



# **2020-2021 SEASON TRANSPARENCY REPORT**

# PREFACE

## PURPOSE OF REPORT

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Ars Nova's Transparency Report aims to shed light on our values, practices, processes, and policies during our 2020-2021 season (July 1, 2020 - June 30, 2021). It outlines Ars Nova's mission and key values, and the ways they guide our operations this season.

The goal of this Report is to share a clear snapshot of where Ars Nova is today — who we are, what our goals are, how we function, and why we do what we do — with our community. In doing so, we aim to provide open access to the facts and context necessary for those impacted by our work to have the information they need to engage collaboratively in it with us.

We are committed to publishing an updated Transparency Report within the first six months of every theater season (by the end of the calendar year). We welcome feedback, questions, and conversation on this document, which can be safely sent to our staff through the contact information outlined on the back cover of this Report.

Thank you, in advance, for being a part of our community, for taking the time to read this, for considering how Ars Nova moves in the world, and for any feedback you may offer. We are deeply grateful.

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# ARS NOVA EXISTS TO

**DISCOVER, DEVELOP, & LAUNCH** singular theater, music, & comedy artists who are in the early stages of their professional careers. Our dynamic slate of programs supports **OUTSIDE-THE-BOX THINKING** and encourages **INNOVATIVE, GENRE-BENDING WORK**. By providing a protective environment where **RISK-TAKING** and **COLLABORATION ARE PARAMOUNT**, Ars Nova **AMPLIFIES THE VOICES** of a new generation of diverse artists and audiences, **PUSHING THE BOUNDARIES** of live entertainment by nurturing creative ideas into **SMART, SURPRISING** new work.

# PROGRAMS

## ARS NOVA SUPRA

**DISCOVER**

Launched in October 2020, Ars Nova Supra is a digital platform dedicated to showcasing new talent through premieres created specifically for streaming, available live and on-demand. Programming includes **Showgasm**, our monthly variety-show-meets-party, and **One Night Stands**, where we give artists free rein of our production resources to test out new material in one-night-only performances.

## ANT FEST

**DISCOVER**

Curated from over 240 open-submission applications, ANT Fest is our annual All New Talent Festival showcasing fresh material from the next wave of theater-makers, comedians, musicians, and more, giving them the resources for a one-night-only performance.

## CAMP

**DEVELOP**

Launched in January 2021, CAMP deepens Ars Nova's commitment to early-career comedy artists at a time when their support systems in NYC have decreased. This new residency provides an eclectic group of creators with peer support and artistic feedback as they develop new comedic work in weekly meetings, facilitated by Co-Program Directors Mahayla Laurence and Matt Gehring. CAMP artists were selected through an open submission process and will culminate their residencies in performances on Ars Nova Supra.

## COMMISSIONS

**DEVELOP**

Through Commissions, Ars Nova cultivates boundary-defying new works with an eye towards an Off-Broadway Premiere Production. By committing to projects for several years in our process-driven environment, we encourage works to develop organically according to the artist's vision, with a flexible development process that adapts as the needs of the piece evolve.

## COMPANY-IN-RESIDENCE

**DEVELOP**

Through these multi-year developmental commitments to artist-led ensembles, Ars Nova offers ongoing artistic and administrative support such as stipends, performance and rehearsal space, workshops, creative retreats, administrative training, and dramaturgical support.

## MAKERS LAB

**DEVELOP**

Designed for genre-bending artists who defy the boxes of traditional residencies, Makers Lab offers project-based residencies where artists custom-tailor their development trajectory to their project and process, choosing from resources like concerts, table readings, workshops, public performances, office/rehearsal space, professional mentorship, and/or dramaturgical feedback.

## PLAY GROUP

DEVELOP

Selected through open-submission applications, our emerging playwrights collective brings together 12 playwrights in biweekly meetings to build community, share work, and receive feedback. During their two-year residencies playwrights participate in two weeklong writing retreats and a culminating weeklong workshop of one of their plays, including a public reading.

## VISION RESIDENCY

DEVELOP

Launched in 2020-2021, the Vision Residency is designed to foreground Ars Nova's values through the creation of more equitable and power-sharing curatorial practices, inviting seven artist-curators to populate Ars Nova Supra with their own work as well as work by artists they champion and admire. Each Resident receives a \$7,500 curatorial fee, a \$12,000 programming budget, and broad support from Ars Nova's full staff as they spend two months planning for their one month of programming.

## OFF-BROADWAY PREMIERE PRODUCTIONS

LAUNCH

Ars Nova launches new talent with Off-Broadway Premiere Productions, typically producing two each year in our historic, 199 flex-seat West Village theater: Ars Nova at Greenwich House. These productions run for five to nine weeks and are a natural extension of our Discover and Develop programs, with our team working closely with artists to bring projects to fruition.

## FLASH GRANTS

COVID-19 RESPONSE

Recognizing that the pandemic has left our artist community struggling not only to nurture their creativity in a time of great stress, but to meet their basic needs, in September 2020 Ars Nova provided our year-round resident artists — including Play Group and Makers Lab members, Commissioned artists, and our Company-in-Residence — with \$2,500 Flash Grants to be used in whatever fashion best sustains each creator's artistry during this time. We continued this practice with the launch of CAMP in January 2021, providing \$1,250 grants to artists during their six-month residency.

## ARS NOVA EXPERIENCES

COVID-19 RESPONSE

This season Ars Nova is responding to the present moment with Ars Nova Experiences, inviting artists from our community to experiment with new forms of theatrical performance for the COVID age. Ars Nova launched this program in the fall with the epistolary experience *P.S.*, and we look forward to announcing a second Ars Nova Experience in the spring/summer of 2021.

# ART & EQUITY VALUES STATEMENT

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Ars Nova acknowledges that our company exists within a systemically racist society, and as a predominantly white organization, we are complicit in and benefit from a culture of white supremacy. We specifically recognize the generations of anti-Blackness that shaped the culture we are a part of, and the forced removal and genocide of the Indigenous peoples who originally stewarded the land on which we work and which we occupy today. Ars Nova reflects the history, culture, and society in which we live, and these systems and harms inevitably exist within Ars Nova as well, past and present.

In order to dismantle systems of oppression and white supremacy within our company, Ars Nova pursues our mission through a defined set of core values designed to create an inclusive and welcoming space for our community to thrive; while also applying a lens of anti-racism and anti-oppression to create programs, services, policies, and practices that are centered in equitability.

## CORE VALUES

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Ars Nova believes that how we make work is as important as what we make. These 13 core values represent the foundation upon which Ars Nova will make artistic and organizational decisions:

- We are zealous in our pursuit of our mission to discover, develop, and launch early-career artists;
- We trust and follow the artists' impulse, placing it in the center of everything we do while aiming to be flexible, responsive, and say 'Yes' whenever possible;
- We embrace uniqueness by celebrating and advancing artists whose work is unconventional, adventurous, and often genre-bending;
- We believe in telling stories with a heart, born from artists with diverse backgrounds, perspectives, and points of view, and value entertainment as a virtue in and of itself;
- We are aspirational, forward-thinking industry leaders who take calculated, daring risks;
- We believe that as a predominantly white institution seeking to serve a diverse community of artists and audiences, we have a responsibility to continually interrogate and dismantle white supremacy within our company and to prioritize anti-racism work as an essential lens in pursuing our mission;
- We strive to be an inclusive home for all artists, and commit to seeking out artists from underrepresented communities who may not have seen themselves in Ars Nova's past, or in the theater landscape at-large, and invite them to be a part of Ars Nova's present and future;
- We believe that each and every member of our community deserves to be treated with dignity and respect and are committed to creating and maintaining an accessible, inclusive, and equitable work environment;
- We approach our work collaboratively, eschewing silos, promoting an inclusive work environment where everyone can bring their full selves and where the best ideas rise to the top. We encourage a healthy work/life balance that appreciates the importance of people's lives outside of the theater;
- We believe in prioritizing fair compensation and crediting for all labor from our artists and staff;

- We strive to provide a fun, inviting atmosphere in our spaces that is welcoming, accessible, and comfortable to all, while also specifically cultivating relationships with the next generation of audiences. We embrace and celebrate that next generation as the most diverse in our nation's history;
- We strive to remove barriers to engage with the next generation of audiences, including prioritizing the availability of affordable tickets for all of our programming;
- We believe in community accountability and invite open dialogue between leadership and all community members to center the impact on, and the feedback from, the artists and audiences we exist to serve.

## ACCOUNTABILITY

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The work of dismantling systems of oppression and advancing equity and justice within Ars Nova must be shared by our entire community of artists, audiences, staff, and board for these values to be truly integrated as a core lens to our mission. We have formalized equity and justice work as a part of all staff members' job descriptions and have established cross-team Working Groups to advance key areas of this work collaboratively. We commit to both ongoing self-examination as well as advancing this work transparently.

Ars Nova defines transparency as providing an honest and complete accounting of its work and decisions to all stakeholders. This requires 1) open access to the facts and context necessary for an informed and equitable decision-making process, 2) a proactive commitment to communicating regularly and thoroughly, both internally and externally, and 3) establishing systems and plans with clear, accessible expectations from the outset.

Ars Nova defines accountability as the fulfillment of our promises and goals through transparent action. This requires a willingness to accept responsibility for our actions and inactions, as well as the impact and outcomes of that behavior, and a proactive openness in receiving feedback from our community, particularly the historically marginalized members of our community. As the staff of Ars Nova, we are accountable to each other, to our Board of Directors, and, above all, to the people the institution exists to serve through our mission, including a new generation of diverse artists and audiences, both those currently among our community and those we do not yet serve but endeavor to reach.

Ars Nova will post periodic updates on our anti-racism work, at least biannually, on our website at [arsnovanyc.com/accountability](https://arsnovanyc.com/accountability). This will be a place for us to share what action steps we have recently taken and what our next steps will be in advancing equity and justice within Ars Nova.

We welcome feedback and dialogue from all interested parties. We especially value the time, energy, and emotional labor that has been invested from Black, Indigenous, and People of Color (BIPOC) community members, including artists and staff, and seek to honor that by hearing and responding to that feedback with openness and humility. We commit to honor requests for anonymity, and promise absolutely no retaliation or loss of opportunity will result from feedback and dialogue on Ars Nova's anti-racism, equity, and justice work. Feedback on our anti-racism work can be safely sent to organizational leadership directly, or to [accountability@arsnovanyc.com](mailto:accountability@arsnovanyc.com). This email account is monitored by Chelsea Barker, who leads our Community Support & Action Working Group and will gather feedback and direct it to the appropriate teams within Ars Nova.

*This version is as of March 8, 2021.*



# CODE OF CONDUCT

*Ars Nova's Code of Conduct is a living document which, along with our Art & Equity Values Statement, is introduced to anyone working in our spaces — whether a new full-time administrative team member, a technician working on an Off-Broadway Premiere Production, or a performer engaged in a weeklong workshop. Ars Nova began this practice with the Code of Conduct in January 2018, and added the Art & Equity Values Statement in March 2021. The Code of Conduct details our organization's values regarding how we operate and treat each other, and outlines communication channels and points of contact if these values are violated. Artists and employees receive this document at the beginning of any venture with Ars Nova, along with an acknowledgement sheet to sign and an invitation to share feedback on the Code of Conduct as a living document.*

## IT'S ABOUT RESPECT

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Everyone working with us is valued and deserves to be treated with dignity and respect. We are committed to creating and maintaining a safe, inclusive, and respectful work environment that supports all our artists and staff, regardless of race, religion, ethnicity, national origin, gender identity, age, disability status, sexual orientation, citizenship status, size, or any other personal characteristic, and regardless of the length of time they will spend with us.

## VALUES

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We champion open dialogue, equitability, justice, transparency, and inclusion in our artistic and administrative processes. We recognize that art-making is a deeply personal and often boundary-defying process, that our industry is full of blurred lines between work and social spaces, and that our relationships, processes, and behaviors may therefore be different than those of a traditional workplace. So, it is imperative that we are all mindful of preventing any behavior that marginalizes, tokenizes, diminishes, harms, or disrespects our colleagues. We must treat each other with dignity and hold each other accountable for maintaining these standards.

## OUR COMMITMENT TO EACH OTHER

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- **Transparency.** The potential for bias and complex dynamics when members of our staff and/or artistic community are involved in personal/intimate relationships is higher. So, we must disclose any such relationship to our immediate supervisor or point of artistic contact so we can work together to maintain healthy collaborations.
- **Credit.** We acknowledge that artists give of themselves and their labor in the creation of new work. Appropriate acknowledgment and credit for artistic contributions at all phases of a project's development are expected and required.
- **Respectful engagement.** We will not make assumptions about the gender, sexuality, race, religion, or other closely held beliefs of our colleagues. We will not shame, threaten, interrupt, or talk over each other. We will speak directly and respectfully to our colleagues when we disagree, and if we lose our temper, we will stop and move away for a break until we can restart the conversation.
- **Honor verbal and physical boundaries.** We will not assume that the intimacy we feel towards our colleagues is shared by them. If they physically or verbally ask us to stop, we will. We will use proper names when we speak to our colleagues, and we will not subject them to comments on their clothing, bodies, physical attributes, or personality characteristics. We understand that the way our behavior is received is as valid as the way our behavior was intended. We will listen to the feelings and responses of our colleagues, and adjust accordingly. We will call out harassment of any kind if we see it.
- **Open Dialogue.** We acknowledge that even well-intended people make oversights and mistakes. We will engage each other in open-minded dialogue and seek to resolve disputes with respectful communication on all sides.

## ACCOUNTABILITY

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We encourage everyone to directly address behavior they experience or observe that does not uphold our commitments to each other, in so much as they are comfortable. Or, they can speak to any of the following people with whom they feel most comfortable, without fear of retaliation: General Manager, Casey York; Associate Artistic Director, Emily Shooltz; or the Stage Manager of the project on which they are working. Complaints will be taken seriously and treated with care and discretion. Confidentiality will be respected when at all possible.

We will uphold these commitments to each other in all the work we do together, whether it is in our home on 54th or Barrow Street, or “offsite” at an Ars Nova sponsored retreat, an outside rehearsal or meeting space, or another theater. This Code of Conduct is a living document and will be periodically updated.

## CONTACT INFO

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In non-COVID times, come visit us on the 2nd floor of Ars Nova’s 54th Street home. In all times, reach out by phone/email:

General Manager, Casey York:  
(212) 489-9800 x112; cyork@arsnovanyc.com

Associate Artistic Director, Emily Shooltz:  
(212) 489-9800 x113; eshooltz@arsnovanyc.com

*This version is as of March 1, 2021.*

# PRACTICES

## FAIR PAY INITIATIVE

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The Fair Pay Initiative was launched in 2017 with significant investment in immediate raises from our industry's widely-accepted wage floors and a promise to continually evaluate our compensation structure for artists and staff to ensure a living, not just minimum, wage so they feel financially secure and free to do their best, most innovative work. Initially designed to combat the challenges early-career artists face in NYC as cost of living far outpaces salary growth, this program has become more crucial than ever in the wake of industry closures and economic uncertainty created by COVID-19. Beyond raises, we have found other impactful ways to fairly compensate our artists for their time and effort. For instance, in addition to increasing commissions for writers/creators, Ars Nova also goes beyond industry standards to pay authors a day rate for their time spent developing work in readings and workshops, and provides a fee for their time in rehearsals and preview performances, in addition to standard box office advances and royalties. We also provide a child care stipend to core creators and directors working on our Off-Broadway shows. More details on our specific commitments to Fair Pay can be found in the budget section on page 16 of this report.

## TICKET SUBSIDY PROGRAM

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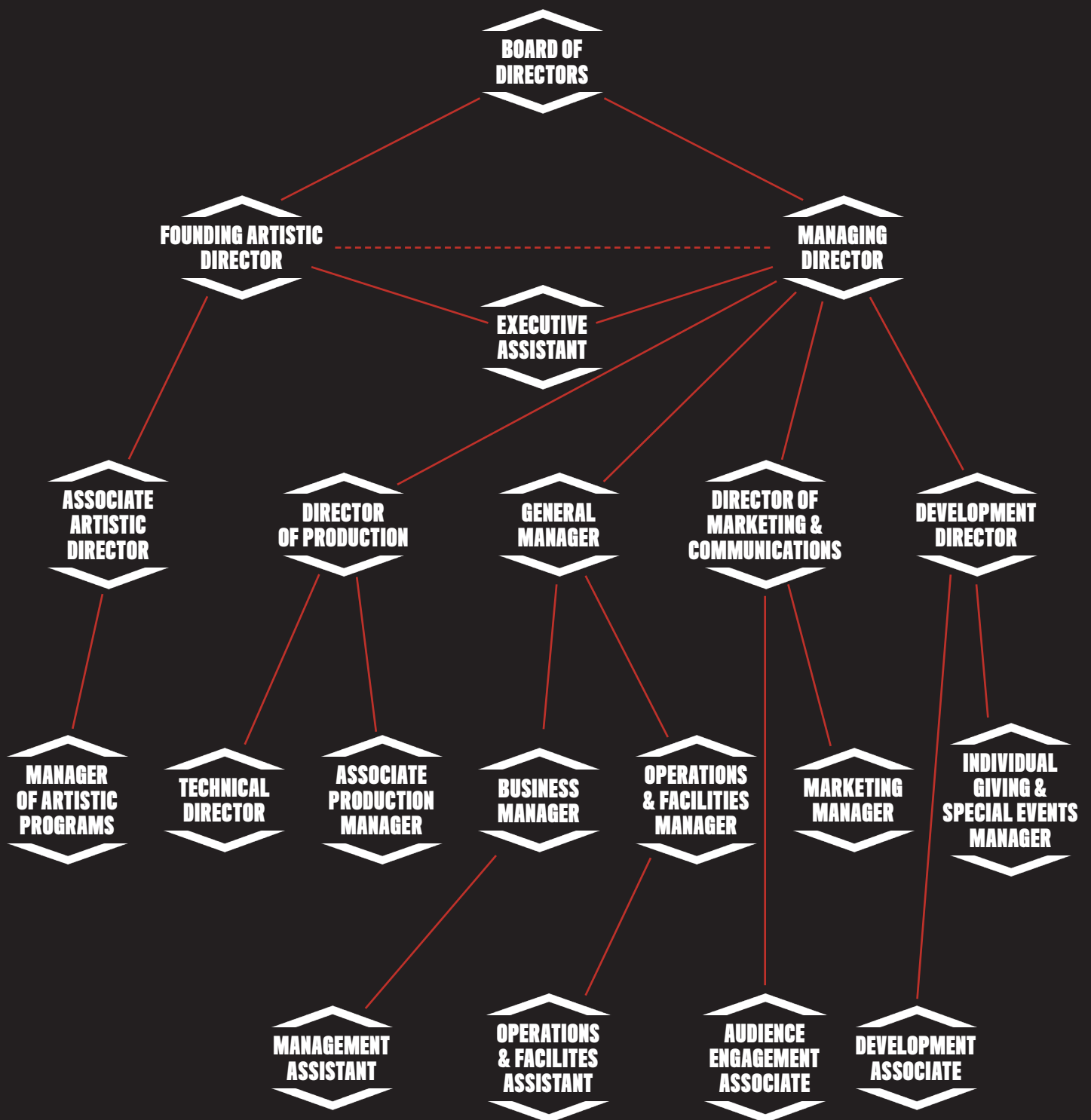
As part of our mission to nurture the next generation of artists, Ars Nova is also committed to cultivating relationships with the next generation of audiences. The Ticket Subsidy Program furthers this mission by reducing the financial barrier to accessing live entertainment. Compared to standard industry pricing of \$75 for Off-Broadway Productions and \$35 for cabaret shows, Ars Nova typically forgoes over \$300,000 each year in earned income to keep tickets affordable for more than 13,000 audience members, with regular Off-Broadway tickets priced at \$35 or less and tickets to Hub performances ranging from \$5 - \$15. We are maintaining that commitment this year by pricing digital performances between \$5 - \$10, with a \$15 monthly subscription option, and pricing regular tickets to Experience programming at \$35 or less.

## EMERGING LEADERS GROUP

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Ars Nova believes that the next generation of artists should be supported by an equally diverse group of producers, marketers, and fundraisers. The Emerging Leaders Group actualizes this belief as a paid, full-time training program for aspiring arts administrators from cultural backgrounds historically underrepresented in the arts. Fellows receive a \$525 weekly stipend for 35 hours of training a week, along with mentorship from staff, networking opportunities, and weekly seminars with industry professionals, with the goal to fully prepare them for an entry-level job at the end of their six-month session.

# ORGANIZATIONAL STRUCTURE



*This version is as of February 11, 2021.*

# BUDGET PROCESS & PRIORITIES

## BUDGETS ARE PRACTICAL MANAGEMENT TOOLS.

## BUDGETS ARE ALSO VALUE STATEMENTS.

Here are some of the things we're valuing in our FY21 budget:

- **Flexibly meeting our mission in this unique year** by remaining responsive to our artists' needs and adapting our artistic programs to best serve them during this challenging time;
- **Creating opportunities for artists & freelance cultural workers** through ongoing artistic programming and developmental work despite the shut down of in-person cultural gatherings;
- **Prioritizing anti-racist practices, policies, & culture** by increasing our budget line for Equity, Diversity, & Inclusion initiatives by over 450%, including investment in staff anti-racism trainings and education, and dedicated budgets for each EDI working group and administrative team;
- **Protecting jobs** by re-envisioning roles and responsibilities within our adapted programs to keep full-time staff, part-time staff, and artists on payroll;
- **Staying true to our core values**, including compensating people fairly for their labor and keeping ticket prices low.

## BUDGET PROCESS

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For FY21 (July 1, 2020 - June 30, 2021), we used a zero-based budgeting process, starting from scratch instead of modifying a previous year's budget. We use this style of budgeting when we are trying to eschew any bias towards "the way things are done" and instead radically question what is needed to successfully meet our goals. In FY21 the budget process went as follows:

The Artistic Team reached out to our artist community to see what they needed and how Ars Nova could best support them during this time.



The Artistic Team and Managing Director worked together to determine what programs, programming, and practices Ars Nova could implement in FY21 to best serve our artists and mission.



In a spirit of abundance, the Founding Artistic Director, Managing Director, & General Manager worked together in consultation with the staff to draft a "blue sky" operational and program expense budget, which accounted for everything we wanted to implement and do in the coming season without factoring for its perceived feasibility.



The Managing Director, Development Director, & Marketing Director worked together to draft income models for contributed and earned revenue.



Staff leadership came together in conversation to close the gap between our dreams and financial limitations, working collaboratively over four rounds of drafting to prioritize and balance the budget.



The balanced 4th Budget Draft was reviewed by the Board's Executive and Finance Committees for a recommendation of approval.



The full Board of Directors voted to approve the FY21 Budget.



The FY21 Budget was presented to the full staff.

# REVENUE

## EARNED INCOME

Ticket Sales & Subscriptions	\$131,700
Other	\$2,000

## CONTRIBUTED INCOME

Foundations	\$856,500
Board of Directors	\$591,000
Government	\$575,200
Benefit Events (net)	\$500,000
Individuals	\$468,300
Corporate	\$13,000

<b>TOTAL REVENUE</b>	<b>\$3,137,700</b>
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*Board Approved FY21 Operating Budget  
For full list of contributors, see page 25*

# EXPENSES

## ADMINISTRATION EXPENSES

Administrative Personnel	\$673,300
Administrative Occupancy	\$66,800

## TEAM EXPENSES

Management & Fundraising Administration	\$32,300
Equity, Diversity, & Inclusion (EDI) Working Groups, Training, & Education	\$65,800
Institutional Marketing Fees & Expenses	\$72,200

<b>TOTAL ADMIN EXPENSES</b>	<b>\$910,400</b>
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## PROGRAM EXPENSES

Artistic/Production Personnel	\$1,009,900
Artistic/Production Occupancy	\$459,200
Artistic/Production Administration	\$14,000
DISCOVER Programs & Programming <i>(ANT Fest, One Night Stands, &amp; Showgasm)</i>	\$117,300
DEVELOP Programs & Programming <i>(CAMP, Commissions, Company-in-Residence, Makers Lab, Play Group, &amp; Vision Residency)</i>	\$426,200
ARS NOVA EXPERIENCES <i>(P.S. &amp; Spring Project TBA)</i>	\$201,000

<b>TOTAL PROGRAM EXPENSES</b>	<b>\$2,227,600</b>
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<b>TOTAL EXPENSES</b>	<b>\$3,138,000</b>
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# FAIR PAY INITIATIVE

As part of our mission to cultivate the next generation of emerging artists, Ars Nova is committed to practices and programs that generate a more sustainable, equitable industry where those artists can thrive. Our commitment to Fair Pay is a core component of these efforts; the vast majority of our operating expenses go towards compensating people for their time, talents, and labor. Our commitments to Fair Pay are summarized below; our full Fair Pay Guidelines for FY21 can be found [HERE](#).

We recognize that the work of the Fair Pay Initiative is both not enough, and never done. Our commitment is to consistently prioritize individual compensation, pushing against a non-profit culture that makes more possible with less, on the backs of passionate and dedicated artists and administrators; to interrogate our practices and push as far we can towards fair wages every year; and to implement these values equitably and transparently throughout our organization.

## FULL-TIME TEAM MEMBERS

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Ars Nova strives to compensate its employees fairly and competitively within the not-for-profit entertainment industry, and uses a transparent **level salary system** to designate a range of compensation based on tiered levels of responsibility and authority. **The intention of the system is to ensure employees can feel confident that their pay is equitable across like-positions in responsibility and authority, and within the context of the organization at large.**

Ars Nova's entry-level salary for full-time team members is set at \$47,000 based on federal guidelines for living wages in New York State. Compensation increases from this floor following the transparent level salary system, and currently caps at \$150,000. New-hires typically begin at the bottom range of the level they are entering, and within each level there can be gradients in title and pay. While providing ranges and benchmarks, the leveling system leaves room for variations within levels based on longevity of service, experience, performance, etc., and is not meant to limit flexibility or mobility. The level salary system and full range of compensation is publicly available [HERE](#).

In addition to salary, Ars Nova provides full-time staff with contributions to their health and dental insurance; annual personal financial planning; transitcheck program for MTA, LIRR, MNR, NJT, and approved rideshare commuter benefits; Flexible Spending Accounts; and an Employee Assistance Program offering confidential counseling, legal support, work-life solutions, financial advice and more.

Ars Nova has an Open Paid Time Off program for all full-time team members. Ars Nova does not limit paid time off, but rather encourages team members to take the time they need for self-care to do the best they can at their job, and maintain a healthy work life balance. We require folks take at least ten days off each calendar year, outside of full office closures. The full office is typically closed 35-40 days per year for federal holidays, winter, and summer breaks.

Additionally, we accommodate flexible schedules allowing teams and team members to collaborate to create schedules (including compressed work weeks, flexible start/end days, remote work, etc.) to best meet their personal and professional goals.

## PART-TIME TEAM MEMBERS

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Part Time Recurring members of our team include roles that are hourly or shift-based and regularly recur, including our House/Lounge Managers, Management Assistant, Bookkeepers, Custodial Support, Rentals Coordinator, and more. Hourly rates range from \$18-20/hr. There are shift minimums for on-site work as well as sales commissions of 1-5% when/if applicable. All training hours are paid.



Part Time Temporary/Overhire members of our team include roles that are needed on a project-by-project basis such as Ushers, Box Office Managers, Production Assistants, Crew Heads, Carpenters, Electricians, AV Engineers, Drivers, and more. Hourly rates range from \$15-30/hr, with shift minimums for on-site work. Hourly rate levels are set annually and are consistent by role (per venue, if applicable). Meaning, any person hired in a specific role within the same year (and venue, if applicable) will be paid the same hourly rate.

In addition to their wages, part-time team members receive paid safe and sick time off, paid family leave, cancelled shift pay, and more.

## ARTIST SALARIES & FEES

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Ars Nova is committed to paying above union minimum and/or industry standard for not-for-profit theaters of our size, to all artists, across the board. We pay no less than minimum wage for hourly work or minimum wage equivalent for fee-based work that is typically un- (or under) compensated in our industry and/or is not covered by a union minimum.

Many of our artists are multi-hyphenates or label-defying, and we are committed to paying an artist for every hat they wear (i.e., if you are a writer and the music director on the same project, you will be paid for both of those roles).

Our specific commitments to artists build from these foundational commitments and vary by program, as follows:

### OFF-BROADWAY PRODUCTION ARTISTS AND TEAM MEMBERS

We:

- pay writers/creators for their time in workshops/rehearsal/performances, not just for their time writing;
- contribute to child care costs for working parents who are core creators on our World Premiere Productions;
- pay all artists on a “most favored nations” basis<sup>1</sup>, ensuring equality of engagement with us for all artists season-by-season;
- increase total generative artist pay incrementally for each additional creator in a generative team;
- pay above-union-minimum rates, unless union minimums increase substantively in any given year; and
- increase rates annually, typically alternating raises between fee-based and salary-based team members.

Authors receive a \$5,000 advance against 6% royalties as well as a \$3,750 rehearsal fee. Members of the creative team receive per-project fees ranging from \$1,500 - \$7,725 as well as pension and health contributions to their union funds, if applicable. Performers, Stage Managers, and Run Crew receive weekly salaries of \$650 - \$940/week, as well as contributions to their union pension and health funds, if applicable.

Ars Nova is a member of the Off-Broadway League and works with members of Actors’ Equity Association, United Scenic Artists 829, and Stage Directors and Choreographers Society, utilizing the collectively bargained Off Broadway Agreement.

### RESIDENT ARTISTS & NEW WORK DEVELOPMENT

Resident Artists include Commissioned Artists, Playwrights-in-Residence, Companies-in-Residence, Play Group members, Makers Lab members, Vision Residents, CAMPers, and New York Community Trust Van Lier Fellows. These Residents are often supported by additional artists including performers, directors, and stage managers as they develop their new work.

New work development includes Play Group Out Loud Readings; workshops and readings of work created by our Makers Lab artists; and the many developmental steps undertaken with our commissioned artists to support the creation of projects being developed towards world premiere productions.

<sup>1</sup> Most Favored Nation clauses (MFNs) are agreements in which an employer/producer agrees to compensate a particular employee/artist no less than all other employee/artists of that type/category. When Ars Nova uses the term, we commit to upholding both the spirit and the letter of the clause, and do not find “workarounds” to undermine its intent.

Resident Artist fees and emergency grants in FY21 range from \$1,250 - \$7,500 and are equal across programs (i.e., all Play Group members receive the same compensation). All FY21 commissions are \$12,500, and all commissions are most-favored-nations per season. All supporting artists are paid no less than the minimum wage equivalent for their contributions; in example, \$435 for a 29-hour reading.

## **PRESENTING FEES**

In addition to developing and producing new work, Ars Nova regularly presents the work of artists through our Discover programs, including One Night Stands, Showgasm, and ANT Fest. Typically, Ars Nova splits the box office with artists presented at the Ars Nova Hub in One Night Stands and ANT Fest. In FY21, in response to the Hub's closure due to COVID-19, we launched Ars Nova Supra. The ticket/income model for Ars Nova Supra was substantively different and had the potential to significantly decrease the compensation artists could expect from being presented by Ars Nova. So, we calculated the average total net investment in a presented One Night Stand or ANT Fest show (including box office split and staff support) and used that amount as our most-favored-nations presenting fee on Supra. The presenting fee for One Night Stands and ANT Fest is \$800. Showgasm remains unchanged, with \$25 appearance fees for 8 minutes segments and \$250 host fees for the full hour.

## **FUNDRAISING HONORARIUMS**

Ars Nova relies on contributions of all types of resources to operate, including financial, intellectual, and temporal. Artists help us fundraise (via performing or serving on the creative team for a benefit event, writing artist statements for grants, etc.) in part by sharing their time and talents at decreased rates, and receive honorariums ranging from \$100 - \$2,500.

# PROCESS

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To fulfill our mission, we must ensure Ars Nova remains inclusive and welcoming to all; that our programs and practices are centered in equitability; and that we strive to cultivate an anti-racist environment where all audiences feel comfortable and our artists can show up authentically and fully, and thrive. We believe that the work of dismantling systems of oppression and advancing equity and justice within Ars Nova must be shared by our entire staff and board in order to make marked progress, so we've:

**FORMALIZED EQUITY, DIVERSITY, & INCLUSION (EDI) INITIATIVES AS A PART OF ALL STAFF MEMBERS' JOB DESCRIPTIONS**, recognizing the unique talents each individual brings to our organization's efforts and the positional sphere of influence and power they hold to impact our community;

**MADE EDI A STANDING TOPIC FOR EACH OF OUR ORGANIZATION'S TEAMS** (Artistic, Development, General Management, Marketing, & Production) and assigned each team a set of annual EDI goals, determined by executive leadership with guidance from artist and community feedback and the #WeSeeYouWhiteAmericanTheater demands;

**CREATED AN EDI TASK FORCE ON OUR BOARD OF DIRECTORS** to provide a pathway for anti-racist and anti-oppression conversations, action, and policy at the board level;

**ESTABLISHED FOUR CROSS-TEAM WORKING GROUPS TO ADVANCE EDI PROJECTS THAT FALL OUTSIDE OF - OR REQUIRE COLLABORATION BETWEEN - OPERATIONAL TEAMS**, with each staff member serving on at least one Working Group. Each working group is led by a team member who expressed interest in coordinating this area of work and reports directly to executive leadership.

# WORKING GROUPS

**WORKING GROUPS** exist to meet specific goals and evolve as those goals are met or change. Groups meet on a weekly basis, and Group leaders meet weekly with Executive Leadership as well to coordinate efforts across the organization.

## THE COMMUNITY SUPPORT & ACTION WORKING GROUP

The Community Support & Action Working Group explores how Ars Nova can use its resources to best support and uplift the work of our various communities (artists, audiences, full-time staff, part-time staff, volunteers, donors, the NYC theater community, etc.), examining what it means to create an intentionally anti-racist, accessible space at a predominantly white institution and how we can deepen our work as an institutional accomplice. The Group brainstorms, organizes, and amplifies community engagement opportunities to encourage individual and organizational steps to support those most marginalized in our multiple communities.

*Working Group Lead: Chelsea Barker*

## THE EDUCATION, TRAININGS, & AFFINITY SPACES WORKING GROUP

The Education, Trainings, & Affinity Spaces Working Group seeks to create a learning environment at Ars Nova through discussion groups, idea-sharing through articles and media, and a community glossary for how we define terms such as “accountability” and “inclusion” within the context of our work; organizes trainings and workshops in pertinent topics like anti-racism and bystander intervention; and establishes and maintains affinity spaces for Ars Nova staff who identify as Black, Indigenous, and People of Color.

*Working Group Lead: Kris Pritchard*

## THE EQUITY & JUSTICE PLAN WORKING GROUP

The Equity & Justice Plan Working Group shepherds the creation of Ars Nova’s first Equity & Justice Plan, which will make specific commitments and future actions to execute and uphold the Core Values of Ars Nova, as outlined in the Art & Equity Values Statement. This group is also responsible for maintaining our ongoing transparency and community accountability through regular progress updates and reports, such as this document.

*Working Group Lead: Jake Haungs*

## THE SURVEYING & DATA WORKING GROUP

The Surveying & Data Working Group collects qualitative and quantitative data to define where Ars Nova stands today in its progress toward becoming a more equitable and diverse organization, establishes goals based on these findings, and assesses our progress toward achieving those goals. This information includes demographic data on our current communities, including audiences, staff, artists, donors, and board, as well as external partners such as vendors and press. It also includes an audit of our programs, finances, and vendor and press relationships to interrogate our investment in BIPOC professionals and their work.

*Working Group Co-Leads: Chelsea Barker & Kate Weber*

# APPROACH

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## CULTIVATING AN INCLUSIVE ENVIRONMENT

Ars Nova is committed to creating and maintaining an inclusive environment, which we define as one where people's thoughts, ideas, concerns, and cultures are valued, respected, and welcome (definition source: The Woke Coach). These institutional values are detailed in our Code of Conduct, which is introduced to every person working in any of our spaces — whether they are a full-time team member, a Board member, a technician, a performer, an usher, etc. — and includes defined communication channels and points of contact if these values are violated.

Ars Nova also recognizes that our organization is run and governed by a predominantly white staff and board, and is committed to ensuring both groups better reflect the racial diversity of the community of artists we serve. In 2019, we overhauled our staff recruitment, interview, and hiring procedures, and our board member cultivation, interview, and orientation process, resulting in more than half of all new staff and board being BIPOC-identified. While this is a start, we recognize that much work remains to be done.

## LISTENING & RESPONDING

Just as we aim to be flexible and responsive to our artists' ideas as they evolve, in our EDI work Ars Nova is focused on listening and responding to our community, and centering the voices of those who are most marginalized and excluded. This includes BIPOC artists, audiences, staff, and stakeholders. From this listening we seek to respond with action, such as participating in events like #OpenYourLobby this past summer, opening the doors of Ars Nova at Greenwich House to Black Lives Matter protestors in need of bathrooms, water, snacks, shelter, and a break; and conducting an internal audit of the #WeSeeYouWhiteAmericanTheater demands, using this to inform our EDI work and set goals across the organization. We also seek to hold Ars Nova's staff accountable to our community in our goal to continually become a more equitable, inclusive, anti-racist organization by sharing progress updates regularly on our Accountability webpage, publishing annual Transparency Reports like this one, and encouraging feedback on these documents and more by providing clearly defined avenues for feedback and contact information with each of these publications. For this Transparency Report in particular, we have engaged a moderator to hold facilitated gatherings with our resident artist community to discuss this report and receive any feedback. Additional information regarding feedback can be found at the end of this report.

## INTERROGATING WHO WE ARE

As a predominantly white institution, Ars Nova is examining who we are as an organization — our practices, programs, operations, and communities — as a step towards identifying and eradicating exclusionary or extractive practices. This includes drafting a new Art & Equity Values statement to publicly define who we are and how we pursue our mission, which, like the Code of Conduct, will be introduced to any person working in our spaces. These documents can be found on pages 7 and 9. We're also in the process of analyzing who makes up our community — including artists, audiences, staff, board, vendors, and other stakeholders — and who is being excluded. Our Surveying & Data Working Group is leading these efforts beginning with an audience survey in the fall of 2020, and leading into further surveys of our current communities, the communities we seek to serve, and an audit of who we're spending our money with.

## **CONTINUOUSLY LEARNING**

Recognizing that we live in a white supremacist society and that racist ideas, practices, and biases have been ingrained in each of us as individuals and across the organization, Ars Nova is committed to continuously re-educating ourselves by cultivating a learning environment where each staff member can develop the tools necessary to dismantle systems of oppression. Since 2019, we have been working with The Woke Coach — led by Seena Hodges — on staff-wide anti-racism training sessions, one-on-one coaching sessions, and project consultation. Our staff also participated in bystander intervention training with Hollaback!, and a Living Land Acknowledgement workshop with The Lenape Center. Our Education, Training, & Affinity Spaces (ETA) Working Group is constantly fielding new training opportunities for our organization. We also recognize that a common language is necessary to facilitate dialogue and advance our work, so the ETA Working Group has created a living glossary to define what broadly used terms like “accountability,” “equity,” and “diversity” mean within our organization and the context of our work. As a living document, this glossary will be added to and updated regularly, building a basis of understanding from which we can continue to grow.

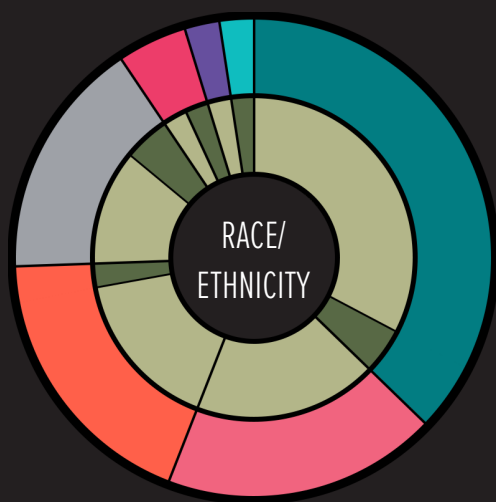
## **LOOKING TO THE LONG-TERM**

In addition to these immediate actions, Ars Nova recognizes that the work of anti-racism and anti-oppression requires re-imagining the overarching systems and structures in which we operate, demanding an interrogation of our previous and existing culture, practices, and programs to eradicate any inequities, white supremacy, or racism. To achieve this, we are pairing immediate, intentional action with creating a comprehensive, long-range Equity & Justice Plan: a vision statement and roadmap for our ongoing work. The Equity & Justice Plan will outline a multi-year strategy informed by the needs and experiences of stakeholders across our community — including artists, staff, board members, and audiences — and cover all areas of operations in order to achieve holistic transformation across the organization. We recognize that this work is never done; thus, the Plan will be a living, breathing document that evolves and develops over time, continually growing with Ars Nova’s efforts, understanding, and the changing world around us.

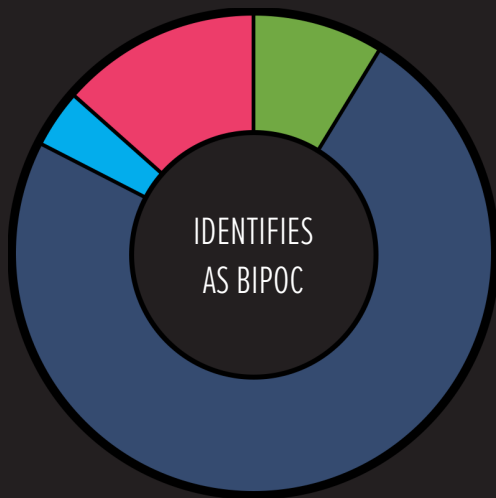
# ARTISTS, AUDIENCES, STAFF, & BOARD

## OUR RESIDENT ARTISTS

In our 2020-2021 season and beyond, Ars Nova is committed to the overall breath of our artistic programs serving a majority of artists who identify as Black, Indigenous, and People of Color (BIPOC). In addition to scouting efforts by our artistic staff, Ars Nova gets to know hundreds of artists each year through open-submission applications to several of our key feeder programs, including ANT Fest, Play Group, Showgasm, and CAMP. Semi-finalists for these programs are chosen by a selection committee composed of Resident Artists, alumni, and artistic staff, at least half of whom identify as BIPOC, and each submission is evaluated by multiple people with clearly defined review criteria to combat implicit or explicit bias. For our Residency Programs — including Makers Lab, Company-in-Residence, Vision Residency, and Commissions — Ars Nova’s artistic staff invites artists whom we’ve gotten to know through these open submission programs and feel we can further support with the resources of a residency.



- **16%** Identifies as Hispanic, Latin-a/e/o/x, Chicano/a/x and/or of Spanish Origin (5% White, 5% Multiracial or Biracial, 2% Abstained, 2% Black or African American, 2% Unknown)
- **84%** Does not identify as Hispanic, Latin-a/e/o/x, Chicano/a/x and/or of Spanish Origin
- **37%** White
- **19%** Asian or Asian American
- **19%** Black or African American
- **16%** Multiracial or Biracial
- **5%** Abstained
- **2%** Middle Eastern and/or North African
- **2%** Unknown

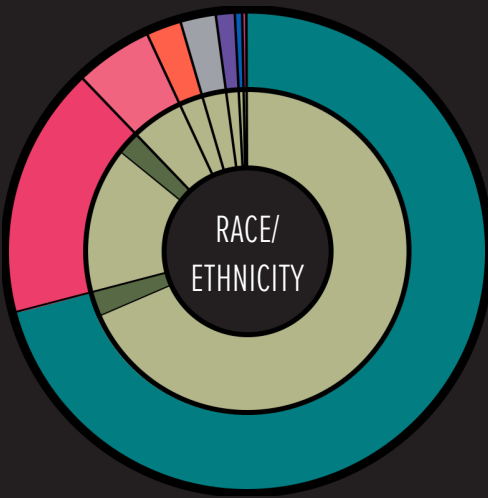


- **58%** Yes
- **37%** No
- **5%** It's Complicated

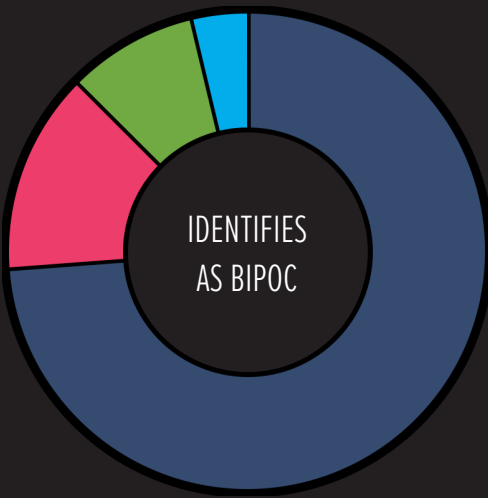
\* For more information about the data above, turn to page 27 for the Methodology. "Indigenous and/or Native Americans," "Native Hawaiian and/or Pacific Islander," and "Self Identify" are not included in the graph or legend because 0% of respondents selected these responses.

# OUR AUDIENCES

As part of our mission to cultivate the next generation of artists, Ars Nova is also committed to cultivating relationships with the next generation of audiences. We welcome the next generation as the most diverse in our nation’s history, and are keen to create an environment that is welcoming and comfortable to all. We recognize that our past and present audiences have been predominantly white, and acknowledge the long road ahead to achieve the diverse and inclusive environment we strive to create. As we continue to grow as an organization, we are committed to ensuring that our audience reflects the racial makeup of the vibrant city we live in, and have made audience development an organizational priority. This data was gathered through an audience survey in September 2020, and sets the baseline for all future growth.



- **4.9%** Identifies as Hispanic, Latin-a/e/o/x, Chicano/a/x and/or of Spanish Origin (2.5% White, 2.4% Abstained)
- **95.1%** Does not identify as Hispanic, Latin-a/e/o/x, Chicano/a/x and/or of Spanish Origin
- **70.9%** White
- **17%** Abstained
- **5.2%** Asian or Asian American
- **2.4%** Black or African American
- **2.4%** Multiracial or Biracial
- **1.3%** Middle Eastern and/or North African
- **.5%** Native Hawaiian and/or Other Pacific Islander
- **.3%** Indigenous and/or Native to the Americas

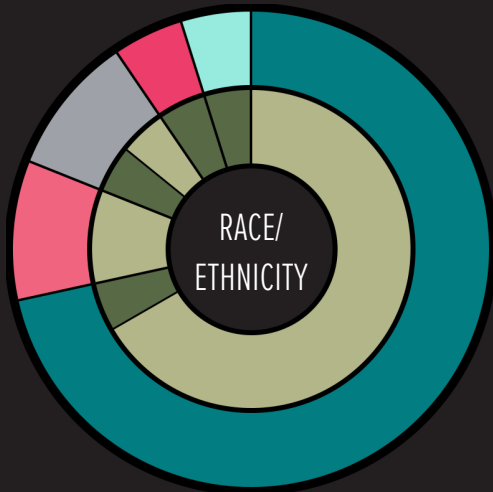


- **74%** No
- **13.5%** Abstained
- **8.7%** Yes
- **3.8%** It's Complicated

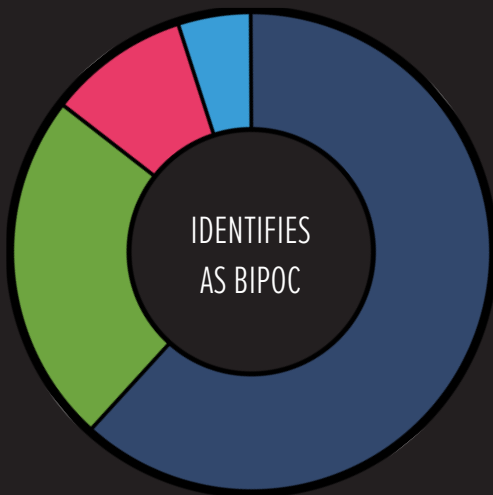


# OUR STAFF

Ars Nova’s core staff consists of 16 full-time staff members, 3 part-time staff members, and 2 Emerging Leaders Group fellows working across our Artistic, General Management, Development, Marketing, and Production teams. Together, this group is responsible for running Ars Nova’s day-to-day operations; planning, overseeing, marketing, and fundraising for our artistic programs; and charting the organization’s long-term trajectory in pursuit of our mission. Ars Nova recognizes that we are a predominantly white organization and is actively seeking to diversify our staff across all levels and teams. In 2019, we overhauled our staff recruitment and hiring process with an aim to eliminate unconscious bias in our candidate selection and interview process, and to reach a broader variety of candidates from backgrounds historically underrepresented in performing arts administration. This included rewriting the language for our job postings to be more inclusive, standardizing our interview process with intentionally-worded questions to be asked of every candidate, and including salary ranges in job postings.



- 19%** Identifies as Hispanic, Latin-a/e/o/x, Chicano/a/x and/or of Spanish Origin (4.8% White, 4.8% Abstained, 4.8% Multiracial or Biracial, 4.8% Self Identify)
- 81%** Does not identify as Hispanic, Latin-a/e/o/x, Chicano/a/x and/or of Spanish Origin
- 71.4%** White
- 9.5%** Asian or Asian American
- 9.5%** Multiracial or Biracial
- 4.8%** Abstained
- 4.8%** Self Identify

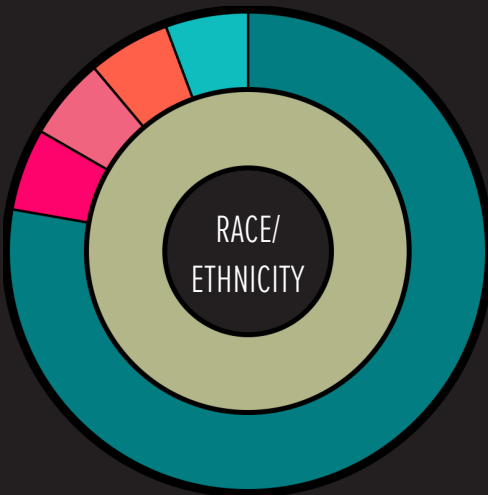


- 61.9%** No
- 23.8%** Yes
- 9.5%** Abstained
- 4.8%** It's Complicated

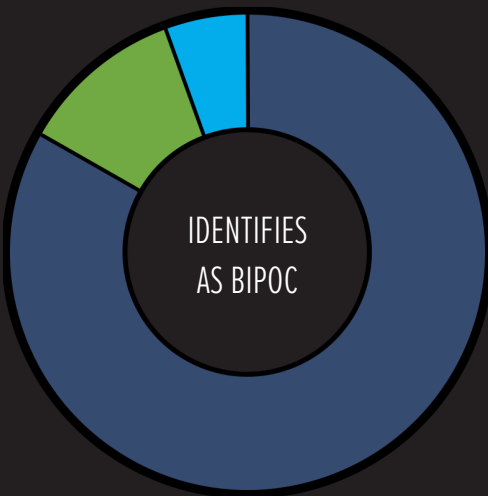
\* "Indigenous and/or Native to the Americas," "Black or African American," "Middle Eastern and/or North African," "Native Hawaiian and/or Other Pacific Islander," and "Unknown" are not included in the graph or legend because 0% of respondents selected these responses.

# OUR BOARD

Ars Nova’s Board of Directors has a dual focus on both oversight — including professional advice, fiduciary supervision, and endorsement of major strategic decisions — and fundraising, through personal giving and by cultivating their friends and colleagues. The full board meets quarterly to discuss artistic programming, fundraising, financial updates, and other topics as needed. Ars Nova’s staff regularly consults individual members on specific projects relating to their areas of expertise. Each year, the board approves Ars Nova’s operating budget, as well as any major decisions that would have a material impact on the organization. In 2019, we overhauled our board recruitment and on-boarding process to include a standardized process where prospective candidates meet with multiple current board members and Ars Nova executive leadership, and an in-depth orientation for new board members once they’ve joined. As we continue our efforts to cultivate greater diversity, inclusion, and equity in all our spaces, we recognize the long road ahead to reflect the demographic makeup of the communities we endeavor to serve within our board as well, and are actively interrogating ways to do so and the barriers to access.



- 100% Does not identify as Hispanic, Latin-a/e/o/x, Chicano/a/x and/or of Spanish Origin
- 77.8% White
- 5.6% Abstained
- 5.6% Asian or Asian American
- 5.6% Black or African American
- 5.6% Unknown



- 83% No
- 11% Yes
- 6% It's Complicated

\* "Indigenous and/or Native to the Americas," "Middle Eastern and/or North African," "Native Hawaiian and/or Other Pacific Islander," "Multiracial or Biracial," and "Self Identify" are not included in the graph or legend because 0% of respondents selected these responses.

# METHODOLOGY

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- Participation in demographic surveys was optional, and respondents had the ability to choose which questions to answer within the survey. All responses were anonymous.
- For all individuals tallied, racial designations were based on self-identification only.
- We acknowledge that individuals' relationship to one's racial identity can be layered and ever changing. In light of this, the survey included an option for participants to select "self-identify" and write in how they identify in their own words. As these descriptions are fluid and deeply personal, we have listed those simply as "self-identify" in this data set to protect respondent's anonymity.
- Margins of Error for each cohort were calculated using the Encyclopedia of Mathematics formula and are as follows: Artists 5.7%, Audiences 3.9%, Board 5.5%, and Staff 0%.
- Our charts are represented using a Sunburst layout. The inner ring represents ethnicity demographics, while the outer ring represents racial demographics. Their segments are stacked to correlate the intersectionality between ethnicity and race.
- Racial category options were Indigenous and/or Native to the Americas, Asian or Asian American, Black or African American, Middle Eastern and/or North African, Native Hawaiian and/or Other Pacific Islander, White, Multiracial or Biracial, Unknown, Decline to say, and Self-Identify. Categories were selected from an amalgamation of the US Census Bureau, Harvard University's Office of Regulatory Affairs and Research Compliance, The Indigenous Futures Project, and Constance Grady's Vox Article "Why the term "BIPOC" is so complicated, explained by linguists."
- Individuals who selected Bi/Multiracial were included in the category with individuals who selected multiple races. Unknown selections that did not identify as BIPOC were not included in this category.
- Individuals who self-identified as "European" were included with "White."
- Constituents were asked if they identified as Black, Indigenous, or a Person of Color (BIPOC). BIPOC categories available for selection were: Yes, No, and It's Complicated.
- Non responses and "Decline to Say" selections were combined under the umbrella term "Abstained". We recognize the distinction in active and passive participations in surveys, but for the purposes of readability in this report they have been merged.
- The Audience Survey was released in September 2020 as part of a larger survey for the Ars Nova community, and questions varied slightly from other cohorts' surveys (released February 2021). Race and Ethnicity questions on surveys since September 2020 have been adjusted after further research into the understanding of those definitions by the Survey & Data Working Group. The information from the Audience Survey was translated to adjust to the demographic categories presented in the February 2021 surveys. "Decline to Say" and "Unknown" were not selection options in the Audience Survey, but participants had the option to not respond. There was no isolated question regarding Hispanic, Latin-a/e/o/x, Chicano/a/x, and/or of Spanish Origin ethnicity, but that information was included in a combined question about race and ethnicity. Those responses were sorted into No Response for the data on Race, but included in Ethnicity percentages.

# RESIDENT ARTISTS

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## VISION RESIDENCY

Starr Busby  
nicHi douglas  
JJJJJerome Ellis  
raja feather kelly  
Jenny Koons  
David Mendizábal  
Rona Siddiqui

## CAMP

Ely Kreimendahl  
Gus Laughlin  
Christian Luu  
Gabrielle Silva, Chase Doggett  
& Makasha Copeland  
Joél Pérez  
Eleanor Philips & Jessie Cannizzaro  
Marina & Nicco  
Kuhoo Verma  
Mahayla Laurence  
CAMP Co-Program Director  
Matt Gehring  
CAMP Co-Program Director

## COMPANY-IN-RESIDENCE

On The Rocks Theatre Co.

## NEW YORK COMMUNITY TRUST

### VAN LIER FELLOWS

Laura Galindo  
Michelle J. Rodriguez

### COMMISSIONED ARTISTS

Melis Aker  
Virginia B. Toulmin Foundation  
Commission  
Kevin Armento & Sammy Miller  
Stephen Siderow Fund For  
New Musicals Commission  
Michael Breslin & Patrick Foley  
Seaview Productions Commission  
Heather Christian  
nicHi douglas  
New York State Council On  
The Arts Commission  
Deepali Gupta  
Khiyon Hursey  
James & Jerome  
Antoinette Nwandu  
On The Rocks Theatre Co.  
Ray Yamanouchi  
Zack Zadek  
Jill Furman Productions Commission

## MAKERS LAB

Manik Choksi & Zi Alikhan  
Guadalís Del Carmen,  
David Mendizábal, Joél Pérez  
& Emma Ramos  
Laura Galindo  
Nightdrive  
Michelle J. Rodriguez  
Jillian Walker

## PLAY GROUP

Melis Aker  
Preston Max Allen  
Serena Berman  
John J. Caswell Jr.  
Vichet Chum  
Guadalís Del Carmen  
Erika Dickerson-Despenza  
Gracie Gardner  
Dylan Guerra  
Gethsemane Herron-Coward  
Ife Olujobi  
Omar Vélez Meléndez

# ALUMNI ADVISORY BOARD

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César Alvarez  
Rachel Chavkin  
Billy Eichner  
Bridget Everett  
Liz Flahive

Amber Gray  
Joe Iconis  
Stephen Karam  
Dave Malloy  
Carly Mensch  
Liz Meriwether

Phillipa Soo  
Robin Lord Taylor  
Alex Timbers  
Beau Willimon  
Bess Wohl

# STAFF

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**Jason Eagan**

Founding Artistic Director

**Renee Blinkwolt**

Managing Director

**Emily Shooltz**

Associate Artistic Director

**Casey York**

General Manager

**Mac Ingram**

Development Director

**Jes Levine**

Director Of Production

**Eric Shethar**

Manager Of Artistic Programs

**Kate Weber**

Interim Business Manager

**Jake Haungs**

Operations & Facilities Manager

**Justin Samoy**

Individual Giving & Special Events Manager

**Sarah Ivins**

Marketing Manager

**Simon Lass**

Technical Director

**Kris Pritchard**

Associate Production Manager

**Miranda Hanson**

Development Associate

**Ben Klein**

Audience Engagement Associate

**Tina Simpson**

Management Assistant

**Immi Chaudhry**

Executive Assistant

**Felix Hernandez**

Operations & Facilities Assistant

**Gail Cevallos**

**Al Parker**  
Emerging Leaders Group

**Chelsea Barker**

**Jack Dentinger**

**Mike Eng**

House Managers

**Jessie Shinberg**

Rentals Coordinator

**Ben Arons**

Company Photographer

**Jason P. Baruch,**

**Sendroff & Baruch LLP**

Legal

**Maury Donnelly & Parr**

Insurance

**Rich & Bander, LLP**

Accounting

**Steven Dalton**

IT Consultant

**John Wyszniowski,**

Everyman Agency, Press Representative

# BOARD OF DIRECTORS

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**Alisa Lessing, Board Chair**

Managing Director, BlackRock

**Jenny Steingart, Founding Chair,  
Co-Founder**

Theater, Film, & Television Producer

**Dana Kirchman, Vice Chair**

Partner, Blue Star Partners

**Judy Bedol, Secretary**

Arts Advocate

**Jason Kemper, Treasurer**

Technology Strategy & Advisory, Accenture

**Rich Battista**

Media & Entertainment Executive

**Nancy Pritzker Bergman**

Real Estate Consultant

**Renee Blinkwolt**

Managing Director, Ars Nova

**Nicole Brodeur**

Philanthropist & Investor

**Greg Corradetti**

President, Serino Coyne

**Jason Eagan**

Founding Artistic Director, Ars Nova

**Victor Edozien**

Chairman & CEO, SET Enterprises

**Rick Feldman**

Film & Theater Investor/Producer

**Deeksha Gaur**

Co-Founder & General Manager, Show-Score

**Mei Lin Kwan-Gett**

Deputy General Counsel, Citigroup

**Greta Mansour**

Arts Advocate

**David Miner**

Partner, 3 Arts Entertainment

**Doug Rappaport**

Partner, Akin Gump Strauss Hauer & Feld

**Stephen Siderow**

Private Investor

**Jon Steingart, Director Emeritus,  
Co-Founder**

Theater, Film, & Television Producer

**ARS NOVA WAS FOUNDED IN MEMORY OF GABE WIENER.**

# OUR DONORS

## \$100,000 +

Anonymous  
Booth Ferris Foundation  
Howard Gilman Foundation

The Horace W. Goldsmith  
Foundation  
Dana Kirchman & Mark Wiedman

New York City Council,  
Offices of Helen Rosenthal  
& Corey Johnson

New York City Dept. of  
Cultural Affairs

New York Community Trust/  
NYC COVID-19 Response  
& Impact Fund

Jenny & Jon Steingart  
Zena Wiener

## \$50,000 TO \$99,999

Nancy & Jeff Bergman  
Nicole Brodeur & Alex Payne  
Alisa & Scott Lessing

The Andrew W. Mellon  
Foundation  
David & Jennifer Miner

The Miranda Family Fund  
National Endowment for the Arts  
New York Community Trust/  
Edward & Sally Van Lier Fund

New York State Council  
on the Arts  
The Shubert Foundation

Stephen & Saskia Siderow  
The Tow Foundation

## \$20,000 TO \$49,999

Amy & David Abrams  
Rich & Brenda Battista  
Judy & Brian Bedol  
Victor Edozien

Rick Feldman & Susan Horowitz  
Jason Kemper & Thor Perplies  
Mei Lin Kwan-Gett  
& Bob Mawhinney

Greta & Anthony Mansour  
The Blanchette Hooker  
Rockefeller Fund

The Seth Sprague Educational  
& Charitable Foundation  
The Harold & Mimi Steinberg  
Charitable Trust

The Virginia B. Toulmin  
Foundation

## \$10,000 TO \$19,999

Con Edison  
Daedalus Foundation  
Diana DiMenna

Tim Forbes  
Sylvia Golden  
MWM Live

Paul Weiss Rifkind Wharton  
& Garrison LLP  
Purrington Moody Weil LLP  
The Morris & Alma Schapiro Fund

Jenna & Paul Segal  
Jeffrey Seller & Josh Lehrner  
James Spindler & John Vitale  
Robert & Amy Stavits

Tiger Baron Foundation  
Venturous Theater Fund  
of the Tides Foundation

## \$5,000 TO \$9,999

Anne & Andrew Abel  
Akin Gump Strauss Hauer  
& Feld LLP  
Felix & Heather Baker  
Karyn & Charles Bendit  
Judge Judith Chirlin  
Frederic R. Coudert Foundation  
Dickie DiBella & Robin Lord Taylor  
Sanford B. Ehrenkranz

Cary J. Frieze  
Jill Furman  
Jeff Gates & Mike Moran  
The Herman Goldman  
Foundation  
Mark Gordon  
Kevin & Gina Gore  
Josh Groban  
The Hyde & Watson Foundation

Lee Kempler & Allison Pease  
The Blanche & Irving Laurie  
Foundation  
Dan & Margaret Loeb  
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Marathon Digital LLC  
Liz Meriwether  
Juliet Moser

National Alliance for Musical  
Theatre's Frank Young Fund  
for New Musicals  
One World Fund  
Performing Arts  
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Allison Gamertsfelder  
Sarah Gancher  
Nick Gandiello  
Abril Garcia  
Ana Garcia  
Alexis Garlich  
Sandra Garner  
Linda Garrido  
Lionel Garrison  
Caroline Gart  
Adam Garth  
Martha H. Garvey  
Divya Gaur  
Grace Geller  
Joseph Gels  
Dana Gentile  
Isabel George  
Madeleine George  
Olivia George  
Andrew Germuga  
Christopher Gerson  
Howard C. Gertler  
Yelena Gertsik  
Gloria Gery  
David Getz  
Nancy Gibbs  
Stephanie Gibson  
Earl Gilbert  
Katharine Gilbert  
Robert Gilbo  
Eric Michael Gillett  
Timothy Gilligan  
Eric Gilliland  
Ann Gilpin  
Joanna Ginn  
Debra Gitner  
Reuven Glezer  
Barbara Glover  
Carina Goebelbecker  
Mitchell Goecke



# \$1 TO \$99 CONTINUED

Laura Gold	Andrew Hodun	James Kennedy	Martin Levin	Karen Master	Christine Moriuchi	Abigail Panares
Stephanie H. Golden	Matthew Hoisch	Kathleen Kennon	Adeline Levine	Brianna Mathiowetz	Stephanie Morris	Brenda Pappas
Marilyn Goldstein	Ken Holda	Nora Kennon	Andrew Levine	Lisa Matsil	Zach Morris	Sydney Park
Robin Goldwasser	Jean Holland	Colleen Kenny	Hannah Levine	Kiernan Matts	Kathryn Morrissey-Burch	Kara Parker
India Gonzales	Byrne Hollander	Kedian Keohan	Jes Levine	Mitch Mattson	Terry Morrow	Elizabeth Parks
Javier Gonzalez	Jessica Holman	Angela Kerstiens	Mike Levine	Elizabeth May	Stephanie Moskal	Rachel Parks
Ira Goodman	Amy Holzapfel	Amelia Kidd	Rob Levine	Amanda Mayberry	Ben Moss	Emily Parson
Jenny Gorelick	Meredith Holzman	Garrett Kim	Jordan Harris Levinson	& Paloma Rosenbaum	Caroline Moss	Roxy Pasternak
Grant Goshorn	Kirsten Hopkins	Seonjae Kim	Warren Lewin	Pamela Mayfield	Federico Mostert	Jerry Patch
Mary Grahame Hunter	Patrick Hopkins	Mindy Kimball	Andrea Lewis	Andrew Mayo	Daaimah Mubashshir	Alan Paul
Madeline Grandusky-Howe	Sheri Hopkins	Justin King	Brian Lewis	Austin Mayster	Mio Nakamura	Megan Peabody
Sam Grant	Alyson Horan	Elizabeth Kipp-Giusti	Terry Lewis	Purabi Mazumdar	Mckenzi Murphy	Laura T. Peapenburg
Amanda Green	Yavanna Horbal	Elaine B. Kirsh	Chas Libretto	Kerry McArthur	Maggie Murray	Louis Peitzman
Jaclyn Green-Stock	Kadi Horn	Christina Kish	Susan Lichter	Davis McCallum	Randak Murray	Shaun Peknic
Joan Greenberg	Allie Horton	Troy Kish	David Lieberman	Brian McCarthy	Peter Nachtrieb	Meredith Peltzman
Alexandra Greene	Ashley Horton	Sari Kisilevsky	Anne Lieberson	Daniel McCarthy	Devin Nagle	Cassandra L. Pena
Adam Greenfield	Ellen Horvitz	Margie & Steve Klein	Mimi Lien	Andrew McCown	Jennifer Najarian	Maria Pereira
Flannery Gregg & John Bennett	Shelly Horwitz	Mitchell Klein	Ruth Lijtmaer	Carrie McCrossen	Mio Nakamura	Sylvia Pereli
John Griffin	Shanti Hossain	Allison Kline	Joseph Lim	Heather McDevitt Barton	Joann Nance	Jacob Perkins
Josiah Grimm	Jessica Huang	Emily Knapp	Chloe Lind	James McDonald	Craig Napoliello	Fabio Perla
Daniel Grinkevich	Rachel C. Huber	Alexander Knowlton	Lisa Lindberg	Kathleen McDowell	Robbie Narcisse	Jerilyn Perman
Emma Gronda	Amy Hudak	Madison Knox	Jessie Linden	Renee McGarry	Saul Nathan-Kazis	Barbara Perry
Haley Groth	Marika Hughes	Nathan Koch	LinkedIn Matching Gifts	Marilyn McGowan	Lauren Nauheimer	Natasha J Person
Meghan Grover	Khiyon Hursey	Timothy R. Koch	Trevor Lippman	Tiffany McGuire	Kameron Neal	Julia Petersen
Alex Grubbs	Bryce Imbesi	Nathan Koci	Avi Lipski	KerryAnn McKenna	Christopher Neff	William Petre
Ann Gruber	Michael Inwood	Liza Koenig	Angel Liu	Tru McKenna	Ann Neilsen	Laura Petrucci
Jessica Gruber	Kelsey Iurato	Josh Kohler	Richard Lobo	Grace McLean	Deck Neisler	Johanna Pfaelzer
James Guess	Sarah Ivins	Agnes Kolben	Laura Lockledge	Kevin McLoughlin	Stowe Nelson	Blake Pfeil
Sara Gustafson	Anna K. Jacobs	Karisa Koontz	Kate Loewald	Tim McMath	James Nevius	Pfizer
Lacey Gutekunst	Cameron James	Sylvia Korman	Cynthia Loewy	Byron McNeal	James Newell	Eleanor Philips
Abigail Gutmacher-Morgano	Samantha Janus	Christina Kotevski	Izabella Londono	Sarah McShane	Carol Newhouser	Lori Philipson
John Hagan	Adam Jarvie	Nick Kourtides & Maya Choldin	Christine Long	Mx Meanix	Robin Newman	Anne Phillips
Lauren Hallenbeck	Kenneth Jew	Emilylyn Kowaleski	Naomi Long	Shoshana Medney	Melissa Ng	Connor Picard
Ross Halper	E A Johnson	Joseph D. Koyon Jr	Ann Marie Lonsdale	Rick Meese	Noel Nichols	Chuck Pierce
Irene Hamburger	Erika Johnson	Jim Krapenc	Sharon Lorince	Allison Meier	Kimie Nishikawa	Marc Pifko
Alanna Hamilton	Liana Johnson	Emily Krause	Kyrsten Louchen	Julia Meinwald	Andrew Njaa	Daniel Pinkerton
Steve Hamilton	Molly Johnson	Keith Kuk	Aris Louis	Amit Meir	Alexandra Robert	Benny Pitt
Andrew Hamingson	J. Lori Johnston	Thomas Kuklenski	Rosalee Lovett	Miranda Melendez	Heidi Spesard Noble	Katharine Pitt
Karen & Dave Hamlin	Orion Johnstone	Fran Kumin	David Low	Nicole Mellion	Miles Nordin	Martin Platt
Rebecca Hanauer	Julia Jonas	Remy Kurs	Heather Lowenstein	Paul Melton	Molly Norman	John Ploetz
Kevin Handerhan	Lindsey Jones	Jen Kwok	Kyle Lowes	Olgu Merandy	Veirus Noronha	Andrea Polci
Gregory Harrington	Robert Jones	Kristen Lacherra	Gabriel A. Lozada	Christine Metzler-Hasty	Wendy Norris	Alexa Poller
Anne Harris	Alexander Jordan	Yi-Chen Lai	Tracy Lu	Vini Meyers	Larissa Nothnagle	P J M Pollock
Mary Lane Harris	Andrew Jordan	Alexandra Lalonde	Kathy Lubner	Ava Mick	Bethany Nothstein	Jason Pomerantz
Vernon Harris	Caleb Jordan	Amanda Lanceter	Dinah Luck	Maggie Mihalcik	Ellen Novack	Evan Ponyah
Leann Hart	Julia Josephson	Alexandra Lang	Sarah Lurie	Donna Mildrum	Evan O'Brient	Stefan Poost
Judy Harvan	Guadalupe Juarez	Michael Lapinsky	Dana Lyn	Lynn Miles	Mariel O'Connell	Emma Powell
Zoe Harvan	Sarah Judd	Allison E. Laplatney	Lucie Lyon	Randolph Miles	Olivia O'Connor	Christopher Pragman
Jeffrey Harwell	Emma Judkins	Gabriela Lara	Andrew MacLean	Shira Milikowsky	Geoffrey O'Donnell	Alex Prakken
Jodie Hatcher	Becca & Leah Kahn	Danielle Larsen	Annie Macrae	Tesz Millan	Christine O'Grady Roberts	Diana Prechter
Madigan Hatcher	Vanessa Kai	Samantha Larsen	Marianne Macrae	Andrea Miller	Michael O'Neal-Peterson	Tanya Press
Jake Haungs	Jason Kaiser	Robert Laughton	Nora Madrigal	Emily Miller	Brittany O'Neill	Marjorie Preston
Grace Hawkins	Christopher Kam	Mahayla Laurence	D. Maggie Magee	Hillary Miller	Eryn O'Sullivan	Mary Kathleen De Blois Prevost
Shannon Hayes	Liana Kamen	Hannah Lawrence	Catherine Mahoney	Holly J. Miller	Hannah Oberman-Breindel	Courtney Pritchard
Luke Haynes	Stella Kandelman	Sarah Lawrence	Bobby Main	Ian Miller	Maureen Ocasio	Rachael Profiloski
Peregrine Heard	Philippa Kane	Zia Lawrence	Gabriel Majou	Kristin Miller	Michael Ocasio	Stephanie Prohaska
Jeanne Hegner	Elle Kaplan	Patrick Lazour	Ekaterina Makarova	Lauren Miller	Sara M. Odioso	Morgan Prouse
Eva Heinemann	Jonathan Kaplan	Florence Le Bas	Alma M. Malabanan-McGrath	Michael Miller	Susan Oetgen	Caroline Prugh
Elizabeth Heinrichs	Randi Kaplan	James Leceste	Jeff Malamy	Tim Miller	Andrea Olivares	John Psolka
Joe Heinrichs	Russell Kaplan	Jay Ledner	Gislane Maldonado	Mckenzie Jane Millican	David Oliver	Mike Putnam
Marian Henneman	Scott Kaplan	Brian Lee	Cassandra Malik	Sophie Mills	Tara Olivero	PVH Matching Gifts
Simon Henriques	Anthony Kapp	Hui Ji Joyce Lee	Dennis Malloy	Melanie Milton	Liz Olson	Zen Quagga
Tara Herlocher	Natalie Karabel	Jennifer A. Lee	Julia Malta-Weingard	Lia Minkoff	Dmitri Onishchuk	Lisa Quan
Thalia Hernandez	Albert Karam	Kenjiro Lee	Ryan Mannion	Kyle Missman	Claudia Orenstein	Cynthia Quillinan
Kevin Hess	Sarah Karnasiewicz	Meredith Lee	Zoe Marcoul	Jimi Mitchell	Emma Orme	Saroja Raj
Caite Hevner	Kerry Kastin	Susan Lee	Meredith Marcus	John Molanphy	David Overholtzer	Caitlin Ram
Alan Hewitt	Anne Kauffman	Arianna Leemann	Olivia T. Marcus	Alexis K. Molnar	Bettina M. Pagallauan	Owen Rambow
Marshall Heyman	Karlina Kauffman	Elizabeth Leimkuhler	Christopher Maring	Jeff Monachino	Amelia Ramsaran	Ben Randle
Rob Hille	Gabriela Kaufman	Carol Leister	Kimberly Markham	Karen Monken	Kristan Pagliei	Helisoa Randriamanana
Caitlin Hillery	Phyllis Kaufman	Jennifer Lembeck	Alex Marrs	Sofia Montgomery	Kevin C. Pajor	Rachel Ranieri
Christopher Himberg	Manami Kawai	David Lenahan	Amy Rebecca Marsico	Elizabeth Moore	Gil Pak	Steven Reddcliffe
Philip Himberg	Thomas Keasling	Julia Lenderman	Cassia Martin	Jack Moore	Eric Pakula	Brian Redondo
Erik Hinton	Will Kellogg	Emma Leonard	Erin Martin	Sharia Moore	Renee L. Palace	TJ Regno
Ellen Hirsch	Alex Kemper	Adriana Leshko	Ian Martin	Jessica Morgan	Amy Palacios	Cara L. Reichel
Alexander Ho	Eva Kendrick	Rachel Leslie	Melissa Martin	Chie Morita	Carla Palandrani	Beth Rendely
		Sherre Levene	Preston Martin	Alison Moritz	Dolores Palma	Luis G. Rendon
		Hannah Levin	Christine Mason		Alex Palmer	

## \$1 TO \$99 CONTINUED

Sarah Resnick	Mark Rowan	Samantha Schurr	Joseph Sims	Sarah Storm	Emily Townsend	Wendy Weisman
Randy Reyes	Wendi Royal	Eric Schwartz	David Singer	Rebekah & Zack Stovall	Amber Treadway	Mallory Weiss
Frederick Ribbe	Jeffrey Rubel	Erica Schweppe	Havannah Singletary	Henry Stram	Gaven Trinidad	Susan Weisman
Abigail Ricarte & Miki Goldman	Andrew Rubenbauer	Jerome Scott	Tessa Skara	Laura Strausfeld	Alexandra P. Trosch	Grace Wenzel
Didi Ricarte Dela Rosa	Maria Rubino	Marianne Scott	Samuel Skippon	Steven Strauss	Max Trotter	Blake West & Bill Goldstein
Josh Rice	Andrew Rubino	Jaclyn Scoville	Kevin Slick	Erin Strecker	Alison Trude	Matheson Westlake
David Richards	Caleb Ruckel	Amy Sears	Annie Slingerland	Abby Strite	Norma Tucker	Matt Whitaker
Angelica Richie	Pati Ruiz	Kimberly Sears	Jessica Sloan	Laura Stusser	Ellen Tumposky	Hallie White
Abigail J. Rieck	John Russell	Cheryl Sebrell	Brian Smith	Dina Suggs	Wendy Turell	Kim Whitener
Ian Riegel	Dominic Russo	William Seffick	Karen Smith	Caitlin Sullivan	Cora M. Turlish	Preston Whiteway
Christine Riley	Frances Rutherford	Mark Seldis	Natalie Smith	Sam Sultan	Carrie Turner	Amy Willen
Megan Riordan	David Ruttura	Randall Sell	Susan Smith	Nicole Sundell	Beth Tuttle	Violet Willensky
Alexandra Rivera	Rebecca Saber	Laura Selleck	Jeanne Snow	Jane Beck Sussman	Roman Tyllinski	Diana Williams
Jackie Rivera	Ellen M. Sadler	Richard Semegram	Elizabeth Snyder	Cynthia Svigals	Amy Tyszkiewicz	Nicholas Williams
Andrea Roa	Maia Safani	Beth Senko	Oriana Soddu	Kathryn Swan	Cyn Unnasch	Lauren Wilson
Eleanor Robb	Sarah Safford	Beth Senturia	Leila M. Soffen	Sascha Swanson	Rachel Unterricht	Mesa Winder
Allison Robbins	Carla Salas	John Seroff	Virginia Somma Guido	Ann M. Sweeney	Dax Valdes	Ellen Winter
Melissa Robertson	Emma Seslowsky	Emma Seslowsky	Ilana Soorenko	Kirsten Sweeney	Christine Valentine	Tracy Wolford
Jenna Robino	Mirsaid Seyed-Bolorforosh	Mirsaid Seyed-Bolorforosh	Jonathan Soto	Ryan Swift	Tamara Vallejos	Dara Wishingrad
Kelsey Robins	Julia Sharpe-Levine	Julia Sharpe-Levine	Jill Sowerwine	Carol Sykes	Lisa Van Curen	Claire Wojciechowski
Diana Robinson	Daniel Sharron	Daniel Sharron	Nancy Spannbauer	Rachel Syme	Stacie Van Deusen	Olivia Wolfgang-Smith
Kristen Robinson	Gabrielle Shatan	Gabrielle Shatan	Cary Sparer	Golebahar Tabatabai	Jillian Van Niel	Tracy Wolford
Jessica Rocks	Deganit Shechter	Deganit Shechter	Samuel Spear	Jean Tait	Rebecca VanderWall	Beverly Wooding
Ashley Rodbro	Kathryn Sheehan	Kathryn Sheehan	Jared Spencer	Lyndsey G. Tait	George Varga	Lilli Wosk
Phoebe Rodriguez	Meg Sheehan	Meg Sheehan	Alexa Spiegel	Jason Tam	Betsy Varghese	Lauren Yakatan
Sophia Rodriguez	John Sheehy	John Sheehy	Brian Spongberg	Taralyn Tan	Nicole Vavalle	Cynthia Yang
Todd Rogers	Kathryn Shelley	Kathryn Shelley	Kent Sprague	Phillip Taratula	Adina Verson	Stephanie Yankwitz
Christopher Romano	Siddharth Shenoy	Siddharth Shenoy	Anna Springer	Skyler Tarnas	Elaine Viola	Tuce Yasak
Patricia Roques	Sarah Shepherd	Sarah Shepherd	John St. Denis	Sonya Tayeh	Tony Vo	Irwin Yee
Eva A. Rosa	Jennifer Sheppard	Jennifer Sheppard	Amy Staats	Clarissa S. Taylor	Amber Voeller	Ken Yee
Dee Roscioli	Samantha Sheppard	Samantha Sheppard	Andrew Stairs	Zanthe Taylor	Annie Voss-Altman	Weng Yi Wong
Dakota Rose	Jayne Baron Sherman	Jayne Baron Sherman	Jeff Stark	Michelle Tempkin	Jasmine Wade	Morgan Yim
Howard & Janet Rose	William Sherrod	William Sherrod	Madeline Stebbins	Mei Ann Teo	Abigail Wagner	Lily Yip
Michael Rose	Eric Shethar	Eric Shethar	Michele Steckler	Jeanine Tesori	Dedalus Wainwright	Ross Yoder
Amy Rosenbaum	Margaret Shevlin	Margaret Shevlin	Leonard Steinbach	Paula Tharp	Nick Wakely	Alice Yorke
Sara Rosenbaum	Ginger Shoemate	Ginger Shoemate	Margy & Lew Steinberg	Kathleen D. Thomas	Donald Wales	Katie Young
Jason Rosenberg	Elizabeth Shooltz	Elizabeth Shooltz	Sharon Steinerman	Lilian Thomas	Leila Walker	Lisa Zaborowski
Hal Rosenblatt	Joel Shulman	Joel Shulman	Martha Stetekee	Alexandra Thompson	Catherine Wallach	Susan Zak
Michelle Rosenblatt	Robin Siegel	Robin Siegel	Andrew Stelzer	Debra Diane Thompson	Carol & Robert Walport	Patrick Zakem
Carol Rosensteel	Kristen Sieh	Kristen Sieh	Anne Stern	Johanna Hartvig Thomsen	Tess Walsh	Henry Zimet
Haleh Roshan	Dawn Siff	Dawn Siff	Lizzie Stern	Lily Thorne	Michael Walters	Ariana Ziskin-Bailey
Sylvie Rosokoff	Miranda Siffer	Miranda Siffer	Alexandra Sternecker	Errol Wander	Meiyin Wang	Michael Zogala
Janet Ross	David Sigman	David Sigman	Dana Stevens	Mei Tien	Sarah Wansley	Rebecca Zuber
Julie Ross	Joyce Silver	Joyce Silver	Bill Stevenson	Nora Tiggelaar	Brandon Washington	Deena Zucker
Jaclyn Roster	Jose Simbulan	Jose Simbulan	Morgan Steward	Kathy Tilley	David Watson	Sarah Zweighaft
Erica Rotstein	Joanna Simmons	Joanna Simmons	Billy Stewart	Annie Tippe	Lindsey Weber	Mariah Zwicker
Mia Rovegno	Lindsay Simon	Lindsay Simon	Lesli Stinger	Marina Toft	Lydia Wegman	Portia Zwicker
	Rachel Simonson	Rachel Simonson	Joan Stolzar	Joy Tomasko	Benjamin Weisman	
	Helen Schultz	Helen Schultz	Parade D. Stone	Erin Torkelson		

List updated as of February 15, 2021

Ars Nova welcomes feedback and dialogue on our ongoing efforts towards transparency, equity, and anti-racism, which can be safely sent to organizational leadership directly (contact information can be found on our website) or to **accountability@arsnovanyc.com**.

*This email account is monitored by Chelsea Barker, who leads our Community Support & Action Working Group and will gather feedback and direct it to the appropriate teams within Ars Nova.*

The Transparency Report will be updated and posted publicly on an annual basis no later than six months into our season (by the end of each calendar year).



**212-489-9800**

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