

# GREAT RIVER SHAKESPEARE FESTIVAL

GRSE.ORG WINONA, MN



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ANNUAL REPORT



Cast of *Julius Caesar*  
DIRECTOR: James Edmondson  
PHOTO: Dan Norman

# CONTENTS

- 3 FROM THE ARTISTIC DIRECTOR
- 4 MISSION STATEMENT
- 5 FROM THE BOARD CHAIR
- 6 PRODUCTIONS
- 8 EDUCATION
- 12 FESTIVAL EXTRAS
- 14 HISTORY
- 16 FINANCIALS
- 18 STAFF
- 19 PARTNERING: GRSF DEVELOPMENT



Cast of *As You Like It*  
DIRECTOR: Doug Scholz-Carlson  
PHOTO: Dan Norman



Robert Adelman Hancock in *Georama*  
DIRECTOR: Paul Mason Barnes  
PHOTO: Dan Norman

## From the Artistic Director

It is not difficult to be a community when things are going well. It is easy to have nuanced, probing conversations when everyone agrees with each other, but when we encounter challenges, the true value of community is revealed. In adversity, we benefit from the trust that comes from having built a community.

GRSF faced adversity last season publicly when part of our set, the georama, didn't work. We knew we had taken a risk by producing a new musical that we had helped develop. To tell the story, the georama simply had to work and our community was ready to help. Dave Arnold offered creative engineering over lunch. Board member Tedd Morgan of Thern spent hours with Sam Michael and his team working to get 600 feet of hand painted canvas moving. Our company volunteered time from every department. Technical Director Megan Morey explained it best:

The entire company has come together to work on solving this problem. The sheer amount of support, offers of resources, and complete trust that we are doing everything we can—these are the factors that make me LOVE my job.

So maybe it doesn't work, and maybe it never will. Maybe we'll have to resort to Plan B. Or Plan C...D...etc. I can honestly say that for most everyone in theater, it is all about the process, not about the final product—we all love working for GRSF because the process is entirely collaborative, creative, and trusting. I HATE feeling like I have to "give up" on the georama, but I LOVE the fact that I was given the opportunity and the support to do so in the first place."

In the end, our artistic community did not allow us to fail. Minnesota Opera had a theatrical projector, the University of California, Irvine donated the lens we needed, sound designer Matt Tibbs programmed the projections, and, as they say, the show went on.

Behind the scenes we faced adversity on a deeper level as we said farewell to our managing director, Lee Gundersheimer. We are grateful for Lee's contributions to GRSF and look forward to the future, guided by the leadership of Aaron Young.

It would have been easier to stick to the tried and true and not attempt a new work. It would have been simpler to stay on the well trod path and avoid confronting the challenges we face, but we cannot create dynamic, compelling theater without taking risks, and we cannot build true community without dealing honestly with the challenges we encounter. We will be a stronger company for having faced adversity.

In 2016, we experienced the value of the community we've been building for 13 seasons. I am grateful for the artists and staff who work with me, for the donors who support us, for the Friends of Will who give their time, for our board of directors who trust and protect us, and for the patrons who join the conversation. I am proud to be part of the community of Winona and the community of this region.

2017 begins an exciting new chapter for GRSF. I look forward to facing it together.

**Doug Scholz-Carlson**  
Artistic Director

## 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 theater 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

## From the Board Chair

**When** Paul Barnes, Alec Wild, and Mark Hauck created the germ of the idea for the Great River Shakespeare Festival, and opened the first season in Winona, Minn., we have to wonder if they envisioned the profound impact it would have on our community, region, and inhabitants.

In that first season of 2004, GRSF, as it is familiarly called, produced Shakespeare's *Midsummer Night's Dream* and *The Winter's Tale* — one a bountiful story of love found and the other the bleak story of loss. Audiences were mesmerized by the plays, and many saw them two or three times in the too-short summer season.

Never before had the region had access to professional theater that stayed more than a day or two. And here it was, in repertory on a stage blocks away from the Mississippi River, for a full summer run. Accessible to all.

Anecdotally, that first summer of GRSF was not only the seed, but the warmth, the water and the fertilizer, for an incredible arts boom in the region. Film, classical music, bluegrass music, eclectic indie music, fine arts—the arts in all forms—seemed to bloom full-grown overnight, like Venus emerging from the sea. Unlike the goddess, though, this art bloom arose from the waters of the mysterious Mississippi to the beautiful wooded bluffs towering over the valley. It joined and complemented our unique architecture

created by the early settlers, and our indigenous art forms. Winona and the region, since the opening of GRSF, became synonymous with Art in the minds of Minnesotans and many beyond the state's borders.

GRSF has continued to bloom. Its perennial presence in the region is accomplished not only in its summer plays and education programs, but through educational offerings throughout the year for children and adults alike.

GRSF must always be in the minds of audiences and donors in order to fund the Festival during its six-week summer run. A full-time administrative staff, led by the Managing Director, accomplishes much during the year on very little. Like any arts organization, GRSF continually reaches for the gold ring all year long for the summer reward of golden theater on our stages.

The Artistic Director spends the long winter months visualizing the coming season, and hiring professional artists from all over the country to accomplish what audiences have consistently found to be outstanding theater.

Join GRSF in celebrating our upcoming 14th season, and the renaissance of arts in Southeastern Minnesota.

**Fran Edstrom**  
Board Chair

# Season 13

## As You Like It



Robert Adelman Hancock and Ted Kitterman PHOTO: Dan Norman

**Written by:**  
William Shakespeare  
**Directed by:**  
Doug Scholz-Carlson

**Attendance:** 3,438  
**Performances:** 16

## Julius Caesar



Zach Curtis and De'Onna Prince PHOTO: Dan Norman

**Written by:**  
William Shakespeare  
**Directed by:**  
James Edmondson

**Attendance:** 2,880  
**Performances:** 15

## Georama



Stephanie Lambourn and Robert Adelman Hancock PHOTO: Dan Norman

**Book:** West Hyler & Matt Schatz  
**Music & Lyrics:** Matt Schatz  
**Additional Music, Lyrics & Arrangements:** Jack Herrick  
**Directed by:** Paul Mason Barnes

**Attendance:** 1,746  
**Performances:** 11

## Additionally:

### Coriolanus

**Attendance:** 431  
**Performances:** 8  
**Directed by:** Bryan Hunt

### Shakespeare for Young Actors/Designers:

#### Comedy of Errors

**Attendance:** 251  
**Directed by:** Tarah Flanagan  
**Students Participating:** SYA-21 SYD-5  
One show only; additional showing at LaCrosse Folk Festival.

### Concerts on the Green:

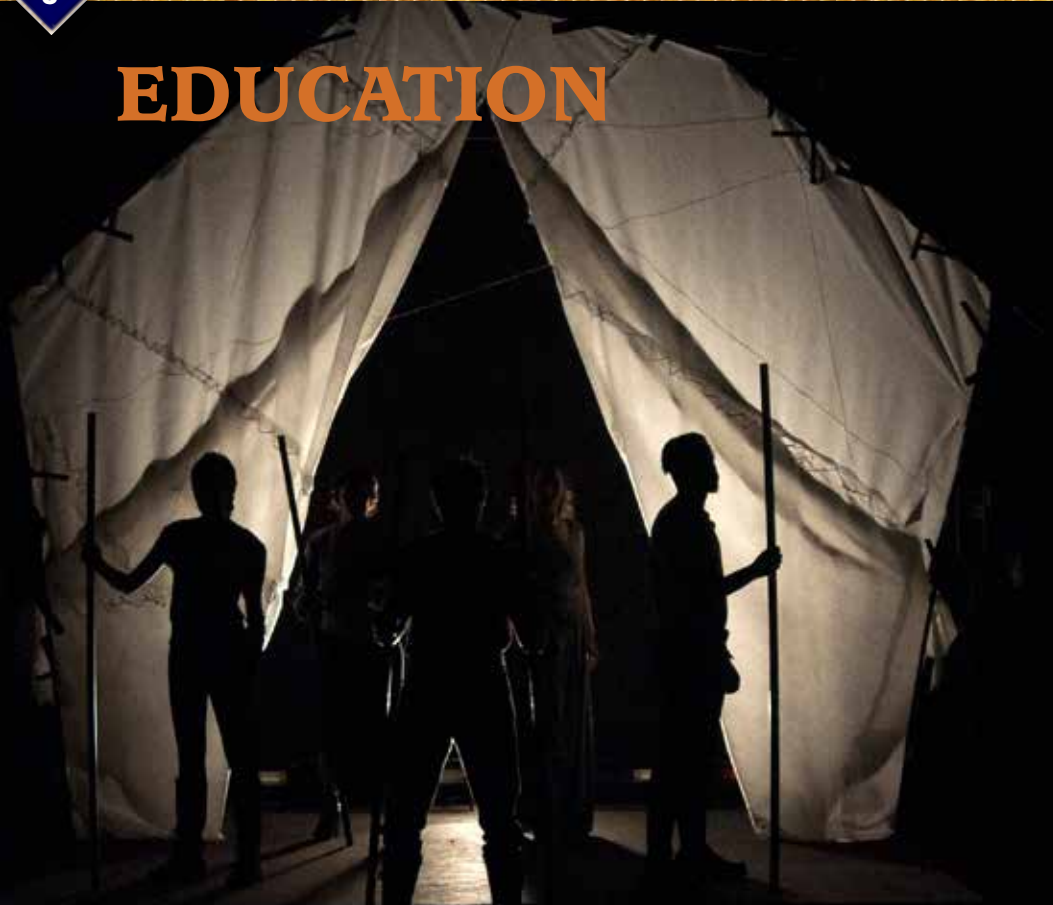
**Attendance:** 3,810  
**Number of Concerts:** 12  
**List of Bands:** Delfeayo Marsalis, Dixieland Jazz Festival, Feeding LeRoy, The Counterfactuals, Maritza, The Weathered Heads, Jillian Rae Duo and Mike Munson, Jeni Grouws and Chris Avery, Gentleman's Anti-Temperance League, Led Penny with Tim Penny, The Wide Awakes, and Reina del Cid.

### Front Porch Events

**Attendance:** 569  
**List of Events:** Assassinating Roman Reform and What Our Revolutionary Forbears Learned; Rhetoric Symposium; Michael Gerson; Georama and the Mississippi River Symposium; Maria W. Faust Sonnet Contest

**Groups:** Groups in attendance at GRSF grew 63% in 2016, with 27 groups in total throughout the season.

# EDUCATION



## Coriolanus: Apprentice/Intern Project

GRSF Apprentice Actors and Technical and Administrative Interns showcased their diverse and growing talents in eight public performances in the Dorothy B. Magnus Black Box Theatre directed by former GRSF Apprentice Bryan Hunt, with classes led by Erica Tobolski, Jess Shoemaker and other GRSF Teaching Artists

Apprentice Actors developed and enhanced their knowledge of and experience with verse as they made the transition from the training programs to the professional world.

These early career professionals mounted a full production while working with the professional company as understudies and crew, in addition to other front of house and educational duties and roles throughout the season.

GRSF provided 20 educational tuition scholarships totaling \$8,125 thanks to the generosity of Target Corporation and individual donors.

## Shakespeare in the Schools<sup>+</sup>†

Teaching artists partnered with local teachers and directors to bring Shakespeare to life during the school year. Students in English classes studied *Romeo and Juliet*, *Othello*, *Julius Caesar*, and *The Tempest*. Students ranged from seventh grade to twelfth at the participating schools; Winona, Cotter, La Crescent, Arcadia, and Rushford-Peterson.

## Shakespeare for Young Actors/ Shakespeare for Young Designers<sup>†</sup>

Students in grades seven through 12 learned from GRSF's professional theater artists in an intensive three-week performance and technical theatre workshop.

Teaching artists introduced students to acting and design techniques and increased student knowledge of commedia dell'arte. The programs culminated with design presentations and a performance of *The Comedy of Errors*.

## Will's Power Players/Will's Creative Drama Players<sup>†</sup>

Students from age four through 6th grade studied theatre and Shakespeare for the third consecutive summer. Students increased confidence through games and performance and showed off their new skills in a final performance.

## Chill with Will<sup>+</sup>

This season one performance of each production was a special "Chill with Will" performance, which allowed students to attend for free. In addition to a Company Conversation following the performance, there were special pre-show programs tailored to ages 11 through 18 that gave young audience members a deeper look at the world of the plays. These workshops included a rhetoric and verse workshop for *As You Like It*, a stage combat workshop with *Julius Caesar*,

and a backstage tour and closer look at scenic design for *Georama*. Over 100 students were in attendance at each Chill with Will performance.

## Library Partnership Program<sup>+</sup>

GRSF returned to its partnership with five libraries thanks to a grant from the National Endowment for the Arts. The libraries hosted education staff who provided insight into the 2016 season. Vouchers to attend performances were also distributed through the public libraries in Winona, La Crescent, Rushford, Lanesboro, and St. Charles.

## Pre-Show Conversations<sup>†</sup>

Prior to every performance, GRSF teaching artists gave audience members a brief introduction to the world of the play, enhanced by a complete character map and timeline, important facts, and gave audience members a chance to ask questions.

## Front Porch Events<sup>†</sup>

The Front Porch Events for 2016 offered a truly diverse and enriching experience for those who attended. With a significantly increased attendance this year, GRSF offered these events on Saturday mornings during the festival season hosted by scholars and professionals in each topic. This season's Front Porch Events included: a special free Front Porch on *Assassinating Roman Reform and What Our Revolutionary Forbears Learned*, Rhetoric Symposium\*, special presentation of "Acting Black" with Carlyle Brown, former presidential speechwriter and political columnist Michael Gerson, *Georama* and the Mississippi River Symposium\*, and the annual Maria W. Faust Sonnet Contest Award Ceremony.

\*Symposiums are presented in partnership with Winona State University.

<sup>+</sup> This project is supported in part by an award from the National Endowment for the Arts

<sup>†</sup> This program is sponsored by Elizabeth Callender King Foundation

# FESTIVAL EXTRAS

In addition to the professional productions, several activities deepened the festival experience for the community.



**Ticket Vouchers:** GRSF provided free admission to productions to increase community connectedness and the well-being of local populations who are traditionally underrepresented in arts participation. Thanks to funding from the Winona Community Foundation, vouchers were distributed through Home and Community Options, the Women's Resource Center, and Winona Volunteer Services.



*One vision. Many paths.*

**Rochester YMCA Classes:** GRSF Teaching Artists worked with more than 175 students ages 5-18 for one week, covering material from rhetoric to stage combat. Older students attended GRSF's performance of *Julius Caesar*, and younger students attended a specially created, abridged presentation of *As You Like It*.

**Center Stage Leadership:** GRSF collaborated with Winona State University's College of Business, Adult and Continuing Education Department, and nationally recognized persuasive presentation specialist (and former acting company member) David Mann to create an innovative workshop which equips business and community leaders with the important presentation and entrepreneurial skills needed to support a vibrant regional economy. Using Shakespeare's rhetorical techniques, executives and managers developed their ability to influence change, motivate teams, and represent their organizations with persuasive power. They learned how to communicate effectively and gained new skills to tell a story that influences outcomes.

**Teacher Training Workshop:**

Former education coordinator Lauren Smith offered continuing education training for area teachers in a week-long workshop. Using techniques of drama based pedagogy, teachers learned to use theater to enhance learning in multiple disciplines.

**Company Conversations:** A popular audience outreach event, Company Conversations were held each Thursday in the theater following performances and Sunday mornings at Blooming Grounds in downtown Winona. Company Conversations gave audience members a chance to discuss the productions with acting company members, designers, technicians, and directors.

**Will's Opening Weekend:** A pre-show concert on the green by Delfeayo Marsalis warmed up patrons for the opening of *As You Like It* which was followed by a party in the Science Center Atrium with patrons and company members. The Dixieland Jazz Festival ran all day Saturday to welcome the opening of *Julius Caesar*.

**Concerts on the Green:** Each Friday and Saturday evening of the festival season, GRSF hosted concerts highlighting local and regional musical talent. Concerts provided a place for the community and audience members to gather prior to the shows and enjoy food from local vendors, yard games, and this year a special art show featuring local visual artists in the Watkins Gallery hosted by the River Arts Alliance. Concerts on the Green attendance exceeded 3,800 in 2016. Featured musicians in 2016 were: Delfeayo Marsalis, The Dixieland Jazz Festival, Feeding LeRoy, The Counterfactuals, Maritza, Jillian Rae and Mike Munson, Jeni Grouws &

Chris Avey, The Gentlemen's Anti-Temperance League, Led Penny, The Wide Awakes, and Reina del Cid. This activity was made possible by the voters of Minnesota through a grant from the Southeastern Minnesota Arts Council thanks to a legislative appropriation from the arts and cultural heritage fund.



**Callithump:** This 6th annual fundraiser raised \$10,333. Through ticket sales, a quilt raffle, and a performer "runway," company members and Friends of Will provided an evening of entertainment as a thank you to GRSF and the supportive community.

**Will Run:** The third annual Will Run, a 28-furlong (5.28K) race around Lake Winona, was sponsored by the GRSF Events committee and raised an additional \$2,170 in support of the artistic and education programs of the Festival.

**Friends of Will:** The Friends of Will are volunteers who support the work of GRSF and are ambassadors within the greater community. With chapters in Winona, Rochester, and Eau Claire, the membership of 312 provided more than 3,000 hours of volunteer support. Key activities were distribution of materials, mailing assistance, apartment preparation, concessions sales, the annual quilt raffle, transportation assistance, hospitality (providing 750 meals for company members), housing, and ushering. The contributions of time and materials by the Friends of Will saved GRSF more than \$80,000.





Jonathan Gillard Daily PHOTO: Alec Wild



Tarah Hanagan PHOTO: Alec Wild

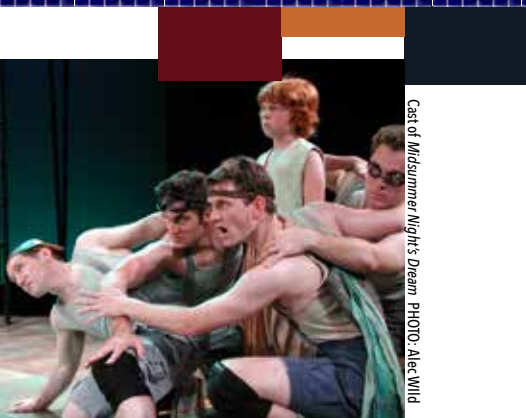


Stephanie Lambourn PHOTO: Michal Daniel

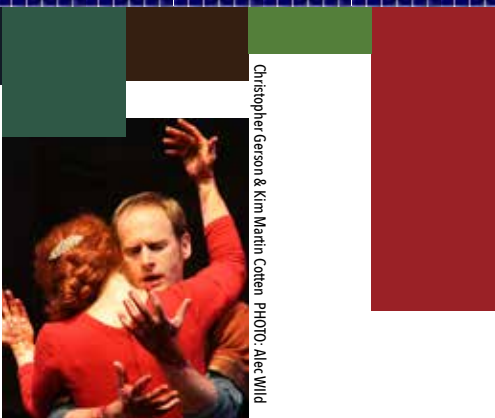
2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017

<i>The Winter's Tale, A Midsummer Night's Dream</i>	<i>Much Ado About Nothing, Richard III</i>	<i>Twelfth Night, Romeo and Juliet</i>	<i>As You Like It, Macbeth</i> Apprentice/ Intern Project: <i>Julius Caesar</i>	<i>The Merchant of Venice, The Taming of the Shrew</i> Apprentice/ Intern Project: <i>Pericles</i>	<i>Love's Labour's Lost, The Tempest</i> Apprentice/ Intern Project: <i>Hamlet</i>	<i>Othello, The Comedy of Errors, The Daily News</i> Apprentice/ Intern Project: <i>Titus Andronicus</i>	<i>A Midsummer Night's Dream, King Henry IV, Part I, The Fantasticks</i> Apprentice/ Intern Project: <i>King Lear</i>	<i>The Two Gentlemen of Verona, King Lear, The Complete Works of William Shakespeare (abridged)</i> Apprentice/ Intern Project: <i>All's Well that Ends Well</i>	<i>Twelfth Night, or What You Will, King Henry V</i> Apprentice/ Intern Project: <i>Macbeth</i>	<i>The Merry Wives of Windsor, Hamlet, Rosencrantz and Guildenstern are Dead</i> (Presented by special arrangement with Samuel French, Inc.) Apprentice/ Intern Project: <i>Troilus and Cressida</i>	<i>Much Ado About Nothing, Romeo &amp; Juliet, The Glass Menagerie</i> (Presented by special arrangement with Samuel French, Inc.) Apprentice/ Intern Project: <i>King John</i>	<i>Julius Caesar, As You Like It, Georama</i> Apprentice/ Intern Project: <i>Coriolanus</i>	<i>The Comedy of Errors</i> <i>Richard III</i> <i>Shipwrecked! An Entertainment The Amazing Adventures of Louis de Rougemont*</i> <i>An Iliad*</i> Apprentice/ Intern Project: <i>Henry VI: The Rise of Richard</i>
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\*Presented by special arrangement with Dramatists Play Service, Inc., NY



Cast of *A Midsummer Night's Dream* PHOTO: Alec Wild



Christopher Gerson & Kim Martin Cohen PHOTO: Alec Wild



Jonathan Gillard Daily PHOTO: Alec Wild



Robert Alderman Hancock PHOTO: Dan Norman

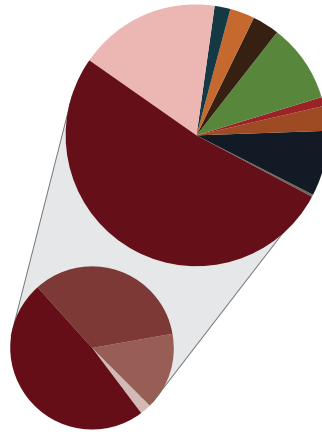


## Total 2016 Income: \$980,587

### Total Earned Income: \$349,373

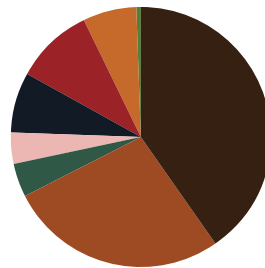
■ Single Ticket Sales	182,425
■ Season Passes	60,934
■ Front Porch Events	6,102
■ Ticket Fees	11,200
■ Special Event Income	11,678
■ Education Tuition	33,513
■ Concession/Merchandise	3,768
■ Advertising Sales	10,950
■ Warehouse Income	28,775
■ AEA Bond Interest	28

■ As You Like It	89,128
■ Julius Caesar	61,580
■ Georama	27,700
■ Coriolanus (AP)	4,017
<b>TOTAL</b>	<b>182,425</b>



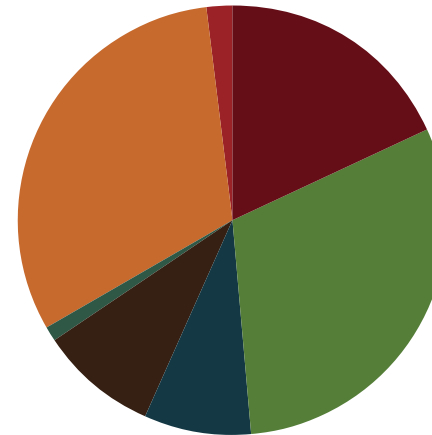
### Total Contributed Income: \$631,214

■ Leadership Circle (Major Donors)	254,902
■ Individuals	172,233
■ Great River League/Corporations	25,558
■ Foundations	24,742
■ Government Grants	47,213
■ Restricted	61,863
■ In-Kind	41,480
■ Event Contributions	3,223



<b>TOTAL EXPENSES</b>	\$960,453
<b>TOTAL INCOME</b>	\$980,587
Contributed 64% Earned 36%	

## Total 2016 Expenses: \$960,453



■ <b>Administration</b>	<b>180,506</b>
Administration	81,263
Debt Service	11,800
Marketing	87,443
■ <b>Artistic</b>	<b>302,433</b>
Acting Company	133,739
Artistic Administration	29,928
Company Management	55,425
Direction	38,071
Stage Management	45,270
■ <b>Development</b>	<b>78,807</b>
■ <b>Education</b>	<b>57,907</b>
Adult Education	1,462
Apprentice	12,045
Education Admin	22,358
School Programs	11,343
Summer Programs	10,699
■ <b>Festival Events</b>	<b>12,403</b>
■ <b>Production</b>	<b>310,503</b>
Audience Services	65,785
Costumes	73,040
Lighting	22,331
Pre-Season Planning	6,006
Production Admin	57,882
Props	16,506
Scenic	59,159
Sound	9,794
■ <b>Warehouse</b>	<b>17,894</b>

### Balance Sheet (as of 9/30/2016)

#### ASSETS

Current Assets	304,185
Property and Equipment	206,127

**TOTAL ASSETS \$510,312**

#### LIABILITIES

Accrued Liabilities	18,621
Legacy Bonds	295,000
Warehouse Contract for Deed	150,829

**TOTAL LIABILITIES \$464,450**

#### NET ASSETS

Unrestricted	(16,001)
Restricted	61,862

**TOTAL LIABILITIES & NET ASSETS \$45,862**

### Profit & Loss Statement (as of 9/30/2016)

#### INCOME

Earned Income - All Sources	349,373
Contributed Income - All Sources	631,214

**TOTAL INCOME \$980,587**

#### EXPENSES

Administration	180,506
Artistic	302,433
Development	78,807
Education	57,907
Festival Events	12,403
Production	310,503
Warehouse	17,894

**TOTAL EXPENSES \$960,453**

**INCOME OVER EXPENSES \$20,134**

## STAFF

**Artistic Director:** Doug Scholz-Carlson

**Managing Director** (through July 2016): Lee Gundersheimer

**Director of Marketing & Audience Services:** Emily Kurash

**Director of Development:** Kelley Olson

**Director of Finance:** Connie Dretske

**Director of Education/Grants Writer:** Valerie Williams

**Production Manager:** Joseph Millett

### Board of Directors

(Through September 30, 2016)

**Chair:** Ray Feller (through March 2016); Fran Edstrom

**Vice Chair:** David Marshall

**Treasurer:** Mary Bergin

**Secretary:** Kathleen Peterson

Mary Alice Anderson  
Heather Bach (through Summer 2016)  
Roderick Baker  
Angus Callender (through Spring 2016)  
Michael Charron (through April 2016)  
Terry Hawkings  
Larry Jost  
Margaret Shaw Johnson  
Virginia Laken  
Tedd Morgan  
Mike Slaggie  
Jeanne Skattum  
LeRoy Telstad

## PARTNERING: GRSF Development

### iamGRSF

We are so excited to announce that this year was an outstanding year for individual contributions! Because 2016 was the 400th anniversary of Shakespeare's death, we conducted a challenge to get 400 gifts and 40 "more" gifts (which would have been 85) of \$400 or more. We reached **564 gifts** and **96** contributions of **\$400** or more! We are so touched by the many donors who participated in this campaign. Because of you we finished Season 13 well and are approaching Season 14 with confidence and strength.

### Leadership Circle Members 2016

The Leadership Circle is a group of individuals and businesses that are invested in GRSF as sustainers at the level of \$10,000 and above. These individuals and corporate leaders are called upon for input and advice, and enjoy a close relationship with theater leaders. Leadership Circle members attend rehearsals and tours as they wish, and are invited to participate in a pre-season breakfast and a toast to the season from the stage on opening night.

Dave & Muriel Arnold and Family	J.R. Watkins Naturals
John and Margaret Cross Memorial Fund	Laurie Lucas
Dahl Toyota	Merchants Bank
Great River Shakespeare Festival Board of Directors	Miller Scrap
Hiawatha Broadband Communications	Dan & Pat Rukavina
	Slaggie Family Foundation
	Thern, Inc.
	Winona National Bank
	Winona State University

### The Great River League

The GRL consists of businesses and services that donate more than \$50 to the Festival. **Fifty-five** businesses and service providers were members of the league this year.

### Government & Foundation Support

As noted throughout this report, specific programs received grant support from the following:

- National Endowment for the Arts ~ Arts Engagement in American Communities
- Southeastern Minnesota Arts Council
- Elizabeth Callender King Foundation
- Target Corporation
- Winona Community Foundation

Additionally, general operating support was provided by:

- Minnesota State Arts Board
- The Kelley Foundation
- Marck Family Foundation

*For information on all things Development please contact Kelley Olson at [kelleyo@grsf.org](mailto:kelleyo@grsf.org), or (507) 474-9381.*

*To make a gift please go online to [grsf.org/support](http://grsf.org/support) or send a check payable to GRSF to 79 E. Third St. Winona, MN 55987*





## **SEASON FOURTEEN** June 21–July 30, 2017

The Comedy of Errors

Richard III

Shipwrecked!\*

An Entertainment—The Amazing  
Adventures of Louis de Rougemont

An Iliad\*

\*Presented by special arrangement with  
Dramatists Play Service, Inc., New York.



### **GREAT RIVER SHAKESPEARE FESTIVAL**

OFFICES: 79 East Third St. | VENUE: 450 Johnson St. | WINONA, MN 55987 | 507.474.7900 | GRSF.ORG