

# ANNUAL IMPACT REPORT

First Stage touches hearts, engages minds, and transforms lives by creating extraordinary theater experiences for young people and families through professional Theater Productions, Theater Academy training, and Theater in Education programming.

**FIRSTSTAGE.ORG** 





We are so proud of all that First Stage accomplished during our 38th season. Thanks to your continued belief in our mission First Stage navigated several transitions and achieved improvements, working to strengthen our impact across our three pillars. Your support has helped us to inspire young people through spectacular professional theater productions, to foster valuable life skills for students in our Theater Academy classes, and to elevate school curriculum with our arts-integrated Theater in Education programs. Thank you to our community whose dedication and support ensured our continued success!

I learned I can do what I put my mind to, be confident, and just go for it.

THEATER ACADEMY STUDENT



# INTRODUCING ACCESS FOR ALL

In 2024, First Stage marked a significant milestone, the 20th anniversary of our Community Partnership Program, which we relaunched this season as Access for All.

The Community Partnership Program, now the Access for All Program, has been ensuring access to our transformative theater experiences for thousands every year. This newly revitalized initiative is designed to continue removing barriers for historically marginalized and underserved youth and families, ensuring that every young person can experience the transformative magic of theater.

Through Access for All, we provide a multitude of ways to bring young people and families to our professional theater productions, Theater Academy classes, and Theater in Education programs.

## First Stage's Access for All Passport entitles members to:

- \$10 dollar tickets to the entire season of First Stage theater productions.
- Financial Scholarships of up to 85% coverage to attend First Stage's Theater Academy classes.

Eligibility for the Access for All Passport depends on a financial assessment as well as the applicant's needs or story. Once approved, the Access for All Passport is good for two years, and after two years of participation, members are invited to reapply.

During First Stage's 2024-2025 season, a total of 148 families received their Access for All Passport.

#### Access for All also provides:

- Discounted tickets to our theater productions through our Pay What You Choose Performances as well as free and reduced prices for our nonprofit community partners (e.g. Big Brothers Big Sisters, Boys & Girls Club, La Casa de Esperanza, Penfield Montessori, Ronald McDonald House, and more).
- Subsidized Theater in Education workshops for schools in underserved communities based on the percentage of the schools' student population qualifies for Wisconsin's free/ reduced lunch program.

During our 2024-2025 season, we served 9,641 individuals—youth and families—through the Access for All Program.



# 2024-2025 PRODUCTIONS

First Stage is proud to be a national leader in the Theatre for Young Audiences field and local leader in creating first-time professional theater experiences for young people.

As Milwaukee's most prolific theater for youth and families, First Stage presents professional theater productions that inspire, enlighten, and entertain audiences from across Southeastern Wisconsin and beyond. First Stage is the bedrock of Milwaukee's arts and culture sector, fostering creative minds and lifelong arts-enthusiasts.

While ticket sales only cover 36% of the expenses of an average theater production—which costs around \$524,000 to produce—the remaining expenses are covered by the generous contributions of our donors. First Stage is beyond thankful to our community of supporters that help ensure that we can keep our ticket prices affordable for young people, schools, and families, allowing thousands to experience stories presented at the highest artistic caliber.





68,974
total audience



32 adult actors

419
total
performances

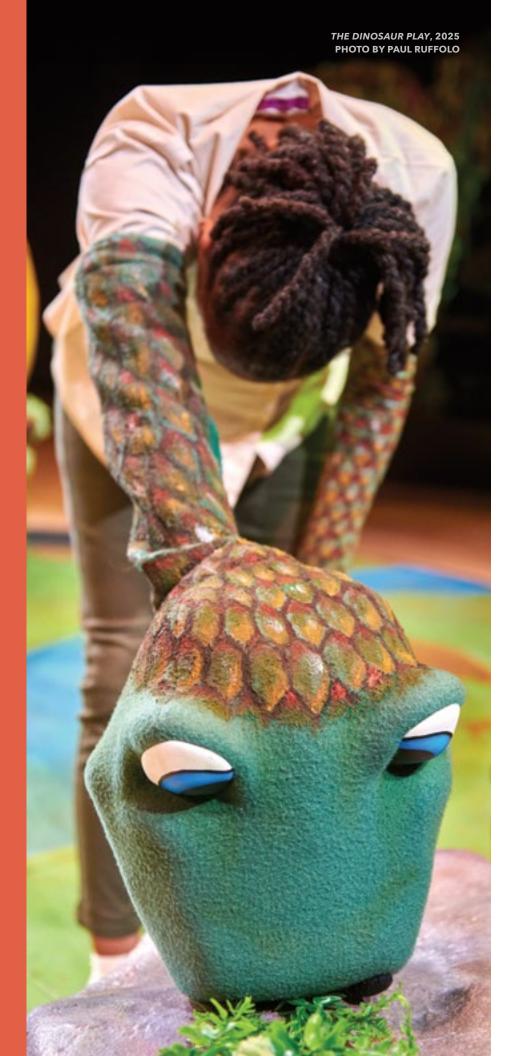


104 young performers

8

Keep up the great work you do with children. My children participated years ago in some of the summer programs, and now my grands are enjoying performances!

**AUDIENCE MEMBER** 





#### OCTOBER 4 - NOVEMBER 3, 2024

Based on the book series by Kimberly and James Dean Script and lyrics by Sarah Hammond | Music by Will Aronson Directed and Choreographed by Bree Beelow

Sponsored by PNC



## NOVEMBER 29 - DECEMBER 29, 2024

Based on the animated television special "Rudolph the Red-Nosed Reindeer" & the stage production directed & conceived by Jeff Frank & First Stage

Script adaptation by Robert Penola Arrangements & orchestrations by Timothy Splain Directed by Jeff Frank







#### **JANUARY 18 - FEBRUARY 16, 2025**

By Steve and Kathy Hotchner Co-Directed by Jeff Frank and Samantha Montgomery



## **JANUARY 31 - FEBRUARY 16, 2025**

Book, Lyrics, Music, and Orchestrations by Marcus Yi Directed by Michelle LoRicco

Sponsored by Molitor FOUNDATION



#### **MARCH 8 - APRIL 6, 2025**

Book, Music & Lyrics by Kristen Anderson-Lopez & Robert Lopez Book Adapted by Lindsay Anderson Music & Orchestrations Adapted & Arranged by Myrna Conn Co-Directed by Jeff Frank and Michael Dean Morgan



#### **MAY 2 - 18, 2025**

Adapted by Alvaro Saar Rios with music by Dinorah Marquez From the book by Pam Muñoz Ryan Directed by Michelle Lopez-Rios

Sponsored by



# **AMPLIFY FALL FESTIVAL**

Understanding the power of connection that young people feel when they see themselves and their stories on stage, this season welcomed the fifth installment of our Amplify play reading series. This festival invites artists and audiences from all different backgrounds to share with our community in the creation of new work, fostering a place of creation where all voices are heard and the work developed is an authentic reflection of our community. Following each reading, there is a talkback where audience members are encouraged to engage in dialogue with the playwrights, helping shape the development of potential future productions at First Stage.



#### **NOVEMBER 8, 2024**

A new musical by John Maclay, Brett Ryback, and Will Eno Based on the book *Lilly and the Pirates* By Phyllis Root © 2010 All Rights Reserved

Directed by Christian Barillas



#### **DECEMBER 13, 2023**

Based on Books and Characters by Mo Willems Script and Lyrics by Mo Willems and Adam Tobin Music By Deborah Wicks La Puma Dramaturgy By Megan Alrutz

Directed by Michelle LoRicco

TM & © Hidden Pigeon, LLC



# **APRIL 24, 2024**

Music by Sheridan Stevens | Lyrics by Michael Liebhauser Book by Patrick Swailes Caldwell, Michael Liebhauser, and Sheridan Stevens | Concept by Elyse Edelman Inspired by the interviews conducted by Elyse Edelman and Michael Liebhauser

Directed by Elyse Edelman

First Stage looks forward to fully producing <u>The Pigeon Gets A Big Time</u> <u>Holiday Extravaganza!</u> at the Marcus Center's Todd Wehr Theater during our 2025-2026 season. We invite you to see how this next holiday classic took shape since it first appeared in the 2024 Amplify Fall Festival!





151
total audience
members



9 adult actors



young performers



# SENSORY FRIENDLY PERFORMANCES

Sensory Friendly Performances are part of our Next Steps Program which expands First Stage's Theater Academy classes and theater productions by tailoring the curriculum and content specifically to the needs of youth who are neurodivergent.

At these select performances, young people with sensory sensitivities and their families and friends can enjoy live theater in a welcoming environment featuring a pre-show demonstration, reduction of loud sounds and flashing lights, house lights on, permission to talk or move during the performance, money back guarantee, and more.

First Stage served 1,002 people with our Sensory Friendly Performances this season—our largest attendance so far. In fact, since First Stage introduced these performances in 2014 (2 performances, 74 attendees), attendance has increased by 1,254% as more people discover the welcoming environment First Stage provides.

Another way we provide access to our productions is through our Sign Language Interpreted performances hosted once per mainstage production. Interpreters use American Sign Language, and this season, we had 888 audience members attend our interpreted performances.

# **THEATER ACCESS**

This season, First Stage ensured that 3,436 young people and families experienced our theater productions at no or little cost to them thanks to our Pay What You Choose performances, \$10 tickets for families with an Access for All Passport, and free preview performance tickets given to our nonprofit partners.

- 849 pay what you choose audience members
- 246 tickets sold at \$10 for Access for All Passport holders
- 2,341 show tickets provided at no cost



1,002
people attended sensory friendly performances



849
pay what you choose audience members

# **THEATER ACADEMY**

One of the nation's largest high-impact theater training programs for youth, the Theater Academy teaches life skills through stage skills to young people aged 3-18-offering a challenging curriculum taught by professional teaching artists. This season, our most popular Academy class was **Advanced Improvisation** for grades 7-12.

Advanced Improvisation, also known as Organized Chaos, is an auditionbased school year intensive for students interested in diving further into the craft of long form improvisation. The goal of these classes is to grow stronger storytellers, stronger characters, and make in the moment choices, without a script. Students then have a chance to present these skills with an end of the year performance.

First Stage's Theater Academy students demonstrated growth in the following life skills this season:

- 94% of students were more open to trying new things.
- 76% of Academy students experienced growth in teamwork.
- 97% of Academy students developed their Actor Toolbox skills.
- 69% of Academy students experienced improved self-confidence.





1,961 total enrollments



1,326 unique students



170 unique classes

# **PRODUCTION LAB**

This new one-of-a-kind program allows students to gain hands-on experience as actors, designers, assistant directors, and stage managers as they work together to bring a show to life! With the help of experts in the field, the young performers work collaboratively to design and execute each element of the production.

THE GREAT IGNORED

MAY 16 - 18, 2025

By Finnegan Kruckemeyer

172 total audience members

# **ACADEMY ACCESS**

Thanks to our community's support, First Stage has never turned a student away due to their family's inability to pay for classes by providing financial aid awards and other logistical support as needed. Financial aid is based on each student's family's financial situation as well as personal needs and story.

There were 148 families who signed up for First Stage's Access for All Passport, allowing students to receive financial aid to attend classes. From those 148 families,

196 students received scholarships totaling more than \$77,400 to attend Theater Academy classes.\*

Tuition payments do not cover the entire cost of First Stage's Theater Academy classes. The remaining 79% of the expense is covered by contributed revenue. First Stage's community of supporters makes it possible for our organization to keep the Theater Academy's tuition cost lower for our students and their families. Our donors also help us to never turn students away due to financial limitations. First Stage's Access for All Program removes barriers and ensures access to our Theater Academy by providing need-based scholarships and other logistical support—all of which is made possible by donations.

\*Financial aid total includes assistance given out to families during Summer Academy 2024 before the Access for All Program was officially instituted and our Community Partnership Program was still in place.



The demographics of First Stage's Theater Academy student body reflected the following:

92% in Elementary School

66% Reside in Milwaukee County

25% BIPOC



16% Received Financial Assistance

We love First Stage—gives our kids a great deal of confidence in their other activities.
Thanks for ALL you do.

**PARENT** 

Our daughter had a lot of fun and learned to think on her feet.
Thank you!

PARENT

66

I learned not to be afraid to mess up, and no one is weird.

**STUDENT** 

My child loves it and feels so welcome!

**PARENT** 

18



# MICHELLE LORICCO



# YOUNG **COMPANY**

Young Company, the award-winning and nationally recognized training program for advanced high school actors, presents performance projects suited for middle school and high school audiences. Performance projects appear in the Goodman Mainstage Hall at the Milwaukee Youth Arts Center.

Last fall, Young Company ventured out west for the annual Utah Shakespeare Festival High School **Competition** and returned laden with accolades:

- Young Company secured first place in the overall Sweepstakes by being the group with the most points in their division.
- First place in the Ensemble Scene category
- First place in Monologues: Josie Van Slyke
- Third place in Monologues: Elena Marking
- First place in Duet/Trio Scenes: Maya Thomure and Max Larson
- Second place in Duet/Trio Scenes: Lucy Kuhnen-Grooms, Lola Ornato, and Thomas Bastardo

In addition to placing in the competition, several students received scholarship awards, including:

- Madison Jones won the Larry Lott Award for Juliet in Sweet Sorrow. The Larry Lott Award is given to the best actor in an ensemble scene in each division.
- Josie Van Slyke won the Ray Jones Award
- Maya Thomure and Max Larson both won the Barbara Barrett Award

Other Young Company accolades include:

- Second place in the ESU National Shakespeare Competition: Madison Jones
- First and second place in the Regionals for the Next Narrative Monologue: Thatcher Jacobs and Silver Anderson
- First place in Nationals: Silver Anderson

# THE TEMPEST

# **DECEMBER 9 - 17, 2023**

By William Shakespeare Directed by Marcella Kearns

Sponsored by



RIDE THE CYCLONE, 2025 PHOTO BY PAUL RUFFOLO



#### **APRIL 19 - APRIL 28, 2024**

Book, Music, and Lyrics by Jacob Richmond and Brooke Maxwell Originally Produced by Kevin McCollum and Morris Berchard Directed by Michelle LoRicco

Sponsored by



# **BARD-O-THON**

To celebrate Shakespeare's 461st birthday, the First Stage Theater Academy presented its 15th Annual Bard-O-Thon, challenging Young Company members to stretch their artistic endurance as they perform as many memorized Shakespearean monologues in a row as possible. On Saturday, April 26, 2025, 54 Young Company members performed 596 monologues. The fundraising efforts of these talented young people raised a record-breaking \$21,629 to support Shakespeare programming at First Stage!



# 66

This program has been amazing for [my child]. It has lifted her out of depression and when we walk into the sessions, [my child] can truly be [herself]. She fits in for the first time in her life. Through First Stage, I learned about a school which she now attends that also allows [her] to be [herself]... Thanks for loving my girl and accepting her not only into this program, but as a human who iust wants to be understood. We love First Stage!

**PARENT** 

# **NEXT STEPS**

Next Steps expands First Stage's Theater Academy classes to young people who are neurodivergent allowing each student to take their "next step" as an artist and as a person. Students experience the joy of acting and musical theater with a team of professional teaching artists with special education training.

First Stage's Next Steps Program also includes our Sensory Friendly Performances that provide accommodations to create a welcoming theater experience for students who are neurodivergent, their families, and friends.



21 enrollments



# **ALUMNI NETWORK**

The First Stage Alumni Network continues to be a vibrant community where former students stay connected, support one another, and celebrate their shared experiences. By joining the network, alumni gain access to exclusive benefits, events, and special keepsakes like our signature enamel pin.

This year, we relaunched a dedicated Alumni Network Facebook group, providing a lively space for updates, conversations, and celebrations of alumni milestones. We're proud to spotlight some of our recent alumni achievements, including Lonnae Hickman receiving the Michael Maggio Professional Designer Award, Conlan Ledwith's Off-Broadway debut in *My Man Kono* as Charlie Chaplin, and Garrett Kim's recognition as a finalist for the 2025 National Playwrights Conference.

Whether you participated in one class, starred on our stage, or found your community through Young Company or Organized Chaos, you're part of a legacy that continues to grow and inspire. We invite all alumni to join the Facebook group and fill out the online contact form to stay involved and receive their exclusive First Stage alumni enamel pin. Let's keep the First Stage ripple effect strongconnecting, celebrating, and supporting one another well beyond the stage.





# THEATER IN EDUCATION

First Stage is Wisconsin's leader in arts-in-education programming. By cleverly blending the arts with standard curriculum, First Stage's Theater in Education programs provide students the opportunity to learn academic subjects through creativity and self-expression. All of First Stage's programs are directly linked to the Common Core State Standards, Wisconsin's Model Academic Standards, 21st Century Learning Skills, and ReadyGen Standards.

First Stage's Theater in Education team visits local classrooms throughout the year to provide arts-integrated workshops that teach core curriculum and nurture students' social and emotional development through theater. Our workshops are provided at a highly subsidized rate or free of charge to keep them accessible to all schools. In fact, without the support of our generous community of donors, 70% of the classrooms we visited this season would not have been able to be served with our programming.

**1,106** workshops



6,873 students served



56

I loved how the [First Stage] teachers inspired the students to act and participate.
Great energy!

**TEACHER** 

66

My class loved how interactive the workshops were. I like how it covered [how to handle] emotions.

**TEACHER** 

66

Interactive, fun, engaging workshops with a fantastic story and an enthusiastic First Stage representative.

**TEACHER** 

This season, First Stage provided:

# **FIELD TRIP PACKAGES**

Field Trip Packages (Platinum, Gold, Silver, and Bronze) that vary in length and depth of exploration through two, four, or seven in-school sessions that enhance the theater-going experience.

# **ARTS-INTEGRATED WORKSHOPS**

Arts-Integrated Workshops that take academic studies off the page with drama-centric, state and national standards-based pedagogy that spans all core content areas: Early Literacy, English Language Arts, STEM, History and Social Studies, Social Emotional Learning, and more.

# THEATER SKILLS WORKSHOPS

Theater Skills Workshops that are customizable in session-length, depth of study, and grade-level. Workshop topics include Acting, Improvisation, Musical Theater, Creative Drama, and Story Drama.

# **FAMILY LITERACY EVENTS**

Family Literacy Events that host up to 100 students and their family members as teaching artists bring a well-known picture book to life with help from participants. Sessions last for an hour, and there is a large variety of stories from which to choose.



First Stage measured the impact of our Gold Field Trip Package this season and the results demonstrated that:

65%
of students
learned how
to identify
story elements

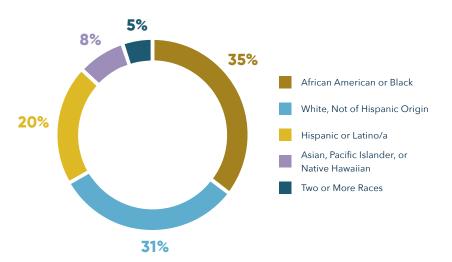
of students learned how to use their actor tools of voice, body, and imagination to tell a story

of students improved in their emotional awareness and empathy

Participating classroom teachers also shared the following through a post-program survey:

- **72%** of teachers observed their students achieving English Language Arts curricular goals while participating in First Stage's workshop–most notably, **91%** of teachers observed their students employing greater listening and oral language skills.
- **64%** of teachers observed their students achieving social and emotional goals while participating–notably, **71%** were better able to form and maintain good relationships.
- **72%** of teachers observed their students deepening in creativity during the First Stage programs—specifically, **82%** felt that the workshop provided the opportunity for their students to increase their self-esteem and confidence.

According to the Wisconsin Department of Public Instruction, the student populations of the public schools First Stage served this year reflected the following demographics:



**62%** Considered Economically Disadvantaged

**20%** Identify as Having a Disability

10% English Learners



76
schools and organizations



58%
located within the City of Milwaukee



83%
located within
Milwaukee
County



# **MAKE BELIEVE BALL**

#### **APRIL 19, 2025**

The Baird Center

First Stage is sincerely grateful to the Wisconsin Center District and Baird for their contributions to our 2025 Make Believe Ball. In 2025, First Stage became the lucky winner of Baird's Gala Giveaway. The prize includes a fully-funded gala featuring complimentary room rental at the Baird Center's spectacular rooftop Baird Ballroom, pre-function space for registration and silent auction, a chef's choice 3-course menu for up to 500 guests, and more!

We want to extend our deepest gratitude to all of our guests, volunteers, supporters, and sponsors of our 31st Annual Make Believe Ball. With our community's commitment to our mission, First Stage is able to transform the lives of thousands of young people and their families every year.



## **PLATINUM SPONSORS**

Duet Resource Group, Northwestern Mutual

#### **CORPORATE SPONSORS**

Baird, BMO, Godfrey & Kahn S.C., Johnson Controls, Mueller Communications

### **FAMILY SUPPORT**

Botting Family, Esten Family, Gonzalez Family, Hirano Family, Metcalfe Family, Orr Family, Spence Family, Starlette by Tendeza Moda, Waterstone Bank, Wroblewski Family

#### **ADDITIONAL SUPPORT**

Beechwood Sales and Service, CTI,
First Stage Volunteers and Young Performers,
Greater Milwaukee Foundation,
Mandel Graphic Solutions, Paul Ruffolo Photography



# **ORGANIZATIONAL UPDATES**

As is the case with many arts and non-profit organizations, First Stage has been presented with continued hurdles as we head into our 2025-2026 season. Although many of the lasting effects from the pandemic are beginning to subside, continued economic and social instability create a delicate environment for seeking donations and support.

While UPAF remains our largest single donor, we have experienced a 34% drop in UPAF funding over the last few years, leaving First Stage to fill in the gaps in contributed and earned revenue. We also recognize that those we serve—youth and families—have been among the most affected by cuts to government programming and spending, continued price hiking, and high inflation.

Thankfully, First Stage has been meeting those challenges head on with new executive leadership, a new plan for recovery, and promising early results. In an effort to increase the efficiency of our fundraising efforts, we have made several decisions this past season to decrease costs and increase revenue:

#### **SHARED SERVICES**

• We entered into a shared services agreement with the Marcus Performing Arts Center—a longtime partner of ours—for our finance function, saving us resources, time, and funds that would have been used if we continued using our own finance system. Now our finance department has a greater capacity to focus on additional cost-saving strategies and increasing financial efficiency.

# PROGRAM ENHANCEMENT FOR SUSTAINED RELEVANCE AND IMPACT

 We expanded the Theater Academy geographical reach to expand access and create additional tuition revenue, and enrollment is up 39% from last season. Our additional satellite locations are located at the Sharon Lynne Wilson Center for the Arts as well as Concordia University Wisconsin.

#### **REVENUE ENHANCEMENT**

- We reduced our expenses and outsourced where cost-effective while continuing to create world class performances and enriching educational opportunities. For example, in our 2025-2026 season, we will be producing one less show in the Todd Wehr Theater, but maximizing audience revenue opportunities with a production of *Disney's Frozen*.
- We have restructured our leadership to increase managerial efficiency, and that leadership has taken pay cuts.

As more actionable plans are developed, they will be assessed by our Board of Directors and Senior Advisory Council. While the actions First Stage took to elevate sustainability were effortful and ambitious, it proves our commitment to showing up in our communities to create effective, and positive theater experiences that will stay with young people and their families for a lifetime.





# **LEADERSHIP UPDATES**

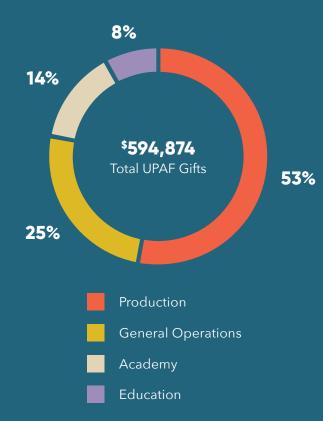
While we have been working on cost savings and have seen earned revenue growth—such as increasing ticket sales and expanding our Theater Academy enrollments and classes—First Stage is operating on thin margins. In the past year, we've been working with the Board of Directors to continue to assess our plan for the best way forward for the organization, the staff, and those we serve.

At the end of March, the Board of Directors made the difficult decision that it was in the best interest of the organization to make a change in our leadership structure. For years, First Stage functioned with a Managing Director and an Artistic Director who led in tandem to oversee business and artistic decisions. Moving forward, First Stage has shifted away from our traditional dual leadership model to a single Executive Artistic Director leading the organization. With this change, the Board has eliminated the Managing Director position. Jeff Frank, previously the organization's long-standing Artistic Director, was promoted to the role of Executive Artistic Director. Jeff has been with First Stage for nearly 30 years and remains deeply committed to our mission and the young people we serve.

In addition to Jeff's promotion, First Stage recently hired Jonathan Jackson as our new Director of Advancement and Strategy. We are excited and proud to bring on Jonathan as he brings his executive-level experiences from Milwaukee Film to First Stage. Going forward, Jeff, Jonathan, and our Director of Finance & Administration, Kate Schmitt, have formed a Senior Leadership Team that will propel us forward.

# **THANK YOU UPAF!**

First Stage is grateful for the support of UPAF which has been a longtime supporter of our mission to transform lives through theater. Of the \$1,543,703 in generous contributions we received for our general operations this season, UPAF represented nearly 29% of that total. Without UPAF's support, First Stage would struggle to match our current impact in the Greater Milwaukee community.



**UPAF Bright Minds:** UPAF Bright Minds funding supported our ability to create free programming opportunities for students at Browning Elementary and Kluge Elementary, serving nearly 400 students across 20 classrooms.

Young Company: UPAF funding supports First Stage's Young Company, our advanced theater training program for advanced high school actors. In 2024-2025, Young Company performed *The Tempest* and *Ride the Cyclone*, bringing in a total of 2,333 audience members across both productions. Plus, the opening and closing night performances of *Ride the Cyclone* completely sold out!

# **DONORS**



# SHINING STARS

**Monthly Giving Program** 

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Maggie Corry Steinbach

and Aaron Steinbach

**Techtmann Family** 

Kerri Warner

Ashley and Steven

Wroblewski

Thank you to our community of donors for helping First Stage continue transforming lives through theater! Below is a list of donors of \$1,000 or more that contributed to the First Stage community during our 2024-2025 season:

Anonymous (5) A.O. Smith Foundation Artisan Partners Limited Partnership Arzbaecher Family Foundation Ascendium Education Group, Associated Bank Astor Street Foundation Nancy and Tom Backes Bader Philanthropies, Inc. **Bob Balderson** Carla and Burt Bartlett Tom and Sally Basting Angela and Steve Beckert Leif and Ashley Bergquist Marilynn Bianco Elizabeth and Jeff Billings Teresa Blum **Brewers Community** Foundation, Inc. The Burke Foundation Burmester Charitable Trust Mike Carter The Corry Family Alexis and Brad Dahmer Dr. and Mrs. James H. Davis Ellen and Seth Dizard Caryn and Jim Esten Ralph Evinrude Foundation, Inc. David Flores The Frank Family Michael Franks and Julie Wojcik Carol and William Gehl Martha Gienke Greater Milwaukee Foundation Dyar Fund Kopmeier Family Fund Richard and Joy Teschner Bernard J. and Marie E. Weiss Fund William N. and Janice V. **Godfrey Family Foundation** 

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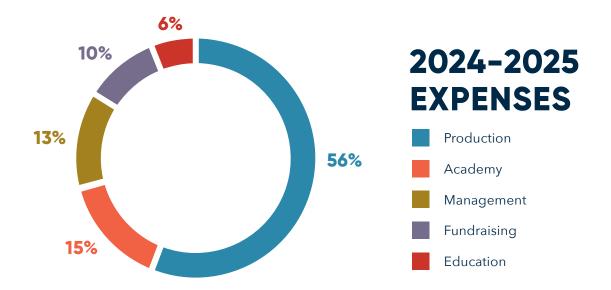
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Laura and Al Orr

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**Operating Budget** 

\$5,482,857

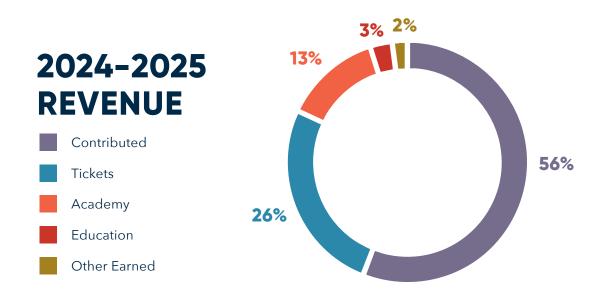


**54%**Contributed

Revenue



46%
Earned
Revenue



# **BOARD OF DIRECTORS**

## 2024-2025 EXECUTIVE COMMITTEE

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