

# PITTSBURGH BALLET THEATRE

Board of Directors Meeting  
Tuesday, September 14, 2021  
12:00-1:00 p.m.  
Via Zoom

Meeting Materials

# PITTSBURGH BALLET THEATRE

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# PITTSBURGH BALLET THEATRE

Board of Directors Meeting  
Tuesday, September 14, 2021  
12:00 - 1:00 p.m.  
Via Zoom

*"To be Pittsburgh's source and ambassador for extraordinary ballet experiences that give life to the classical tradition, nurture new ideas and, above all, inspire."*

## AGENDA

- I. Call to Order, Welcome, Approval of June 15, 2021 Minutes (12:00 - 12:05 p.m.).....Mary McKinney Flaherty
- II. Governance Report (12:05 - 12:10 p.m.).....Kathleen Miclot, Melonie Nance
  - A. Representative Austin Davis
- III. Financial Report (12:10 - 12:25 p.m.).....Rich Beaty, Jay Romano
  - A. August 31, 2021 Financials and Cashflow Report
  - B. Audit Update
- IV. Executive Director's Report (12:25 - 12:30p.m.).....Harris Ferris
- V. Celebrating PBT's Return to Theatres (12:30 - 12:35 p.m.) .....Denise Mosely
- VI. PBT School Report (12:35 - 12:40 p.m.).....Ayana Teter, Margie Grundvig, Aaron Rinsema
- VII. Artistic Director Report (12:40 - 12:50 p.m.).....Susan Jaffe
- VIII. Education and Equity Project Transformation Team Report (12:45 - 12:55 p.m.).....Kati Gigler
- IX. Strategic Planning Update (12:55 - 1:00 p.m.).....Winthrop Watson, Dena LeMar
- X. Adjournments (1:00 p.m.).....Mary McKinney Flaherty

Next Board of Directors Meeting: Tuesday, October 19, 2021 at 12:00 p.m. via Zoom

# PITTSBURGH BALLET THEATRE

Meeting of the Board of Directors  
Tuesday, June 15, 2021  
12:00 p.m. - 1:30 p.m.  
Via Zoom

## Meeting Minutes

Board of Directors in Attendance: Mary McKinny Flahetry, David Tuthill, Kathleen Miclot, Sandra Nicholas, Barbara Cottrell, Jim Crockard, Peggy McKnight, Betsy Teti, Ayana Teter, Douglas Krepps, Debra Dermody, Geoffrey Bond, Rich Beaty, Michael LaRocco, Dawn Fleischner, Melonie Nance, Sarah Pietragallo, Celia Gerard, Shelley Taylor, Stephanie Bozic, Dena Lemar, Connie Cesario, Beth Brown, Philip Barr, Winthrop Watson

Board of Directors Not in Attendance: Becky Torbin (Board Emeritus), Dona Hotopp, Edwin Beachler, Stephanie Bozic, Kara Davis, Carolyn Byham, Jay Costa, Susan Cruz, Mary Finger, Freddie Fu, David Hall, LeRoy Metz, Natalie Mihalek, Richard Rauh, Guy Reschenthaler, Lisa Saperstein, Stephanie Sciuillo, Vincent Silvaggio, Hillary Tyson, Joseph Vincent, Vonda Wright

PBT Leadership in Attendance: Harris Ferris, Susan Jaffe, Jay Romano, Denise Mosley, Kathryn Gigler, Aaron Rinsema, Christy Rowing, Curtis Dunn, Liana Pears, Lauren Carlini

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Call to Order, Welcome, Approval of April 20, 2021 Minutes -

Mary McKinny called the meeting to order at 12:04 p.m. and reviewed the mission statement. The next meeting will be in person. Mary gave a reminder of the Special Reception to be held at PBT on June 23 at 5:00pm. Reflecting on the hardships of the past year, it has certainly been a challenge, but under the leadership of Harris, Susan, and the entire executive team we have

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emerged as a stronger organization. The staff, dancers, and every single board member really stepped up to help during the pandemic. I am excited to see what's next for PBT.

## Approval of April 20, 2021 Board of Directors Meeting Minutes

David Tutuhill made the motion, second by Geoffrey Bond to approve the April 20, 2021 Board of Directors meeting minutes. Passed.

## Executive Director Report - Harris Ferris

Harris reflected back on how inspiring it was to see PBT evolve and adapt over the past two years with the recasting our cancelled 50th anniversary season Gala, shifting to the first successful virtual event, keeping the dancers, switching over to zoom classes, welcoming Susan as the Artistic Director, and culminating most recently with our unprecedented success Open Air Series. PBT has been on an upward trajectory even prior to the 50th season and the launch of the \$7.2M live music appeal. In the Fall of 2016 PBT Opened the Byham Center for Dance and later that season, with significant board leadership PBT, announced the completion of the \$21.1M campaign. Another milestone came during the 50th season when Celia Gerrad, the founder's granddaughter, along with PBT foundation trustees praised the progress of PBT and turned over the title to our long-time headquarters of 2900 Liberty Ave. This is a book value of \$3.9M and a market value of over \$6M, and that ushered in a million dollar grant that allowed significant improvements including a new roof. During that period of rapid growth our board leadership along with our management team crafted a new three year plan beginning in 2019 and concluding at the end of the 2022 season. This plan emphasizes the core values of investing in people, building a culture of inclusivity, and focusing on IDEA. Harris and Susan plan to continue fostering learning equity around inclusion and extend coaching on creative leadership to all senior managers and their departments starting this summer. Bottomline has been a major focus, which has been with fifteen consecutive years of operating surpluses and, in the past few years, a cash surplus. The bigger question is the people who are inspired by and responsible for PBT and its achievements, artistically, educationally, and financially. At a time when organizations are concerned about retaining talent, PBT continues to attract talent. Harris introduced Denise Mosley as the new Director of Marketing.

Denise gave a brief introduction and an overview of Open Air Numbers and Marketing updates. The estimate of the PBT audience attendance is 7,000 for Open Air. Approximately 53% were new attendees. The collection of paid subscriptions has increased to \$240,600, which means that we're about 47% of the way to our goal. Of almost 530,000 subscriptions about 84% are renewals and 16% are new sales. Single ticket sales will begin September 7, 2021. Denise promoted the upcoming season.

No questions on the Director's report.

## Financial Report - Rich Beaty and Jay Romano

### *May 31, 2021 Financials and Cashflow Report -*

Rich Beaty gave a few words regarding the May financial report. Government programs such as the Employee Retention Tax (ERT) credits helped to offset the lost revenues of last year. The endowment continues to grow and has come up to \$10.2M. The budget surplus will approximately be \$800,000 which will increase to \$1.5M with a take down of a \$700,000 contingency which drops to the bottomline. This is the 4th consecutive year for a cash surplus and the 15th consecutive year of a budget surplus. Rich explained that the upcoming budget presentation compares the last normal fiscal year 18-19. Expenses are back to normal at \$12.5M, and this resulted in a \$2.2M deficit of which we did a couple of things to offset that including pushing approximately \$1M of deferred revenue from this past year into the next, \$250,000 from the live music fund, and \$300,000 from various grants. With these funds being carried forward the result is a \$700,000 shortfall. We are hoping to use the funds from the Shuttered Venue Operators Grant to finish balancing the budget and could leave us with a large cash windfall.

### *Statement of Financial Position -*

Total assets are \$24,570,000M which consists of our current assets of \$3.5M where the majority is in cash and the rest is in accounts receivable and pledges receivables. The endowment as of May is \$10,485,000M, so overall the growth is about 1.8M which is just shy of 21% increase. The construction line of credit continues to be outstanding at \$835,000 and is tied to the RCAP grant. Deferred revenue is \$863,000 where the majority is from school revenue that has come in from the ISP program in housing and tuition, and \$239,000 comes from subscription revenue carried over from 19-20 along with subscription revenue for current FY with no in house programs.

### *Statement of Activities -*

\$818,500 is the forecast currently for the year end surplus. Currently the contingency forecast is \$700,000, but will drop to the bottomline in two weeks giving PBT a surplus of a little over \$1.5M at the end of FY 20-21 on June 30. Under operating revenue the largest number is \$119,00 from school revenue where \$71,000 is tied to the youth scholarship fund. Public and Private support forecast is \$428,000 for the month of June and have already secured half of that. On June 1 \$95,000 was received from the Shubert Foundation. PBT has also secured \$125,000 from RAD as well as additional funds from the Board. Jay acknowledged the help from government programs such as PPP (\$1,085,000) and ERT credits (\$1,375,500). PBT has applied for the Shuttered Venue Operators Grant (SVOG) and could receive up to \$2.7M.

### *Statement of Cashflow -*

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PBT has been in a strong cash position all year. Cash flow report includes a breakout of deferred revenue. The hope is that by June 30 approximately 25% of the next FY budget of \$12.5M will already be collected. Prepaid expenses, those that have been incurred or anticipate to incur before June 30, will be pushed forward and are all related to revenue line items in the 21-22 FY annual budget.

No questions on May financials.

## Annual Budget -

Jay Romano was unable to compare the budget to this year since there were no in house programs and instead went back to 18-19 FY since it was the last completed pre-Covid fiscal year. Total operating expenses are \$12,520,300. Total operating revenue is at \$5,572,000 . Without knowing the impact of Covid going forward this budget allows PBT the opportunity to achieve and hopefully exceed its goals on the earned revenue side.

There is an increase of almost \$900,000 under salaries and benefits. Part of the reason for the increase is adding 3% over the past three years and the introduction of the Apprenticeship Program that brings on 5 apprentices in addition to the 30 company dancers. This will be \$200,000 for this organization that has been fully funded for the next couple of years. PBT is comfortable presenting this budget to the Board for approval as it compares similarly with FY 17-18 and FY 18-19 budgets. The most aggressive line item is the government line item of \$1,297,000. The plan is to use the SVOG as operating funds if PBT is fortunate enough to receive those funds. PBT should know the outcome of the SVOG by the end of June. The final section of the budget is a breakout of productions that was presented back in January.

Doug Kreps questioned the material increase of \$871,000 in salaries and benefits from FY 18-19 to now. Rich Beaty answered that the jump was from carrying out a 3% increase from \$4M in 18-19 that results in approximately \$4.4M, which accounts for \$350,000 of that \$871,000. Also, after considering inflation that actual number is closer to \$500,000. Other factors for the increase is from the new Apprenticeship Program and a \$200,000 increase in administration. Doug acknowledged the value of adding new employees and wanted to make sure everyone was on the same page in regards to that particular line item had a significant jump.

Doug also asked Jay to explain the tour variance. Jay reminded everyone that PBT didn't perform at the Benedum Center this year. The two programs currently in next year's tour variance budget are Hartwood Acres and another outdoor program.

Doug praised PBT for their great work and lastly mentioned that this is a great opportunity not to go back to a structural deficit.

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Rich Beaty made the motion, second by Kathleen Miclot to approve the 21-22 Annual Budget. Passed.

## **Governance Report - Kathleen Miclot and Melonie Nance**

Melonie Nance and Kathleen Miclot gave the Governance Report. Letters were sent to members who are renewing this year. Kathleen read the names of the renewals for the class of 2021.

Dena Lemar made the motion, second by Dawn Fleischner to approve the renewals of the class of 2021. Passed.

Kathleen announced that Dr. Freddie Fu is retiring from the board and the Governance committee plans to consider moving him to Emeritus status.

Melonie asked current board members to reach out to those who might be interested in joining PBT's Board and connect those individuals with either herself or Kathleen.

Dawn Fleischner invited everyone to consider joining more committees to further knowledge of PBT organization and since it's a great way to be more involved.

## **Pointe in Time Report - Sandra Nicholas**

Sandra Nicholas gave the Pointe in Time Report. Nick and Sandra are honorary chairs for the November 6 Pointe in Time Ball. PNC and UPMC have committed to be sponsors. Billy Gardel is confirmed as the celebrity guest. The theme is Above and Beyond a nod to PBT's resiliency over the past year and an acknowledgment to Susan's first Pointe in Time as PBT's Artistic Director. Pointe in Time subcommittees include auction, invitation, sponsorship, and promotion. All are welcome to participate and new ideas are encouraged. Mary Flaherty and her husband have agreed to be dinner committee chairs. Sandra concluded by thanking everyone for their support.

## **PBT School Report - Ayana Teter and Aaron Rinsema**

Ayana Teter praised the school for giving a remote course of study for ballet. The school continues to pivot and adapt as Covid protocols continue to change. Despite the challenges throughout the year the school ended with an amazing performance during Open Air.

Aaron Rinsema gave the school report and thanked Ayana for her support and guidance. Aaron praised the musical and teaching faculty's ability to stay relevant, positive, and supportive. The school was fortunate to participate in Open Air, although due to weather only the first of three days were outside. Two days were moved into PBT's studios because of poor weather conditions. The virtual performances were held via zoom and boasted over 400 viewers across the US and Canada.



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Nine of PBT's part and full time faculty are enrolled in the American Ballet Theatre teacher curriculum training program from June 2-June 19. This program is for the development for training of young dancers that embraces sound ballet principles and incorporates elements of French, Italian, and Russian schools of training.

June 13 marked the official start of PBT's 8th annual 2-week Company Experience Workshop. Around 40 students moved into the Chatham University dorms this past Sunday. Total enrollment on Day One June 14 was 84 students, 71 females and 13 males, with ages ranging from 16-24. Twenty-eight U.S. states are represented as well as three countries, namely Australia, Japan and the U.S. Twelve company dancers are working with the students. The tuition for this program looks to be coming near budget while the housing budget is less since fewer dancers are staying in the dorms. Another notable company experience is the use of an auxiliary studio space at the Opera allowing the students to shift over there to remain safe in a Covid friendly manner while the company is still actively working here.

In two weeks the intensive summer program starts with nearly 195 students enrolled and 125 will be moving into the dorms. The financials are similar to numbers back in 18-19 FY and is a resumption to normalcy. Registration has been opened for the children and student division for ages 12 and younger. This will start June 26 and run through mid August.

Harris praised Aaron for starting a new database for the school

Dawn Fleischner asked if details could be given for the first awarding of the Loti Falk scholarship which will be answered in Susan's report

## Education and Equity Project Transformation Team Report - Kathryn Gigler

### *Education and Community Engagement -*

There have been 10,000s of households participating in PBT's virtual programs. PBT continues to partner with new and old organizations in the arts and cultural sector. All programs have been running both virtually and in person.

During Open Air Hope Academy's performance centered around Carnival Of The Animals. Some of the Hope Academy students also participated in other days of the Open Air series including a performance by Pittsburgh Public Theater. The Open Window Showcase with Stacey Pearl featured over 11 regional dancers and was a huge success. Open Air presented the opportunity to explore the richness, breadth and depth of Pittsburgh's dance community through collaboration with organizations such as Pillow Project, Shana Simmons Dance, Texture Contemporary Ballet, etc.

On Saturday seven students ranging from pre-ballet up to level one were awarded full community scholarships for the school year. Additionally, three students from the Bridges

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Program's Pilot class will be entering the school as well. As a reminder, the Bridges Program gave students and their families from PBT's community programs such as Boys and Girls Club opportunities to experience studio ballet classes here at PBT.

## *Equity Project Transformation Team -*

Next Kati gave the Equity Project report. PBT's Equity Project Transformation Team is continuing its residency with Theresa Ruth Howard. The focus shifted to small group learning and in depth discussions with individual departments and individual positions in some cases. During the July meeting the transformation team will review the activities developed out of this residency as part of the annual report. In August the plan is to strategize the priorities for the upcoming season, including building photography updates and IDEA related curriculum for PBT school students.

Kati invited all board members to participate in upcoming community initiatives such as Coffee Chat on the new date of June 23.

No questions on the Education and Equity Team Transformation Project Report.

## **Artistic Director Report - Susan Jaffe**

Susan officially joined PBT a little under a year ago. She reflected back on when she first met several board members and the time up to her receiving the offer to be PBT's Artistic Director. Susan expressed her joy and excitement after receiving the position in April knowing that she would be working with people who show extraordinary dedication, passion, creativity, etc. Her next steps were getting to know everyone in the organization via zoom.

Her first day here was on July 1 where she began the process of getting to know those within the organization who were on furlough for the month of July as well as the dancers. The next major project she had was organizing and strategizing how to tell *The Nutcracker* story through the medium of film.

Susan was thankful for the generous gift from Hans and Leslie Fleischner to fund the Apprenticeship program for next two years. There were 266 submissions and this program generated substantial social media attention for PBT. Next Susan thanked Dawn and Chris Fleischner for funding the American Ballet Theatre National Training curriculum for the school.

With the assistance of Celia Gerard, Susan had the pleasure of awarding for the first time the Loti Falk Scholarship to Sofia Magliocco. Sofia is currently a high school junior chosen by the school faculty because she shares similar values with Loti Falk such as punctuality, musicality, passion, dedication, and the aspiration to be a dancer for life. Celia and Susan have plans to make this scholarship more visible throughout the country to give the opportunity for more students to apply.

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Susan counted all pieces in the programming she did this year and the total came to 48 works, including the Open Air Series, *Dracula's Kiss*, and *The Fireside Nutcracker*. Then Susan shared a video highlighting the performances from the past season.

Lastly, Susan reminded everyone of the upcoming Juneteenth event where Corey will be performing at Pointe Park at 5:00pm.

There were no questions on the Artistic Director's report.

Before adjourning the meeting, Janet Campbell shared the news of Patricia Wilde receiving the Gold Award from the National Society of Arts and Letters this year for her lifetime achievement in the world of ballet.

## Adjournment -

There being no further business, Mary McKinny Flaherty adjourned the meeting at 1:32pm.

*Submitted by, Harris Ferris*

*Approved by, Betsy Teti*

# PITTSBURGH BALLET THEATRE

## Board of Directors Nomination

Austin Davis, US House of Representatives, 35th District, Allegheny County



Rep. Austin Davis took the oath of office to serve the people of the Mon Valley on February 5, 2018. When he was sworn in, Davis became the first African American to serve as state representative for the 35th Legislative District in Allegheny County.

Currently, Davis is serving as chair of the Allegheny County Delegation and vice chair of the House Democratic Policy Committee, as well as serving on the House Appropriations Committee, House Consumer Affairs Committee, House Insurance Committee and House Transportation Committee. Davis is also a member of the Pennsylvania Legislative Black Caucus, Climate Caucus and PA SAFE Caucus.

Davis is a fighter for economic equality, lifting people out of poverty and fair funding for education, and is committed to bettering the lives of people in the Mon Valley.

A lifelong resident of McKeesport, Davis knew from an early age he wanted to dedicate his life and career to public service. In high school, he founded and served as chairman of the Mayor's Youth Advisory Council under McKeesport Mayor Jim Brewster. Davis studied political science at the University of Pittsburgh and was a legislative intern at the Pennsylvania House of Representatives. By the age of 21, the Tribune-Review called him "a veteran at the politics of helping others."

In 2012, Davis served as an executive assistant to Allegheny County Executive Rich Fitzgerald, spearheading the office's vision/transition teams in the early days of the administration and serving as Fitzgerald's representative on the Jail Oversight Board; the Kane Foundation; the Minority, Women, and Disadvantaged Business Enterprise Advisory Board; and the Shuman Detention Center Advisory Board.

Davis has held a variety of positions over the years, including:

- United States delegate to the One Young World Summit in Bangkok, Thailand in 2015.
- Delegate to the 2016 and 2020 Democratic National Conventions.
- Board member of the Port Authority of Allegheny County, YMCA of Greater Pittsburgh, Communities in Schools of Pittsburgh and Auberle.

Davis has received several awards for his work in government and within the community, including Pittsburgh Magazine's 40 under 40, the Josh Gibson Foundation Civil Service award, the McKeesport NAACP Character Leadership Award, Alpha Kappa Alpha Sorority Gentleman of Excellence in Government Award, University of

Pittsburgh at Greensburg's 2019 Alumnus of Distinction, and the H. John Heinz III Award for Community Service.

Davis currently resides in McKeesport with his wife, Blayre Holmes Davis.

Rep. Davis' Committees and Caucuses:

- Policy Committee, Vice Chair
- Appropriations
- Consumer Affairs
- Insurance
- Transportation
- Allegheny County Delegation, Chair
- Climate Caucus
- Pennsylvania Legislative Black Caucus
- LGBTQ Equality Caucus
- PA SAFE Caucus



**PBT SCHOOL REPORT**

as of: 09/03/21

**2021-22 School-Year Enrollment Dashboard:**

Level	Actual Jul-Aug	Forecast Sept-June	June Total	Budgeted Enrollment	Var.
Grown-Up & Me (x1) VIRT	4	4	8	10	-2
Pre 2 (x2) VIRT	3	6	9	18	-9
Pre Ballet 3 (x2) VIRT	3	15	18	34	-16
Pre Ballet 4 (x2)	19	8	27	34	-7
Pre Ballet 5 (x3)	17	10	27	32	-5
Pre Ballet 6 (x3)	19	8	27	24	3
Pre Ballet Boys (x2)	3	4	7	12	-5
Ballet Foundations (x2)	5	10	15	16	-1
<b>Children's Subtotal</b>	<b>73</b>	<b>65</b>	<b>138</b>	<b>180</b>	<b>-42</b>
<b>Children's Subtotal</b>	<b>\$44,177</b>	<b>\$45,500</b>	<b>\$89,677</b>	<b>\$126,274</b>	<b>(\$36,597)</b>
Preparatory Ballet (x2)	10	6	16	16	0
Level 1 (x2)	13	5	18	20	-2
Level 2 (x1)	13	5	18	18	0
Level 3 (x1)	21	0	21	20	1
Level 4	17	3	20	24	-4
Level 5	10	4	14	18	-4
Levels 2-5 Jazz (Incl)	0	0	0	0	0
<b>Student Subtotal</b>	<b>84</b>	<b>23</b>	<b>107</b>	<b>116</b>	<b>-9</b>
<b>Student Subtotal</b>	<b>\$162,078</b>	<b>\$43,907</b>	<b>\$205,985</b>	<b>\$221,439</b>	<b>(\$15,454)</b>
Level 6					
Males	0	0	0	0	0
Females	6	2	8	8	0
Level 7 (form. HSPT)					
Males	0	0	0	1	-1
Females	10	2	12	11	1
Level 8 (form. HSFT)					
Males	3	0	3	4	-1
Females	25	2	27	28	-1
<b>Subtotal</b>	<b>44</b>	<b>6</b>	<b>50</b>	<b>52</b>	<b>-2</b>
Graduate					
Males	10	0	10	12	-2
Females	50	-2	48	50	-2
<b>Subtotal</b>	<b>60</b>	<b>-2</b>	<b>58</b>	<b>62</b>	<b>-4</b>
<b>Pre-pro Subtotal</b>	<b>104</b>	<b>4</b>	<b>108</b>	<b>114</b>	<b>-6</b>
<b>Pre-pro Subtotal</b>	<b>\$ 470,361</b>	<b>\$ 6,000</b>	<b>\$ 476,361</b>	<b>\$ 525,410</b>	<b>\$ (49,049)</b>
<b>TOTAL</b>	<b>261</b>	<b>92</b>	<b>353</b>	<b>410</b>	<b>-57</b>
<b>TOTAL</b>	<b>\$ 676,616</b>	<b>\$ 95,407</b>	<b>\$ 772,023</b>	<b>\$ 873,123</b>	<b>\$(101,100)</b>

Community Division	Actual Jul-Aug	Forecast Sept-June	June Total	Budgeted	Var.
Open Class Rev	\$ 16,942	\$ 83,058	\$ 100,000	\$ 100,000	(\$0)
Pilates/Conditioning	\$ 750	\$ 36,750	\$ 37,500	\$ 37,500	\$0

**PBT SCHOOL REPORT**

as of: 09/03/21

**2021-22 School-Year Enrollment Dashboard:**

<b>Level</b>	<b>Actual Jul-Aug</b>	<b>Forecast Sept-June</b>	<b>June Total</b>	<b>Budgeted Enrollment</b>	<b>Var.</b>
<b>Byham House</b>	<b>Actual Jul-Aug</b>	<b>Forecast Sept-June</b>	<b>June Total</b>	<b>Budgeted</b>	<b>Var.</b>
2021-22	13	0	13	20	-7
	\$ 64,881	\$ 71,500	\$ 136,381	\$ 190,500	\$ (54,119)

<b>Company Experience Workshop 2022</b>	<b>Current Enrollmen</b>	<b>Forecast Feb-June</b>	<b>June Total</b>	<b>Budgeted Enrollment</b>	<b>Var.</b>
Males-tuition	0	15	15	15	0
Females-tuition	0	72	72	72	0
<b>Enroll. Total</b>	<b>0</b>	<b>87</b>	<b>87</b>	<b>87</b>	<b>0</b>
<b>Tuition Total</b>	<b>\$ -</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ -</b>
Males-housing Chatham	0	12	12	12	0
Females-housing Chatham	0	35	35	35	0
<b>Housing Total</b>	<b>0</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>0</b>
<b>Housing Total</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>



**Summer 2021 Enrollment Dashboard, 2021/22 Budget:**

Level	Final Enrollment	Forecast	June Total	Budg. Enrollment	Var.
Children's Division	132	0	132	95	37
Subtotal revenue	\$ 11,398	\$ -	\$ 11,398	\$ 18,800	\$ (7,402)
Student Division	50	0	50	60	-10
Subtotal revenue	\$ 19,724	\$ -	\$ 19,724	\$ 21,500	\$ (1,776)
Jr. Intensive	25	0	25	18	7
Subtotal revenue	\$ 21,891	\$ -	\$ 21,891	\$ 15,000	\$ 6,891
<b>ISP</b>					
Males-tuition	36	0	36	36	0
Subtotal revenue	\$ 4,600	\$ -	\$ 4,600	\$ 5,500	\$ (900)
Females-tuition	162	0	162	168	-6
Subtotal revenue	\$ 356,893	\$ -	\$ 356,893	\$ 369,120	\$ (12,227)
Males-housing Chatham	24	0	24	30	-6
Subtotal revenue	\$ 4,000	\$ -	\$ 4,000	\$ 5,000	\$ (1,000)
Females-housing Byham	0	0	0	0	0
Subtotal revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Females-housing Chatham	99	0	99	95	4
Subtotal revenue	\$ 269,685	\$ -	\$ 269,685	\$ 260,000	\$ 9,685

**2021-22 Past and Upcoming Programs & Activities**

- 7-Sep First day of classes 2021-22 School Year
- 11-Nov Veteran's Day - PBT School closed
- Nov 25-28 Thanksgiving Break; no classes start after 4:30p on Nov 24
- 18-Dec Last day before Winter Break - classes resume Jan 3
- Dec 20-Jan 2 Winter Break, no classes
- 3-Jan Classes resume, all levels up to L6
- 13-Jan Classes resume, L8+Grad
- Jan-Feb ISP 2022 Audition Tour
- 17-Jan MLK Jr. Day - no classes
- 18-Jan Second Semester starts, classes resume in-studio
- 21-Feb President's Day - no classes
- Feb PBT School perform at WVU's Dance Now!, TBD
- Apr 11-16 Spring Break Week
- 9-May Last Week of Children's Division Classes
  
- 23-May Last week of 2020/21 School Year
- May 25-28 Pre-Professional Showcases & Spring Performance at Point Park Univ.

**Summer 2021 Enrollment Dashboard, 2021/22 Budget:**

<b>Level</b>	<b>Final Enrollment</b>	<b>Forecast</b>	<b>June Total</b>	<b>Budg. Enrollment</b>	<b>Var.</b>
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Education and Community Engagement  
Report to the Board of Directors  
Tuesday, September 14, 2021  
Submitted by the Director of Education and Community Engagement, Kati Gigler

### Summary

Summer programming included successful partnerships with Phipps Conservatory, Pittsburgh Public Schools, the Pittsburgh Cultural Trust, and the Westmoreland Library Network, among others. Multiple day camps were held at Lauri Ann West Community Center, along with a Dance the Story summer tour. The archival PBT: Then & Now project collected its first oral history, speaking with Gerard Holt, a former Company dancer with PBT.

### Programming Highlights

#### Priority area: community engagement

- ❖ Participated in Open Doors Pittsburgh's Strip District event and welcomed 160 individuals into the building for tours and talks about our extensive programming
- ❖ Toured 11 libraries in Westmoreland County (the entirety of the Westmoreland Library Network!) with a summer Dance the Story series focused on the upcoming season, including *Alice in Wonderland*

#### Priority area: early childhood

- ❖ PBT continues to serve as a Buzzword leader, and worked with Homewood communities during a series of listening sessions regarding the program and opportunities for its growth
  - Will be launching a Buzzword/Hope Academy partnership in the fall, offering free virtual classes at Hope Academy with PBT to all Buzzword families
- ❖ Served 60 students through a specially-designed curriculum for rising fourth and fifth graders at Pittsburgh Public Schools summer B.O.O.S.T program

#### Priority area: inclusion, diversity, equity and accessibility

- ❖ An open house was held Aug. 5 for new and returning CYS families (26 students will be attending Pittsburgh Ballet Theatre School as CYS recipients)
- ❖ Adaptive Dance and Dance for Parkinson's classes continued through the summer, marking the department's continued commitment to year-round accessible programming

Equity Project Transformation Team  
Report to the Board of Directors  
Tuesday, September 14, 2021  
Submitted by the Director of Education and Community Engagement, Kati Gigler

## Summary

PBT completed its six-month residency with Theresa Ruth Howard. The team is working to publish its activities from the past year in PBT's first annual report on IDEA activities at PBT (a draft of that report is available for review [here](#)). Jamie Murphy accepted a nomination to lead the School subcommittee (following Lindsey Gainy's departure).

## Programming Highlights

- ❖ An IDEA section was added to 2021's employee engagement survey to assess team members' perspectives on PBT's progress, as well as to explore how team members would like to further engage around these topics
- ❖ PBT community learning initiatives
  - A full 100% of PBT's full-time team members (including administration, company and faculty) completed a six-month ballet-specific IDEA training curriculum led by Theresa Ruth Howard of MoBBallet
  - Gerard Holt, former Company dancer, participated in the *PBT Then & Now: Documenting Diversity* project's first oral history collection (updates available [here](#))
- ❖ New and upcoming initiatives
  - Join the Equity Project Transformation Team for a coffee chat on Tues. 9/21 at 2 p.m. Coffee chats have resumed in-person at PBT Studios!

## Budget Tracking

YEAR	FY20	FY21
Memberships	\$2,710	\$2,500
Trainings	\$2,109	\$12,336
Learning resources	\$3,670.41	\$214.61
Entertainment	\$593	\$19.25

Catering	\$933.39	--
Travel expenses	\$458.65	--
TOTAL	\$10,475	\$15,069.86

Organizational expenditures related to IDEA initiatives for FY20 and FY21, broken down by category.

Note: This chart does not account for many annual education department expenditures, including (but not limited to) paid audio description, Braille program translation, mainstage performance tickets for community groups and CYS program expenses.

MARKETING BOARD REPORT

2021-2022 Season Ticket Sales - As of 9/6/21

Single Tickets	Actual (Paid)	Unpaid	Goal	% of Goal	# of Tickets	Average Ticket Price
Season Premiere	\$ 75	\$ -	\$ 57,950	0.13%	1	\$ 74.75
Nutracker	\$ 147,977	\$ 5,384	\$ 1,348,500	10.97%	2650	\$ 57.87
Alice in Wonderland	\$ 1,009	\$ -	\$ 275,340	0.37%	12	\$ 84.08
Here and Now	\$ 113	\$ -	\$ 42,000	0.27%	3	\$ 37.75
Swan Lake	\$ 407	\$ 75	\$ 448,000	0.09%	7	\$ 68.75
<b>Subtotal</b>	<b>\$ 149,581</b>	<b>\$ 5,459</b>	<b>\$ 2,171,790</b>	<b>7%</b>	<b>2673</b>	<b>\$ 58.00</b>

Subscriptions	Actual (Paid)	Unpaid	Goal	% of Goal	# of Tickets	Average Ticket Price
Season Premiere	\$ 82,464	\$ 42,788	\$100,000	82%	1170	\$ 70.48
Nutracker	\$ 57,136	\$ 26,289	\$76,000	75%	883	\$ 64.71
Alice in Wonderland	\$ 87,934	\$ 42,931	\$143,880	61%	1280	\$ 68.70
Here and Now	\$ 53,749	\$ 21,142	\$75,000	72%	851	\$ 63.16
Swan Lake	\$ 90,945	\$ 43,845	\$135,000	67%	1317	\$ 69.05
<b>Subtotal</b>	<b>\$ 372,229</b>	<b>\$ 176,995</b>	<b>\$ 529,880</b>	<b>70%</b>	<b>5,501</b>	<b>\$ 67.67</b>

<b>TOTAL</b>	<b>\$ 521,810</b>	<b>\$ 182,454</b>	<b>\$ 2,701,670</b>	<b>19%</b>	<b>8,174</b>	<b>\$ 63.84</b>
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2019-2020 Season Ticket Sales - As of 9/6/19

Single Tickets	Actual	Unpaid	Goal	% of Goal	# of Tickets	Average Ticket Price
Giselle	\$ 20,880	\$ 1,466	\$ 106,070	19.69%	401	\$ 55.73
Nutracker	\$ 165,164	\$ 15,657	\$ 1,543,798	10.70%	3148	\$ 57.44
Beauty & the Beast	\$ 19,955	\$ 3,759	\$ 474,900	4.20%	660	\$ 35.93
Here & Now*	\$ 1,759	\$ 118	\$ 39,000	4.51%	33	\$ 56.87
Balanchine & Tchaikovsky*	\$ 5,265	\$ -	\$ 102,002	5.16%	70	\$ 75.21
<b>Subtotal</b>	<b>\$ 213,023</b>	<b>\$ 21,000</b>	<b>\$ 2,265,770</b>	<b>9%</b>	<b>4312</b>	<b>\$ 54.27</b>

Subscriptions	Actual (Paid)	Unpaid	Goal	% of Goal	# of Tickets	Average Ticket Price
Giselle	\$ 116,849	\$ 3,551	\$ 131,160	89%	1766	\$ 66.17
Nutracker	\$ 64,643	\$ 2,797	\$ 76,000	85%	1084	\$ 59.63
Beauty & the Beast	\$ 115,376	\$ 4,589	\$ 142,463	81%	1764	\$ 65.41
Here & Now*	\$ 75,020	\$ 3,454	\$ 85,000	88%	1212	\$ 61.90
Balanchine and Tchaikovsky*	\$ 118,021	\$ 3,971	\$ 137,000	86%	1754	\$ 67.29
<b>Subtotal</b>	<b>\$ 489,908</b>	<b>\$ 18,362</b>	<b>\$ 571,623</b>	<b>86%</b>	<b>7,580</b>	<b>\$ 64.63</b>

<b>TOTAL</b>	<b>\$ 702,931</b>	<b>\$ 39,361</b>	<b>\$ 2,837,393</b>	<b>25%</b>	<b>11,892</b>	<b>\$ 59.11</b>
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Groups	21/22	Renewing	2019/2020	9/6/19
Flex			2 Ballet	0
3 ballet	361	361	3 ballet	184
4 ballet	306	306	4 ballet	49
5 ballet	435	435	5 ballet	51
<b>TOTAL</b>	<b>1102</b>	<b>1102</b>	<b>TOTAL</b>	<b>284</b>

2021-2022	UNPAID	TOTAL
PAID	\$14,911	\$4,316
		\$19,227
<b>2019-2020 as of 9/6/19</b>		
PAID	\$34,287	\$20,136
		\$54,423

Subscriptions 21/22	Renewing	2019/2020	9/6/19
Flex			2 Ballet
3 ballet	361	361	3 ballet
4 ballet	306	306	4 ballet
5 ballet	435	435	5 ballet
<b>TOTAL</b>	<b>1102</b>	<b>1102</b>	<b>TOTAL</b>

2019-2020	Renewing	2019/2020	9/6/19
Renewal Rate	59.09%		
Total Orders	1416		
Average Order Size	\$ 265.11		
21/22 Sub Revenue Total	\$ 375,390.50		
21/22 Sub Revenue Goal	\$ 529,880.00		
% to Goal	70.84%		

2019-2020	Renewing	2019/2020	9/6/19
Total Orders	1865		
19/20 Sub Revenue	\$ 475,257.00		
19/20 Sub Revenue Goal	\$ 571,623.00		
% to Final	83.1%		
Average Order Size	\$ 254.83		
19/20 Renewal Rate	63.52%		

Total Tickets	Average Ticket Price	Increase in Revenue	Increase in Sub households
5,501	\$ 68.24	\$ (99,866.50)	-449
			-24%