University of Florida Performing Arts
University of Florida Performing Arts

- Educates, entertains and challenges Heart of Florida residents, students and visitors.
- Fosters cultural awareness by attracting international artists and audiences, and by premiering new works.
- Provides arts education to patrons of all ages within the Heart of Florida regions through pre- and post-performance discussions and residency, master classes and open rehearsals.
- Offers healing through the arts, bringing world-class performing artists into health care settings through the AIM Together program, a collaboration between UFPA and Shands HealthCare.
- Advances the field by commissioning new works and providing a space to mount new works.
- Earns “top 10” recognition among “top 10” Provosts to the University of Florida through its leadership and recognition among Major University Presenters.
- Brings international recognition to the University of Florida through its lead partner role in groundbreaking research into the value and impact of live performing arts experiences.
- Serves as a recruitment tool for the University of Florida, Santa Fe Community College, Gainesville, Alachua County and surrounding counties.
- Enriches our community through the performing arts, making it a culturally vibrant and desirable place to live.
University of Florida Performing Arts continues its position as one of the University of Florida’s treasured assets as the university approaches acknowledgement as one of the Top 10 public universities in the United States. University of Florida Performing Arts has expanded its name beyond the state into the rest of the country and throughout the world through its international collaborations of quality and repute. We continue as a resource serving the university, Gainesville and Heart of Florida communities.

Consistent with the university’s priority of internationalization, University of Florida Performing Arts presented artists, ensembles and attractions from 14 different countries in the 2006-07 season including Africa, Brazil, Bulgaria, China, England, France, Hungary, Italy, Korea, Mexico, the Philippines, Russia, the United States and Wales.

As we progress beyond the midway of the first decade of the 21st century, we become increasingly aware of how human creativity is transforming the economic and social systems on a global basis. The creative energy experienced on the Phillips Center for the Performing Arts and the University Auditorium stages represents the fiber of the many communities in which we live and work worldwide. The Western-European traditions are still a relevant foundation on which our performing arts offerings are based historically. Increasingly, however, audiences that we serve through our presentations experience more diverse and creative works by the performing artists spending time with us in Gainesville. In many instances, these artists are sharing their comfort level with us as they master their performance crafts in ways that are different from and unique to our traditional perspectives.

University of Florida Performing Arts continued broadening and strengthening its international thrust through supporting the creation of new works through our commitment to world premieres and sharing the talents of emerging and young artists with our community. These efforts, and the results that occur in public performances under the auspices of the University of Florida, again brought national recognition to the University of Florida among its peer institutions as one of the top university presenting programs in the country.

Maintaining a solid program of live events continued to be as challenging as it was rewarding. This continues to be particularly true in Gainesville where the knowledge of cultural offerings is, for the most part, quite high. Once the discussion with an artist or an attraction goes beyond the elements of a public presentation to the creation or commissioning of a new work, a more demanding partnership is entered. This, however, continues as a key role of our department through our affiliation with a Research 1 University. In order to be of value to the artistic community, we continued to support artists as they moved their art form forward.

University of Florida Performing Arts is positioned well as we’ve built up a solid level of confidence with artists and managers who are familiar with our stages, the level of expertise among our technical crew, the solid audience base that we have to offer and the community-at-large for establishing residencies in town that can be as brief as a few days or as long as six weeks. Gainesville has become many artists’ homes for the extended time that they’ve been with us.

We have daily evidence indicating how our world is becoming smaller and how we’re becoming more aware of people and cultures from distances well beyond the Heart of Florida. This was be identified and captured through this year’s program offerings in the Phillips Center for the Performing Arts and the University Auditorium.
It is easy to recall the pivotal position that the late George Harrison had in The Beatles as they changed the musical landscape of the 20th century. However, Mr. Harrison also had a critical influence in shaping the music and broad performing arts culture we embrace today. That is the world-music culture that was popularized in the 1960s and is inescapable in today’s artistic mix. By using his considerable influence and popularity, Mr. Harrison was able to bring public attention and recognition to musical traditions that were millennia old through his embracing of Indian art forms that then became closely held by other Western musicians. In many ways, George Harrison was the first to elevate popular culture by incorporating world influences, not just those indigenous to Western norms. It’s to his credit that we have broad-based world arts on our stages today.

Classical music in the Western idiom was expanded when Ravi Shankar explored symphonic works for sitar and orchestra, as well as touring and recording explorations with violinist Yehudi Menuhin and flutist Jean-Pierre Rampal. Rediscovered interest in ancient, spiritual traditions from areas as far-reaching as Asia to Africa to the Middle East and beyond has captured the creative abilities of musicians, choreographers, writers and the like. We no longer have a strict Eurocentric focus on performances that premiere on the University of Florida stages. This season’s offerings were critically infused with a number of world music, theater and dance selections. As George Harrison opened the world’s eyes to a “new form of ancient art,” this year’s program was designed to open similar pathways for our audience. Some of the world collaborations that appeared in Gainesville this season included:

- Poncho Sanchez, the Latin percussionist, performed a solo with the Orlando Philharmonic Orchestra as he expanded his musical repertoire beyond his usual jazz, fusion and rhythm and blues styles. Further orchestral expansion into a world view had the Orquestra de Sao Paulo playing not only prominent Latin compositions, but one of France’s best known works, *La Mer* by Claude Debussy.
- The Gyuto Monks Tibetan Tantric Choir captured the sacred rituals of centuries-old Buddhist traditions through their harmony and rhythm as they presented their guttural, multi-tonal chants that aren’t consistent with Westerners’ notions of music on our stage.
- Mexican choreographer Tania Pérez-Salas, with her Compañía de Danza, created a piece staged under the auspices of University of Florida Performing Arts entitled *The Hours*. The piece dealt with themes from American author Michael Cunningham’s 1999 Pulitzer Prize-winning novel of the same name which draws inventively from the life and work of Virginia Woolf.
- East met West as China’s Shen Wei Dance Arts incorporated choreographer Shen Wei’s background and influences in Chinese opera with Western art as he blended work for his mostly American company.
- The Korean-born Ahn Trio premiered a University of Florida Performing Arts commissioned piece created for them by Russian composer Nikolai Kapustin, who is known for his classical, post-classical, jazz and rock scores.
- American string quartet, The Turtle Island Quartet, was joined by the Brazilian guitar duo, The Assad Brothers, for *String Theory*, a collaboration which presented music ranging from Africa to India, the Balkans to Brazil and containing the elegance of Gypsy jazz in a world premiere performance at the University Auditorium.
- The Aquila Theatre Company moved the traditions of *Romeo and Juliet* out of the Bard’s 16th century writing into a contemporary spin for today’s audiences under the artistry of the British and American equity and non-equity actors.

*AIM Together* (Arts in Medicine together with Performing Arts) was expanded and further developed this year. It has become a leading program in the performing arts field dealing with patient health care. It provided programs for people living with illness and disability giving them opportunities to discover, explore and develop creative, expressive and artistic abilities to enrich their lives. The program now serves as a model for excellence in accessible arts performing programming within a community.

University of Florida Performing Arts will continue to serve the university and Gainesville Community while reaching out to surrounding counties, states and countries. There will continue to be five main objectives of the program which include: increasing the internationalization through programming that attracts artists and audiences from around the globe; providing arts education to patrons of all ages within the Heart of Florida communities; serving as a recruitment tool for faculty and staff for the University of Florida, Santa Fe Community College, Gainesville, Alachua County and the surrounding communities; enriching the community through the arts as a culturally strong and desirable city in which to live; and, assisting the University of Florida in its goal to become one of the Top 10 Public Universities in the United States.

Sincerely,

Michael Blachly
Director, University of Florida Performing Arts

UFPA Presented Events

Ticket sales for events sponsored by the University of Florida Performing Arts represent our most significant source of revenue.

2006-07 SEASON

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<table>
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<td>Average Attendance – Black Box Theatre/Other</td>
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Cast members from I Can’t Stop Loving You with Roland Daniels (center) at the African-American Leaders reception which followed the performance. Saturn of Gainesville sponsored the show.

### Attendance at University of Florida Performing Arts Events

#### 2006-07 Season

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<tr>
<th>Event Description</th>
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<td>Ahn Trio</td>
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<td>Bobby McFerrin's Voicestra</td>
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<td>I Can't Stop Loving You</td>
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<td>Woven Harmony</td>
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UFPA Patrons

Approximately 125,000 people attended events at the Phillips Center, University Auditorium and Baughman Center during the 2006-07 season. Of these, 62,695 paid for tickets to UFPA-presented performances and 6,380 were first time patrons.

The following results are taken from audience surveys during the 2005-06 season. Two hundred questionnaires were randomly placed in seats at the Phillips Center and University Auditorium prior to three selected performances. The response rate was an average of 74%. The demographics of a UFPA patron vary by genre. The 2006-07 data is from a random on-line survey of all patrons.

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Photo: Miami City Ballet – Kenta Shimizu in Western Symphony: Photo by Joe Gato.
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Photo: Shen Wei Dance Arts in Folding. Photo by Zhen Qian.
Another measure of UFPA success as a cultural and educational center is its level of activity throughout the year in the Curtis M. Phillips Center for the Performing Arts, University Auditorium and Baughman Center. All three venues are used for a wide variety of purposes by a wide variety of users.

Curtis M. Phillips Center for the Performing Arts

The Curtis M. Phillips Center for the Performing Arts opened in 1992. The Phillips Center consists of a 1,754 seat proscenium hall and a 200 seat black box theatre. The following details the type of usage of the Phillips Center during the 2006-07 season.

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rehearsal/Technical</td>
<td>183</td>
</tr>
<tr>
<td>Dance performance</td>
<td>46</td>
</tr>
<tr>
<td>Speaking engagement</td>
<td>8</td>
</tr>
<tr>
<td>Theater performance</td>
<td>44</td>
</tr>
<tr>
<td>Music performance</td>
<td>42</td>
</tr>
<tr>
<td>Meeting</td>
<td>35</td>
</tr>
<tr>
<td>Reception</td>
<td>30</td>
</tr>
<tr>
<td>Commencement</td>
<td>20</td>
</tr>
<tr>
<td>Performances for children and schools</td>
<td>16</td>
</tr>
<tr>
<td>Training events</td>
<td>22</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>446</strong></td>
</tr>
</tbody>
</table>

The following lists events by type of user of the Phillips Center.

<table>
<thead>
<tr>
<th>User Type</th>
<th>Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>UFPA</td>
<td>72</td>
</tr>
<tr>
<td>University of Florida Student Organizations and Departments</td>
<td>48</td>
</tr>
<tr>
<td>Independent producers other than local non-profit arts</td>
<td>15</td>
</tr>
<tr>
<td>Local non-profit arts</td>
<td>33</td>
</tr>
<tr>
<td>University of Florida Commencements</td>
<td>17</td>
</tr>
<tr>
<td>Local Schools</td>
<td>9</td>
</tr>
<tr>
<td>Local Churches</td>
<td>1</td>
</tr>
<tr>
<td>Santa Fe Community College</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>199</strong></td>
</tr>
</tbody>
</table>
University Auditorium

The University Auditorium was completed in 1927 and renovated and expanded as a bicentennial project in 1976. It is listed on the National Register of Historic Places. It has 845 seats and is also home to the Anderson Memorial Organ. The following details the type of usage of the University Auditorium during the 2006-07 season.

<table>
<thead>
<tr>
<th>Type of Event</th>
<th>Number of Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Music</td>
<td>102</td>
</tr>
<tr>
<td>Class</td>
<td>98</td>
</tr>
<tr>
<td>Rehearsal/Technical</td>
<td>54</td>
</tr>
<tr>
<td>Receptions</td>
<td>38</td>
</tr>
<tr>
<td>Ceremonies</td>
<td>24</td>
</tr>
<tr>
<td>Meetings</td>
<td>21</td>
</tr>
<tr>
<td>Commencements</td>
<td>10</td>
</tr>
<tr>
<td>Speakers</td>
<td>6</td>
</tr>
<tr>
<td>Dance</td>
<td>4</td>
</tr>
<tr>
<td>Theater</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>359</strong></td>
</tr>
</tbody>
</table>

The following lists events by type of user of the University Auditorium.

<table>
<thead>
<tr>
<th>Type of User</th>
<th>Number of Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Florida School of Music</td>
<td>118</td>
</tr>
<tr>
<td>UF Commencement</td>
<td>4</td>
</tr>
<tr>
<td>UF Department or Student Organization</td>
<td>52</td>
</tr>
<tr>
<td>UFPA</td>
<td>8</td>
</tr>
<tr>
<td>Local Arts Organizations</td>
<td>6</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>198</strong></td>
</tr>
</tbody>
</table>

Renovation of the University Auditorium began in May 2007 to add a long-needed sprinkler system, greatly enhancing building safety. Also included in the project are new carpeting, new auditorium seating and a completely new speaker system.

Baughman Center

The Baughman Center consists of a 1,500 square foot pavilion and a 1,000 square foot administrative building. The pavilion has fixed bench seating that accommodates 96 people. During weekdays, it is open for private contemplation. On weekends, it is the site of numerous events. The following details the usage of the Baughman Center during the 2006-07 season.

<table>
<thead>
<tr>
<th>Types of Events</th>
<th>Number of Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weddings</td>
<td>101</td>
</tr>
<tr>
<td>Memorials</td>
<td>7</td>
</tr>
<tr>
<td>University of Florida Student Organization Events</td>
<td>6</td>
</tr>
<tr>
<td>Concerts</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>115</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Types of Users</th>
<th>Number of Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private</td>
<td>108</td>
</tr>
<tr>
<td>University of Florida</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>115</strong></td>
</tr>
</tbody>
</table>
University of Florida Performing Arts

Collaborations with other UF Colleges and Organizations

Recognizing that creativity grows from interdisciplinary exchange, as well as cross-cultural exchange, UFPA is proactive in seeking partnerships and providing service to other UF units.

WARRINGTON COLLEGE OF BUSINESS
Internships for credit

COLLEGE OF FINE ARTS
Guest lectures for Arts Administration courses

COLLEGE OF HEALTH AND HUMAN PERFORMANCE
Internships for credit

COLLEGE OF JOURNALISM AND COMMUNICATIONS
Internships for credit
Recording performances for rebroadcast on Classic 89
Collaboration with WUFT-TV/FM on programming performances and broadcasts

COLLEGE OF LAW
Panel discussion with actors in The Great Tennessee Monkey Trial

COLLEGE OF LIBERAL ARTS AND SCIENCES
Internships

COLLEGE OF MEDICINE
AIM Together

HUMAN RESOURCES
Complimentary performance tickets for new staff employees
Complimentary performance tickets for new faculty

STUDENT GOVERNMENT
Provide marketing and communication counseling for events and Gator Growl

STUDENT PARTICIPATION
$10 student tickets subsidized by Student Government
Students from all colleges attend performances, with health care the highest percentage and music and theatre the lowest.

UF USE OF THE PHILLIPS CENTER
Warrington College of Business: MBA Program
College of Dentistry
College of Design Construction and Planning
College of Education
College of Engineering

Collaborations

College of Health and Human Performance
College of Law
College of Medicine
College of Nursing
College of Pharmacy
College of Veterinary Medicine
Physicians Assistants Program
Dean of Students Office
UF – Florida 4-H Program
UF – Physical Plant Department (meetings and training)
UF – Environmental Health and Safety (training sessions)
Accent Speakers Bureau
Alpha Omicron Pi Sorority – UF Chapter
Delta Tau Delta Fraternity – UF Chapter
Florida Blue Key: Homecoming Pageant
Florida Blue Key: Miss UF Pageant
Florida Players
Danza
Floridance
Women Raising Awareness in People
Hispanic Heritage Month
Friendship Association of Chinese Students and Scholars
Indian Student Association
National Pan-Hellenic Council – UF Chapter
Volunteer International Students Association
P.K. Yonge High School

UF USE OF THE UNIVERSITY AUDITORIUM
College of Agricultural and Life Sciences
College of Business – MBA Program
College of Business – Entrepreneurship Program
College of Design Construction and Planning – School of Architecture
College of Liberal Arts and Sciences
College of Nursing
College of Veterinary Medicine
CLAS – Department of Linguistics
CLAS – Department of Religion
UF – Air Force ROTC
UF – Navy Marine ROTC
UF – Graduate School
UF – Honors Program
UF – Physical Plant Department
UF – President’s Office
UF – Provost’s Office
UF – Office of Graduate Minority Programs
UF – Office of Vice President for Research
Christian Student Association
Dancing Gators
Hispanic Heritage Month
Kappa Kappa Gamma Sorority
Volunteer International Students Association

UF USE OF THE BAUGHMAN CENTER
Air Force ROTC
Sigma Chi Fraternity
Chi Omega Sorority
Cicerones
Kappa Alpha Fraternity
Honors Program

This year marked the third season of AIM Together, a groundbreaking initiative project that brings world-class performing artists into health care settings to provide performances and interactive arts events to individuals who, due to illness, age, disability and challenging socio-economic and geographic circumstances, have little or no access to the arts. In partnership with Shands Healthcare, AIM Together brought five performing arts companies into various settings of the hospital including the main atrium, the Dialysis, Chemotherapy Infusion and Cardiac Care Units, as well as the Bone Marrow Transplant Floor, Pediatric Outpatient Clinic and the Burn Unit. Les Folies Russes were also the first artists to perform in the new children’s hospital at Shands AGH.

The five companies, Bayanihan Philippine Dance Company, Cypress String Quartet, Les Folies Russes, The Persuasions and Woven Harmony, represented three different countries and provided services to patients, their families and caregivers, doctors, nurses, medical students and other employees of the hospital.

A new initiative, AIM Together Florida, seeded five new partnerships throughout Florida bringing together performing arts organizations with health care providers in their communities to create similar programs based on the Gainesville model. Funded in part by the Florida Division of Cultural Affairs, partnerships now exist in Miami, Clearwater/Tampa Bay, Jacksonville, Tallahassee and Orlando.

Education

Pre- and Post-Performance Discussions

UFPA provided enhancement opportunities around 57 performances. These free and open to the public events were attended by 3,547 people.

Outreach

UFPA arranged and facilitated residencies, master classes and workshops for University of Florida, Santa Fe Community College and public school students with the following performers:

- Miami City Ballet
- Mikel Rouse
- Tania Pérez-Salas Compañía de Danza
- Bulgarian State Opera
- Aquila Theatre Company
- Turtle Island Quartet
- Frederica Von Stade and Samuel Ramey
- Dayton Contemporary Dance Company
- Woven Harmony
- Midori
- The cast of Mamma Mia!

Rebecca Bluestone of Woven Harmony speaks to the children enrolled at O2BKids.
Performing Arts Partners

The Performing Arts Partners program was established to secure funding for tickets to be distributed to the physically and mentally challenged, at-risk students and other underserved populations. During the 2006-07 season, UFPA Performing Arts Partners provided 15 tickets for *Mombasa Party* featuring the Royal Drummers of Burundi to ARC of Alachua County; 10 tickets for *Mombasa Party* featuring the Royal Drummers of Burundi to Duvall Elementary School; six tickets for the Gyuto Monks Tibetan Tantric Choir to Elder Care of Alachua; six tickets for *Jesus Christ Superstar* to Upward Bound; and eight tickets for *Jesus Christ Superstar* to Children’s Home Society. We hope to have more funds so that we can distribute more tickets next season.

Students at UFPA

Student Internships

UFPA initiated a formal internship program this year, offering both paid and unpaid internship opportunities for University of Florida students. UF students were also able to earn credit hours. Orientations, mid-term meetings and end of term thank you lunches were held during both the fall and spring semesters. Contracts were signed and commitments made both to and from the students. Evaluations were completed by both the intern and the supervisor to seek input to improve both the intern and the program. In the fall semester UFPA had 15 interns from four different colleges; students earned a total of seven credit hours. For the spring semester, there were 13 interns from five different colleges; students earned six credit hours.

Student Marketing Team

Fourteen University of Florida students from the Colleges of Business, Journalism and Liberal Arts and Sciences comprised the team charged with increasing student awareness and attendance at UFPA performances, as well as advising UFPA staff on the best methods and technologies to reach students. They staffed exhibits at university and public orientations, and information fairs. The team also promoted all performances to students, and developed and implemented targeted student promotions for *Mombasa Party* – pizza giveaway in Turlington Plaza; *The End of Cinematics* – popcorn giveaway in the Reitz Union; Maria Schneider Orchestra – open mic contest in Reid Hall; and Dayton Contemporary Dance Company – paint out at the Reitz Union.

Student Employment

UFPA employed 43 students in the box office, reception, administration and technical areas of the Phillips Center, University Auditorium and Baughman Center.

Student Tickets

University of Florida Student Government provided $98,000 to UFPA to subsidize the $10 student ticket price. With a valid UF student ID, a student could purchase a $10 ticket anywhere in the house. The subsidy paid the difference in ticket price. This resulted in the sale of 5,849 student tickets. Overall, student attendance is actually higher as students often buy the $10 day-of-show balcony only rush tickets or purchase full-price tickets. On average, 18% of UFPA’s audience is made up of students from the University of Florida, Santa Fe Community College and area high schools.
UFPA Economic Impact on Alachua County

During the 2006-07 season, we estimate 1,650 room nights for performers, artists’ management and out-of-town production and technical crew (assuming two people per room). The Alachua County Visitors and Convention Bureau estimates the average room rate for 2007 at $71.25. That equals $117,562. The International Association of Convention and Visitors Bureaus estimates a visitor has an economic impact of $95 a day in room, food, entertainment and incidentals. At 3,300 visitors, that total is $313,500.

Based upon zip code analysis of patrons during the 2006-07 season, we estimate that an average of 18% of our audience resides outside of Alachua County. This number varies by type of performance. *Mamma Mia!* led with 29% of the patrons coming from outside of Alachua County. Visit Florida determines the economic impact of a day visitor at $45. Estimating 22,500 visitors who travel to Gainesville for the performance, but do not spend the night, the total is $1,012,500; and some of these may spend the night.

Local patrons also fuel the economy in that most eat dinner in a restaurant prior to the performance or have a drink or dessert afterward.
University of Florida Performing Arts Supports
UF Goal of Top 10 Status

Staff members share their knowledge and expertise with the worldwide performing arts community through workshops, panel discussions and presentations at conferences. During the 2006-07 season, the following topics were discussed.

- **NAVIGATING THE NEW NORMAL — CREATING COMPETITIVE ADVANTAGE FOR MANAGERS/ARTISTS TO INCREASE AUDIENCE PARTICIPATION AND TOURING ENGAGEMENTS** presented by Michael Blachly, UFPA Director, to the Western Arts Alliance in Long Beach, California.

- **KEEPING IT LEGAL: INSURANCE AND YOUR LIABILITY** presented by Michael Blachly, UFPA Director, at the Midwest Arts Conference in Little Rock, Arkansas.

- **ARTS IN HEALTH CARE** presented by Michael Blachly, UFPA Director, to the Midwest Arts Conference in Little Rock, Arkansas.

- **ARTS IN HEALTH CARE** presented by Elizabeth Auer, UFPA Assistant Director, to the Midwest Arts Conference in Little Rock, Arkansas.

- Participant Training Session, Elizabeth Auer, UFPA Assistant Director, to the Florida AIM TOGETHER participants in Gainesville, Florida.

- **RESEARCH IN ACTION** presented by Deborah Rossi, UFPA Director of Marketing, to the Arts Marketing conference in Los Angeles, California.

- **HOW DO WE COMMUNICATE WITH THIS FLUID UNIVERSE?** presented by Deborah Rossi, UFPA Director of Marketing, at the International Society for the Performing Arts conference in New York, New York.
Major University Presenters Value and Impact Research

A consortium of Major University Presenters has completed a two-year multi-site collaborative research project to study the values and motivations driving performing arts attendance and donation. The overall purpose was to build new customer segmentation models for performing arts ticket buyers and donors to aid in future marketing and fundraising efforts. Historically, target marketing efforts have relied on transaction data. A patron who bought a ticket to a dance performance is assumed to be a prospect for future dance performances and is targeted accordingly. Values, beliefs, aspirations and motivations also drive purchase and donation. A buyer’s interest may also be filtered through a set of political beliefs or cultural values that transient genre. In our current database, a patron may appear to be a theater buyer, when the allegiance may not be to theater, but to a value system centered on social justice. The primary focus of the values survey was to elicit attitudinal information – values, beliefs, preferences and tastes that relate specifically to attending and supporting performing arts presentations. The data was then matched to actual purchase and donation behavior to evaluate a wide range of attitudinal variables on the extent to which they predict donation or ticket purchase behavior.

The vision behind the values track of the study is that we are creating the next generation customer database that allows for a much higher level of customer relationship management and micro-targeting. When a new customer buys a ticket, a welcome message follows with an invitation to complete an online profile, leading to a continuously updated, self-populating marketing database linked to ticketing and donor data.

The following partners provided e-mail address of patrons and donors. E-mails were sent to 51,541 patrons inviting them to complete the survey and offering an incentive to do so. The results are based upon 7,645 completed interviews. E-mails were also sent to 7,252 donors inviting them to complete the survey and offering an incentive to do so. The results for donors are based upon 1,771 completed interviews. A non-hierarchical clustering procedure that forms discrete groups was employed to determine the homogenous segments.

**Lead Partners**
- Arizona State University Public Events, Tempe
- Clarice Smith Performing Arts Center, University of Maryland
- Lied Center for the Performing Arts, University of Nebraska – Lincoln
- Mondavi Center for the Performing Arts, University of California – Davis
- University Musical Society, Ann Arbor, Michigan
- University of Florida Performing Arts, Gainesville

**Associate Partners**
- Cal Performances, University of California – Berkeley
- Center for the Performing Arts, The Pennsylvania State University
- Hancher Auditorium, University of Iowa
- Hopkins Center for the Arts, Dartmouth College
- Krannert Center for the Performing Arts, University of Illinois
- Lied Center of Kansas, University of Kansas – Lawrence
- Stanford Lively Arts, Stanford University
- UCLA Live, University of California – Los Angeles

One of the key research questions relates to the extent to which actual purchase behavior aligns with the levels of interest in seeing various types of live performances. In particular, we wanted to see how many people express high interest levels, but do not purchase. This gives an indication of latent demand.

Interest in ballet is correlated with purchasing ballet tickets. Of the people who expressed an interest in ballet, 57% had not purchased tickets to a ballet. The implication is that we should use preference data, not purchase data, since preference data captures both active and latent demand.

Photo: Mark O’Connor: Courtesy of IMG Artists.
There are three basic categories of donor motivations:
- Artistic and civic – desire for deeper engagement, diversity and a concern for popular culture.
- Social and transactional – social and business networking opportunities and the desire to receive specific benefits associated with gift levels.
- Sustainability – altruistic and desire to support the program long-term and maintain high quality of life for the community.

### Performing Arts Ticket Buyer Segmentation Model

The segments are ordered from highest to lowest by risk tolerance. In other words, Mavericks (segment 1) were most likely to report that they would prefer to attend a program that is “a riskier proposition in that the meaning of the work might be unclear, and you may love it or hate it, depending on how it goes” while Serenity Seekers (segment 10) were most likely to report that they’d prefer to attend a program that “is sure to be enjoyable and straightforward in terms of subject matter.” While risk tolerance was not a defining characteristic of every segment, it seemed to be the most useful dimension for ordering the segments, given the wide range of presentations offered by the study partners and given that some of the study partners make a practice of presenting unfamiliar artists and challenging work.

<table>
<thead>
<tr>
<th>Segment</th>
<th>UFPA %</th>
<th>Cross-Site Average %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mavericks</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Experientials</td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td>Remixers</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Diversity Seekers</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>Classical Devotees</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Networked Students</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Blockbusters</td>
<td>16</td>
<td>13</td>
</tr>
<tr>
<td>Civically-Engaged</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Faith and Family</td>
<td>11</td>
<td>9</td>
</tr>
<tr>
<td>Serenity Seekers</td>
<td>9</td>
<td>7</td>
</tr>
</tbody>
</table>

**UFPA sample size** 594  
**Total sample size** 6,212

Based upon a clustering of 39 attitudinal variables, a five-segment donor model was selected.

<table>
<thead>
<tr>
<th>Segment</th>
<th>UFPA %</th>
<th>Cross-Site Average %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instrinsics</td>
<td>13</td>
<td>22</td>
</tr>
<tr>
<td>Networkers</td>
<td>27</td>
<td>23</td>
</tr>
<tr>
<td>Co-Creators</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td>Marquee Donors</td>
<td>38</td>
<td>23</td>
</tr>
<tr>
<td>Youth-Focused</td>
<td>18</td>
<td>21</td>
</tr>
</tbody>
</table>

**UFPA sample size** 127  
**Total sample size** 1,738

Affiliate Membership

The Affiliates, the membership support base of University of Florida Performing Arts, grew in the 2006-07 season with 462 member families who donated $272,500 in unrestricted funds. Of the 462 members, 323 renewed from the previous season, with 139 members joining the Affiliates group for the first time. In addition to providing programming support, Affiliates also served as volunteers on the Advisory Board of Directors, on organizational committees and as ushers.

Events to recognize these donations included the season kick-off party following the performance of My Mother’s Italian, My Father’s Jewish and I’m in Therapy; Annual Director’s Dinner; intimate events in the black box theatre and director’s home with artists; Affiliates Recruitment Reception; Season Preview Party; and backstage tours.

Hard Hat Gala

The Phillips Center for the Performing Arts was transformed into a “Hard Hat” site to celebrate the groundbreaking of the construction on the two side terraces.

With 300 people in attendance and over $71,000 raised through ticket sales and silent auction bids, the entire facility was open for access. Attendees traveled throughout the lobby, main auditorium, black box theatre, backstage hallway, dressing rooms and the administrative offices before dining on the main stage and dancing past midnight.
University of Florida Performing Arts **Balance Sheet**

**AS OF JUNE 30, 2007**

**Assets**

**CURRENT ASSETS**
- Cash - Operating Account: 93,126
- Cash - Foundation: 120,086
- Cash - Ticket Account: 641,662
- Change Fund: 2,350
- Accounts Receivable: 90,860

**Total Current Assets** 948,084

**OTHER ASSETS**
- Furniture & Equipment: 127,588

**Total Other Assets** 127,588

**Total Assets** 1,075,672

**Liabilities & Fund Balance**

**CURRENT LIABILITIES**
- Accounts Payable: 116,573
- Salaries/OPS Payable: 25,677
- Insurance Payable: 277
- Sales Tax Payable: 1,199
- Deferred Credits: 929,176

**Total Current Liabilities** 1,072,902

**LONG TERM LIABILITIES**
- Accrued Compensated Absences: 117,753
- Due Revolving Fund: 2,350

**Total Long Term Liabilities** 120,103

**FUND BALANCE**
- Beginning Fund Balance: (34,475)
- Disbursements over Receipts: (82,858)

**Ending Fund Balance** (117,333)

**Total Liabilities & Fund Balance** 1,075,672

---

University of Florida Performing Arts **Statement of Receipts and Disbursements**

**12 MONTHS ENDING JUNE 30, 2007**

**RECEIPTS**
- Ticket Sales: 1,789,199
- University Funding: 1,743,944
- Rentals: 638,670
- Grants: 109,000
- Endowments and Interest Income: 204,155
- Contributed Income: 498,290

**Total Receipts** 4,983,258

**DISBURSEMENTS**
- Artist Fees: 2,396,971
- Salaries: 1,617,687
- Operating Expenses: 735,690
- Marketing: 315,768

**Total Disbursements** 5,066,116

**Net Disbursements over Receipts** (82,858)
UFPA Receipts

- Ticket Sales: 36%
- University Funding: 35%
- Ticket Sales: 36%
- University Funding: 35%
- Contributed Income: 10%
- Rentals: 13%
- Endowments and Interest Income: 4%
- Grants: 2%

UFPA Disbursements

- Salaries: 32%
- Operating Expenses: 15%
- Artist Fees: 47%
- Marketing: 6%
Professional Staff

AS OF JUNE 30, 2007

Administration
Michael Blachly, Director
Elizabeth Auer, Assistant Director
Travis Prescott, Receptionist and Volunteer Coordinator

Development
Lori Siegel, Development Coordinator
Lindsay Krieg, Performance Sponsor Coordinator

Business Office
Laura Ling, Accounting Coordinator
Vivian Royer, Human Resources

Marketing and Communication
Deborah Rossi, Director of Marketing
Joe Osburn, Publications Coordinator
Amy Schafer, Marketing Coordinator

Box Office
Robbie Stevens, Box Office Manager
James Kersey, Box Office Assistant Manager

Technical Operations
Matt Koropeckyj-Cox, Operations Director
Charles Turner, Technical Director
Jason Degen, Stage Supervisor
Nicole Lee, Master Electrician
Eric Ross, Audio Supervisor

University Auditorium
Meredith Beaupré, Manager

Baughman Center
Harmony Smith, Manager

University of Florida Performing Arts
2006-07 Advisory Board of Directors

Hazel Baughman, Honorary
Jan Baur
Ivy Bell
Michael Blachly, Ex officio
Wende Blumberg
Carol Bosshardt
Kimberly Bosshardt
John Boyles, Ex officio
Connie Brown
Bob Bryan
Deborah Butler, Past President
Nicholas Cassisi
Gus Corbella
Janie Fouke, Ex officio
Howard Freeman
Lisa Gearen
Ellen Gershow
Mark Gold
Cheryle Hayes
Patricia Hilliard-Nunn
Marilyn Nye-Islam
Linda Kallman
Jon Kurtz
Lucinda Lavelli, Ex officio
Jacki Levine
Robert Levitt
Chris Machen, Honorary
Odette MacLeish-White
Kristi McCray
Ryan Merkel, UF Student Government Representative
Beth Mills
Geoffrey Moore, President
J. Parrish, Jr.
Susannah Peddie
Barbara Phillips, Honorary
Joan Promin
Paul Robell, Ex officio
Storm Roberts
Ann Marie Rogers
Howard Rothman
Jackson Sasser, Ex officio
Jeanne Sims
Aase Thompson
Maria Velazquez
Grace White
Ora White
Vam York

Volunteers

During the 2006-07 season, volunteers donated 6,846 hours of service as house ushers and office staff.

Carolyn Agazarm  Sue Hartman
Monica Aiton   Everett Hines
Julie Anspach  Ann Howell
Julie Baker    Donna Horton
Ben Barger    Al Jackson
Marilyn Barger   Sanghee Jin
Neil Beckerman   Gloria Johnson
Sara Ben-Shoshan   Gail Keeler
Tish Benton   Suzanne Leahy
Bob Bergdorff    Jan LeDuc
Bernice Best    Kate Lee
Valentina Boycheva   Nancy Macaulay
June Brady    Charlie Martin
Tom Brady    Frank Martin, Jr.
Yeshia Brill    Adrienne McAlevey
Ann Brown    Caryl McKellar
Emma Carpenter   Erika Meinholz
Connie Chen    Annette Merritt
Marjorie Chow    Anita Minck
Kwai-Lee Chui    Lemuel Moore
Sandy Cosgrave   Eddie Moorhouse
Maralyn Cowart    David Nassif
Dolores Darpino    Alicia Nelson
Donna Desmond-Kuhn    Barbara Nute
Donna Field    Carter Nute
Bob Franks    Mary Nutter
Kathy Franks    Ronald Nutter
Fern Gold    Betty Nyagode
David Gold    Barbara Parkinson
Judy Gold    Teri Patrick
Ronald Gordon    Joanne Pohlman
Meg Gorman    Colleen Porter
Dick Gorman    Joan Prather
Christine Gresham    Marcia Purcifull
Terry Gresham    Candy Ramseur
Mary Handlogten    Kerstin Rao
Diana Hannah    Patricia Rayside
Barbara Harding    Pat Read
Martha Harrell    Sunnie Robbins
Vic Harrell    Gail Roser

Sandra Schank
Dutch Schirmer
Mary Lou Schirmer
John Semrau
Patti Simons
Cecelia Sims
Celeste Sims
Norma Smith
John Stanton
Susan Stanton
Roselee Sutherland
Toni Thompson
June Tobey
Beverly Tracey
Dan Trunk
Joyce Trunk
Susan Vince
Joanne Wasner

Longtime UFPA volunteers Marilyn and Ben Barger

2006-07 University of Florida Performing Arts Endowment Society

UF 150th Anniversary Cultural Plaza Endowment Center for the Performing Arts Endowment Fund
George F. and Hazel Z. Baughman Endowment
Dr. and Mrs. Leighton E. Cluff Educational Endowment Fund
Barbara J. and Curtis M. Phillips, M.D. Endowment Fund

2006-07 University of Florida Performing Arts Bequest Society

SFI Endowment
Drs. Elizabeth R. and George Bedell
Allen and Lou DeLaney
Bobbie Lee and Chic I. Holden, Jr.
Dr. and Mrs. Robert A. Levitt
Alan and Carol Squitieri
Patricia D. and Ronald G. Zollars

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O2B Kids

Grants

National Endowment for the Arts – AIM Together
State of Florida Division of Cultural Affairs – AIM Together Florida
New England Foundation for the Arts/National Dance Project – Dayton Contemporary Dance Company
ArtesAmericas – Tania Pérez-Salas Compañía de Danza

Young fans join My Little Pony on the Phillips Center main stage.

Photo top: The Peking Acrobats: Courtesy of IAI Presentations.
Joe and Ginny Cauthen
Dharma Foundation

Clayton and Linda Kallman

Performing Arts Partners

The Performing Arts Partners program funds the distribution of free tickets to UFPA-presented performances for the physically and mentally challenged, at-risk students and underserved populations.

Joe and Ginny Cauthen

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