



THE MILLETT LEGACY FUND

Entrusted to Leadership Directed Toward What Matters Most

For nearly 150 years, the Millett Opera House has evolved through the thoughtful leadership of those entrusted with its care—adapting to the needs of its members, its building, and its role within the community.

The Millett Legacy Fund has been established to provide the Foundation with the flexibility to respond to those needs with intention, discipline, and strategic focus.



Millett Opera House Foundation
A 501(c)(3) Nonprofit Organization



Stewardship Requires Both Discipline and Flexibility

For nearly 150 years, the Millett Opera House has endured not only because it has been preserved, but because it has been guided by thoughtful leadership—leaders who understood that stewardship is not static. It requires the ability to respond, to adapt, and to make decisions that serve both the present and the future.

While certain aspects of the Millett’s mission can and should be supported through dedicated and restricted funding—such as the preservation of the building and the investment in future cultural leaders—there are also needs that cannot always be anticipated or defined in advance. Institutions that thrive over time are those that maintain both structure and flexibility. They establish disciplined frameworks where appropriate, while also ensuring that leadership has the ability to respond to opportunities, challenges, and priorities as they emerge. **The Millett Legacy Fund was created with that balance in mind.**

It provides a source of philanthropic support that is not limited to a single program or purpose, but instead entrusted to the Foundation’s leadership to be directed where it will have the greatest impact at any given time. This may include strengthening operations, enhancing member experience, supporting strategic initiatives, or addressing needs that are critical to the continued vitality of the Millett Opera House. **This flexibility is not a departure from discipline—it is a complement to it.**

It reflects the understanding that no single plan can anticipate every future need, and that effective stewardship requires both thoughtful structure and informed judgment. At its core, the Legacy Fund is built on trust.

- Trust in the leadership of the Millett Opera House Foundation.
- Trust in the governance structures that guide decision-making.
- And trust in the principle that those closest to the institution are best positioned to determine where resources can do the most good.

Through this approach, the Legacy Fund allows the Millett to remain not only preserved and supported, but responsive, adaptive, and positioned for continued success. It ensures that the Foundation is not simply maintaining the Millett, but actively guiding it—making decisions that strengthen its relevance, enhance its operations, and secure its role as a meaningful part of the community for years to come.

*The Millett Legacy Fund ensures that stewardship is not limited by structure
—but strengthened by the ability to act with purpose and flexibility.*



Disciplined Stewardship, Guided by Leadership

The Millett Legacy Fund is built on a foundation of trust—but that trust is supported by structure, accountability, and disciplined oversight. While the Fund is intentionally flexible in its use, it is not without governance. Every decision is guided by established principles designed to ensure that resources are allocated thoughtfully, responsibly, and in alignment with the long-term interests of the Millett Opera House.

Unlike restricted funds that are dedicated to a single purpose, the Legacy Fund is designed to provide leadership with the ability to evaluate needs as they arise and direct resources where they will have the greatest impact. This may include supporting strategic initiatives, enhancing operations, addressing capital priorities, or strengthening areas of the Club that contribute to its overall vitality and member experience. **This flexibility allows the Foundation to act with intention rather than reaction.**

It ensures that decisions are not driven by urgency alone, but by thoughtful evaluation, planning, and a clear understanding of what will best serve the Millett both now and in the future.

Oversight of the Legacy Fund is maintained through the governance structure of the Millett Opera House Foundation. The Foundation Board, in coordination with senior leadership and the Investment Committee, is responsible for reviewing priorities, evaluating opportunities, and ensuring that all allocations align with the mission and long-term strategic direction of the organization. **This process provides a balance between flexibility and accountability.**

It allows leadership to respond to evolving needs, while ensuring that every decision is made within a framework of transparency, fiduciary responsibility, and disciplined stewardship. **Equally important is the principle of intentional allocation.**

Resources from the Legacy Fund are not distributed casually or without purpose. Each use is considered within the broader context of the Millett’s operational health, strategic goals, and long-term sustainability. This ensures that the Fund serves not as a temporary solution, but as a strategic tool—one that strengthens the institution in meaningful and lasting ways.

In this way, the Legacy Fund becomes an extension of leadership itself—providing the ability to act, to adapt, and to invest in the areas that matter most at the moments they matter most.

The Millett Legacy Fund ensures that flexibility is guided by discipline—and that every decision is made with the long-term strength of the Millett in mind.



An Opportunity to Strengthen What Matters Most

Every institution that endures benefits from individuals who recognize that not all impact can be planned in advance. While structure and defined programs provide clarity, it is often the ability to respond—to act at the right moment, in the right way—that ultimately determines long-term success.

The Millett Legacy Fund offers that opportunity.

It allows donors to support the Millett Opera House in a way that is both meaningful and flexible, providing leadership with the ability to direct resources where they are most needed and where they will have the greatest impact. This form of giving reflects a high level of trust and a shared belief in the importance of thoughtful, responsive stewardship.

For some, participation in the Legacy Fund represents a desire to support the overall strength of the Millett—ensuring that its operations, programs, and member experience continue to evolve in a way that reflects both excellence and relevance. For others, it is an opportunity to contribute to the broader vision of the Foundation, helping to advance strategic priorities that cannot always be defined in advance but are critical to long-term success. In each case, the intention is the same: to strengthen the Millett Opera House as a whole.

Participation and Recognition Opportunities

Legacy Leadership — \$25,000+

Recognizes individuals who provide foundational support to the Millett Legacy Fund and demonstrate a commitment to the overall strength and success of the institution. These contributions help establish the Fund and create the flexibility required for effective, forward-looking stewardship.

Strategic Leadership — \$100,000+

Reflects a significant level of trust and investment in the leadership of the Millett Opera House. These contributions provide meaningful capacity to respond to strategic priorities and emerging opportunities that shape the Club's continued growth and relevance.

Legacy Leadership Circle — \$250,000+

Represents a defining commitment to the future of the Millett Opera House. These contributions establish a lasting legacy within the Foundation and provide leadership with the ability to act decisively in support of the institution's long-term success.



Enduring Recognition

In recognition of their leadership and trust, contributors to the Millett Legacy Fund will be acknowledged as part of a distinguished group whose support strengthens the Millett Opera House in its entirety.

Donor names will be permanently displayed on a dedicated recognition plaque within the Club, serving as a lasting reflection of those who chose to invest not in a single program, but in the overall success and sustainability of the institution.

This recognition reflects more than generosity—it reflects confidence in leadership and a commitment to the continued vitality of the Millett Opera House.

Participation in the Legacy Fund is not defined by restriction, but by intention. Each contribution becomes part of a flexible and responsive framework that allows the Foundation to act where it matters most—supporting the Millett not only as it exists today, but as it continues to evolve into the future.

In this way, every gift contributes to something broader: the strength, stability, and continued relevance of the Millett Opera House as a whole.

The Millett Legacy Fund ensures that those who choose to give are not simply supporting a program—they are strengthening the entire institution.

Trust, Stewardship, and the Future of the Millett

There are moments in the life of an institution when its future is shaped not by a single decision, but by the confidence others place in its leadership. The creation of the Millett Legacy Fund represents one of those moments.

For nearly 150 years, the Millett Opera House has endured through thoughtful stewardship—guided by individuals who understood that leadership carries both responsibility and opportunity. Their decisions ensured that the Millett remained not only preserved, but relevant, responsive, and meaningful to the community it serves.

That same principle continues today.

While defined initiatives provide structure and clarity, the long-term success of the Millett also depends on the ability to respond, to adapt, and to make informed decisions that strengthen the institution as a whole. The Legacy Fund reflects a commitment to that approach—one that balances discipline with flexibility, and structure with trust.

It represents confidence in the idea that those entrusted with leadership will act with intention, foresight, and a clear understanding of what is needed to ensure the continued success of the Millett Opera House.



A Personal Invitation

Thank you for taking the time to learn more about the Millett Legacy Fund.

If this approach resonates with you, I would welcome the opportunity to visit with you personally and share more about how you can be part of this important work. Conversations like these are not simply about support—they are about shared vision, perspective, and the collective responsibility of stewardship.

The future of the Millett Opera House will be shaped by those who choose to invest in it—not only through structure, but through trust.

We would be honored to have you as part of that effort.

With appreciation,

Paul Kornfeind, MCM

General Manager

The Austin Club