

## FY24 ANNUAL REPORT

New Ballet Ensemble & School brings children and youth together by providing a professional standard of dance training, regardless of the ability to pay.



### Greetings!

Engagement in the arts consistently and positively affects children's lives. Our core business ensures every child has access to opportunity and excellence in a nurturing environment surrounded by peers from all backgrounds. This annual report outlines progress over 2024, illustrating New Ballet's commitment to mission, community, and careful fiscal management.

New Ballet education partnerships grew exponentially in fiscal 2024 with the collaboration among four partners, creating more significant opportunities for reach and impact.

- Women's Foundation for a Greater Memphis
- Seeding Success
- Memphis Shelby County Schools
- The Center for Research in Education (CREP)

The Women's Foundation supported New Ballet's work under a five-year strategic plan to reduce poverty in Memphis' highest child poverty zones. New Ballet has served focus zip codes 38126 in South Memphis and 38107 and 38127 in North Memphis. The Full-Service Community Schools grant, collaborating with Seeding Success, Memphis Shelby County Schools, and the U.S. Department of Education funded our work in Frayser and Millington. Through CREP, University of Memphis researchers gathered data from both organizations to [report findings](#).

In February 2024, the New Ballet Teaching and Performing Artists working in service to these communities performed in the Oprah Winfrey Theater at the **National Museum of African American History and Culture** to a well-deserved standing ovation as we celebrated the Nike and Jordan brands' Black Community Commitment grant to youth-serving organizations.

And now, I am privileged to welcome the next generation of leadership. Our new Executive Director, Matthew Best, was once a New Ballet student. His professional non-profit leadership experience in Knoxville has prepared him for this role, and it is my honor to welcome him as I lead our new and exciting growth phase as Chief Strategic Officer (CSO) and Artistic Advisor.

Many thanks to outgoing board members Stanton Brown, Bubba Halliday, Jeni Linkous, and Celia Moore-Phillips! Their contributions over six years have been invaluable. We are also grateful to welcome new and returning board members! Meet them on our [website](#)!

I am pleased to present our 2024 annual report and welcome your feedback. **The best is yet to come!**

Gratefully,

*Katie*

Katie Smythe  
Founding CEO and Artistic Director  
New Ballet Ensemble & School



# 3,623

PUBLIC PERFORMANCES ATTENDEES  
OVER THREE PRODUCTIONS

# 25,690

YOUTH IMPACTED

# 70%

SCHOLARSHIPS AWARDED

# 16

IN-SCHOOL  
PERFORMANCES

# 11

PATHWAYS SCHOOLS

# 498

STUDENTS SERVED AT  
PATHWAYS & THE STUDIO

# 12

APPRENTICES



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BALLET  
ENSEMBLE  
& SCHOOL

# GROWTH AT EVERY TURN

Students are nurtured and engaged  
through in-school training and  
performances at K-12 public schools



Starts with  
**Pathways  
Program**



**Comprehensive  
Training**

Once attending studio  
classes, students participate  
in a rigorous weekly and daily  
training regimen including  
rehearsals and performances  
and post secondary  
opportunities



**Teaching in  
Pathways**

Teaching artists earn  
progressive salaries  
and responsibilities



**Professional  
Development**

Teaching Artists learn  
to grow and lead while  
Guest Master Teachers  
and Alums return to  
teach/choreograph



**Career  
Track**

Progression of students into an  
apprenticeship program uniquely  
designed for progressive  
learning and career entry



**College  
Track**

College Counseling and  
audition preparation for  
BFA and BA programs  
around the country  
trainee program

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BALLET  
ENSEMBLE  
& SCHOOL**



Because of New Ballet, I've had the opportunity to train and network with international Master Guest artists.

The professional standard of training that I received is the reason I was awarded the Chadwick A. Boseman Memorial Scholarship to Howard University. I wouldn't be where I am today without New Ballet.

Candace Parkerson  
New Ballet student



I don't know any other place paying dancers to train. I teach in our Pathways classes in schools. Our influence on young people today is so important. I'm able to do a lot within the apprenticeship program.



The school shows are amazing, primarily because it would be difficult to take 600 students to a performance, but we took that one performance to 600 students today at Kingsbury Elementary. We had Pre-K through grades five in our cafetorium, and they experienced the same live performance. This is something that our students will never forget.

Dr. Wynn Earl, Jr. Principal,  
Kingsbury Elementary School



New Ballet is a place where you get to learn and develop gifts you didn't know about. Learn about your gift and teach your gift to other people. I've been able to accomplish things that I never thought I would accomplish before.

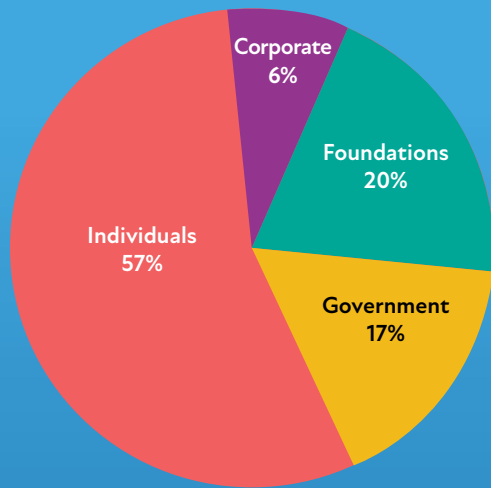
Mykayla Balfour,  
New Ballet Teaching and Performing  
Artist Apprentice



Roman Neal  
New Ballet Alumnus



# FY24 CONTRIBUTED INCOME



## FY24 TOTAL BUDGET

**\$1,762,766**

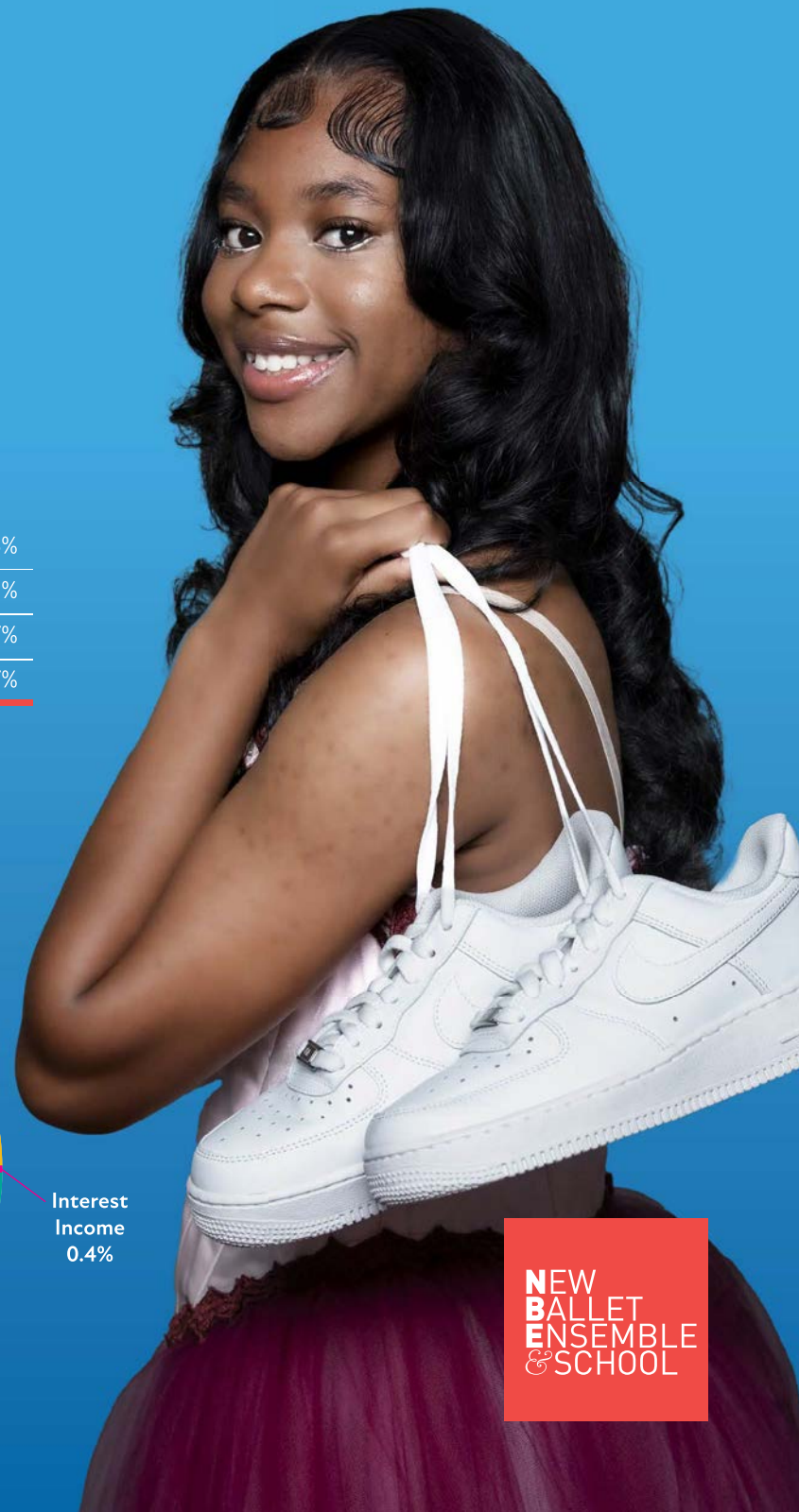
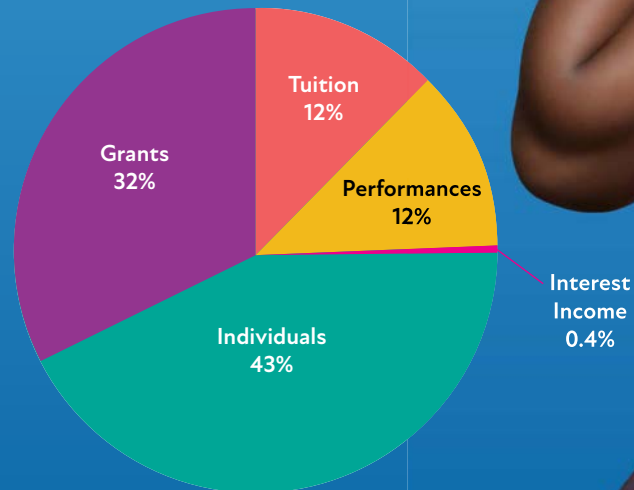
Number of individual donors: 192

|                    |                       |     |
|--------------------|-----------------------|-----|
| Corporate Giving   | \$93,003.00           | 6%  |
| Foundation Grants  | \$280,550.00          | 20% |
| Government         | \$237,700.00          | 17% |
| Individuals        | \$806,208.44          | 57% |
| <b>Grand Total</b> | <b>\$1,417,461.44</b> |     |

## FY24 INCOME SOURCES

### INCOME BREAKDOWN

|  |                       |      |
|--|-----------------------|------|
| Tuition <i>(includes schools)</i>          | \$236,778.00          | 12%  |
| Performances                               | \$221,806.00          | 12%  |
| Interest Income                            | \$7,375.00            | 0.4% |
| Individuals <i>(includes scholarships)</i> | \$825,499.00          | 43%  |
| Grants                                     | \$621,421.00          | 32%  |
| <b>Grand Total</b>                         | <b>\$1,912,879.00</b> |      |



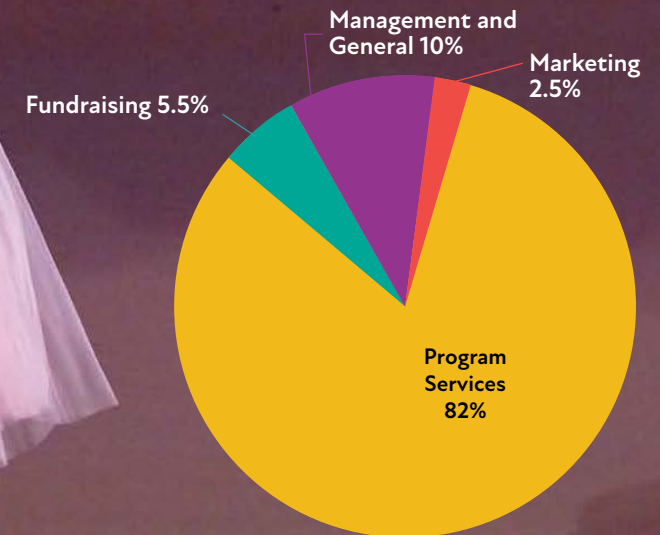
**NEW  
BALLET  
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& SCHOOL**



# FY24 EXPENSES

## EXPENSES BREAKDOWN

|                        |                       |      |
|------------------------|-----------------------|------|
| Program Services       | \$1,477,849.00        | 82%  |
| Marketing              | \$45,575.00           | 2.5% |
| Management and General | \$182,930.00          | 10%  |
| Fundraising            | \$99,832.00           | 5.5% |
| <b>Grand Total</b>     | <b>\$1,806,186.00</b> |      |

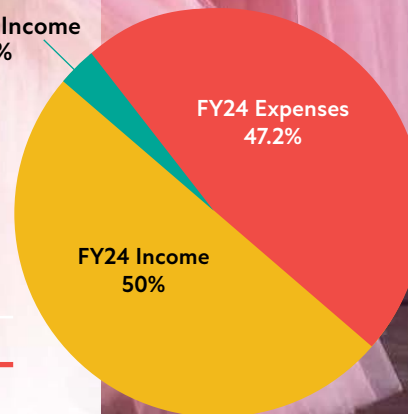


# FY24 FINANCIAL OUTCOME

## BREAKDOWN

|                        |                     |     |
|------------------------|---------------------|-----|
| Total FY24 Income      | \$1,912,879.00      | 84% |
| Total FY24 Expenses    | \$1,806,693.00      | 10% |
| <b>FY24 Net Income</b> | <b>\$106,693.00</b> |     |

FY24 Net Income  
2.8%



# FY24 BOARD OF DIRECTORS



**Deborah Northcross**

*Chairperson*  
Former Exec. Director  
Southeastern Association of  
Educational Opportunity Program,  
Personnel



**Marvin Davis**

*Vice-Chairperson*  
Owner, Fred L. Davis Insurance  
Agency. Former CSM and  
CMO, ServiceMaster



**Stanton Brown**

*Treasurer*  
First Horizon Bank  
Relationship Manager for  
the Asset-Based  
Lending Division



**Jeni Linkous**

*Secretary*  
United Capital  
Financial Advisors  
Relationship Manager



**Calandra Cleveland**

Information Technology  
(IT) Director and  
Consultant, AutoZone



**Rob DelPriore**

Executive Vice President  
MAA



**Amber Floyd**

General Counsel  
Memphis, Shelby County  
Airport Authority



**Katie Futrell**

Events Coordinator  
Redeemer Presbyterian Church



**Paul Gould**

Executive Director, Gould's  
Academy & Commercial  
Real Estate Liaison



**William Halliday**

CCO/Principal  
SouthernSun Asset  
Management



**Dr. Brian Ingram**

Chief of Communications  
Haywood County  
Schools, TN



**Dustin James**

Administrative Director,  
Dept. of Global Pediatric  
Medicine, St. Jude Children's  
Research Hospital



**Celia Moore-Phillips**

Retired Executive Director  
Exceptional Children and  
Health Services at Memphis  
Shelby County Schools



**Nathalie Ocean**

COO,  
MedHaul



**Malik Smith**

Mid-South Commercial  
Lending Credit Analyst,  
First Horizon

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The Splawn  
Foundation

The Hohenberg  
Charity Trust

The Hohenberg  
Foundation



NEW  
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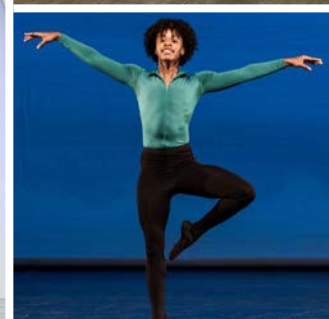




*I've watched New Ballet ingeniously encourage all of our young people to become all they can. New Ballet has long done its part to help us realize our full potential as a city, culturally and economically.*

— Henry Turley

CEO, Henry Turley Company. Lynne and Henry Turley, Giving Ensemble Donors



**NEW  
BALLET  
ENSEMBLE  
& SCHOOL**