MESSAGE FROM THE DIRECTOR

In composing a message for this 2016–2017 Annual Report, I reflected on a period of time that seems in some ways to be in the distant past. It is obvious why the 2016 wildfires come to mind as a defining event, a frightening time that brought loss and pain to the community in which Arrowmont is located — and the loss of buildings on our campus. But that event, tragic though it was, does not define 2016. Rather the response to that challenge reflects the true spirit of Arrowmont. In speaking of that event, I have found myself using the phrase, “You prepare for the extraordinary in the ordinary.” For Arrowmont School of Arts and Crafts, that meant letting our core values guide our response. A commitment to our mission and our financial stability enabled us to continue to be positive and play a role in the recovery of our community. 2016 was a very positive year for Arrowmont. This was a year of continued growth in enrollment and income. We have continued that progress in 2017 with increased enrollment and expanded services, built on the foundation established through the work and contributions of our community.

We were able to be a resource for our local community because we have the support of the larger Arrowmont community — those who teach, learn, create and give generously to the school. At the lowest time, with the fires descending on the campus, the outpouring of concern, support — yes, love — had already begun with text messages and calls and posts on social media. That encouragement continues as we move Arrowmont forward. It has been made clear to me and the staff that what we do is meaningful and appreciated.

I continue to be inspired by the creativity that lives here through the work of our instructors, our students, our staff, and our board members. This place exists because of the many friends of Arrowmont who share our belief in the power of art experiences to transform lives, and who believe that changes in individual lives lead to positive changes in our culture. The world needs what we provide more than ever.

My sincere thanks for your continued interest and support,

Bill May
Executive Director

“Arrowmont is important to the history and to the future of Craft. The experiences, information, and people I have met at Arrowmont have been instrumental in crafting my career in the arts. I want to help ensure that its history is preserved and those opportunities are available to the next generations of artists.”

— CRAIG NUTT, WOOD ARTIST AND ARROWMONT BOARD MEMBER
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Bill May
Executive Director
MESSAGE FROM THE PRESIDENT OF THE BOARD

“When I first learned of Arrowmont, some 20 years ago, it meant little more to me than simply being an arts and crafts school where I might someday take a woodturning class. But with a little time, I learned it was a lot more. In fact, it was and is a place for life changing experiences. Not only would it have an impact on my life, but it can change so many lives and in a relatively short time — sometimes as little as a week, one workshop time period.

This realization is when I became a donor. It became obvious that by establishing a scholarship fund, I could help Arrowmont help others. A few years after that, I was asked by the then Pi Phi Arrowmont board President to do a little consulting for the board. Not long after that I was asked to join the board. I jumped on the opportunity as I believed that I could again help Arrowmont to do even more to help change lives.

Though I had not had an interest in becoming the board president, when I was asked, I realized that this was the time to make this last full commitment to the school. In this role, I hope to assist Arrowmont in not only stabilizing its future, but to help ensure that the life changing experiences we can affect will be broader and even more inclusive.”

Dr. Steve Gottlieb, Wood Artist
Arrowmont Board President, 2016-2017
MESSAGE FROM THE PRESIDENT OF THE BOARD

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Dr. Steve Gottlieb, Wood Artist
Arrowmont Board President, 2016-2017

“I love Arrowmont School of Arts and Crafts. I started taking classes about 20 years ago, and it has changed my life. Not only have I learned a craft, I have made lifelong friends. I have laughed and let go of my “real world” stresses; I have relaxed among like-minded peers. I always breathe a sigh of relief when I drive onto Campus!”

— JANET HARPER, CERAMIC ARTIST AND ARROWMONT BOARD MEMBER
### 2016 CONSOLIDATED STATEMENT OF FINANCIAL POSITION

#### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tr>
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<td>BENEFICIAL INTEREST IN ASSETS HELD BY OTHERS</td>
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#### PROPERTY AND EQUIPMENT

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<td><strong>LESS: ACCUMULATED DEPRECIATION</strong></td>
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<td><strong>TOTAL PROPERTY AND EQUIPMENT</strong></td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
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#### LIABILITIES AND NET ASSETS

<table>
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<tr>
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<tr>
<td>ACCOUNTS PAYABLE AND ACCRUED EXPENSES</td>
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#### NET ASSETS

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<tr>
<td><strong>TOTAL LIABILITY AND NET ASSETS</strong></td>
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#### INCOME

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<td><strong>TOTAL REVENUE AND SUPPORT</strong></td>
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#### EXPENSES

<table>
<thead>
<tr>
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<td>FUNDRAISING AND PUBLIC RELATIONS</td>
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<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$ 3,158,770</strong></td>
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### 2017 CONSOLIDATED STATEMENT OF FINANCIAL POSITION

**DECEMBER 31, 2017**

#### ASSETS

<table>
<thead>
<tr>
<th>Category</th>
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<tr>
<td>CASH</td>
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<td><strong>TOTAL CURRENT ASSETS</strong></td>
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#### PROPERTY AND EQUIPMENT

<table>
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<th>Category</th>
<th>Amount</th>
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<tr>
<td>LAND</td>
<td>1,599,125</td>
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<tr>
<td>BUILDINGS</td>
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<td>EQUIPMENT</td>
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<td>FURNITURE AND FIXTURES</td>
<td>119,032</td>
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<td>VEHICLES</td>
<td>74,382</td>
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<td>LEASEHOLD IMPROVEMENTS</td>
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<td>10,770,767</td>
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<tr>
<td>LESS: ACCUMULATED DEPRECIATION</td>
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<td><strong>TOTAL PROPERTY AND EQUIPMENT</strong></td>
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<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<td>OTHER ASSETS</td>
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<td><strong>TOTAL ASSETS</strong></td>
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#### LIABILITIES AND NET ASSETS

<table>
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<tr>
<th>Category</th>
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<tr>
<td>ACCOUNTS PAYABLE AND ACCRUED EXPENSES</td>
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<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
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<tr>
<td>LONG-TERM DEBT</td>
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#### NET ASSETS

<table>
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<th>Amount</th>
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<tr>
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<td>TEMPORARILY RESTRICTED FOR OPERATIONS</td>
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<tr>
<td>PERMANENTLY RESTRICTED</td>
<td>4,083,380</td>
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<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>16,413,157</strong></td>
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<tr>
<td><strong>TOTAL LIABILITY AND NET ASSETS</strong></td>
<td><strong>$ 17,249,970</strong></td>
</tr>
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</table>

**AUDITED FINANCIAL INFORMATION

**DECEMBER 31, 2017**

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<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>STUDENT TUITION AND FEES</td>
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<td><strong>TOTAL REVENUE AND SUPPORT</strong></td>
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<table>
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<th>Category</th>
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<td>PROGRAMS AND SERVICES</td>
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<td>FUNDRAISING AND PUBLIC RELATIONS</td>
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<tr>
<td>MAINTENANCE AND OTHER OPERATING</td>
<td>162,744</td>
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<td>DINING HALL AND HOUSING</td>
<td>579,404</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$ 3,486,763</strong></td>
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2016 HIGHLIGHTS

• DEVELOPED CAMPUS MASTER PLAN THAT INCLUDED DESIGN OF A NEW ENTRANCE
• INAUGURATED THE WINDGATE UNIVERSITY FELLOWS PROGRAM OFFERING A MATCHING GRANT OPPORTUNITIES TO ART STUDENTS
• GREW WORKSHOP ENROLLMENT, REVENUE, AND SERVICE TO THE COMMUNITY
• OPERATED FIFTH CONSECUTIVE YEAR WITH A BALANCED BUDGET
• LOST TWO DORMITORIES, HUGHES HALL AND WILD WING, AND THE MAINTENANCE BUILDING BUT SURVIVED THE 2016 WILDFIRES AND SUPPORTED THE COMMUNITY THROUGH THE INITIAL WEEKS OF RECOVERY BY OFFERING A FREE COMMUNITY CONCERT, FREE LUNCHES FOR FIRST RESPONDERS AND ALL COMMUNITY MEMBERS, AND SUPPORT FOR THE ARTIST COMMUNITY BY PROVIDING ART SUPPLIES AT COST AND USE OF ARROWMONT’S STUDIOS AND EQUIPMENT
• GRATEFUL AND APPRECIATIVE OF THE OUTPOURING OF SUPPORT FROM OUR CONSTITUENCY WORLDWIDE

2017 HIGHLIGHTS

• BROKE GROUND ON THE NEW DORMITORY (42-ROOMS WITH PRIVATE BATHS) TO REPLACE HUGHES HALL AND WILD WING
• COMPLETED THE NEW ENTRANCE TO THE CAMPUS OFF BASKINS CREEK BYPASS
• RESPONDED TO MORE THAN 2,500 EXPRESSIONS OF SUPPORT IN THE AFTERMATH OF THE FIRE
• EXPANDED SERVICE TO TEACHERS, LOCAL ARTISTS AND COMMUNITY MEMBERS, AND RETURNING SOLDIERS
• OPERATED WITH A BALANCED BUDGET FOR THE SIXTH CONSECUTIVE YEAR
• PLANNED MOVING MOUNTAINS, A $20,000,000 COMPREHENSIVE CAMPAIGN, TO ENSURE THE FUTURE OF ARROWMONT
• INCREASED REVENUE AND ENROLLMENT

ARROWMONT BY THE NUMBERS

<table>
<thead>
<tr>
<th>2016</th>
<th>2017</th>
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<tbody>
<tr>
<td>K-12 TEACHER SCHOLARSHIPS</td>
<td>K-12 TEACHER SCHOLARSHIPS</td>
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<td>TOTAL SUPPORT FOR STUDENTS &amp; ARTISTS</td>
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<tr>
<td>$ 546,706.48</td>
<td>$ 612,640.60</td>
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</table>
2016 BOARD OF GOVERNORS

President
MARTY BEGALLA

Vice President
SHIRLEY HOGAN

Secretary
KATE LYDON

Treasurer
STEVE GOTTLIEB

Members
LOGAN COYKENDALL
CINDI DEBUSK
MARCIA GOLDENSTEIN
JANET HARPER
DEBORAH COBURN RICE
CHRISTY ROBINSON
JIM SAMPLES
MARGIT WORSHAM

Past President
SUSIE GLENN

2017 BOARD OF GOVERNORS

President
STEVE GOTTLIEB

Vice President
SUSIE GLENN

Secretary
DEBORAH COBURN RICE

Treasurer
SHIRLEY HOGAN

Members
SUZANNE AMENDOLARA
LOGAN COYKENDALL
CINDI DEBUSK
JANET HARPER
KATIE HUDNALL
CRAIG NUTT
PATTY PYLIE
CHRISTY ROBINSON
JIM SAMPLES
MARGIT WORSHAM

Past President
MARTY BEGALLA

ARROWMONT STAFF

HEATHER ASHWORTH
SASHA BASKIN
CYNTHIA BELLACOME
TERI BILBREY
JENN BLACKBURN
VICKIE BRADSHAW
REBECCA BUGLIO
JULIA CLINTON
ALYSSA COFFIN
FRAN DAY
NICK DEFORD
KELSEY DILLOW
MICHAEL FRANCE
CHANTELLE GILLIAM
BILL GRIFFITH
VANESSA HARTMAN
PATSY HENRY

GRACE HERBERT
EVERETT HOFFMAN
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“I always stay in Teachers Cottage and love the old house on the hill with the porch overlooking the campus and its beautiful rustic furniture. I found the people to be the friendliest. Your location enables people to come from the most diverse directions. We all share a passion for the arts and a thirst to learn more. Today is the first day of retirement after teaching art for 34 years in a rural school. Your school allowed me to grow as an artist and teacher and enrich my art program beyond anyone’s expectation. It is a place where I experienced inspiring teachers so I knew what kind of teacher I wanted to be for my students.” — WENDY WEYANT
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