before the end of the season and long before the end of the fiscal year. By carefully managing our resources, we ended the year with a surplus for the second year in a row. Through it all, we hired one of the deepest company of artists in the history of the Festival, and produced a season some have called our finest so far.

GRSF is in the strongest financial position in its history, and that gives us the freedom to dream. After much discussion, our board of directors adopted a new mission statement this year that is at once strikingly simple and boldly challenging: “To create dynamic, clearly spoken productions of Shakespeare’s plays, which enrich people’s lives.” Creating great art is difficult enough; our challenge is to reach everyone in our community, to touch people’s lives, to make Winona, the region and our world a better place to live through the simple act of performing a play. We believe we can.

Winona and the region appear ready to dream along with us. This arts expansion that began 10 years ago when business and community leaders joined hands with artists to found the Great River Shakespeare Festival has now made Winona an Arts Destination. City leaders continue to plan improvements for the riverfront, the downtown, and the entire community. Around the region La Crosse and Rochester are following Winona’s lead in expanding the arts, and our audience traveling to see the productions continues to grow. The next decade will be full of opportunity. Thanks to the continued support of the business community and our patrons, we will be ready to embrace it.

In 2014, we begin the second decade with some big artistic challenges: *Hamlet*, which is arguably the greatest play ever written; *The Merry Wives of Windsor*, a romp of a comedy; and, a modern masterpiece, *Rosencrantz and Guildenstern are Dead*. I, for one, can’t wait.



Doug Scholz-Carlson  
Artistic Director



The Great River Shakespeare Festival produces thoughtful, articulate, engaging productions of Shakespeare's plays, and contributes substantially to the cultural, social, and economic life of Winona, the Midwest, and the United States.

## Our Vision

The premier place to experience Shakespeare's stories as our own.

## Our Mission

To create dynamic, clearly spoken productions of Shakespeare's plays, which enrich people's lives.  
To accomplish our mission, we:

- Engage and sustain a highly skilled company of theatre professionals including Equity Actors.
- Seek and treasure patrons and partners who value and support the Festival's commitment to bringing Shakespeare to the people and making artistic excellence affordable.
- Contribute to the region's vitality and prosperity.
- Provide educational opportunities for learners of all ages and backgrounds.
- Stage plays by other playwrights and encourage artistic events of high quality.
- Explore Shakespeare's language and themes in order to engage people of all ages and backgrounds in conversation relevant to their lives, community, and world.

## Our Core Values

In all we do, we are passionately committed to:

- Respect, empathy, and compassion
- Excellence, authenticity, and innovation
- Outreach and education
- Accessibility and affordability
- Honesty, responsibility, and accountability
- Diversity and inclusiveness

2014	<p>The Merry of Wives Windsor <b>HAMLET</b> Rosencrantz &amp; Guildenstern are dead June 25 - August 3, 2014 Intern/Apprentice Company: Troilus and Cressida</p>
2013	<p>Twelfth Night, or What You Will King Henry V Intern/Apprentice Company: Macbeth</p>
2012	<p>The Two Gentlemen of Verona King Lear The Complete Works of William Shakespeare [abridged] Intern/Apprentice Company: All's Well that Ends Well</p>
2011	<p>A Midsummer Night's Dream King Henry IV, Part 1 The Fantasticks Intern/Apprentice Company: King Lear</p>
2010	<p>Othello The Comedy of Errors The Daly News Intern/Apprentice Company: Titus Andronicus</p>
2009	<p>Love's Labour's Lost The Tempest Intern/Apprentice Company: Hamlet</p>
2008	<p>Merchant of Venice Taming of the Shrew Intern/Apprentice Company: Pericles</p>
2007	<p>As You Like It Macbeth Intern/Apprentice Company: Julius Caesar</p>
2006	<p>Twelfth Night Romeo and Juliet Intern/Apprentice Company: Cymbeline</p>
2005	<p>Much Ado About Nothing Richard III Intern/Apprentice Company: Twelfth Night</p>
2004	<p>The Winter's Tale A Midsummer Night's Dream Intern/Apprentice Company: As You Like It</p>

enlightening

# Twelfth Night

*If music be the food of love, play on.*

or, what you will

“...in the case of the Great River Shakespeare Festival’s production of “Twelfth Night,” one needs a thesaurus to come up with new words of praise. “Magical” comes first to mind, followed by “marvelous,” “endlessly entertaining,” “an absolute treat,”...”

—Rochester Post Bulletin. 7/12/13

## Twelfth Night

Director . . . . . Paul Mason Barnes  
 Scenic Designer. . . . . R. Eric Stone  
 Costume Designer . . . . . Tim Dial  
 Lighting Designer . Lonnie R. Alcaraz  
 Sound Designer. . . . . Matthew Tibbs  
 Composer . . . . . Jack Forbes Wilson  
 Performances . . . . . 22  
 Attendance. . . . . 5,124  
 Total Sales . . . . . \$88,578

Left: Laura Jacobs and Michael Fitzpatrick.  
 Photo by Michal Daniel



“Riddled with famous lines, rippling with bold action and leavened with humor, “Henry V” is practically irresistible...”

—Rochester Post Bulletin, 7/5/13

## King Henry V

Director . . . . . James Edmondson  
 Scenic Designer. . . . . R. Eric Stone  
 Costume Designer . Margaret Weedon  
 Lighting Designer . Lonnie R. Alcaraz  
 Sound Designer. . . . . Matthew Tibbs  
 Performances . . . . . 20  
 Attendance. . . . . 3,350  
 Total Sales . . . . . \$60,132

Right: Kyle Cotton, Corey Allen,  
 Donny Repsher, Tarah Flanagan, Robert  
 Montgomery, and Michael Fitzpatrick.  
 Photo by Michal Daniel

# KING HENRY V

Let us...on your *imaginary* forces work



performing



*realizing*

[illegible]

5



# intern/ apprentice project MACBETH

GRSF prizes the training programs that fill its ranks with future theatre professionals. Every season, actors, designers, technicians, stage managers, and administrative workers assist the main stage productions in many ways. They are also featured in their own production. *Macbeth* ran for eight nights and showcased the many diverse talents of our apprentice actors and technical and administrative interns.

Director . . . . . Rick Barbour  
Performances . . . . . 8  
Attendance. . . . . 738  
Total Sales . . . . . \$6,945



## frontporch events

The front porch is where we gather to talk with our friends, family, and neighbors. In 2013, we joined Gale Childs Daly to learn the “Secrets of a Text Coach”; we saw the world premiere of the Shakespeare themed documentary *Muse of Fire*; we unlocked the two plays through in-depth discussions, including a weapons demonstration; we were once again visited by Shakespeare scholar Dr. Peter Saccio; and we celebrated the Fifth Annual Maria W. Faust Sonnet Contest.

## library partnership program

Thanks to a grant from Southeastern Libraries Cooperating (SELCO)\*, GRSF partnered with seven area libraries to bring the experience of Season 10 to library patrons all over our region. The grant helped us provide scripts of both mainstage plays, as well as library ticket vouchers enabling patrons to see the shows free of charge. GRSF presented workshops at these libraries, contextualizing the stories and the process that brings them alive onstage.

*\*This project was funded in part or in whole with money from Minnesota’s Arts and Cultural Heritage Fund.*



## will reads.

Scholars, professors, and teachers from local educational institutions joined GRSF for community-based pre-season discussions of each of the mainstage plays and the Apprentice/Intern Project.

*Photos by Kathy Greden Christenson (pages 6-7)*

## shakespeare for SYA young actors

This intensive workshop for students in grades 7-12 introduced young actors to the principles of text analysis and acting, culminating in a performance of *Romeo and Juliet*.

## shakespeare for young designers

New to GRSF educational programming this year, SYD offered students the chance to explore design and production strategies in the context of Shakespearean text. A public presentation of students' designs provided the opportunity to discuss and share their work.

## shakespeare in the schools

GRSF teaching artists were brought into schools to work with middle and high school students on acting skills and understanding Shakespeare, culminating in a performance of *A Midsummer Night's Dream*. Grants from the Laird Norton Family Foundation and Southeast Minnesota Arts Council allowed students to participate at no cost.

learning



Shakespeare  
for Young  
Actors



Shakespeare in the Schools



Shakespeare for Young Designers

Chill  
with  
will

A generous gift from the William Miller Scrap Iron & Metal Company of Winona made it possible for young people to see special performances of *Twelfth Night* and *King Henry V* for free. Pre-show activities and post-show discussion with GRSF performers and staff gave students a behind-the-scenes look at the process of telling stories by Shakespeare, as well as a historical context for the productions.



# free concerts on the green

Charlie Parr



Thanks to a grant from the Southeastern Minnesota Arts Council and the efforts of our Concerts on the Green committee, GRSF patrons enjoyed **FREE** live music every festival weekend.

## 2013 Concerts

- Friday | June 28  
**Red Planet** *Organic Jazz Adventures*
- Saturday | June 29  
**Dixieland Jazz Festival** *Dixieland Jazz*  
**Gate City Jazz Band** *Jazz*
- Sunday | June 30  
**Charlie Parr** *Roots/Folk/Blues*
- Friday | July 5  
**Renee Copeland & Tigerabbit** *Indie Folk*  
**Ian Hilmer's Stagefright** *Folk-Rock*
- Saturday | July 6  
**Cactus Blossoms** *Country Honky Tonk*
- Friday | July 12  
**Manfort** *Rock/Roots/Blues*
- Saturday | July 13  
**The Barley Jacks** *Progressive Bluegrass*
- Friday | July 19  
**Jim Trouten** *Folk Rock*  
**Wildflower** *Female Folk Duo*
- Saturday | July 20  
**Maritza** *Balkan Boogie & Klezmer Kut-ups*
- Friday | July 26  
**Aric Sampson** *Vocals/Guitar*  
**Vocal Point - G-E-T High** *A capella Choir*
- Saturday | July 27  
**Bomba de Luz** *Rock /Folk/Jazz*
- Friday | August 2  
**Border Patrol Jazz Quartet** *Jazz*
- Saturday | August 3  
**Ann Reed** *Contemporary Folk*



This activity is made possible by the voters of Minnesota through a grant from the Southeastern Minnesota Arts Council thanks to a legislative appropriation from the arts & cultural heritage fund.

# FRIENDS OF WILL

Friends of Will are volunteers who support the Great River Shakespeare Festival (GRSF) by contributing their time and resources to make our programming possible. All Friends of Will are GRSF ambassadors to theatre patrons and the community.

## Season 10 at a Glance

Over 370 Friends of Will (including 32 Rochester members) contributed nearly 5000 volunteer hours to GRSF throughout Season 10. 48 new Winona friends joined in 2013. The Friends of Will provide Company and Festival support, Front of House support, and Community outreach.

For the complete Friends of Will Annual Report, visit [grsf.org/volunteer](http://grsf.org/volunteer) and follow the FOW Newsletter link.

*Our talented FOW quilters hard at work creating the 10 Year Anniversary masterpiece.  
Photo by Kathy Greden Christenson.*



engaging



Will's Opening Weekend, sponsored by Merchants Bank, got Season 10 off to a great start with parties, concerts and a celebration of our departing founding Artistic Director, Paul Mason Barnes. GRSF partnered with the Dixieland Jazz Festival for an afternoon filled with music on Saturday then had a foot-stomping good time with Charlie Parr on Sunday afternoon. Even the kids had fun with crafts, juggling, and a dress up photo shoot, all hosted by the Winona Parks and Recreation Department.



After Will parties gave patrons the chance to meet and mingle after performances with company members while learning more about GRSF's programs and outreach.



*The passing of the torch from Paul Mason Barnes to Doug Scholz-Carlson. Photo by Mary Alice Anderson.*

**after  
will**

# Callithump!!!

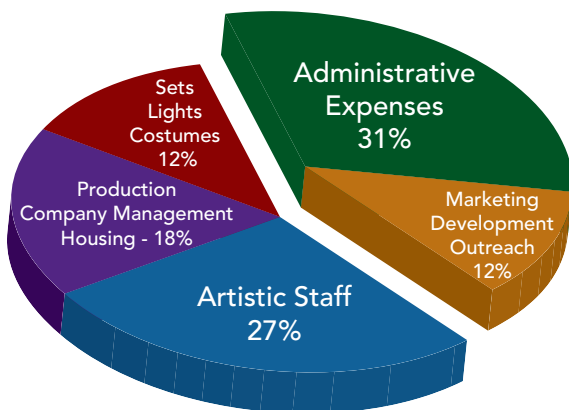
The third annual fundraiser and benefit performance, sponsored by Winona National Bank, raised over \$13,000 for the Festival! From the pre-show outdoor concert to the cupcakes, the accessories parade, and the supersized mainstage variety show, Callithump!!! was one to remember.

*Cast of Callithump!!! Photo by Corey Allen.*



*celebrating*

## 2013 Expenses



### Actors/Artistic Staff \$220,827

- Actor and Director Salary and Travel
- Designer Salary and Travel (Scenic, Lighting, Costume, Sound, Music Composition)

### Production/Company Mgmt./Housing \$145,748

- Design Conferences/Recruitment
- Stage Management, Production and Company Management Salary and Travel
- Staff/Crew Food
- Housing/Supplies/Transportation

### Sets/Light/Costumes \$100,151

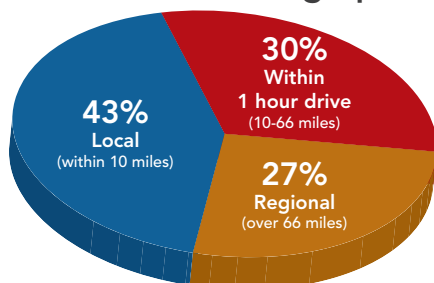
- Scenic, Costume, Electrics, Sound, and Props Staff
- Supplies/Materials/Equipment/Transportation

### Contributed Income \$584,986

- Major Donors ..... \$224,693
- Corporations ..... \$69,650
- Great River League ..... \$22,204
- Individual Donors ..... \$137,296
- Events ..... \$14,591
- Government Grants ..... \$61,252
- Foundations ..... \$55,300

All data for 2013 refers to the fiscal year which ran from October 1, 2012 through September 30, 2013.

### Ticket Sales Demographics



### Administrative Expenses \$253,532

- Administrative Staff
- Legacy Bond Interest
- Rent/Utilities/Office Supplies/Insurance
- Warehouse Expenses

### Marketing/Development/Outreach \$96,552

- Printing/Media/Photography
- Special Events
- Patron Management Software
- Donor Development
- Educational Programming
- Education Staff/Teachers
- Intern/Apprentice Project

### Earned Income \$263,221

#### Ticket Sales:

- Season Passes ..... \$44,945
- *Twelfth Night* ..... \$66,105
- *King Henry V* ..... \$37,660
- *Macbeth* (Intern/Apprentice Project) .. \$6,945
- Front Porch and Callithump!!! ..... \$10,913

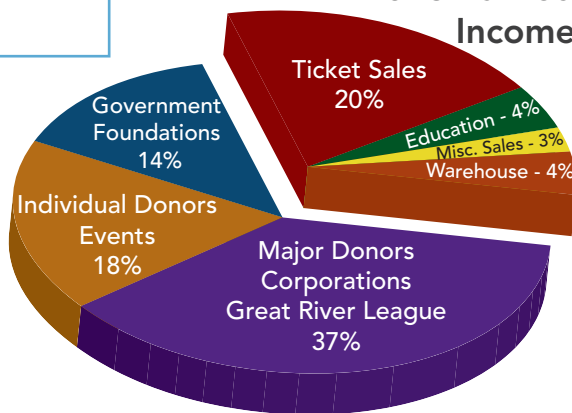
#### Education:

- Stipends/Sponsorships/Donations ... \$20,333
- Tuition ..... \$17,425

Miscellaneous Sales ..... \$21,795

Warehouse Income..... \$37,100

## 2013 Earned Income



## 2013 Contributed Income

### Ticket Sales

- Attendance all events ..... 13,335
- Ticketed attendance ..... 10,108
- Professional Company Productions attendance ..... 8,458
- Total Ticket Sales Collected ..... \$166,568

For Season 10, GRSF held it's first **Season Pass Kick-Off Event** in December 2012. Capitalizing on the opportunity for sales during the holiday season, his successful strategy jump-started ticket sales and generated earned income up to five months earlier than in past seasons.



## Balance Sheet (unaudited 9/30/2013)

### Assets

- Cash on Hand.....126,796
- Value of Inventory and Fixed Assets..... 41,340
- Warehouse Building + Improvements ..... 201,488

**Total Assets** **\$369,624**

### Liabilities

- Remaining FY2012 Accounts Payable..... 39,717
- Accrued Liabilities..... 8,515
- Legacy Bonds ..... 295,000
- Warehouse Contract for Deed ..... 167,448

**Total Liabilities** **\$510,680**

**FY2013 Fund Balance** **\$(141,056)**

**FY2012 Fund Balance** **(172,453)**

**Improvement** **\$ 31,397**

*All data for 2013 refers to the fiscal year which ran from October 1, 2012 through September 30, 2013.*

This summer, GRSF launched and successfully completed our **10 Minutes to Curtain** fundraising campaign. Through the generosity of the Dave and Muriel Arnold Family, Laurie Lucas, Dick and Sandy Pope, and the GRSF Board of Directors, we were able to secure donations totaling \$50,000 to be matched by our loyal patrons and fans over the course of the Summer. Our call was heeded and we were able to close the campaign and announce our victory at our annual Callithump celebration. This campaign, and the generous support of our patrons, helped us end our season in the black and is providing a springboard into our next ten years!

## Profit & Loss Statement (unaudited 9/30/2013)

### Income

- Earned Income - All Sources .....263,221
- Contributed Income - All Sources .....584,986

**Total Income** **\$848,207**

### Expense

- Administration, Operations, Outreach .....350,084
- Artistic Programs.....466,726

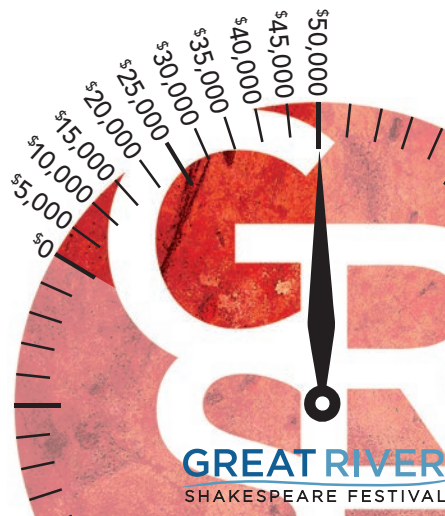
**Total Expense** **\$816,810**

**Income Over Expense** **\$31,397**

# 10 minutes to curtain

**\$50,000 in Individual Donations  
MATCHED BY  
\$50,000 from Major Donors:**

The Dave and Muriel Arnold Family, Laurie Lucas,  
GRSF Board of Directors, and Dick & Sandy Pope



*Chris Mixon, Laura Jacobs, Brian White, and Michael Fitzpatrick in Twelfth Night. Photo by Michal Daniel.*



# illuminating

# fulfilling

In November of 2013, GRSF launched its first ever campaign for Sustaining Donors. The **Annual Fund** allows donors to simplify their giving through more frequent incremental gifts during the year. Automatic deductions reduce administrative overhead expenses, allowing more of your contribution to go directly to the art. Most importantly, it's convenient for you—your contribution is processed automatically.

To become a Sustaining Donor to the Annual Fund or to make a one-time donation, visit [grsf.org/support](http://grsf.org/support) or email [development@grsf.org](mailto:development@grsf.org) to obtain a donation form. *All donations are tax-deductible. The Great River Shakespeare Festival is a 501(c)3 not for profit corporation.*

# annual fund

**foundations  
& corporate  
sponsors**

**WINONA**  
STATE UNIVERSITY

Winona State University  
Foundation

**SLAGGIE**  
FAMILY FOUNDATION

**CLEAN  
WATER  
LAND &  
LEGACY  
AMENDMENT**

**MINNESOTA  
STATE ARTS BOARD**

**SELS**  
This activity is made possible by the voters of Minnesota through a Minnesota State Arts Board Operating Support grant and a Southeastern Minnesota Arts Council grant, thanks to a legislative appropriation from the arts and cultural heritage fund.

**MINNESOTA  
LIBRARY LEGACY**

**WINONA  
NATIONAL BANK**  
*Personalized Banking*

**Badger  
Foundry  
Company**

**LAIRD NORTON  
COMPANY LLC**

**Merchants  
Bank**

**THE MCKNIGHT FOUNDATION**

**Elizabeth Callender  
King Foundation**

**DAHL  
TOYOTA**

**HBC**

**MILLER & SCRAP**  
FOUR GENERATIONS OF RECYCLING

**Minnesota  
Conservatory  
FOR THE ARTS**

Margaret H.  
& James E.  
**KELLEY  
FOUNDATION**

**RTA**  
Engineering People

**Saint Mary's  
University  
OF MINNESOTA**

**WATKINS**  
Naturals

**St. Croix  
COLLECTIONS**

**THERN**

## Staff

Paul Mason Barnes, **Artistic Director** (through 6/2013)  
Heidi Bryant, **Marketing & Finance Associate**  
Eric Bunge, **Managing Director** (through 2/2013)  
Irene ErkenBrack, **Director of Sales & Marketing/  
Associate Director of Development** (through 8/2013)  
Kathie Geiger, **Development Associate**  
Lee Gundersheimer, **Managing Director**  
Dan Munson, **Director of Production /Interim Managing Director**  
Doug Scholz-Carlson, **Artistic Director/Education Director**  
Lauren Smith, **Education Coordinator**  
Rob Thomas, **Assoc. Director of Development/Company Manager**

**GRSF.org** | offices: 79 East Third St | performance venue: 450 Johnson St | Winona, MN 55987 | 507.474.7900

## Season 10 Donors

The Great River Shakespeare Festival is made possible by the generous support of these foundations and corporate sponsors along with many local business members of the Great River League and our individual donors. All of our donors know that every gift is valued and appreciated for making it possible for GRSF to continue to serve the community. A complete list of donors for the 2013 Fiscal Year can be found in the Season 10 Playbill, available on-line at [grsf.org](http://grsf.org) or request your copy by contacting [boxoffice@grsf.org](mailto:boxoffice@grsf.org).

## Board of Directors

Tedd Morgan, **Chair**  
Karen Fawcett, **Vice Chair**  
Larry Jost, **Secretary**  
Mary Bergin, **Treasurer**  
Jenna Innes, **Treasurer** (through 9/2013)  
**Directors**  
Heather Bach  
Paul Mason Barnes  
Angus Callender  
Michael Charron  
Fran Edstrom  
Scott Ellinghuysen  
Ray Feller  
Terry Hawkings  
Sue Hoodecheck  
Virginia Laken  
Ann Lavine  
Br. William Mann  
Scott R. Olson

# Season 11 | June 25 - August 3, 2014