Dear Interlochen Family and Friends,

Thank you for your kind welcome and support. You have made my first year with Interlochen so meaningful and inspiring.

Throughout the past year, I have had the pleasure of meeting with so many of you and learning of your hopes and dreams for Interlochen. From parents who remarked how their children's lives have been transformed to alumni who have expressed how Interlochen shaped their future, your passion is apparent and one that I share.

While I traveled the country, here are the aspirations I heard most often from you:

- Interlochen is the leading and most respected destination for aspiring, motivated young artists from 3rd through 12th grade
- Camp and Academy are more financially accessible, increasing the talent pool for whom an Interlochen education is in reach
- Academic and residence life programming are recognized as defining characteristics of the Interlochen experience
- Interlochen further advances the ideal of world friendship as a champion of diversity and inclusion
- Interlochen is widely acknowledged as a globally connected leader in the arts and education
- Interlochen Public Radio connects people in northern Michigan to the world and the world to life in northern Michigan

As Interlochen moves toward its 100th anniversary, I am excited to build upon what you have made possible through your support of CREATE AMAZING: The Campaign for Interlochen and work together on turning these hopes and dreams into a reality.

As we finish this Campaign, you have already achieved so much, but I invite you to join me as we bring Interlochen closer to these aspirations. Artists push further and, in that spirit, our work together is just beginning. I'm excited to be on this journey with you.

With gratitude,

Trey Devey
President
Interlochen was founded in 1928 and is located in beautiful northwest lower Michigan. Each year, thousands of artists and arts patrons come to Interlochen to experience world-class educational and cultural opportunities. Students study comparative arts, creative writing, dance, motion picture arts, music, theatre and visual arts, inspired by the scenic beauty of our campus and guided by an outstanding faculty and guest artists.

Interlochen includes Interlochen Arts Academy, Interlochen Arts Camp, Interlochen Public Radio, Interlochen Presents and Interlochen College of Creative Arts.
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Since 2012, you joined more than 18,000 supporters giving over $134 million. Here’s what you accomplished through your philanthropy.

Interlochen *distributed the most financial aid in its history,* to 1,100 deserving and passionate young artists. Over 3,000 donors, including 1,500 first-time supporters, gave more than $1.2 million to the Interlochen Annual Fund through the Create Amazing Opportunities Challenge.

Generous donors have added $7.5 million to Interlochen’s endowment, creating over 30 endowed scholarships.

Significant campus improvements are taking shape, with plans being finalized for **renovated and expanded dance facilities** and the **new Music Building set to open in spring 2019.**

**Interlochen Public Radio began broadcasting the Interlochen Collection**—a weekly series that shares performances from Interlochen’s vast archives.

Thank you for giving everyone a place to unite through the power of the arts. You have laid the groundwork for Interlochen’s centennial in just 10 years.
Students worked with more than 120 guest artists and performed across Michigan and the country, including dancing *The Nutcracker* in Cheboygan.
THANK YOU for transforming a young artist’s life

When you made a gift, you ensured a promising young artist found their path to Interlochen. And when they arrived, you helped them have the opportunity of a lifetime.

Thank you for championing scholarship opportunities for young artists, including in places like Cleveland, Detroit, Los Angeles and Maui.

Support also helped recruit young artists through new partnerships, which included the:

- Miami Music Project
- Riverdale Children’s Theatre in The Bronx
- Youth Orchestra Los Angeles
- Cincinnati Symphony Youth Orchestra Nouveau Chamber Players
- Harmony Program in New York City
- Omaha Conservatory of Music

“Not only have I grown as a student and a violist, but also as a person. I was shown that one person’s generosity can make all the difference in another’s life. I truly cannot express the gratitude I have towards you for giving me the opportunity of a lifetime.”

— David, Viola Student, Age 15, Camp, Doral, Fla.
You ensured young artists had compelling and unrivaled Camp and Academy offerings.

Citizen artistry programs expanded as students worked with patients, patient families, and employees at Munson Medical Center’s Cowell Family Cancer Center and Paul Oliver Living and Rehabilitation Center. Students also collaborated with the Great Lakes Children’s Museum and Traverse City Light & Power.

“The basic Idea of Aesthetics of Health, the idea that the arts are first and foremost about a connection to humanity and to others, is one of the greatest gifts I’ve been given in my education. It’s an idea that has already heavily influenced my artwork, and will continue to inspire me for the foreseeable future.”
– Simon, Visual Arts Student, Age 17, Camp and Academy, Appleton, Wis.

The World Youth Honors Choir, Interlochen Singers and Interlochen Festival Choir sang in Bay Harbor with the Detroit Symphony Orchestra at the Great Lakes Center for the Arts’ grand opening, which was also broadcast live by Interlochen Public Radio.

And musical theatre students performed a wide-ranging repertoire from *The Music Man* during Camp to *Tuck Everlasting* and *Sweeney Todd: The Demon Barber of Fleet Street* during Academy.

Nathan Ginter (IAA 16-18, IAC 14-15) became Interlochen’s 45th Presidential Scholar in the Arts—the first motion picture artist to be selected.
You also gave students the opportunity to work with world-class faculty and guest artists, such as remedial environmental artists Mary O’Brien and Daniel McCormick, who worked with Academy students in revitalizing a ten acre pine plantation on campus.

“With the guidance of people like Mary and Daniel ... our class was able to accomplish what we never thought was possible. They taught us how to generate ideas and to pursue our curiosities that benefit both our artistic needs as well as the needs of the ecological landscape around us that we were looking to restore.”

—Jamie, Comparative Arts Student, Age 17, Academy, Suttons Bay, Mich.
Comparative artists worked with author Anne-Marie Oomen (IAA Fac 97-14), DJ and producer Salar Ansari, Oscar-winning Detroit musician Luis Resto (IAC 76-77), and artist Don Dixon (IAA 93-96) on creating “Kenzoku,” a musical that blended original music, choreography and animation.

“Kenzoku” performance

“Being in WYSO has introduced me to outstanding professionals that I would have never dreamed I would have the opportunity to work with. Martin Chalifour, concertmaster of the LA Phil, actually asked me to play a duet with him! That was certainly an experience I will never forget.”

— Adrian, Cello Student, Age 16, Camp and Academy, Kerrville, Texas

Interlochen Valade Concertmasters helped Camp musicians hone their artistic and technical skills:

Margaret Batjer – Concertmaster, Los Angeles Chamber Orchestra
Celeste Golden Boyer – Second Associate Concertmaster, St. Louis Symphony Orchestra
Martin Chalifour – Principal Concertmaster, Los Angeles Philharmonic
David Coucheron – Concertmaster, Atlanta Symphony Orchestra
Dennis Kim – Concertmaster, Pacific Symphony
Jeff Thayer – Concertmaster, San Diego Symphony
INTERLOCHEN ANNUAL FUND

Thank you for leading the way as a champion of art and opportunity!

When you supported the Interlochen Annual Fund, you ensured 1,100 young artists received scholarship support, like Adrian.

And you joined together to unlock over $300,000 in extra scholarship support from Interlochen Trustee Dr. Mohamed A. El-Erian. This funding helped an additional 120 young artists pursue their dreams at Interlochen.

Your support also brought transformational opportunities to students. For example, you helped actors work with Grammy-nominated artist Alexandra Silber (IAA 99-01, IAC 95-99, IAC St 01-02); dancers perform Don Quixote; and musicians play under the baton of guest conductors, from JoAnn Falletta to Larry Rachleff.

And you invested in costumes, film supplies, music scores, instruments, and much more.

Thank you for your annual philanthropy!

“I’m eternally grateful for the opportunity to come to Interlochen. Being at Interlochen is so inspirational because you meet people from different cultures, arts, and personalities. I never want to leave here and it is all because of you. Thank you for helping me chase my dream.”

— Alan, Dance Student, Age 14, Camp, South Orange, N.J.
You handed me the key to an experience that impacted me more than you will ever know. I can never repay you for such an amazing opportunity, but I promise to make you proud of me and what I will do thanks to your gift.

— Adrian, Viola Student, Age 17, Academy and Camp, Austin, Texas
INTERLOCHEN PUBLIC RADIO

Thank you for giving the gift of music and news to your neighbors and the world. Your philanthropy helped IPR:

- Broadcast live performances, including the World Youth Symphony Orchestra from Interlochen and the New York Philharmonic from Ann Arbor.

- Present free community events, including “Ethics and Transparency in Today’s Media” in conjunction with the International Affairs Forum and featuring NPR Ombudsman Elizabeth Jensen.

- Produce award-winning stories, including Morgan Springer’s series “Irredeemable” and Dan Wanschura’s story “Tuning pianos at Interlochen is a job that never ends,” which received regional Edward R. Murrow awards. “Irredeemable” also won two national awards from Public Radio News Directors Incorporated.

- Give our community access to national programming, like All Things Considered, Morning Edition, Live from Here, and 1A.

Thanks for giving children the opportunity to listen to Kids Commute with Kate Botello each school day morning. You helped children explore classical music and even conduct the Arts Academy Orchestra during Winterlochen!
As IPR looks to the future, your investment will help:

- Increase coverage of northern Michigan’s musical community and live performance events from Studio A and concert stages.
- Expand efforts to nurture a love and understanding of music with children and families beyond the radio through *Kids Commute* and a regional music education project.
- Increase conservation journalism and disseminate those stories to statewide and national audiences.
- Expand IPR’s internship program for all those who want to create compelling, high-quality journalism.
- Build a team of skilled community radio producers who create content and give eyes and ears across northern Michigan.

Thank you for supporting IPR News’ high-quality journalism, a precious resource in the digital age, and IPR Classical—one of just 66 all-classical public music stations left in the United States.
THANK YOU for Creating Amazing this Year with Your Generosity!

BY THE NUMBERS: FISCAL YEAR 2018 IN REVIEW

STUDENT ENROLLMENT
Interlochen Arts Camp:
2,516 Camp students from 51 U.S. states and territories and 49 countries

Interlochen Arts Academy:
472 students from 48 U.S. states and territories and 30 countries

SCHOLARSHIPS AND FINANCIAL AID
Interlochen provided $13.7 million in financial assistance to 1,100 Interlochen students

OPERATING BUDGET
Revenue: $43,406,172
Expenses: $41,746,276

FUNDRAISING
Interlochen Annual Fund: $2,703,292
Interlochen Public Radio: $1,453,559
Endowment and capital funds: $4,068,950
Total: $8,225,801

Comprehensive financial reports may be found on pages 40 through 43 of this report. Complete audited financial statements are available online at www.interlochen.org/support or by calling our advancement office at 231.276.7623.
Interlochen’s operational expenses totaled $41.7 million in fiscal year 2018. Our investment in people, the heart of the Interlochen experience, continues to be our most significant expense.

Net tuition accounted for more than two-thirds of Interlochen’s operating income, which totaled $43.4 million in fiscal year 2018. Philanthropic support provided by current gifts and endowment income accounted for 16.3% of the total revenue. Annual giving helps maintain our generous financial aid program and supports other critical operations, from performances to public radio.

Interlochen’s operational expenses totaled $41.7 million in fiscal year 2018. Our investment in people, the heart of the Interlochen experience, continues to be our most significant expense.
It’s funny,
he hears stories about
white boys who sit at the mouth
of rivers, a little radio by their knee,
copying his vocal inflection, his tone
and diction, the way he begins in his
throat and works his way down
like a wine-bottle in a paper sack
that he started when he was nine and
has yet to finish because there’s the
sound of alto-sax in his shoes, in his
throat, in the floorboards beneath his
feet. He hears boys like these turn into
Elvis Presley, into Roy Orbison, and it’s
funny because they say he bridged a
divide with song but there are guns and
gangs and knives to worry about closer
to home. And there’s protection from
‘em too, if you sing it right, if you make ‘em
laugh, kick your toe into jazz, smile bright.
where’s the mic? It’s not just Elvis who’s
been influenced. Is it taboo if he says
he learned to boogie, learned stage presence
from guys like Elvis? No? That’s alright—
that’s the big stage, guys like him, they
dip their toes in the blues like the tip
of a fishing pole, sing to the birds that
skim the riverbed, the trees that shape
themselves around the mouth. It’s funny,
it really is, that the twigs float and look like
black toes upturned and Your
Love on the radio sounds copped, sounds
fake because when the boy’s voices break,
and they smile, begin again—
here’s advice: copy yourself,
the growl in your belly and the sax in the shoes,
the brightness in the teeth and the deep
Stain of wine on the tongue.
And remember the laughter, ‘cause when
the vocal chords shatter,
you’ll love that best.

Darius Atefat-Peckham (IAA 17-18) was one of five distinguished
teens appointed as National Student Poets, the nation’s highest
honor for youth poets presenting original work.
Our volunteers generously give their time and talent to make Interlochen a better place. You can find them welcoming people to campus, ushering concerts, planting flowers, distributing marketing materials, serving on leadership committees, recruiting the next generation of young artists, and sewing costumes.

This fiscal year, 733 volunteers generously donated a total of 13,446 hours. Ted Beiderwieden was honored as Volunteer of the Year for his 680.5 hours of dedicated service, including stints with Interlochen Public Radio pledge drives and behind the desk at the Dennison Center for Recreation and Wellness. Thirty-four volunteers were also recognized for their 20 or more years of service.
THANK YOU to our Volunteers!

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<th>Trudy Aardema</th>
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THANK YOU, VOLUNTEERS
Unveil III — Oil on Canvas
Ruoyu Gong from Beijing, China, attended Interlochen for four years as a visual arts major. Ruoyu was named a Distinguished Artist for the 2018 Student Juried Show and was the recipient of a Gold Medal for his portfolio for the Regional Scholastic Art and Writing Awards in 2018.
A sincere thank you to all our supporters for helping students from all walks of life and backgrounds explore, grow, and flourish at Interlochen. You also brought inspiring performances to the stage, thoughtful and original public radio programming to the airwaves, and joy to the hearts of audiences on campus and around the globe.

Thank you to the following leadership supporters who contributed $1,000 or more in calendar year 2017. We are also grateful to our anonymous supporters.

We sincerely appreciate the opportunity to correct any errors or omissions, or to make changes to your name listing. Please contact the advancement office at 231.276.7623 or advancement@interlochen.org.

GIVING CLUBS

Interlochen is pleased to honor its most generous supporters at the following levels of recognition:

President’s Club $5,000 and above
  Silver Members ($10,000 - $24,999)
  Gold Members ($25,000 - $49,999)
  Platinum Members ($50,000 - $99,999)
  Diamond Members ($100,000 and above)

W. Clement Stone Society $1,000 - $4,999
  Silver Members ($1,000 - $2,499)
  Gold Members ($2,500 - $4,999)

IPR Producer’s Circle $5,000 and above to Interlochen Public Radio

IPR Broadcaster’s Circle $1,000 - $4,999 to Interlochen Public Radio
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Gifts were given by donors in honor of the following:
Graysen Airth
Erik Anderson and her work on Parallel 45 theater
Jordan Aronson
My brother, Philip Bach
Lauren Bajorek, IAC ’09, ’11–’13
Benjamin Beckman, a camper returning for his 7th year
The Family of John and Margaret Beery
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Bethany Bohall and Lloyd Potter’s wedding
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Frances Gorsline Klan (my mother)
Kevin Kramer
June Elizabeth Krenz
Ellen Kushner
Kathi Larsen
Kate Light
Michael D. Mabry, for his love of music
Rod Magoon
Rosemary Malocsay, Violin Faculty 1966–1999

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Philip and Coral Lee Mason
Dana S. McCormick
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My musical children
My parents, who sent us to camp in 1949
Weston Noble
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Gifts in Memory
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Mrs. Alice Heuck Goldfarb
Sheldon Gordon, brother of Elaine Silets
Marilyn Joanne Crandall Green
Patricia Ann Park Harmon – who was the love of my life and still is!
Harriet Harper
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My father, Dr. Donald Martin
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William and Esther Littrell Wilson
Marjorie R. Wilson
Bonita Eileen Young
Ruth Zaccarello
Ara Zerounan
At Interlochen I saw hundreds of other people like me who were doing the same thing as I was. I thought I had just gone to heaven. It was like nothing I had ever experienced and when the summer ended, all I wanted to do was come back.

— Guillermo Figueroa, IAC 1967-70; Conductor, World Youth Symphony Orchestra; Principal Conductor, Santa Fe Symphony Orchestra; Music Director, Music in the Mountains Festival; Music Director, Lynn Philharmonia, Lynn University
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Ann and Byron Hanson Endowed Camp Scholarship *
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Dr. Claire Smith Hornung Intermediate Girl Scholarship *
Joseph and Ethel Horwitz Scholarship
Page and Dan Houser Scholarship
Marvin C. Howe Horn Scholarship
Ruth H. Hughes Endowed Dance Scholarship
Lawrence Hurst Double Bass Endowed Camp Scholarship
Paul and Leah Israelow and Harriet Israelow Goldner Memorial Scholarship
Roger E. & Mary Jane Jacobi Academy Scholarship
Roger E. & Mary Jane Jacobi Camp Scholarship
Roger E. Jacobi & Edward P. Frohlich Scholarship
William and Helen Jansen Memorial Scholarship
Donald Johanos Endowed Scholarship
Betty Bonisteel Johnson Camp Scholarship *
Nicholas A. Johnson Memorial Scholarship
Paul and Lois Jordan Endowed Scholarship
Joy Family Endowed Camp Scholarship in Visual Arts *
JSJ Foundation Scholarship
Wildred and Bernard Kayden Family Endowed Camp Scholarship *
R. Graham Keevil Memorial Scholarship
Caroline Kempton Memorial Scholarship
George and Joyce Kempton Academy Piano Scholarship
James D. Kent Endowed Music Scholarship
David Klein's Golden Ticket Camp Scholarship
Dr. Marvin Klein Memorial Scholarship
Klein/Jewell Choral Endowment Scholarship
Kline Family Scholarship
Knight Family Scholarship *
Jenny H. and Otto F. Krauss Scholarship
Laddie A Kubec Scholarship
Will and Joan Larson Scholarship
Ledden Family Dance Scholarship
Lorna and Ernest Lender Scholarship
Louetta Lerner Endowed Scholarship
Harold Levine and Faith Forrest Scholarship
Dorothy Lewand Endowed Scholarship
Sally A. Lewis Organ Scholarship
Richard H. and Carolyn Lineback Family Scholarship
Loomis Endowed Scholarship
Los Angeles Opportunity Scholarship *
Los Angeles Violin Scholarship *
Ted Loudermilk Memorial Scholarship
Catharine E. “Betsy” Davis Luhman Memorial Scholarship
Dr. Marvin Klein Memorial Scholarship
Mildred and Bernard Kayden Family Endowed Camp Scholarship *
JSJ Foundation Scholarship
William Randolph Hearst Foundation Scholarship
Thank you, Supporters!

* New scholarship as of June 2016
THANK YOU, SUPPORTERS

Janet and Lucas Pfeiffenberger Scholarship
Polish Endowment Scholarship
Herbert & Elsa Ponting Foundation Scholarship
Portland Bridge to Interlochen Scholarship
William and Leota Ponstingle Camp Endowment Scholarship
Neil Rabaut Memorial Scholarship
Hortense Cramer Ramsay Scholarship
Milton M. Ratner Foundation Scholarship
Reader’s Digest Endowed Academy Scholarship
Reader’s Digest Endowed Camp Scholarship
David E. Reese Family Foundation Scholarship
Mildred Reisinger Endowed Scholarship
David Scott Rhind Endowed Scholarship
Dean E. Richardson Scholarship
Josephine F. and N. Sayles Richter Memorial Endowed Camp Scholarship
Riverdale Children’s Theatre Opportunity Scholarship
Rollert Music/Science Endowment Scholarship
Alicia Steeves Rowe Scholarship
Becky Ruthven Camp Scholarship
Alexander Grant Ruthven II, MD Scholarship *
Sage Foundation Scholarship
Barbara Taylor Sandys Dance Scholarship *
George and Barbara Schilling Piano Scholarship
Charles Ward Seabury Scholarship
Doris E. Seitz Memorial Scholarship
Selmer Company Scholarship
Ruth Marda Shanberge Family Endowed Camp Scholarship *
Michael D. Silber Memorial Scholarship
Jonathan L. Siletz Memorial Scholarship
Harvey M. Siletz Memorial Scholarship
Silverton Family Camp Scholarship
Werner and Elizabeth Simon Endowed Scholarship
Evelyn Simpson Camp Scholarship
Harry A. Sisson Memorial Scholarship
Marilyn J. and Don L. Smith Memorial Scholarship
Laura Sondee Memorial Scholarship
Stephen Sprouse Memorial Scholarship
Margaret A. Stace Scholarship
Stephenson Endowed Scholarship
Shirley Stevens Memorial Scholarship
Paul R. Stimson Scholarship
James F. Stoddard, MD and Elizabeth A. Stoddard Music Scholarship
Mikhail Stolarevsky and Alexander Stolley Concertmaster Scholarship
Esther W. Stone Memorial Scholarship
Beth Stoner Wiegand, Marjorie G. and Richard P. Stoner Endowed Camp Scholarship
Ronald Stoops Memorial Scholarship *
Edward Ralph and Kathleen Maguire Sun Music Scholarship *
Target Foundation Scholarship
Booth Tarkington Scholarship
Marten and Marie Ten Hoor Memorial Scholarship
Laurence W. Thomas Writing Scholarship
Lee Madsen Thomas Scholarship
Sarah L. Titus and Tilda Morris Endowed Academy Scholarship
Tuesday Musicale/Detroit - Gertrude Greer Scholarship
Miles I. Tunacliff Scholarship
Alice C. Tyler Trust Endowed Scholarship
Frederick S. Upton Foundation Scholarship
Stephen E. and Elizabeth Upton Scholarship
Margaret Tyler Vial Scholarship in loving memory, Elizabeth Vial Upton
William E. Votruba Memorial Scholarship
Robert M. and Lenore Wagner Memorial Scholarship
Arlene Wangler Memorial Scholarship
A. Montgomery Ward Foundation Scholarship
Margaret F. Ward Music Scholarship
Margaret F. Ward Visual Art Scholarship
Weatherwax Foundation Scholarship
Jane Weaver Endowed Scholarship
Susan Mott Webb Memorial Scholarship
Mrs. Richard H. Webber Scholarship
Bessie Mae Weissgerber Memorial Scholarship

* New scholarship as of June 2016
If it weren’t for you, I wouldn’t be able to see what my dream looks like realized. I would never know what it is like to be in a place where my art is celebrated. ... I can never fully repay you because I now realize that your gift is truly that of a lifetime: the gift of art.

— Awuor, Creative Writing Student, Age 16, Camp, Kenya
Through the Heritage Society, we recognize donors who have chosen to honor Interlochen with planned gifts. Heritage Society members have enhanced the tradition of artistic and broadcasting excellence at Interlochen by supporting its future generations with gifts such as bequests, charitable remainder trusts, gift annuities and life insurance policies.

Jeffrey Blumenfeld-Aaronson*
Mr. and Mrs. Robert A. Alsaker
Dr. Seth David Ammerman*
Mr. Robert Wade Anderson*
Mr. Dean W. Anderson*
George W. and Carolyn T. Anderson Family Trust
Audrey Andrews*
Charles and Laurel Angus
Ms. Julie Aragon*
Charles W. Barr II
Mr. and Mrs. Ned K. Barthelmas
Kathleen Varney Bates*
Walter J. and Jeanne M. Beecher*
Ms. Phyllis Gold Berenson*
J.G. Bertrand, MD
Helga and Jerry Bilik*
Mr. William Whipple Bing*
Thomas E. and Edith M. Bletcher*
Mr. Christopher Borgmeyer & Dr. Christina Fuhrman*
Peter W. Bowman*
Mr. Ted Braciak
Mr. Robert E. Bracken*
Mark J. Brandfonbrener*
Ms. Maureen Breen
Ms. Victoria Brehm*
Ms. Ellen Brehm*
Jeanne Blumenfeld Aaronson*
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Mr. Ted Braciak
Mr. Robert E. Bracken*
Mark J. Brandfonbrener*
Ms. Maureen Breen
Ms. Victoria Brehm*
Ms. Ellen Brehm*
You have the opportunity to transform young artists’ lives and support arts education, public broadcasting and presentations. Through planned giving, you can find the charitable gift plan that best fits your goals for your family, finances and philanthropy.

**Bequests.** The simplest way to make a planned gift is to name Interlochen Center for the Arts and/or Interlochen Public Radio in your will. You can make a bequest of a certain dollar amount, a particular piece of property, a percentage of your estate, or a “residual” gift (a gift from what is leftover after making specific provisions for your loved ones).

**Gifts From Life Insurance or Retirement Plans.** Another option is to name Interlochen Center for the Arts and/or Interlochen Public Radio as a beneficiary of your life insurance or retirement plan. When the original purpose for such plans no longer applies—such as to educate children who are now grown or to provide financial security for a spouse—these assets can be redirected to help support a cause you value.

**Gifts That Pay You Income.** If you’d like to support our mission and receive steady payments during your retirement years, a charitable gift annuity or a charitable remainder trust may be right for you.

If you would like to have a confidential conversation about supporting Interlochen Center for the Arts and/or Interlochen Public Radio with a planned gift, or if you have already included Interlochen in your estate plans but are not yet a recognized Heritage Society member, please contact Kathleen Kasdorf, Director of Planned Giving, at 231.276.7637 or kathleen.kasdorf@interlochen.org.
## STATEMENT OF ACTIVITIES

### REVENUES AND OTHER ADDITIONS:

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<tr>
<th>Description</th>
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<th>May 31, 2017</th>
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<td>Gross tuition and student fees</td>
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<td>Assets released from restrictions</td>
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<td>Operating item:</td>
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<tr>
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<td>Less financial aid grants</td>
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<td>Net tuition and student fees</td>
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<td>Ticket sales</td>
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<td>Lodging</td>
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<td>Retail sales</td>
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<td>Contributions and grants</td>
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<td>Net gain of investments</td>
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<td>Endowment allocation</td>
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<td>Other revenues</td>
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<tr>
<td><strong>Total revenues and other additions</strong></td>
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<td>$203,412,607</td>
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### COST OF GOODS AND SERVICES:

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<td>Artist fees</td>
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<tr>
<td>Cost of goods sold</td>
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<tr>
<td><strong>Total cost of goods and services</strong></td>
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### COST OF OPERATIONS:

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<td>Contracted services</td>
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<td>Supplies</td>
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<td>Repairs and maintenance</td>
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<td>Leases and rentals</td>
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<td>Utilities</td>
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<td>Insurance</td>
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<tr>
<td>Telephone and postage</td>
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<tr>
<td>Other operational</td>
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<tr>
<td><strong>Total cost of operations</strong></td>
<td>$216,420,556</td>
<td>$203,412,607</td>
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</tbody>
</table>

## STATEMENT OF FINANCIAL POSITION

### ASSETS:

<table>
<thead>
<tr>
<th>Description</th>
<th>May 31, 2018</th>
<th>May 31, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$11,316,415</td>
<td>$13,397,253</td>
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<tr>
<td>Investments</td>
<td>138,815,056</td>
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<tr>
<td>Accounts receivable, net of allowance of approximately $2,777,000 in 2018 and $2,581,000 in 2017</td>
<td>253,935</td>
<td>166,668</td>
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<tr>
<td>Gifts receivable</td>
<td>7,273,406</td>
<td>9,558,983</td>
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<tr>
<td>Prepaid expenses and other receivables</td>
<td>664,638</td>
<td>812,620</td>
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<tr>
<td>Inventories</td>
<td>982,497</td>
<td>1,033,204</td>
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<tr>
<td>Land, buildings and equipment, net</td>
<td>56,119,923</td>
<td>48,980,778</td>
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<tr>
<td>Other assets</td>
<td>994,686</td>
<td>1,422,593</td>
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<tr>
<td><strong>Total assets</strong></td>
<td>$216,420,556</td>
<td>$203,412,607</td>
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</tbody>
</table>

### LIABILITIES:

<table>
<thead>
<tr>
<th>Description</th>
<th>May 31, 2018</th>
<th>May 31, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable - trade</td>
<td>$691,791</td>
<td>$816,350</td>
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<tr>
<td>Accrued liabilities</td>
<td>6,910,461</td>
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<td>Tuition deposits and other</td>
<td>12,631,163</td>
<td>12,115,758</td>
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<td>Annuities payable</td>
<td>555,063</td>
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<td>Bonds payable net of debt issuance costs of $171,431 in 2018 and $182,146 in 2017</td>
<td>25,228,569</td>
<td>25,217,854</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td>46,017,047</td>
<td>43,092,149</td>
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### NET ASSETS:

<table>
<thead>
<tr>
<th>Description</th>
<th>May 31, 2018</th>
<th>May 31, 2017</th>
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<tbody>
<tr>
<td>Unrestricted</td>
<td>110,909,326</td>
<td>98,258,788</td>
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<tr>
<td>Temporarily restricted</td>
<td>27,000,245</td>
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<tr>
<td>Permanently restricted</td>
<td>32,493,938</td>
<td>31,109,978</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td>170,403,509</td>
<td>160,320,458</td>
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</table>

### TOTAL LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>May 31, 2018</th>
<th>May 31, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$216,420,556</td>
<td>$203,412,607</td>
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## AND CHANGES IN NET ASSETS

<table>
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<tr>
<th></th>
<th>Unrestricted</th>
<th>Designated</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>May 31, 2018 Total</th>
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<td>Endowment Funds</td>
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<tr>
<td>Plant Funds</td>
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<tr>
<td>Total Temporarily Restricted</td>
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<tr>
<td>Endowment Funds</td>
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<td>Endowment Funds</td>
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<td>Total Temporarily Restricted</td>
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<tr>
<td>Plant Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Temporarily Restricted</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$2,407,847</td>
<td></td>
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</tbody>
</table>

(continued)
GENERAL AND ADMINISTRATIVE:
- Marketing
- Travel and entertainment
- Professional services
- Other

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Total general and administrative</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Total expenses before board-designated expenditures and depreciation</strong></td>
<td></td>
</tr>
<tr>
<td>Increase (decrease) in net assets before Board-designated expenditures, depreciation and non-operating items</td>
<td></td>
</tr>
<tr>
<td><strong>Board-Designated Expenditures</strong></td>
<td></td>
</tr>
<tr>
<td>Increase (decrease) in net assets before depreciation and non-operating items</td>
<td></td>
</tr>
<tr>
<td><strong>Depreciation Expense</strong></td>
<td></td>
</tr>
<tr>
<td>Assets Released from Restrictions/Transfers</td>
<td></td>
</tr>
<tr>
<td>Non-operating items - Capital and other</td>
<td></td>
</tr>
<tr>
<td><strong>Net Increase (Decrease) in Net Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Net Assets, beginning of year</td>
<td></td>
</tr>
<tr>
<td>Net Assets, end of year</td>
<td></td>
</tr>
</tbody>
</table>

“I’m surrounded by passion and determination and I’m forming myself into something unstoppable and strong. So, thank you for helping me get here, where I’m making myself into who I want to be.”

### AND CHANGES IN NET ASSETS (CONTINUED)

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Operating Funds</th>
<th>Designated Restricted Funds</th>
<th>Designated Endowment Funds</th>
<th>Total Unrestricted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarship Funds</td>
<td>$913,573</td>
<td>$39,976</td>
<td>–</td>
<td>$953,549</td>
</tr>
<tr>
<td>General Funds</td>
<td>$7,366</td>
<td>$–</td>
<td>$–</td>
<td>$7,366</td>
</tr>
<tr>
<td>Endowment Funds</td>
<td>$3,035</td>
<td>$–</td>
<td>$–</td>
<td>$3,035</td>
</tr>
<tr>
<td>Plant Funds</td>
<td>$10,671</td>
<td>$–</td>
<td>$–</td>
<td>$10,671</td>
</tr>
<tr>
<td>Total Temporarily Restricted</td>
<td>$–</td>
<td>$–</td>
<td>$–</td>
<td>$–</td>
</tr>
<tr>
<td>Endowment Funds</td>
<td>$964,220</td>
<td>$7,366</td>
<td>$3,035</td>
<td>$10,671</td>
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</table>

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Total Unrestricted</th>
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<tbody>
<tr>
<td>Scholarship Funds</td>
<td>$719</td>
</tr>
<tr>
<td>General Funds</td>
<td>99,572</td>
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<tr>
<td>Endowment Funds</td>
<td>43,176</td>
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<tr>
<td>Plant Funds</td>
<td>43,176</td>
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<tr>
<td>Total Temporarily Restricted</td>
<td>75,391</td>
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<tr>
<td>Endowment Funds</td>
<td>224,104</td>
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<tr>
<td>May 31, 2018 Total</td>
<td>$3,947,498</td>
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<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Total Unrestricted</th>
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<tbody>
<tr>
<td>Scholarship Funds</td>
<td>$39,571,198</td>
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<tr>
<td>General Funds</td>
<td>3,466,092</td>
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<tr>
<td>Endowment Funds</td>
<td>208,359</td>
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<tr>
<td>Total</td>
<td>43,245,649</td>
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<tr>
<td>May 31, 2018 Total</td>
<td>$44,301,324</td>
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<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Total Unrestricted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarship Funds</td>
<td>$3,834,974</td>
</tr>
<tr>
<td>General Funds</td>
<td>(2,320,732)</td>
</tr>
<tr>
<td>Endowment Funds</td>
<td>6,230,958</td>
</tr>
<tr>
<td>Total</td>
<td>7,745,200</td>
</tr>
<tr>
<td>May 31, 2018 Total</td>
<td>$11,996,854</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Total Unrestricted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarship Funds</td>
<td>$261,275</td>
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<tr>
<td>General Funds</td>
<td>(261,275)</td>
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<tr>
<td>Endowment Funds</td>
<td>–</td>
</tr>
<tr>
<td>Total</td>
<td>3,573,699</td>
</tr>
<tr>
<td>May 31, 2018 Total</td>
<td>$11,966,854</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Total Unrestricted</th>
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</thead>
<tbody>
<tr>
<td>Scholarship Funds</td>
<td>$1,913,803</td>
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<tr>
<td>General Funds</td>
<td>–</td>
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<tr>
<td>Endowment Funds</td>
<td>–</td>
</tr>
<tr>
<td>Total</td>
<td>1,913,803</td>
</tr>
<tr>
<td>May 31, 2018 Total</td>
<td>$11,966,854</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Total Unrestricted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarship Funds</td>
<td>$5,489,670</td>
</tr>
<tr>
<td>General Funds</td>
<td>32,450,636</td>
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<tr>
<td>Endowment Funds</td>
<td>(31,121,165)</td>
</tr>
<tr>
<td>Total</td>
<td>6,819,141</td>
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<tr>
<td>May 31, 2018 Total</td>
<td>$160,320,458</td>
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<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Total Unrestricted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarship Funds</td>
<td>$7,149,566</td>
</tr>
<tr>
<td>General Funds</td>
<td>30,391,179</td>
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<tr>
<td>Endowment Funds</td>
<td>(24,890,207)</td>
</tr>
<tr>
<td>Total</td>
<td>12,650,538</td>
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<tr>
<td>May 31, 2018 Total</td>
<td>$160,320,458</td>
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</table>

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Total Unrestricted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarship Funds</td>
<td>$15,921,740</td>
</tr>
<tr>
<td>General Funds</td>
<td>13,164,231</td>
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<tr>
<td>Endowment Funds</td>
<td>69,172,817</td>
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<tr>
<td>Total</td>
<td>98,258,788</td>
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<tr>
<td>May 31, 2018 Total</td>
<td>$160,320,458</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Total Unrestricted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarship Funds</td>
<td>$23,071,306</td>
</tr>
<tr>
<td>General Funds</td>
<td>43,555,410</td>
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<tr>
<td>Endowment Funds</td>
<td>44,282,610</td>
</tr>
<tr>
<td>Total</td>
<td>$110,909,326</td>
</tr>
<tr>
<td>May 31, 2018 Total</td>
<td>$170,403,509</td>
</tr>
</tbody>
</table>
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Executive Director, Human  
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