

CASE FOR SUPPORT

October 2020



TENNESSEE
PERFORMING
ARTS
CENTER



Elijah Malcomb, Joseph Morales, Kyle Scatliffe, Fergie L. Philippe and Company - HAMILTON National Tour - (c) Joan Marcus 2018

A BATTLE CRY FOR CHANGE

The odyssey of the performing arts in Nashville is a rich roadmap led by cultural pioneers, including Martha Ingram, that has brought the world's best artists and artistic programming to the Tennessee Performing Arts Center for the past forty years. More recently, the greater Nashville area has boomed in the midst of a sea-change with growth seemingly appearing everywhere, from real estate development to corporate expansion to population explosion. In 2019, the new TPAC CEO and President, Jennifer Turner, began an exploration of the existing facilities and market positioning to ensure TPAC's competitive strength for the future. Shortly after Jennifer's

arrival, fundraising consultant, Peter Hansen, was engaged to assess board, staff, and community capacity for development of contributed support. In the midst of this strategic work, an unprecedented pandemic enveloped Nashville, the state of Tennessee and the nation.

While TPAC remains dark, an opportunity shines bright to unveil a new path for its future. More specifically, the journey is before us to re-evaluate our position in the marketplace and to develop a "culture of philanthropy" within the organization to further support this nonprofit. The following "reasons for support" are intended

to provide the framework for the front-line development team members and full TPAC staff and board to foster a cogent, persuasive battle cry for change.

Fundraisers are **rain-makers, change-makers, and social activists.** They find the sweet spot where the needs of the community, the commitment of the funders, and the mission and capacity of the nonprofit organization align. Now is our time to link arms with colleagues, board members, organizations, beneficiaries, community members, and funders to embrace a mission and rally for support.

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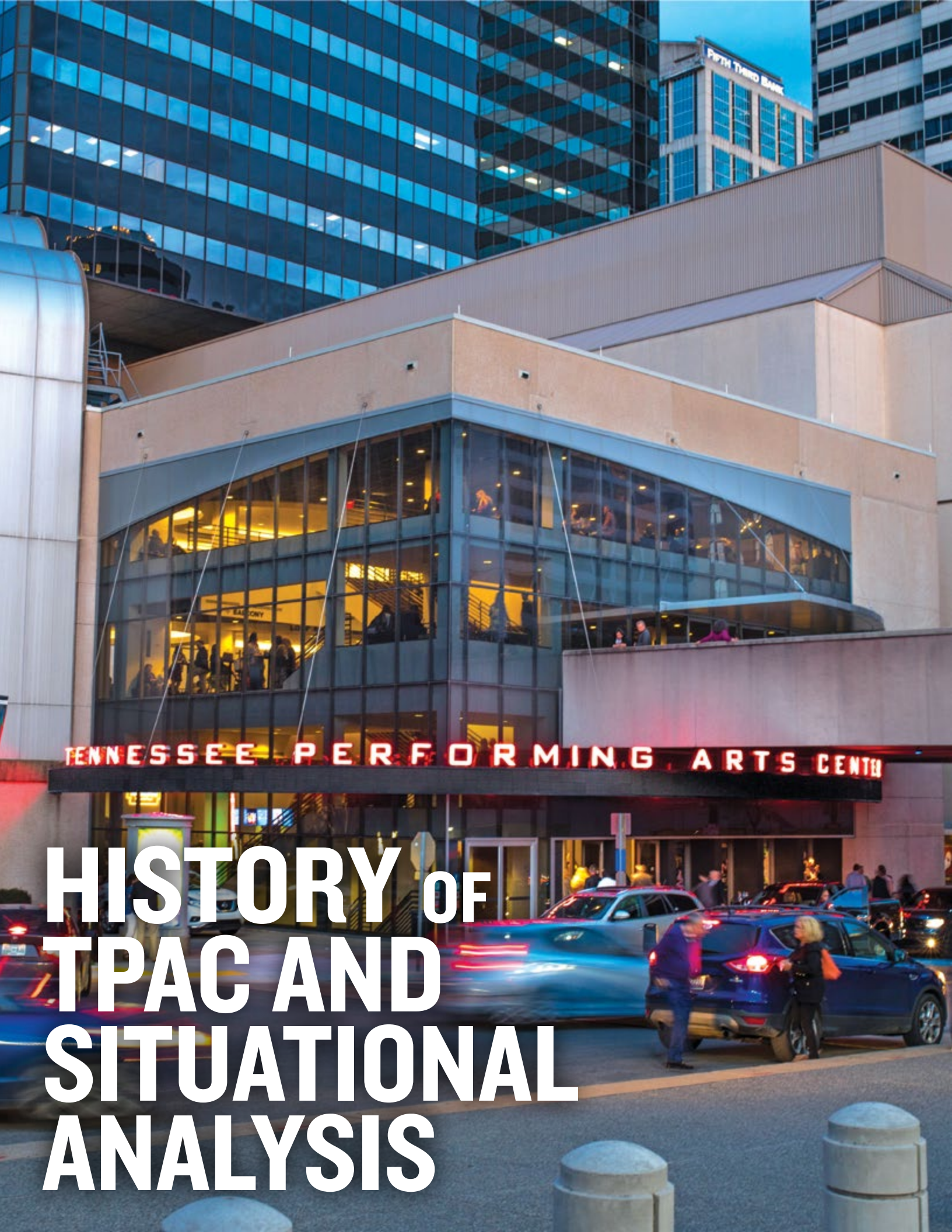
Case for Support





OUR MISSION

To lead with excellence in the performing arts and arts education, creating meaningful and relevant experiences to enrich lives, strengthen communities, and support economic vitality.



HISTORY of TPAC AND SITUATIONAL ANALYSIS

HISTORY OF TPAC AND SITUATIONAL ANALYSIS

Dreaming of opportunities in the arts and a well-rounded education for their children and grandchildren, private citizens led by Martha Ingram proposed an arts center for the citizens of Tennessee to the state legislature in 1972. After a private fundraising effort established an endowment, the state approved funding for the center, built in conjunction with the James K. Polk State Office Building and the Tennessee State Museum.

Prior to the September 1980 dedication, the legislature created the TPAC Management Corporation to oversee the public-private partnership. It charged the unique nonprofit organization with providing affordable performance spaces for resident artistic companies and offering educational experiences in the arts for Tennessee school children. Soon afterwards, professional companies took residence at TPAC, including Nashville Opera, Nashville Symphony, Nashville Repertory Theatre, and Nashville Ballet.

TPAC established Humanities Outreach in Tennessee (HOT) in 1983, receiving the Governor's Award for Artistic Excellence the next year. A nationwide model for arts education programs, HOT has served children from the state's 95 counties. TPAC undertook an operational merger with the Nashville Institute for the Arts in 2000. TPAC administers one of the largest and most comprehensive arts education programs in the United States, serving students from pre-school to high school, educators, and adults. Serving more than 1.8 million students, teachers and adult learners since inception, TPAC currently provides six arts education programs including HOT (now re-named Season for Young People). ArtSmart brings teaching artists to local schools. Wolf Trap Early Learning Through the Arts engages pre-school children. TPAC InsideOut enriches the theatre-going experience for adults. Disney Musicals in Schools creates sustainable theatre programs in disadvantaged schools. Spotlight Awards honors the talents high school theatre students. In addition, TPAC offers professional development opportunities for teachers.

In 2006, the Nashville Symphony Orchestra, TPAC's then largest resident company, moved out of TPAC into their own new facility. As a result, TPAC had to replace the activities and revenues lost — as well as encounter new competition for touring acts. As a result, TPAC initiated several business model changes — initiating presentations of Broadway productions, both through

Broadway Across America and, later, as an independent Broadway presenter and investing in a new customer relationship management system, Tessitura, that has allowed TPAC to provide its own ticketing system.

Through its four decades, TPAC has welcomed more than 12 million audience members into its home at the James K. Polk Cultural Center. TPAC occupies an entire city block between 5th and 6th Avenues and Deaderick and Union Streets. Performance venues include Andrew Jackson Hall (2,472 seats), James K. Polk Theater (1,075), Andrew Johnson Theater (256), and the War Memorial Auditorium (1,661), a historic concert hall located across 6th Avenue from the Center.

In 2019, TPAC welcomed Jennifer Turner as its new President and CEO. While recognizing the strong financial health and strategic success of TPAC under her predecessor, Jennifer observed that the greater Nashville area was in the midst of a sea change with growth seemingly appearing everywhere, from real estate development to corporate expansion to population explosion. With the 2016 strategic plan successfully concluding shortly after her arrival at TPAC, Jennifer seized the opportunity to newly explore the existing facilities and market positioning to ensure TPAC's competitive strength for the future, including an assessment of the existing facility, potential for a capital campaign to update the existing or to build a new TPAC, assess the fundraising capacity for a capital campaign, as well as audience and market positioning analysis.

In early 2020, a natural disaster of a tornado struck Nashville, followed quickly on its heels with a worldwide pandemic (COVID-19), which closed the theaters from March 14, 2020, to the present. A business model that had so successfully sustained itself at 80% earned income had quickly found itself without its strong revenue stream, and the need to create an internal culture of philanthropy became more critical than ever before. Furthermore, the existing fundraising model had been transactional based rather than focused on creating a philanthropic program based on an institutional competitive advantage that represents all of our performing, educational, and community engagement initiatives. In essence, our current business model, which has served our community and the State of Tennessee so well in the past, must be reinvented.



CASE FOR SUPPORT

TheDay125 TheJoyce by Erin Baiano

CASE FOR SUPPORT

While the COVID-19 pandemic closed the TPAC theaters in early 2020 and income from ticket sales evaporated, the need to fundraise became more critical. The TPAC Forward! Recovery Plan was quickly formed to not only provide direction for an immediate fundraising campaign, but also to provide new focus for an institution looking to re-imagine itself as a philanthropic entity.

Although this is a living, working document and will evolve over time, especially as a new strategic plan gets underway in 2020, the following pillars identify a strong Case for Support as this 501(c)(3) nonprofit organization serves its local community and greater state of Tennessee as a:





CENTER of LEARNING

CENTER OF LEARNING

The TPAC arts education programs foster an opportunity for individuals, of all age ranges, to gain social, emotional, cognitive, and creative developmental skills. This includes a greater ability to accept people with different opinions from their own and understand the diverse ways others experience the world; an increased hope for their own future with the ability to envision success; a greater recognition that the arts can have a place in their lives in the present and future; improved engagement and behavior in school and work environments, which can impact success; higher writing abilities; and a strong command of narrative detail that allow individuals to find their own voice, as one instructor so beautifully states:

*“As an educator in Nashville, for 20 + years, TPAC allows me to feel confident bringing arts in the classroom. Through the Arts Institute, teachers learn to delve into a work on art through the eyes of the artist. This has deepened my understanding and built my excitement, thus allowing me transfer this to my students. The Teaching Artists bring a powerful dynamic to my classroom. This collaboration goes beyond education. Students begin to recognize a meaningful connection of arts and education. I have seen firsthand how this helped so many students, even those formerly uninterested in school to find new meaning in learning. **TPAC empowers our students to find their voice through art without any judgments.** Other educators at John Overton High School, witnessing this transformation are now involved. Our team excitedly awaits a new year of TPAC.”* -- Roxanne Ross, ELL Instructional Coach, John Overton High School

More specifically, TPAC administers one of the largest and most comprehensive arts education programs in the United States, impacting 45,000+ students from pre-school to high school, educators, and adult-learners. Following are examples of this important work, both currently in practice and aspirational:

- In 2011, Disney Theatrical Group selected TPAC and Metro Nashville Public Schools for the first pilot of Disney Musicals in Schools (DMIS) outside of New York City. The DMIS mission is to help create sustainable theatre programs in under-resourced public schools. TPAC is proud that 100% of the selected schools for the DMIS program are designated Title I and more than 90% are considered economically disadvantaged by Metro Nashville Public Schools. All participating schools receive a 20-week intensive theatre program for students from low-income families who may not otherwise have the opportunity to take part in arts programming. To date, 52% of Metro Nashville Public schools and a total of 1,900 students from 39 schools have participated. TPAC has now expanded to Bedford, Cumberland, and Coffee Counties.
- TPAC partners with public schools, such as Warner Elementary Arts Magnet School, to grow academics through the arts. As a result of TPAC's partnership, educators are being introduced to a new style of learning for students in one

of Tennessee's lowest-performing schools where 93% are considered economically disadvantaged. Warner is one of nearly a dozen public schools from across Middle Tennessee participating in ArtSmart, TPAC's initiative to enter classrooms with arts-integrated learning for both students and teachers to stimulate imaginations, develop critical thinking skills, and strengthen learning in other subjects, too. In the process, they support working artists who lead the training sessions. Last school year, the program reached 1,570 students in 11 Tennessee counties. Those benefits are already being seen and felt at Warner, where the number of disciplinary referrals decreased by nearly 75% last school year since becoming an arts magnet school in 2018. As for academics, Warner recently earned top scores for academic growth and demonstrated some of the highest literacy growth for economically disadvantaged students in the entire state.

- TPAC's fastest growing education program, Wolf Trap Early Learning Through the Arts is present in 100% of Head Start centers and applies the natural teaching tools of the arts towards the development goals of early childhood. Our teaching artists bring engaging arts activities to the classroom that strengthen social, emotional and academic growth in young children. Through the program, early childhood teachers increase their knowledge of arts strategies, including the arts as part of their teaching practice and utilizing their effectiveness for preschool learning. Each arts discipline aligns with skills and understanding that children need, such as theatre expands communication skills, dance improves movement abilities, music builds memory and storytelling fosters literacy. This program has reached more than 1,000 underserved PreK children annually.
- TPAC considers life-long learning an imperative and boasts many opportunities for adults to combine their passion for the arts with new educational insights. InsideOut of the Lunch Box is a lunchtime series offered with our community partner, Vanderbilt University, that includes enlightening panel discussions, performance excerpts, and a free lunch. The free LookIns offer the chance to experience the private backstage world of the creative process by viewing an excerpt of a work from our Resident Companies as it is being shaped in the rehearsal process. In addition, Arts Appetizers allow patrons to enhance their Broadway experience with a pre-show event that includes a menu of fun facts, delectable discussions, and, yes, appetizers!
- In its future, TPAC not only looks to broaden its integration within the Nashville Metro-area school system, but TPAC also looks to potentially develop a designated space for arts education, both on its campus and virtually, through workshop space, dance studios, a video and broadcast studio, and an arts writing program, perhaps with a community partner, such as WPLN.



**CENTER OF
ARTISTIC
EXCELLENCE,
INSPIRATION
AND INNOVATION**

*Alvin Ailey American Dance Theater's
Jacquelin Harris. Photo by Andrew Eccles*

CENTER OF ARTISTIC EXCELLENCE, INSPIRATION AND INNOVATION:

TPAC readily recognizes that artistic excellence provides new insights and new understandings of the world around us, leading us to ask questions we would not have otherwise asked and appreciate things we have never before experienced. Excellence in the arts occurs when an experience affects and changes us as an individual in innovative ways. Innovation is an essential part of introducing something new; it demands courage, curiosity and a spirit of experimentation. For something to be excellent, it needs to be relevant; for it to be relevant, we must allow for innovation to continually reinterpret and refine to further provide fresh perspectives and shared connections that unify and inspire TPAC's audiences and our greater community.

TPAC is now at an important moment to build upon its past success and provide artistic excellence with intentional, curated programming that supports its mission while reflecting the local Middle Tennessee community it serves, counterbalancing the commercial entertainment for which the area is widely known and already well-served by other institutions. More specifically, looking ahead in developing a fresh artistic vision, TPAC's carefully curated programming will find its inspiration in theatrical-based work, including Broadway, but also dramatic theater, dance, family programming, as well as the theatrical work of TPAC's resident companies in presenting ballet, theatre, and opera, thereby serving as an innovative source of re-interpreting and understanding the world around us.

Following are examples of this programming, both in practice and aspirational:

- TPAC presents its community with the only extensive series of Broadway shows that reflect the current innovation and inspiration produced for this uniquely American art form. TPAC's expert staff and venue are well-suited to welcome these large-scale productions into its home and provide this special opportunity for Middle Tennesseans to see the very best in Broadway on tour in their own community.
- TPAC's Season for Young People offers a powerful theatrical journey for children, PreK through 12th grade, to experience excellence and innovation from local, national and international performing arts companies. These in-demand performances are held both at TPAC's multiple venue complex as well as on tour at community schools. 75% of the students who attend are from low-income families within Metro Nashville. TPAC is proud that no child is turned away for inability to pay, with over 10,750 students receiving free admission to the most recent Season for Young People performances.
- TPAC's TechShop allows participants to see the world of theater through a new lens as our technical crew and teaching artists provide hands-on experiences to learn the craft of special effects makeup, costume design, sound and lighting design, stage combat, sound effects and more.
- TPAC will be intentional in selecting artists and artistic works to reflect the rich diversity of the community it serves as it looks to carefully curate programming. For example, an upcoming Dance Series could consist of Alvin Ailey American Dance Theatre, Ballet Hispánico, Batsheva Dance Company and Miami City Ballet.
- TPAC looks to honor the rich legacy of the War Memorial Auditorium with a "Theater of Ideas" series that engenders debate and discussion through thought-provoking lecture and immersive-theatre experiences.
- TPAC is committed to introducing the magic of *live* performing arts to new generations of theatregoers. As part of a fresh artistic vision, TPAC is currently planning to launch a Family Series for our Middle Tennessee community, with programming and engagement opportunities significantly influenced by the award-winning local, national and international performing arts companies featured in our Season for Young People. By doing so, TPAC aims to provide enriching, sophisticated theater experiences that appeal to the child in all of us while nurturing a love of theater in young people.



CENTER OF ARTS ACCESS

Photo by Mimosa Arts

Center of Arts Access

TPAC brings theatrical and educational programming from around the world annually to more than 380,000 Middle Tennessee residents. Access to this range of programming provides our local community with a broad exposure to diverse artistic expression and art forms that may not otherwise be available. Moreover, TPAC recognizes a new national majority comprised of people of color, in which future staff, leaders, artists, innovators and culture bearers will increasingly come from communities that historically have been left behind; equity is more than a moral and social imperative but an economic one in which prosperity depends on embracing inclusion, ensuring opportunity for all, and honoring the wisdom, voice and experience of diverse cultures.

More specifically, Nashville is becoming increasingly diverse at a significant pace. **In 2000, just 2% of Nashville's population was foreign-born; now it is more than 12% foreign-born and boasts the largest Kurdish population in the United States.** More than 140 languages are spoken in Nashville Metro Schools, and **30% of students speak a language other than English at home.** By 2040, Davidson County is expected to be a majority-minority; meaning the majority of the population will not be white, but will be Hispanic/Latino, Black, and Asian/Pacific Islander, a combined 68% of the total population. The increasingly diverse nature of our community can become the perfect catalyst for ever greater innovation in the performing arts and can play an important role in the programming TPAC presents to Middle Tennessee residents.

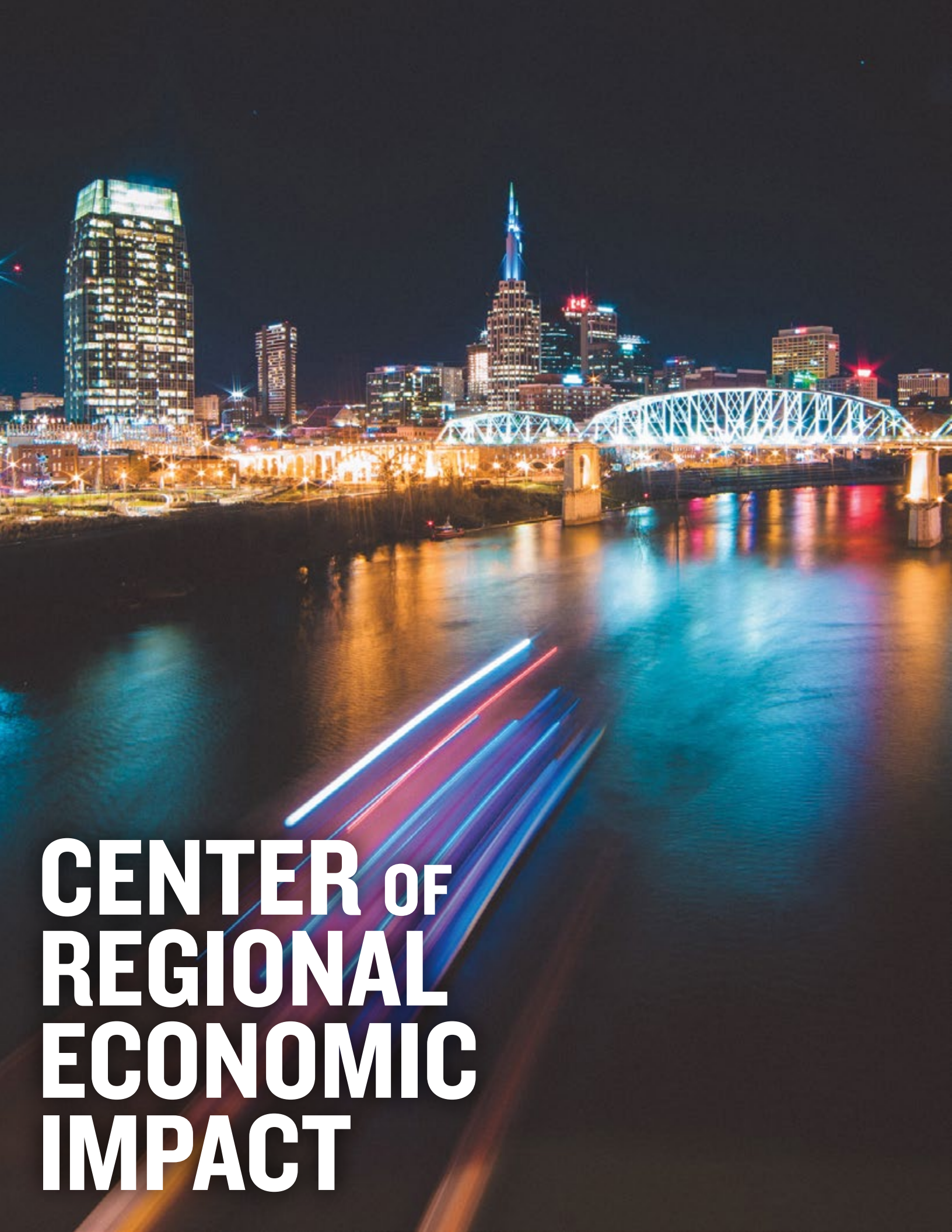
Furthermore, TPAC recognizes it is vital that we move into an understanding of diversity that is as broad as possible, to cover the span of ages, religions, cultures, sexualities, disabilities and socio-economic backgrounds. We are not afraid to recognize that, although some important ground has been made on this, more needs to be done and there are still major challenges ahead. As a result, TPAC remains vigilant in responding to this opportunity to create an environment seen through the lens of Inclusion, Diversity, Equity and Access (IDEA). TPAC is committed to be a welcoming and respectful place to all people, believing the arts are excellent when relevant, and thus nothing can be excellent without reflecting the society which produces and experiences it. TPAC believes we are richer for having more diverse stories told and an audience that is fully representative of its community to share the experience together.

Following are examples of TPAC Access programs, both current and aspirational:

- TPAC is proud to provide a range of accessibility features to its patrons when visiting our campus: wheelchair

accommodations, accessible parking, assisted listening devices, open captioning, American Sign Language, audio description, and large print and Braille programs.

- TPAC provides **free** access to educational programs that enhance our audience's experience: **InsideOut of the Lunch Box** is a lunchtime series offered with our community partner, Vanderbilt University, that includes enlightening panel discussions, performance excerpts, and a free lunch. **LookIns** offer the chance to experience the private backstage world of the creative process by viewing an excerpt of a work from our Resident Companies as it is being shaped in the rehearsal process.
- The coronavirus pandemic caused significant school closures and sparked an evolution in at-home and virtual arts learning. It became clear that TPAC's mission to provide access to quality arts education for students *and* impactful training for teachers could extend far beyond our physical campus and Middle Tennessee. Looking to the future, TPAC realizes a focus on bringing the arts to counties with limited access to cultural programming is the logical next step. With important mission-based funding, the potential opportunities are significant, including the possibility of outfitting a virtual performance and learning lab specifically equipped for creating and distributing digital distance learning to teachers and students throughout the state of Tennessee.
- In providing access to the performing arts for local families, TPAC looks to create enrichment programs that will be fully accessible to any and all families to enjoy the world of theater. A series of no- or low-cost "Family Day" events or a week-long "Family Festival" with bite-sized performances representing a broad range of local performing artists. The events would also include enrichment programs, before or after the performance, that can provide hands-on crafts to learn the magic of wardrobe design or the art of stage makeup. Sponsor/partners could also participate in the activations to build community.
- TPAC also aspires to create an adopt-a-school program so that young children can tap the expertise and direct involvement of TPAC's staff and a high impact corporate sponsor. Through this meaningful partnership with the school, both the staff of TPAC and the corporate sponsor can invest their time in such activities as learning labs, serving nutritious meals, generating artistic works with the aid of TPAC teaching artists, and learning the behind-the-scene magic of TPAC's technical and stage crew.



CENTER OF REGIONAL ECONOMIC IMPACT

CENTER OF REGIONAL ECONOMIC IMPACT

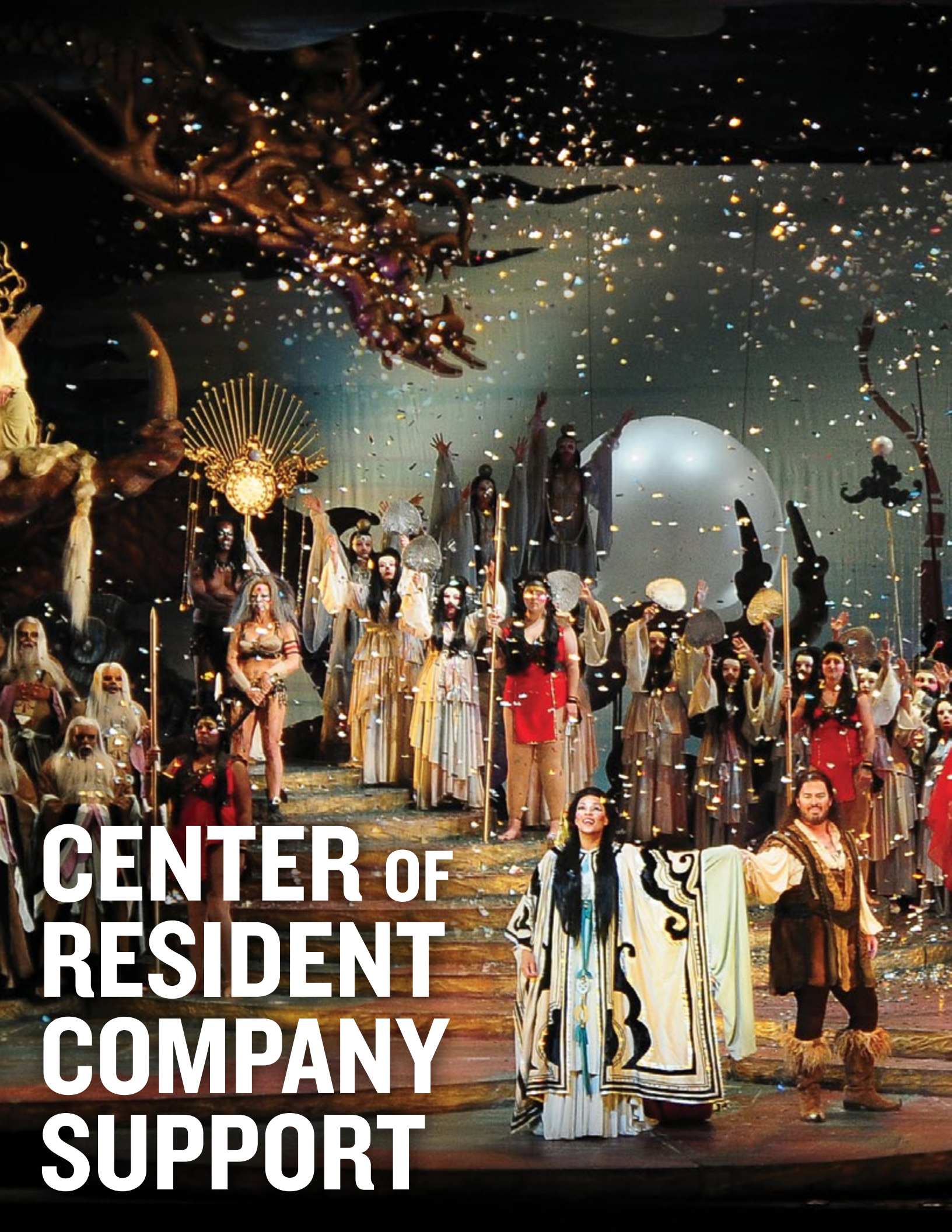
Several models for supporting culture have emerged within the past decades that reflect and attempt to balance the intrinsic value of culture (i.e., art for its own sake) with its wider contributions to society and economy. Community and economic development theory advocates the promotion of local culture and identity within an economically sound operating structure. Urban revitalization initiatives see the opportunity for infrastructure redevelopment as both economically beneficial as well as socially and culturally beneficial. Creative cities, such as Nashville, have emerged as urban centers with a high concentration of economically profitable creative industries and an innovative and creative labor force. Moreover, cultural industries create job growth, turn ordinary cities into artistic hubs, create important interconnections between arts and business, revitalize urban areas, attract skilled workers, and generate new businesses.

More specifically, TPAC recognizes the fine balance between economics, identity, commerce, and creativity. TPAC hosts close to 500 events and performances each year, representing an **economic impact of over \$50 million for the region** and **supporting more than 1,500 local jobs** from expenditures by TPAC and its audiences in attending activities at the Center. In addition, **TPAC's activities add \$2.6 million in state revenues and \$2.2 million in local revenues**. Moreover, TPAC employs local artists, performers, teachers, and administrators who, in turn, support the economy of local neighborhoods throughout Middle Tennessee. TPAC's broader eco-system

also includes the livelihoods of those who work in area restaurants, hotels and businesses. More specifically, **TPAC booked more than 7,200 hotel rooms during a recent annual season for touring shows**. It is easy to imagine the recent cancellation of more than 350 TPAC performances, due to covid-19, has resulted in multi-million dollar income losses for TPAC and the ancillary businesses supported in its greater eco-system.

Looking forward, beyond the economic impact noted above, TPAC recognizes that it does not exist in a vacuum; it is an important part of the fabric of its community. TPAC's network is a complex and interdependent set of relationships among individual artists, arts and community organizations, audiences and their neighborhoods, and ever-changing demographic, social and economic shifts. **TPAC aims to increase its relevancy to Middle Tennessee as an 'anchor institution,' playing a vital role in its local community and economy by aligning TPAC's core purpose with its values and resources to better the welfare of the region in which it resides**. While TPAC has made inroads in developing ties with community members, such as the Tennessee Latin American Chamber of Commerce, the new National Museum of African American Music as well as the Rotary and Kiwanis Clubs, it recognizes creating multi-faceted, symbiotic relationships, perhaps even developing a community partner network of all kinds and scales, are key to its future regional impact. Furthermore, while recently celebrating its 40th anniversary, TPAC is now actively exploring how its facilities can propel its vision and economic regional impact for the next 40 years.





CENTER of RESIDENT COMPANY SUPPORT

CENTER OF RESIDENT COMPANY SUPPORT

Resident companies are critical partners in producing rich experiences of artistic expression for our community. There is an important symbiotic relationship by which TPAC provides a critical foundation that is both stalwart and fiscally sound so that resident companies may, in turn, thrive and fulfill their own mission-based work for Middle Tennessee. TPAC is the proud performance home of three professional resident companies, producing performances of the highest quality for Tennessee audiences:

- **Nashville Ballet** leads the way for dance and choreography in the state, by bringing classical and contemporary works from noted choreographers to the stage, often with live music performed by The Nashville Symphony.
- **Nashville Repertory Theatre** is Middle Tennessee's premier regional theatre company celebrating new plays and reimagined classics for over 35 years.
- **Nashville Opera**, Tennessee's largest professional opera company, is dedicated to creating artistic experiences that entertain, elevate, and engage audiences in what some may consider the ultimate art form as it includes elements of theater, music, choreography and, of course, the power of the human voice.

Following the onset of Covid-19, TPAC began the *Forward! Recovery Fund* to garner community support so that the Center remained a strong fulcrum, during the pandemic and the recovery afterwards, to provide a stabilizing force for the resident companies. As we look ahead, TPAC will aim to provide this important support to its distinguished resident companies, which is based on past practice as well as aspirational initiatives:

- TPAC will continue to provide superior theater facilities that best complement the art forms of its resident companies. TPAC offers the optimal proscenium theatre experience, seat capacity, and

expert technical staff in Nashville for the artistic product produced by its resident companies.

- TPAC's brand in the marketplace represents high quality performances and a welcoming environment, both important attributes for the success of the individual resident companies.
- Concurrent the pandemic, TPAC must plan, invest and provide a safe and healthy environment for the thousands of patrons, including those of its resident companies. This represents an opportunity for TPAC to take a leadership role in encouraging the patron's confidence in returning to live theatre and public gatherings, thereby supporting critical operations for our resident companies.
- TPAC honors its ongoing relationship with its resident companies with favored rates and scheduling accommodations for the use of its facilities. In addition, TPAC offers the highest standards for customer service and provides complimentary listings on the TPAC website for all resident company performances with website upkeep provided on a *gratis* basis.
- Inspired by the virtual world conjured by the pandemic, TPAC will address in its upcoming strategic planning the collective impact that could be made by special funding that allows for a sophisticated digital platform to livestream the artistic and educational work presented by both TPAC and its resident companies, and for the opportunity to jointly produce work for the community or, perhaps, across the state and beyond.
- As TPAC looks to the future of its community engagement, it opens the opportunity for a fresh interpretation of a resident company that may open doors to engage additional local artistic organizations who may benefit from a symbiotic relationship with TPAC and further touch the lives of more Middle Tennesseans.





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