Noureddin Khourchid, Al Nabolsy Ensemble, and the Whirling Dervishes of Damascus traveled from Syria to perform at the second annual Global Exchange on September 15, 2016 — receiving a standing ovation from the crowd at Alice Tully Hall.
Dear Friends:

This year, the extraordinary artistry of Lincoln Center reached more people than ever before.

We have significantly grown our network of community partners, audiences, corporate sponsors, and generous individual supporters. Together, we have amplified the power of our outreach work, bringing younger audiences, students, and underserved communities into the Lincoln Center family.

The cover of our Annual Report highlights a moment from this past year where the strength of our community was made manifest. On a hot August afternoon, 3,000 people came together on campus for the world premiere of David Lang’s epic choral work, the public domain. Nearly 1,000 volunteer singers from all walks of life rehearsed throughout the summer for one rapturous performance based on the idea that we are all part of a global community—one that is best unified through the arts. The New York Times called it “a great day to be a New Yorker.” What could better reflect the mission of Lincoln Center?

In 2015–16, Lincoln Center’s 11 constituents collaborated in new and exciting ways, demonstrating the synergies only possible at the world’s premier performing arts center. Numerous collaborative projects, performances, and special events delighted audiences, from the New York Philharmonic’s co-presentation with Lincoln Center of The Importance of Being Earnest to a special exhibit at The New York Public Library for the Performing Arts exploring 50 years of the Mostly Mozart Festival. The campus came together once again for a Day in the Life at Lincoln Center, where an entire day of activity on the many stages of Lincoln Center was livestreamed on Facebook.

This spring’s Digital Launch introduced two mobile apps, including a self-guided campus tour; a new website and video portal; a robust calendar of livestreams; and expanded social media channels. These tools have enhanced our connection with both global and local audiences, who can now get tickets on their mobile devices, preorder intermission drinks, and even find the shortest restroom line.

Lincoln Center Education provides an extensive array of programs for both teachers and students in schools and in our communities, while training teachers to think like artists and artists to think like teachers. To further extend our reach, we partner with underserved communities in all five boroughs to bring free performances and screenings to libraries, community centers, and public spaces for all to enjoy.

Lincoln Center’s contribution to our community goes well beyond the purely artistic. Released in June, our Economic Impact report for 2014–15 revealed that Lincoln Center contributed $2.4 billion to New York’s economy, in addition to 16,000 jobs. The report’s analysis found that 44% of all Lincoln Center attendees took advantage of free performances, events, and admissions. Beyond the numbers, our programs matter deeply to the people they reach each day. Independent surveys of our patrons and campus visitors show just how much Lincoln Center means to our neighbors, to New Yorkers, and to tourists from around the globe.

In the following pages, you’ll hear directly from the people who are personally touched by our efforts every day—both on campus and around the world. Their words are paired with facts and figures from our most recent seasons at Lincoln Center. In exploring these stories, we hope that you will share our pride in what has been accomplished and what is to come.

Thank you for being part of Lincoln Center’s success story.

Sincerely,

Katherine Farley
Chairman

Liza Parker
Chief Operating Officer

Renee and Robert Belfer Music Director Louis Langrée leads the Mostly Mozart Festival Orchestra in a free performance in collaboration with Lincoln Center Out of Doors.
A crowd of 3,000 gathered to witness and participate in *the public domain*, a choral work for 1,000 New York voices.

I signed up for *the public domain* because who wouldn’t want to sing with 1,000 people in New York City?

Cindy T., Singer

Celebrating the 50th Mostly Mozart Festival, Lincoln Center commissioned an original work by composer David Lang. *The public domain*, a choral work for 1,000 voices, premiered on August 13, 2016.
Where Families Feel at Home

Silent Disco was part of the LC Kids Winter Warm-Up in February 2016. Another kid-friendly program at Lincoln Center is Family-Linc, which invites low-income families to campus for performances, workshops, tours, and other opportunities to engage with the arts and each other.

In 2016, LC Kids grew from 700 families to over 5,000. That’s 600% growth.

What I like most about my experiences at Lincoln Center is being able to educate my family musically and culturally with the different aspects of the performing arts.

Ingrid J., Family-Linc Parent
Engaging Tomorrow’s Talent

This art form is a passion, but getting here has been a hustle. These teachers and counselors are so absorbed in what you want to do. And the more somebody is invested in you, the more you know you’re going to do better.

Briana, Grade 8, 2015 Boot Camp Alumna

98% of students at our Arts Audition Boot Camp were accepted to a high school of their choice.

The Middle School Arts Audition Boot Camp, through a partnership between Lincoln Center Education and the NYC DOE, offers two weeks of intensive training in acting, voice, music, visual art, and dance. At Boot Camp, rising eighth graders in schools with high numbers of children from low-income families prepare for auditions at competitive performing arts high schools.
Our boys, both on the autism spectrum, love to watch the beautiful performances. They leave happier and filled with soothing comfort. They were reluctant at first, but we can now stay and enjoy the whole event. The staff is welcoming and accommodating to the individual needs of each family.

Marilyn W., Mother to Bryan and Brandon, Members of Lincoln Center’s Passport to the Arts, which provides an accessible and affordable introduction to the arts for children with disabilities.

Since 2009, the David Rubenstein Atrium has acted as the welcoming center to Lincoln Center. It reflects our campus-wide mission to showcase diverse disciplines, emerging artists, and free performances for all ages, abilities, and backgrounds.

Last year, our campus welcomed 6.5 million visitors from all over the world.
Lincoln Center Education has helped my students realize they are part of the narrative of NYC. Making a trip down here has broadened their horizons on what art looks like. It’s not just what they see on YouTube, it’s something they can actually experience for themselves.

Shanequa G., Social Studies Teacher, MS 254

Giving Educators an Advantage

Every July, Lincoln Center Education hosts Summer Forum, welcoming educators and artists from around the world for three weeks of intensive workshops, exclusive performances, and plenary sessions featuring internationally renowned speakers.

Lincoln Center Education’s Summer Forum 2016 hosted participants from 26 states and 8 countries.
Free World-Class Programming

Over 200,000 attendees enjoyed more than 200 free performances that were open to the public in 2015–2016.

Patti Smith led one of the 40 free concerts at Lincoln Center Out of Doors. Free performances are one way Lincoln Center fulfills its mission of sharing the best of the arts with the widest possible audience.

#LCOutOfDoors festival with my gal. Thank you NYC for a free night of fabulous music!
@cameronadamsnyc on Instagram
Bringing People Together

Midsummer Night Swing is a dance party under the stars in Damrosch Park. Ticketholders enjoy access to the dance floor while passersby can hear the music for free from the plaza. The Black Rock Coalition Get-Down Revue kept the dance floor packed with two sets of rock, R&B, and jump blues on July 2, 2016.

I’ve been going to Midsummer Night Swing for years; Jenn and I started going together in 2015. I picked Lincoln Center for my proposal because it seemed perfect—and it really turned out that way. I wanted to do something special, where we could include not just what we love (music, dancing, jazz, swing) but who we love.

Richard and Jenn Kurtzer, Engaged at Lincoln Center on July 8, 2016

Over 80,000 dancers and music fans came to Damrosch Park for Midsummer Night Swing.
Curating Artistic Excellence

Lincoln Center Festival’s presentation of Christopher Wheeldon’s The Winter’s Tale featured the National Ballet of Canada. While presenting the world’s best art, Lincoln Center also emphasizes access for everyone. One example is inviting veterans and their families to attend performances for free.

A very big thank you to the Lincoln Center Veterans Initiative for allowing us enjoy another great evening. The standing ovation was proof enough of how much we all enjoyed the performances.

Raphael, U.S. Navy 2008–2012, attended concerts by the Goran Bregović Wedding and Funeral Orchestra (Lincoln Center Festival) and Mostly Mozart Festival Orchestra (Mostly Mozart Festival).

Lincoln Center staged over 85 local, national, and world premieres in 2015–2016.
Keeping the Legacy Alive

The Mostly Mozart Festival celebrated 50 sensational years in summer 2016.

Lincoln Center helps expose a younger generation to the arts. Experiencing the arts of the past will help us in terms of how we define our life.

Anuj Gupta, Steering Committee, Young Patrons of Lincoln Center

An all-star cast, with staging and projections by Netia Jones, brought highlights from Mozart’s operas to life in *The Illuminated Heart*, electrifying Young Patrons and other audience members at the Mostly Mozart Gala on July 25, 2016.
Connecting with Communities

Boro-Linc presented free performances and exhibitions in all 5 boroughs.

Being able to bring Lincoln Center’s quality work to downtown Jamaica, with all programs free to the public, is a wonderful feeling. Not only do residents have the opportunity to see high-quality performances, they participate in workshops led by artists-in-residence to gain more art experience.

Cathy Hung, Executive Director of Jamaica Center for Arts & Learning, Boro-Linc Partner
The Magic of Lincoln Center in Every American Home

Each year, over 12 million people watch the award-winning series Live From Lincoln Center on PBS.

For many people, their first experience with the performing arts comes through our Live From Lincoln Center broadcasts, which bring superlative production value to world-class performances. This year we featured superstar pianist Lang Lang’s New York Rhapsody, a star-studded valentine to his adoptive home.
An Economic Powerhouse

Lincoln Center contributed $2.4 billion and 16,000 jobs to New York City in the 2014–15 season.

Lincoln Center is more than a presenter of the arts—it's an economic driver that any city would be lucky to have. It provides jobs, attracts visitors, and makes locals proud. It's impossible to overestimate the significance of the campus's contributions to New York City.

Fred Dixon, President and CEO of NYC & Company

Lincoln Center has created a haven for arts lovers on the Upper West Side, but it's also an iconic location in NYC, an economic engine for all of New York, and an exemplar to the global performing arts community.
Telling Stories Across All Channels

For Lincoln Center’s ambitious, daylong livestream, three professional camera crews crisscrossed campus to capture the impressive number of things that happen here in a single day. The event began at 9:00 am with The Juilliard School’s morning drama class (pictured).

Over 2 million people from 6 continents tuned in on October 7, 2016, to watch our first-ever, full-day livestream event A Day in the Life at Lincoln Center.

Great teacher, great school, great students! Great event, great work Lincoln Center.
Amanda S. on Facebook
Lincoln Center is well known around the world, and it’s such an honor for me to perform here. Bringing artists like me together, talking about the arts, is such a strong way to change things during conflicts. Art is the center of the world, not on the side.

- Amani Yahya, First Female Rapper in Yemen

Lincoln Center’s Global Exchange hosted thought and industry leaders from 35 countries in 2016.

Taking a Global Approach

Andrea Bocelli and the Voices of Haiti Children’s Choir, conducted by Malcolm J. Merriweather, performed at the second annual Global Exchange on September 15–16, 2016. International thought leaders gathered to discuss how the arts can be used as a tool for change in today’s world.
Looking Ahead

Visionaries Donald Schmitt (right) of Diamond Schmitt Architects and Thomas Heatherwick of Heatherwick Studio are leading the renovation of David Geffen Hall. The new venue will retain its harmony with the Lincoln Center campus as an acoustically excellent, state-of-the-art concert hall.

From the Emerging Artists Awards to the exciting renovation of David Geffen Hall, it is clear that Lincoln Center understands our present and is unwaveringly invested in the future.

Camden Shaw, Cellist, Dover Quartet, Lincoln Center Emerging Artists, Winners of the Hunt Family Award 2016

David Geffen Hall, home of the New York Philharmonic, welcomes 655,000 visitors to nearly 300 events annually.
Lang Lang’s New York Rhapsody, a one-night-only benefit performance for all of Lincoln Center’s arts education and community programs, took place on May 3, 2016. It was captured as part of Live From Lincoln Center and will be broadcast on PBS.
**Festivals and Performance Series**

In addition to world-class performances presented by our resident organizations, Lincoln Center for the Performing Arts produces high-caliber artistic festivals and series all year long. We focus on commissioning, curating, and presenting diverse national and international performances that reflect the rich diversity of our patrons. We are also continuously working to expand the reach of our artistic programming. We now offer more free performances than ever before and are using digital resources to bring what’s happening on Lincoln Center’s stages to a global audience.

**Fall/Winter**
- Great Performers  
  *October–May*
- White Light Festival  
  *October–November*
- American Songbook  
  *January–May*

**Spring/Summer**
- Great Performers  
  *October–May*
- Midsummer Night Swing  
  *June–July*
- Lincoln Center Festival  
  *July*
- Lincoln Center Out of Doors  
  *July–August*
- Mostly Mozart Festival  
  *July–August*

**Legendary performers in compelling presentations of classical masterworks**

Since 1985, **Great Performers** has presented premier artists performing the breadth of the classical canon. Programs include the finest orchestras and conductors, virtuoso musicians, and special film series. Great Performers celebrated its 50 years from October 14, 2015, to May 12, 2016, finishing in a special operatic presentation of Gerald Barry’s *The Importance of Being Earnest*, in partnership with the New York Philharmonic. The season also included Accademia Bizantina, the Emerson String Quartet, and the Los Angeles Philharmonic, spotlighting such esteemed talents as Paul Lewis, Richard Goode, and Matthias Goerne.
Cutting-edge productions that explore the transcendent power of the arts

Now in its seventh year, the White Light Festival offers a broad spectrum of exquisite productions featuring the world’s leading musicians, choreographers, and directors—complemented by talks and post-performance lounges. Two highlights of last year’s festival, October 14–November 22, 2015, were the premiere of Thomas Adès: Concentric Paths—Movements in Music and a full-concert production of John Coltrane’s A Love Supreme by Wynton Marsalis. The festival paid homage to playwright Samuel Beckett with a screening of Waiting for Beckett and a performance of No’s Knife by Ireland’s Lisa Dwan, among others.

Today’s greatest singers and songwriters in our most intimate venues

American Songbook embraces a wide range of styles and traditions, including Broadway, pop, rock, jazz, R&B, soul, Americana, bluegrass, and folk music. The 2016 season presented 24 concerts to nearly 7,000 fans. Performers included Vanessa Williams, La Santa Cecilia, and Janis Ian. One of the most moving evenings was opera legend Frederica von Stade performing A Coffin in Egypt. On the other end of the spectrum, audiences rocked out to Foreigner in Concert: Unplugged.
New York’s most popular summer dance party under the stars

For over a quarter of a century, Midsummer Night Swing has attracted more than 80,000 people annually to Damrosch Park’s open-air dance floor. People of all ages and experience levels get moving to an exhilarating mix of musical artists. From June 21 to July 9, 2016, New Yorkers put on their dance shoes for rousing shows by the Harlem Renaissance Orchestra, Septeto Santiaguero, and The Allen Toussaint Band with guest vocalists Irma Thomas, Cyril Neville, and Deacon John.

Original productions from around the globe, from classic to contemporary and beyond

For over 20 years, Lincoln Center Festival has presented artists from more than 50 countries, commissioned 43 new works, and staged over 143 premieres. The 21st season ran July 13–31, 2016, with 48 performances reaching 45,000 fans. Highlights included sold-out productions of The Globe’s The Merchant of Venice, Théâtre des Bouffes du Nord’s Le Bourgeois Gentilhomme, and an 80th birthday tribute to Steve Reich. In a rare appearance, Grand Master Kiyokazu Kanze and his company opened the festival with a series of classic Noh plays performed in repertory.
Three weeks of free summer performances enjoyed by hundreds of thousands of people

Scores of music, dance, spoken word, and family events make up the country’s longest-running, completely free outdoor festival, which draws annual audiences of over 140,000 and has been filling the plazas of Lincoln Center since 1971. This season featured concerts by Patti Smith, Darlene Love, Davido, and Dwight Yoakam, as well as an electrifying performance by Soledad Barrio & Noche Flamenca.

Lincoln Center Out of Doors

July–August

Lincoln Center Out of Doors

July–August

Celebrating the legacy of Mozart and his contemporaries

America’s first indoor summer music festival, Mostly Mozart has been a New York tradition for 50 years. Led by Renée and Robert Belfer Music Director Louis Langrée and the Mostly Mozart Festival Orchestra, the festival celebrated this milestone anniversary from July 25 to August 27, 2016, with a variety of performances, including 50 premieres by artists-in-residence, the International Contemporary Ensemble; a concert of arias performed by today’s top opera stars in Netia Jones’s The Illuminated Heart; and the return of Mark Morris Dance Group’s Mozart Dances.

Mostly Mozart Festival

July–August

Mostly Mozart Festival

July–August
Lincoln Center Education

Lincoln Center Education (LCE) is the educational cornerstone of Lincoln Center and has a presence in 220 New York public schools. LCE enriches the lives of students, educators, and lifelong learners through opportunities for engagement with the highest-quality arts on the stage, in the classroom, online, and within the community. It offers unparalleled school and community partnerships, professional development workshops, consulting services, and its own repertory. In the past four decades, LCE’s work has reached more than 20 million students, educators, administrators, parents, community members, teaching artists, and artists within and beyond New York City.

Teacher Training and Award Programs

LCE emphasizes educator, administrator, and teaching artist development through a series of training and awards programs.

Summer Forum takes place over three weeks and offers intensive workshops right on campus. It has been a Lincoln Center tradition since 1975. This year hosted 361 participants from 26 states and eight countries.

In partnership with the New York City Department of Education’s (DOE) Big Apple Awards, the Lincoln Center Arts Teacher Award contributes $5,000 annually to a chosen recipient for classroom use and is the only DOE-sponsored award recognizing excellence in the arts.

Additionally, LC Scholars is a groundbreaking initiative to train and place top-quality arts teachers in up to 120 NYC public schools. In partnership with Hunter College and the DOE, the program positions Lincoln Center as the first performing arts organization in the nation to work with a higher education institution in the creation of an alternative certification path for arts educators.

Arts in the Middle

LCE works with the New York City Department of Education to offer middle schools with little or no arts instruction long-term partnerships that integrate the arts into the school community, provide teachers with professional development, and improve the learning of thousands of adolescents. Now in its third year, Arts in the Middle serves 14 schools.

Boot Camp and Mentor-Linc

The Middle School Arts Audition Boot Camp is a two-week training program, developed through the DOE in 2014, which serves rising eighth graders from low-income neighborhoods. With campus-wide support from Lincoln Center, stellar arts instructors and professional artists help students prepare audition pieces and applications for competitive performing arts high schools. In 2016, its second year, Boot Camp enrolled 25% more students and kicked off alumni programming. The results were remarkable: An astounding 98% of participants were admitted into a high school of their choice.

To continue fostering a relationship with Boot Camp alumni and championing their academic and artistic success, Lincoln Center is launching Mentor-Linc. An addendum to Boot Camp, Mentor-Linc will pair alumni with dedicated mentors to see them through high school and the college application process.

Community Artist Residencies

The Community Artist Residencies program pairs artists with community centers, shelters, and other organizations where they can do the most good, such as by working with court-involved youth or the homeless. In 2016, LCE partnered with WH—nonprofit for women in need—on a pilot program aiming to align trauma recovery and long-term resiliency with the arts. A theater artist visited the shelter for six months to lead workshops on self-expression for mothers, teens, and children.

Lincoln Center Local

Lincoln Center Local sends resources and teaching artists into all five boroughs through community partnerships with libraries, schools, and arts organizations. Live performances, workshops, and screenings are shared with thousands of New Yorkers of all ages at no cost. This fiscal year featured Silent Disco pop-up dance parties in each of the five boroughs.

Boro-Linc

Launched in March 2015, Boro-Linc partners with cultural organizations, city leaders, and Lincoln Center constituents to bring family-friendly performances and activities to communities that have been historically underrepresented on our campus. Boro-Linc is now in all five boroughs as of 2016.

Family-Linc

Family-Linc welcomes low-income families to Lincoln Center. Through partnerships with social service organizations, Lincoln Center provides participants with prime seats at popular performances for $5. Families are invited to participate in workshops, backstage visits, and artist talks to deepen their engagement and create unique experiences for them to enjoy together.
For Everyone, Everywhere

Immensely proud of the work that takes place on our campus and throughout New York City, Lincoln Center is perpetually driven to increase its reach to arts lovers around the world. Our international initiatives ensure that the performing arts we share with American audiences reflect a broad array of cultures and voices.

In 2015–16, Lincoln Center hosted a remarkable 6.5 million visitors. We provide facility maintenance, parking, and cleaning services not only for those guests, but also for the over 5,000 people who work on our 16.3-acre campus as well as those who perform and study here. The campus, which completed an award-winning $1.2 billion renovation in 2012, is the setting for corporate and media events, film premieres, galas, graduation ceremonies, and other high-profile programs. A 2016 Economic Impact report found that Lincoln Center’s 11 resident organizations (and three long-term licensees) contributed $2.4 billion to New York’s economy in fiscal year 2015, in addition to 16,000 jobs.

Lincoln Center International
Lincoln Center International leverages Lincoln Center’s 50-plus years of experience to help others plan, build, and operate new performing arts centers everywhere, from America’s Ivy League universities to a real estate development in China. It also works with Lincoln Center Education to introduce schools to the groundbreaking arts-based learning pioneered at Lincoln Center. This effort goes hand-in-hand with Lincoln Center University, a program that provides tomorrow’s arts managers with practical training on a global scale.

Global Exchange
This fall, Lincoln Center hosted its second annual Global Exchange. Starting with a spectacular performance on its first night, the conference brought together over 300 thought leaders from business, government, media, science, and entertainment to explore how art and culture can help us meet our most significant global challenges. Speakers for 2016 included Michael Bloomberg, former Mayor of New York City, Lincoln Center Trustee David Rubenstein, UN Ambassador Samantha Power, and MIT Media Lab’s Joi Ito. They addressed the themes of Art X Conflict and Art X Environment.

Website and Apps
Lincoln Center has harnessed 21st-century technology to extend its mission through digital experiences. This past spring, it launched a redesigned website, LincolnCenter.org, and two new mobile apps. The Lincoln Center app lets you purchase and download tickets, preorder intermission drinks, and even find the shortest bathroom line. The Lincoln Center Tour app is a 16-stop guided tour across campus, supplemented by archival footage and voiced by the stars of our stages.

Livestreams and Social
Lincoln Center has more than doubled the number of events that it streams online during live events. Livestreaming allows our content to reach a broader audience—and then it lives on our website’s new Video Portal, which is also home to interviews with artists, clips from our archives, and more. Our content is also shared with the world through social media channels, which help us engage new communities, anytime and anywhere. Taking advantage of new tools like Facebook Live lets us continue to reach audiences where they live.

Live From Lincoln Center
Nearly 12 million viewers watch Live From Lincoln Center each year, but it now reaches wider audiences than ever before, thanks to Lincoln Center’s emphasis on digital initiatives. Broadcasts are not only available to watch on PBS, but also streamed online and available on demand. An audience favorite since 1976, Live From Lincoln Center is now the recipient of 16 Emmy Awards—including two for Lincoln Center Festival’s presentation of Danny Elman’s Music From the Films of Tim Burton in 2016—and two Peabody Awards.

Lincoln Center at the Movies
Lincoln Center at the Movies is a pilot program to draw crowds to Lincoln Center performances in their own neighborhoods throughout the U.S. Lincoln Center at the Movies screened performances from four of the country’s top dance companies at 600 cinemas nationwide in a series titled Great American Dance. It was later released internationally. In collaboration with Lincoln Center Education, downloadable learning guides were created to enrich the experience for diverse audiences.

Tours
Lincoln Center tours annually introduce thousands of visitors to Lincoln Center’s historic past and most current developments. Knowledgable guides offer a unique overview of the famous resident organizations through a variety of tours that may include glimpses of a rehearsal in progress, architectural background, or an exploration of jazz at Lincoln Center at Columbus Circle—to name a few possibilities. Foreign-language and ADA-accessible tours are available.

Accessibility
Lincoln Center is committed to enabling all visitors to experience world-class performing arts through exceptional guest care, physical and programmatic accommodations, and leadership in accessibility and inclusion. Among these initiatives are programs for individuals with dementia and their caregivers, job-readiness programs for youths with developmental disabilities, verbal description tours for those who are blind or have low vision, and ASL-interpreted performances.

David Rubenstein Atrium
The David Rubenstein Atrium is open to the public all year and has welcomed over 2 million visitors since 2009. One of its primary features is free programming, including: Storytimes at the Atrium, which brings families together through the New York Philharmonic; Atrium 360˚, which highlights Latin music. In addition to a performance space, the Atrium serves as a public visitors’ center, discount ticket facility (at the Zucker Box Office), and the starting point for Lincoln Center Guided Tours. Visitors can also enjoy free Wi-Fi as well as food and drink from ‘wichcraft café. In 2016, it kicked off a pilot program to open the first TKTS box office on the Upper West Side, further deepening the relationship between Lincoln Center and Broadway.

Visual Arts
In addition to the performing arts on our stages, Lincoln Center is also committed to recognizing visual art and artists. Our campus is enhanced by culturally significant artworks, inside our venues and throughout our plazas. We are also home to the Vera List Art Project, a highly regarded visual arts program that includes more than 220 works commissioned from leading contemporary artists.
Thank You

None of the unforgettable moments experienced by the individuals in these pages would be possible without your charitable gifts. Philanthropic support from you—along with public funding, bequests, and in-kind contributions—is essential to fulfilling our mission of sharing the world’s best arts with the widest possible audience.

We are deeply grateful to the many contributors who provide vital support to the cultural, educational, and outreach programs at Lincoln Center, Inc. Listed here are those patrons whose annual gifts of $1,000 or more, including in-kind goods and services, are indispensable to the success of the 2015–16 season represented in this Annual Report.

Every time a curtain goes up at Lincoln Center, we hope you think of how many people your gift has touched. We certainly do. Thank you.

Not yet part of the Lincoln Center family of contributors?

There are many ways to play a role in the world’s leading performing arts center, from becoming a Friend of Lincoln Center to offering pro bono services or helping us send teaching artists to local schools. Please consider this a personal invitation to be one of Lincoln Center’s indispensable advocates and join our inspirational family of supporters.

For more information on making a gift to Lincoln Center, please contact Tamar C. Podell, Executive Vice President of Planning & Development, at 212.875.5421 or tpodel@lincolncenter.org.

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Members of Japan’s acclaimed all-female theatrical troupe, Takarazuka Revue, visited New York for the very first time to present Takarazuka CHICAGO during the 2016 Lincoln Center Festival.
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Stewart F. Lane and Bonnie Comley
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Jonathan E. Lippman
Caroll Sutton Lewis and William M. Lewis, Jr.
Linda and Harry MacKowke
Lynne and Martin Mannering
Judith and David Marcus
Sylwia and Leonard Marcus
Dr. Penelope Taylor-McCarter & English Bruce Menin
Robert Mitchell and Janet Walach
Carolyn and Gene Mercy
Sandy and Ed Meyer
Howard P. McCormick, Chairman, New York Private Bank & Trust
Ellen and David Morrison
Needham Foundation Trust
Stanley Newman and Dr. Brian Rosenhall
Charles John O’Byrne
Martin and Suzi Oppenheimer
Michelle Ores and Charles Schorin
Betsy and Justin Pastor
Paul Weiss Rifkind Wharton & Garrison LLP
Abraham Perlman Foundation
Diana and George Perls
Rejka and Arupam Puri
Mr. Joshua Cooper Ramo
John Raphael
Joan and Robert Rechitzet
Paula and Ira M. Resnick
Allan and Ruby R. Rice Foundation
Liz Robbins & Doug Johnson
Mr. David Rockefeller
Jeannie Greenberg Rohatyn
Lucy and Mike Danziger
DD Allen
Ellie and Edgar M. Cullman, Jr.
Adrianne and Jerry L. Cohen
The Sander and Norma K. Buchman Fund
Patricia Brown Specter
Jill Braufman and Dan Nir
Ronit and William Berkman
Hugh Bentley, CA Technologies
Matthew Bender
Susan Baker and Michael Lynch
Martin and Rhoda Barr
Diane Bletter
Matthew Bender
Hugh Bentley, CA Technologies
Point and William Baerkan
Gina Bernstein and Kathleen Walsh
Darcy and Treacy Beyer
Lisa & Mark Blazer
Jill Briulman and Dan Nir
Robert Brenner
Renee and Dalil Brewest
Patricia Brown Specter
The Sander and Norma K. Buchman Fund
Maggie and Don Buchwald
Noreen and Ken Buckfire
Marcus Burkh
Lisa Caputo and Rick Morris
Marcy Carey
Melanie and Tony Cheng
Adrienne and Jerry L. Cohen
The Simon and Eva Colin Foundation
Cindy Coskier
Dr. Michael Cucka
Elle and Eddie M. Culman, Jr., D.D.S.
Lucy and Mike Danziger
Peggy and Dick Danziger
Susanne Davidson
Jenny Bronson and Rich DeMartini
Valerie and Charles Diker
Robert and Martha Dinstein
Barbara and Eric Dobkin
Domitilla M. dos Santos
Brandon Dougher
Mrs. Rodman L. Drake
Mr. and Mrs. Oded Eden
Lisa and Sandy Ehrenkranz
Candace Bergen and Marshall Rose
Jeanne Greenberg Rohatyn and Mr. Joshua Cooper Ramo
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Anonymous (6)
$2,500–$4,999
Sue Ann Weinberg
Susan Baker and Michael Lynch
$1,000–$2,499
Anonymous (6)
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Evelyn H. Lauder Charitable Lead Annuity Trust

Lincoln Center 59 58 Lincoln Center
Continued Operating Budget Surpluses

Balance Sheet—Consolidated
June 30, 2016 and 2015 ($000)

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$20,033</td>
<td>$15,693</td>
</tr>
<tr>
<td>Restricted cash</td>
<td>44,313</td>
<td>25,029</td>
</tr>
<tr>
<td>Accounts and investment income receivable</td>
<td>16,337</td>
<td>12,880</td>
</tr>
<tr>
<td>Contributions and grants receivable</td>
<td>104,167</td>
<td>99,561</td>
</tr>
<tr>
<td>Prepaid expenses, inventory, and other assets</td>
<td>10,905</td>
<td>12,342</td>
</tr>
<tr>
<td>Investments</td>
<td>221,786</td>
<td>241,808</td>
</tr>
<tr>
<td>Fixed assets, net</td>
<td>350,505</td>
<td>344,484</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$768,048</td>
<td>$751,797</td>
</tr>
</tbody>
</table>

**LIABILITIES**

| Accounts payable and accrued expenses | $20,350  | $18,638  |
| Fair value of interest rate swaps    | 66,487   | 44,688   |
| Deferred revenue                    | 13,815   | 9,195    |
| Borrowings under line of credit     | 30,000   |           |
| Long term debt – Redevelopment      | 251,893  | 252,169  |
| **Total liabilities**               | $382,545 | $324,690 |

**NET ASSETS**

Unrestricted:

- General operating: $10,519, $11,377
- Board designated: $107,901, $119,095
- Redevelopment and other physical capital: 90,011, 132,930

**Total unrestricted:** $208,431, $263,402

Temporarily restricted: $79,765, $66,756

Permanently restricted: 97,307, 96,949

**Total net assets:** $385,503, $427,107

Statement of Activities—Consolidated
for the years ended June 30, 2016 and 2015 ($000)

**OPERATING SUPPORT AND REVENUE**

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions and special events, net</td>
<td>$27,291</td>
</tr>
<tr>
<td>Investment return</td>
<td>4,756</td>
</tr>
<tr>
<td>Box office and other program service revenue</td>
<td>13,452</td>
</tr>
<tr>
<td>Facilities services and other program service revenue</td>
<td>61,958</td>
</tr>
<tr>
<td>Other income</td>
<td>2,407</td>
</tr>
<tr>
<td><strong>Net assets released from restrictions</strong></td>
<td>28,146</td>
</tr>
<tr>
<td><strong>Total general operating revenue</strong></td>
<td>$138,710</td>
</tr>
</tbody>
</table>

**OPERATING EXPENSES**

Program services:

- Performance presentations | $24,520  | $27,168  |
- Media development (Live From Lincoln Center) | 9,036    | 9,819    |
- Education and outreach | 9,629    | 7,974    |
- Facilities management and services | 65,273   | 60,401   |
- Visitor and patron services | 1,610    | 2,053    |
- New ventures and special projects | 1,649    | 2,330    |

**Total program services** | $111,726 | $105,645 |

Supporting services:

- Management and general | $19,091  | $18,776  |
- Fundraising              | 6,071    | 6,050    |

**Total supporting services** | $25,162  | $24,826  |

**Total general operating expenses** | $137,888 | $130,471 |

**OPERATING REVENUE OVER EXPENSES BEFORE TRANSFERS AND ONE-TIME CHARGES** | $952     | $103     |

**ONE-TIME NON-RECURRING CHARGES** | (600)    | (1,000)  |

**EXCESS (DEFICIENCY) OF SUPPORT AND OPERATING REVENUE OVER EXPENSES** | ($58)    | $8       |

**OTHER CHANGES IN UNRESTRICTED NET ASSETS**

- Board designated contributions and other income | $3,956   | $3,793   |
- Board designated investment return | (973)    | 221      |
- Net realized and unrealized gain (loss) on swap agreements | (21,798) | (5,863)  |
- Redevelopment and other physical plant income | 2,092    | 15,924   |
- Net assets released from restrictions | 4,308    | 41,492   |
- Depreciation expense | (13,913) | (13,246) |
- Redevelopment and other physical plant expense | (19,519) | (31,700) |
- Transfers | 100      | 1,000    |

**Total changes in unrestricted net assets** | ($54,970) | $11,629  |

**CHANGES IN RESTRICTED NET ASSETS**

- Board designated contributions and other income | $3,956   | $3,793   |
- Board designated investment return | (973)    | 221      |
- Net realized and unrealized gain (loss) on swap agreements | (21,798) | (5,863)  |
- Redevelopment and other physical plant income | 2,092    | 15,924   |
- Net assets released from restrictions | 4,308    | 41,492   |
- Depreciation expense | (13,913) | (13,246) |
- Redevelopment and other physical plant expense | (19,519) | (31,700) |
- Transfers | 100      | 1,000    |

**Total changes in restricted net assets** | ($13,366) | $3,405   |

**TOTAL CHANGES IN NET ASSETS** | ($41,604) | $15,034  |

Lincoln Center for the Performing Arts, Inc. is a nonprofit organization exempt from income tax under Section 501 (c) (3) of the Internal Revenue Code.

The Balance Sheet and Statement of Activities are summarized here. A complete copy of Lincoln Center's consolidated audited financial statements are available upon request. Call 212.875.5265 or fax your request to 212.875.5275.
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Thomas H. Lee Capital

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President  
Corporate Art Directions

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Managing Director  
Creative Artists Agency

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The Metropolitan Opera Association

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CEO  
Axel Capital Management

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PepsiCo, Inc.

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Evercore

Pamela Schmacher  
President & Producer  
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Perella Weinberg Partners

Gayfrid Steinberg

Steven R. Swartz  
President and Chief Executive Officer  
Hearst

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President  
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Executive Vice President  
Founding Partner  
Mitsui & Co. (U.S.A), Inc.

Taihei Takakura  
President  
Shinsei Bank

John A. Thain  
Executive Vice President  
Founding Partner  
Mitsui & Co. (U.S.A), Inc.

As of October 1, 2016
A copy of the last Annual Report filed with the New York State Office of the Attorney General may be obtained by writing to the New York State Office of the Attorney General, Charities Bureau, 120 Broadway, New York, NY 10271 or to Lincoln Center for the Performing Arts, Inc., 70 Lincoln Center Plaza, New York, NY 10023-6583, Attention: Annual Report.

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