

BOARD MEETING

Meeting Date: January 25, 2017
Time: 6:00 pm
Location: Young Audiences Office

Young Audiences inspires young people and expands their learning through the arts.

NOTE NEW CONFERENCE LINE: Call 712-770-4160, 313508#

Video Conference Available: Advance notice required, contact Ann (abetterton@yanjep.org)

Guest Speakers: Wendy Liscow, Education Program Director, Geraldine R. Dodge Foundation
Deborah Ward, Evaluation Consultant, Geraldine R. Dodge Foundation

YA Staff: Michelle Marigliano, Special Projects and Assessment Coordinator

Presentation and Discussion: Young Audiences has been involved in the development and launch of the Dodge Foundation's initiative to understand and document the impact of their arts education grantees' work. Wendy, Deborah and Michelle will share about this work and how it is being incorporated into our Dodge-funded programs, such as Dodge Dance to Learn, Dodge Theatre to Learn and The Creativity Consultant Project. We will consider what elements of this initiative are most relevant as we review our assessment and evaluation practices for our other initiatives.

MEETING AGENDA

Welcome & Approval of Minutes (pages 4-8)	Roll	Approval (1 min.)
Introduction of Presenters	Kline, Russo	(2 min.)
Assessment & Evaluation	Wendy Liscow Deborah Ward Michelle Marigliano	Presentation & Discussion (45 min.)
Development Committee (pages 12-13)	Dehne	Report (5 min.)
Finance Committee (pages 9-11)	Blitz	Report (5 min.)
President's Report	Russo	Report (5 min.)
Personnel Task Force	Johnson	Report (2 min.)
Advocacy Task Force	Reece	Report (5 min.)
Planning	Colby	Report (5 min.)
Dazzle	Coe/Fillo	Report (5 min.)
Committee on Trustees	Horne	Report (5 min.)
Chair Report	Roll	Report (5 min.)

2016/2017 YANJ/EP BOARD MEETING DATES

(as of January 19, 2017)

All meetings will be held at the Young Audiences office unless otherwise indicated.

Month	Board Mtg.	Special Events	Exec. Comm. Mtg.
September	<p>Wednesday, September 21 6:00 p.m. Focus: Advocacy Presenter: NJ Arts Education Partnership re: ArtsEdNow ✓</p>	<p>Liz Fillo Concert Thursday September 22 Hopewell, NJ ✓</p> <p>Friday September 23 Arts Education & Planning Committee Meeting ✓</p> <p>Showcases: --Tuesday, September 27 Plymouth Meeting, PA --Thursday, September 29 Scotch Plains, NJ ✓</p>	<p>Wednesday, September 14 8:30 a.m. ✓</p>
October			<p>Wednesday, October 26 8:30 a.m. ✓</p>
November	<p>Wednesday, November 30 6:00 p.m. Focus: Development Presenter: PACF re: Endowment & Scholarship Fund ✓</p>	<p>YA Nat'l Leadership Conference November 17-18 New York ✓</p>	
December			<p>Wednesday, December 14 8:30 a.m. ✓</p>
2017 January	<p>Wednesday, January 25; 6:00 p.m. Focus: Assessment Presenter: Wendy Liscow & Deborah Ward, Dodge Fdn</p>		
February		<p>Board/Staff Retreat Saturday, February 25 9:00 a.m.-3:00 p.m. Location: Princeton University Wallace Building</p>	<p>Wednesday, February 22 8:30 a.m.</p>
March	<p>Wednesday, March 29; 6:00 p.m. Focus: Diversity Presenter: Elizabeth Williams- Riley, American Council on Diversity</p>		
April		<p>Dazzle 2017 Saturday, April 22 6:00 p.m. – 11:00 p.m. Location: Princeton Hyatt</p> <p>YA National Conference April 20-22 Cleveland, OH</p>	<p>Wednesday, April 26 8:30 a.m.</p>
May			<p>Wednesday, May 24 8:30 a.m.</p>
June	<p>Annual Meeting Wednesday June 21; 4:00 pm D & R Greenways, Princeton</p>		

MINUTES

Young Audiences Board Meeting

November 30, 2016

Time: 6:00 p.m.

Location: 200 Forrestal Road

Princeton, NJ 08540

Attendees

In-Person: Collen Foy, Everett Kline, Michele Russo, Marilyn Grounds, Mary Reece, Liz Fillo, Sharon White, Gil Blitz, Steve Runk, Belinda Roll, Donald Strum, Tiffani Warren, M’Lou Walker, Eleanor Horne, Debbie Gartenberg, Peter Johnson, Sandy Bing, Richard Goldman, Bobbie Panfili, Barbara Coe

Phone: Willa Spicer, Barbara Moran, Amanda Newman-Godfrey, Amy McHugh, Andrea Colby

Staff Present: Ann Betterton, Patricia Jones, Debbie Mindlin

Not Present: Tanuja Dehne, Sebastian Clarke, Luz Cardenas, James Burke, Arthur Factor, Steve Peskin, Deborah Shepherd

Welcome and Introductions: Belinda Roll

Sharon White read our mission statement to the Board. Belinda introduced our guest, Elizabeth Wagner, who discussed the Princeton Area Community Foundation. Michele introduced Patricia Jones, who recently joined our staff. She previously worked in public health in the City of Philadelphia and has a demonstrated ability to manage large projects. Patricia is also an artist and is excited to support our organization.

Michele invited Elizabeth to our meeting to help us understand better how our capital funds are being managed and invested.

Development: Endowment and Scholarship Funds: Elizabeth Wagner

A major focus of the PACF over the next couple of years is making a difference in the lives of children who are living in poverty in this area. The PACF works with generous people to help them give effectively and efficiently. The PACF also invests in non-profits. Eleanor Horne also serves on the PACF board. They work with many organizations who are interested in the PACF endowment, \$25 million, which they can only give out to the community each year.

The PACF wants to preserve the value, the purchasing power and earn a reasonable return in an investment strategy which is relatively conservative. The PACF Board sets the asset allocation. We are one of the larger relationships with PACF (>\$1 million). The top half of the pool is invested in equities with a little variation from quarter to quarter. The funds are split pretty evenly between domestic and international. About 25% is invested with high quality hedge funds. “Real assets” are hedges against inflation. There is usually an increase in the funds during the fourth quarter due to year-end gifts, thus there will be about 10% in cash, reflecting this type of contribution. This is a long-term pool and is structured as such. The design is similar to large institutional portfolios.

We have two funds with PACF: YA Arts for Learning New Jersey Fund (\$1.9MM) and YA Capital Campaign Scholarship Fund (\$362,000). The report is usually running about 60 days behind due to the fact that the report waits for the hedge fund to report. We will soon receive the October statement and the November statement will come out in January. The September statement indicates how the funds are growing and being managed.

The PACF is committed geographically to “Greater Mercer County” and goes beyond state lines. The name, i.e., “Princeton Area”, reflects the history of the foundation. Mercer, Middlesex, Somerset, Hunterdon and Bucks Counties are the main focus of the Foundation. The goal of the PACF is promoting engagement and getting more people involved in the non-profits around them.

Minutes:

Approval of the minutes was moved and seconded. The minutes were approved unanimously.

Finance Committee: Gil Blitz

The finance report is in the packet. We are proceeding as expected. The total number of earned income programs is up considerably, although net income is down by about \$3,000 due to shortfall in sales of performances. All funded programs are running smoothly. We made salary allocations to the funded programs—this year, we are making monthly allocations. We marketed our programs differently so that workshops are no longer “hidden”: they are more visible. Anything we are selling is a good thing!

With respect to the revised 2017 Budget, when we created the budget, we did not have all the information about state grants, etc. This year, there were no major revisions to the original budget. We received one large grant from Dodge to cover Dodge Theatre to Learn and the Creativity Initiative. The “Other Income” line was increased to reflect the insurance payment relating to the flood. We also heard from Princeton University that they are making up \$4000+ that was not covered by insurance. We received a challenge match from Belinda and Ferrill Roll and we will adjust future budgets to reflect the same. Gil moved for the revised budget to be adopted and it was unanimously approved.

Our line of credit at PNC Bank was renewed. We are awaiting word from the Burke Foundation about marketing grants and we are upgrading our finance software.

Marilyn reported that the Audit Committee met together and separately with auditors and with auditors only (without staff). We have the 990 forms—the report was unqualified. Marilyn commended Debbie on her work. Debbie finds the auditors to be excellent to work with. Marilyn moved for approval of the audit report and it was seconded. The audit report was approved unanimously. Marilyn moved for approval of the 990 forms and it was seconded. The 990 Forms were approved unanimously. Rich also commended Debbie on her work.

Development Committee: Tanuja Dehne

Tanuja referred us to page 15 of the package regarding Development. She also thanked Belinda and Ferrill for their wonderful matching grant offer. The Development Committee met in late October. Their attention has been focused on the Roll challenge and the match. As of last week, we reached \$20,000. As of today, we have \$39,500. Tanuja has sent out notes to everyone on the Board to make their donations. We also need more ideas on how we can maximize the impact of our fundraising efforts. The committee will meet on December 14th to discuss this. We are looking for pledges this year by 12/31/2016, but the money need not be paid until June. With respect to Corporate matches, Tanuja asked that we make the pledge now to take credit for the dollars when we can. Ann reminded us about giving appreciated stock and the tax advantages of doing so. (we went from 12 gifts last year to 73 gifts this year).

Michele reported that one of the first priorities will be to bring back the 401K match to take care of our hardworking staff. We are also looking at our sales and marketing efforts and determining how best to get the work done to complete this research. In addition, after a meeting with Elizabeth, the staff reviewed the operating reserve (which should equal six months of our operating budget) and how much that should be. Closer to the middle of December, Ann, Debbie, Michele and the rest of the staff will review the priorities and how best to use the new funds.

In regards to the Roll Challenge, Alexa will let you know when your contacts have given via email as soon as checks arrive.

President's Report: Michele Russo

We are continuing to look for someone to replace the other half of Adam's role (artists' roster, gathering talent, shaping programs). We have had some interesting interviews so far. We are looking for people who have a strong connection with the arts as artists (a personal life that includes the arts) to help our understanding and how we serve children better. We are also looking at diversity. Through the job descriptions and how we shared the descriptions, we have tried to shape this process to be welcoming to diverse communities and candidates.

We had the National meeting a couple of weeks ago and several of our board members attended. The Executive Director Council: last spring there was a group that was talking about a national credentialing process for our artists. We have a core of teaching artists and would like to have a way of strengthening our teaching artists. Since April, there have been two committees of staff from several affiliates to start to address this issue. The committees realized they needed someone to be the single staff person who would be responsible for this effort. At the ED Council meeting, they designated funds to hire a consultant to look at this process. National will provide 2/3 of the funds needed; the ED Council will provide 1/3 of the funds.

Our board portal is now ready: Ann, Chris and Alexa have done all the work. Ann demonstrated the new board portal. Log-in information will be sent around by Friday this week. All information needed for the Board will be located at this site.

The annual meeting will take place at 4 PM on June 21st.

Advocacy task Force: Mary Reece

Steve, Barbara, Belinda, Jackie, Denyce and Michele are on the Task Force. They have met twice since the last Board meeting. They came up with a laundry list of acronyms (now up on the website). They selected three things for consideration: ArtPride website (our advocacy organization in NJ). To become involved, just check "Donate" and you can donate any amount (\$10 - \$2000). It would be great if our entire Board would become involved (artpride.nj.com). It will also keep us up to date on what is happening in the arts area. We discussed bringing a speaker to come and talk about ArtPride.

The Task Force asked us to take an action with respect to advocacy—you can use tools on the website to develop your story and you should do something about this (i.e., share it).

Please reach out to the schools that use our services. We should not just observe, but engage with the folks at the school who contacted us to bring YANJEP to them. There are a variety of residencies available—try to visit one of these. Michele and the staff will be happy to give us places to visit.

Another opportunity is part of the grant we have from FEA: we will have teaching artists working in 5-10 day residency programs.

Planning Committee: Andrea Colby

Andrea reported that the Planning Committee met in early November. The committee discussed its focus for the year, including planning for our 45th anniversary and the regionalization process.

Dazzle: Barbara Coe/Liz Fillo

We will soon have six dancers for the 2017 Dazzle celebration (three male, three female; very diverse). Liz spoke about the proposed dancers. They are all very impressive. The dancers will have a “meet and greet” in January.

We have six dancers this year in order to raise more operating money from this event given that we will not have an auction. We need table captains. You do not have to buy an entire table—it means you will get ten friends to be at your table. You can bring a couple that may not be able to afford the tickets. We will all be on the honorary committee. We also need corporate support. Liz spoke with Denyce about the school which will be performing. They will be performing hip-hop dancing.

There is a wonderful raffle (trip to Provence), about which Ann will be sending out information.

Committee on Trustees: Eleanor Horne

The committee has met twice since the last Board meeting. They have not sent the evaluation report to the whole Board, but they will do so shortly. Eleanor has never seen such a positive evaluation: everyone has indicated that the board is either very effective or effective. There is a need and desire to do more, but many of our board members have other time obligations that get in the way. The Board truly understands our mission. We take pride in the composition of the board and that it is collegial. They appreciate the strong working relationships between the Board and staff.

Need for improvement: people do not yet feel comfortable with the Strategic Plan. But we have already implemented the process of putting different topics of the SP in the Board agenda.

There are several areas of improvement: regionalization, videoconferencing for Board meetings. We will review the committees and consider combining some and creating charters for each committee. We decided to include discussion topics on the Board agenda relating to the Strategic Plan. We will poll the Board in April regarding meeting times and other Board access issues. We will provide stories about the impact that the trustees have had on the organization. They will also speak with everyone about what each trustee would like to do and what capabilities he or she has.

In establishing committee assignments for next year, they will assign each trustee to one committee in which they have expertise and one in which they will be a “learner”. They will consider the use of task forces to solve specific problems. Please let Eleanor know if you have any suggestions. There is some unevenness in the functioning of the committees. The Committee will develop a statement about the role of committee chairs.

Candidates for the Board: we are always looking for people who have a passion for the mission. For the next class, we will focus attention on increasing diversity in all forms, especially geographical and ethnic (school superintendent, someone at J&J). Committee succession: we will see whether we can shift some of the chairs and other talent to see if people can learn new things or be more involved. We have a matrix to look at the gaps in skills and attributes in the board members—they will ask the Board members what they think their skills are.

Michael Metz-Topadas has resigned from the Board. The Board thanked him and noted that he was really instrumental during the merger with Eastern Pennsylvania.

Chair’s Report: Belinda Roll

Belinda abstained from the Chair report.

Executive Session: Belinda Roll

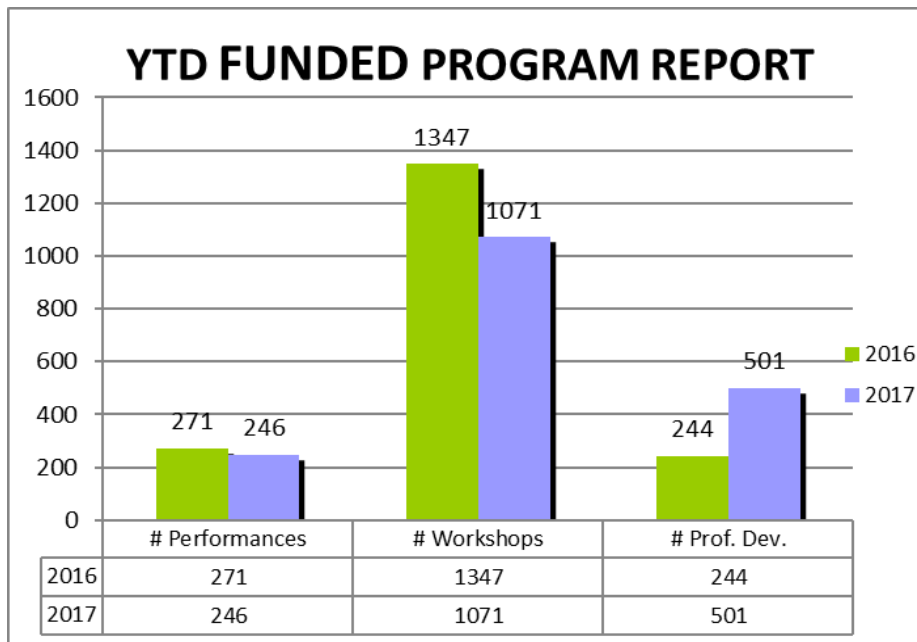
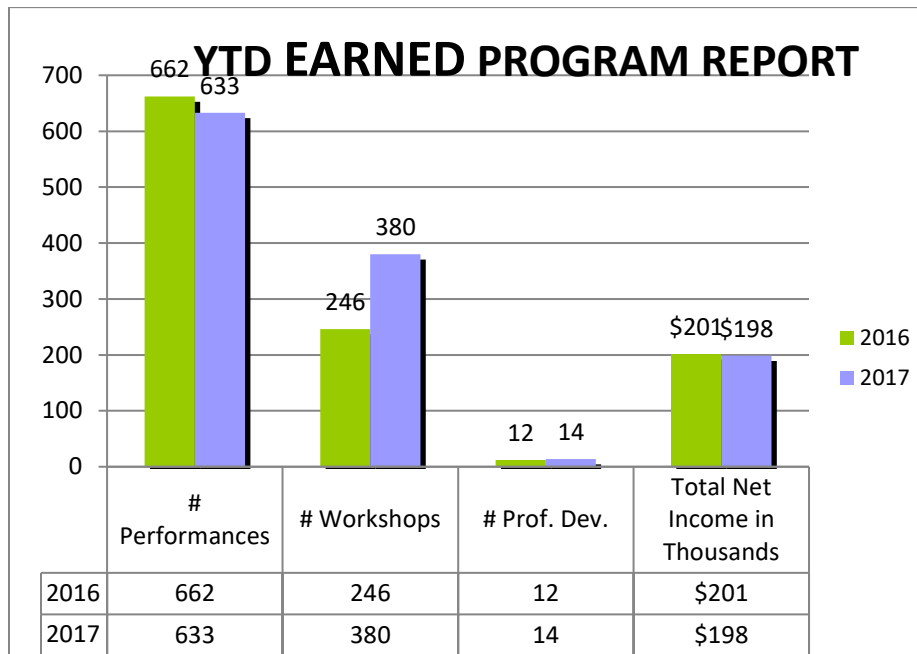
Belinda proposed a bonus for Michele to acknowledge her great work so far. We will review her in June 2017. Belinda moved for a one-time bonus for Michele in view of her competence and growth in her first year of work with us. This was seconded and unanimously approved.

A motion to adjourn was made and seconded. It was unanimously approved and the meeting ended at 8:09 PM.

Respectfully submitted,

Andrea L. Colby

PROGRAM DATA REPORT as of: December 31, 2016



TOTAL YTD PROGRAM COUNT

	2016	2017
Performances	933	879
Workshops	1593	1451
Prof. Dev.	256	515
Total	2782	2845

The budgeted net earned income is \$305,300, projected is \$277,000.

Notes: As of December 31, 2016:

- The number of earned income programs is up from 2016 by 107 programs or 11.6%. This is due to higher sales of workshops.
- Net earned income is behind by \$3,051 or 1.5% from 2016. Last month we were ahead by 2.5%. At our current net earned income of \$198,431 we have reached 71.6% of our new projected goal of \$277,000.

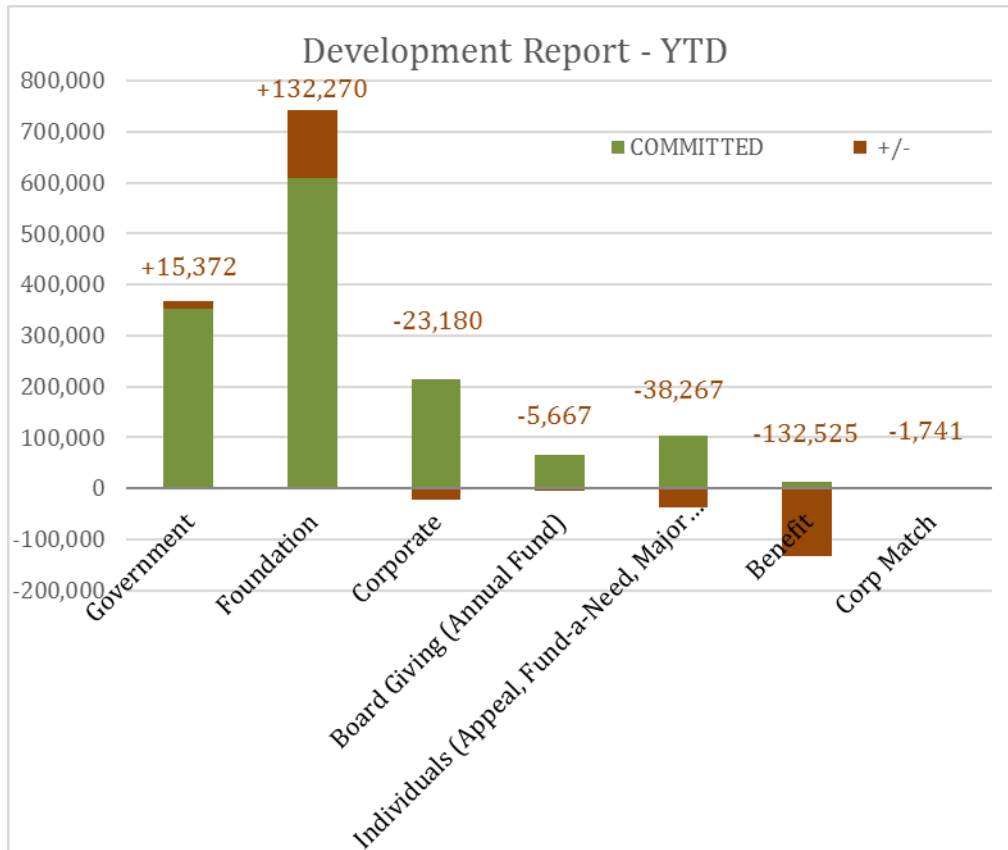
<i>YOUNG AUDIENCES</i>	FINAL	REVISED	PROJECTED		YTD	YTD
<i>OPERATING BUDGET</i>	FY16	FY17	to		AS OF	AS OF
<i>AS OF 12/31/16</i>		BUDGET	6/30/2017		12/31/15	12/31/16
INCOME						
GOVERNMENT FUNDING	141,452	136,452	136,140		69,097	-
PROGRAMS /WORKSHOPS	1,128,408	1,195,966	1,117,166		320,698	359,033
SPECIAL PROMOTIONS-ANNUAL BENEFIT	136,230	145,000	145,000		299	1,625
TUITION/ADMISSIONS/TICKET SALES	3,200	-	-		1,800	-
AIE CONSORTIUM PROJECT						
NJSCA	210,000	202,684	202,684		116,250	39,513
Total AIE	210,000	202,684	202,684		116,250	39,513
CORPORATE						
General	25,750	25,000	25,000		-	-
Funded	277,202	213,175	219,995		195,750	138,000
Total Corporate	302,952	238,175	244,995		195,750	138,000
FOUNDATIONS						
General	80,850	80,500	80,500		60,000	60,000
Funded	455,671	398,705	399,725		465,394	355,000
Total Foundations	536,521	479,205	480,225		525,394	415,000
INDIVIDUALS						
Board Member	75,471	72,000	66,000		60,991	30,737
Other (incl. Fund-a-need in projection)	181,087	141,975	264,500		45,909	124,701
Matching Grants	9,007	4,916	4,916		1,600	1,875
Total Individuals	265,565	218,891	335,416		108,500	157,313
DEFERRED GRANT INCOME						
IN-KIND GOODS & SERVICES	26,935	-	-		-	-
CONTINGENCY /ENDOW CAMPAIGN GOS INCOME	118,515	61,000	61,000		-	-
INTEREST INCOME	97	200	200		25	25
OTHER INCOME	2,636	8,275	8,275		2,285	6,000
ROYALTIES/SHARING FEES	1,797	1,800	1,800		822	721
TOTAL INCOME	2,874,308	2,687,648	2,732,901		1,340,920	1,117,230
EXPENSES						
ARTIST/PROGRAM EXPENSES						
Artist fees, travel, cartage & materials	1,364,455	1,404,431	1,357,495		477,689	377,544
Worker's Comp. Insur. (includes staff)	19,064	18,850	22,850		7,959	8,841
Total Artist Expenses	1,383,519	1,423,281	1,380,345		485,648	386,385

<i>YOUNG AUDIENCES</i>	FINAL	REVISED	PROJECTED	YTD	YTD
OPERATING BUDGET	FY16	FY17	to	AS OF	AS OF
AS OF 12/31/16		BUDGET	6/30/2017	12/31/15	12/31/16
STAFF EXPENSES					
Staff Salaries	907,176	827,149	827,149	464,711	417,708
Payroll Taxes	75,888	69,302	67,367	35,902	32,175
Consultants / Advertising	2,250	500	500	2,250	175
Medical Insurance	54,570	51,950	51,950	22,150	25,245
Life and Disability Insurance	3,851	4,000	4,000	1,581	1,743
401K Matching / Admin Fees	17,819	2,000	14,300	9,063	6,188
ADP Payroll Expense	2,588	2,600	2,600	1,219	1,238
TOTAL STAFF EXPENSES	1,064,142	957,501	967,866	536,876	484,472
OFFICE EXPENSES					
Occupancy	65,496	66,000	66,000	32,184	33,861
Telephone	6,549	6,850	6,850	2,270	1,905
Postage	1,795	2,000	2,000	1,265	665
Equip. rent/repair	3,734	3,800	3,800	1,610	1,458
Office Supplies/Printing	6,878	7,800	7,800	3,291	2,970
Dues/Subscriptions	2,932	3,100	3,100	1,548	295
Insurance-Bldg. Liab.	12,801	12,500	12,500	4,071	5,412
Other	1,629	5,725	5,725	549	2,250
PRES/CEO Search/Transition	18,515	-	-	16,432	-
Audit/Legal	11,924	12,600	12,600	11,924	12,010
Staff / Board Retreat	1,319	1,500	1,500	-	263
Web Site Development/Maint/Hosting	269	500	500	232	-
Computer Costs	15,670	18,500	18,500	4,951	7,992
Interest/Credit Card/Bank Fees	11,139	3,500	3,500	2,854	1,771
TOTAL OFFICE	160,650	144,375	144,375	83,181	70,852
MARKETING / PUBLIC RELATIONS					
Staff Travel	7,692	9,000	9,000	3,473	2,592
Conferences	4,216	4,968	4,968	3,205	913
Showcase	4,022	4,000	4,000	4,005	3,973
Brochure	37,769	34,000	34,000	33,869	33,326
Coop Funding	17,500	17,500	17,500	7,000	7,000
Public Relations/DVD	7,698	14,000	14,000	528	6,979
Misc Promo's	9,812	14,000	14,000	5,767	8,262
Annual Benefit	75,230	75,000	75,000	4,342	4,865
Total Marketing / Public Relations	163,939	172,468	172,468	62,189	67,910
DEVELOPMENT					
Development Expenses	3,986	8,500	8,500	3,381	3,108
Annual Letter/Appeal/Meeting	9,611	17,350	17,350	459	4,933
Total Development	13,597	25,850	25,850	3,840	8,041
Total AIE/ACES Cash Expenses	93,724	84,827	84,827	51,807	41,891
TOTAL EXPENSES	2,879,571	2,808,302	2,775,731	1,223,541	1,059,551
TEMPORARILY RESTRICTED NET ASSETS	5,574	120,654	118,278	(370,447)	(154,331)
SURPLUS / (DEFICIT)	311	0	75,448	(253,068)	(96,652)

Development Department

December 8, 2016 – January 18, 2017

As of January 17, 2017:



FY17 FUNDRAISING TOTAL	BUDGETED GOAL	COMMITTED	+/-
Government	336,452	351,824	15,372
Foundation*	476,730	609,000	132,270
Corporate	237,175	213,995	-23,180
Board Giving (Annual Fund)	72,000	66,333	-5,667
Individuals (Appeal, Fund-a-Need, Major Gifts, Fillo Concert)	141,975	103,708	-38,267
Benefit	145,000	12,475	-132,525
Corp Match	4,916	3,175	-1,741
BUDGETED TOTAL	1,414,248	1,360,510	-51,997

*\$100,000 Roll Challenge Match and \$50,000 Sands Foundation gifts are allocated to Foundation (unrestricted).

Roll Challenge

- Exceeded goal, raising \$110,940, matched to \$100,000 to total \$210,940
- Trustees contributed personal gifts of \$17,136
- 100% staff contributed
- Added email and social media campaign, website usage compared to last year:
 - Total online donations increased by 181%
 - Raised 73% more
 - Visits to the website donate page increased by 281%

Development Committee

- With all but one active trustees having given or pledged, total board giving is \$66,333. Board giving will fall short of the \$72,000 budget goal.
- Next meeting February 8, 2017

Development Department

- Dazzle planning; early support mailing to 2,000 homes out on February 17
- 45th Anniversary Planning
- Donor newsletter set to email late-January
- Trustee School visits: 7 trustees have observed YA programs since September

Grants Received

- Grants since December 8:
 - Pennsylvania Council of the Arts: renewal for GOS \$2,947
 - Dodge Trustee Discretionary Grants: \$10,000 from Barbara Moran, \$10,000 from Tanuja Dehne
 - Eli Arvesen Fund: renewal for GOS \$2,000
 - McMaster Carr: renewal for GOS \$25,000
 - **NEW!** Subaru: \$5,000 for Adopt-a-School in Camden