

**BOARD MEETING**

Meeting Date: March 29, 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](mailto:abetterton@yanjep.org))

**MEETING AGENDA**

Welcome	Roll	(1 min.)
Introduction of Presenters	Russo	(5 min.)
Diversity & Inclusion (Packet attached)	Pam Kwatra Vanessa Nazario	Discussion (45 min.)
Approval of Minutes (page 4-7)	Roll	Approval (1 min.)
Finance Committee (page 8-10)	Blitz	Report (5 min.)
Dazzle	Fillo	Report (5 min.)
Board/Staff Retreat Debrief & Discussion	Roll	Discussion (30 min.)
Other Business		

**Committee /Task Force  
Reports:**

Development: pages 12-14

Arts Education: page 15

Planning: page 15

Personnel: page 15

Advocacy: page 16

Trustees: pages 16-17

Sales/Mktg: pages 17-18

President's Report: page 18

## 2016/2017 YANJ/EP BOARD MEETING DATES

(as of March 29, 2017)

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

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

## MINUTES

### Young Audiences Board Meeting

January 25, 2017

Time: 6:00 p.m.

Location: 200 Forrester Road  
Princeton, NJ 08540

#### Attendees

Barbara Coe, Tanuja Dehne, Liz Fillo, Colleen Foy, Debbie Gartenberg, Rich Goldman, Peter Johnson, Everett Kline, Amy McHugh, Amanda Newman-Godfrey, Belinda Roll, Steve Runk, Michele Russo, M'Lou Walker, Tiffani Warren, Sharon White

**Phone:** Eleanor Horne; Gil Blitz; Andrea Colby

**Staff Present:** Ann Betterton, Debbie Mindlin, Seth Reichgott

**Not Present:** Sandy Bing, James Burke, Sebastian Clarke, Arthur Factor, Marilyn Grounds, Barbara Moran, Bobbie Panfili, Steve Peskin, Mary Reece, Debbie Shepherd, Willa Spicer,

#### Welcome and Introductions: Michele Russo

Michele introduced Seth, our new artist roster manager. Seth has been on our artists' roster for about 16 years.

Everett read our mission statement to the Board. Michele then introduced our guests who discussed assessment and evaluation.

Wendy Liscow (our program officer with the Dodge Foundation) and Deborah Ward (an independent consultant with the Dodge Foundation) teamed with Michelle Marigliano to present to us about assessment and evaluation.

Everett set the context: the Arts Education committee has been looking at the issue of assessment and evaluation of the impact and value of all of our work. There are two purposes for this: (1) understanding what are we already doing in the area of assessment and (2) determining how what we are already doing affect how we assess and proceed going forward.

Wendy Liscow and Deborah Ward shared about the assessment process Dodge is undertaking, and how individual grantees are adding program data to the "Dodge Data Dashboard." When all data is compiled, along with data points from the schools themselves, they will be able to see the impact of the programming provided as it relates to four areas: 1) student academic achievement 2) student social/emotional development 3) teacher efficacy 4) school and classroom culture.

Wendy mentioned that when Dodge looks at assessment of programs, they often come to YANJEP about what is going on in the arts education area. Everett asked the Board to write down or email the three most important things that resonated the most with us during this presentation and send it to him.

## **Minutes:**

Approval of the minutes was moved and seconded. Everett and M’Lou were not present at the November meeting. Andrea suggested a sign-in sheet so that attendance can be recorded. The minutes were approved unanimously.

## **Development Committee: Tanuja Dehne**

Development has been focusing on Belinda and Ferrill’s Roll Challenge. The Board celebrated reaching and exceeding the match goal. Tanuja thanked all the trustees for their participation and efforts in order to achieve this goal. Tanuja also specifically thanked Liz, Barbara Moran, M’Lou, Belinda as well as the staff, noting that 100% of the Staff donated! Trustees contributed over 20% of the match and we exceeded the goal by \$10,000, so we raised \$210,000 in total.

## **Finance Committee: Gil Blitz**

Our finances as of December 31<sup>st</sup> were as expected. All funded programs are running smoothly, but we are having challenges with respect to sales of performances. Projected performance for 2017: board giving shows a slight projected decrease from last year, based on current pledges and last year’s giving. We hope that the Board giving will end up close to last year and individual giving increases significantly. The additional gifts that Board members made in connection with the Roll match are reflected in “Individual Giving” rather than “Board Giving”.

Our mix of program revenue is evolving. Our performance numbers are slightly lower—there is a decline in performances, which is yielding a lower bottom line projection. We expect a slight decrease in state funding. We have restored the 401K employer match in view of the Roll Challenge. Worker’s Comp increased by \$4000. We had higher artists’ fee so we needed to increase this number. Overall bottom line projection shows a surplus of \$74,000. We will update the projections on a monthly basis.

## **President’s Report: Michele Russo**

There is a threat that the NEA, NEH and CPR are being threatened with elimination. There are ways of being connected with the advocacy efforts around that. The NEA gives to Young Audiences as a network: YA has received \$4MM since 2010. In 2016, the NJ Council for the Arts received \$875,000 and other organizations received \$600,000. The issue is that if our federal government does not place value on investing in the arts, others will follow suit. In 2016, the PA Council for the Arts received \$900000 and individual organizations received \$1 million.

What should we be planning for triage? We do not know the timing, if there is any. We usually receive about \$135,000 from New Jersey Council for the Arts. We have received \$85,000 from the NJ Arts Council thus far this year. Michele will keep us apprised of advocacy efforts as we move forward.

Other challenge/threat: appointee for Department of Education. Her proposals for public education are frightening. The best thing to do is contact your own congressional representative to advocate. It is also best to call, even if they are in agreement with you—thank them and let them know that you are supporting them. A 2-3 sentence elevator pitch prepared in advance helps considerably.

National (David Dik et al.) is meeting with our lobbyist and will give us key pieces of information to use in advocacy. Everett mentioned that Larry Capo reported that arts organizations are facing decreases in donations due to ACLU, etc. contributions.

Retreat will take place on February 25<sup>th</sup>. We will have teams of teaching artists and teachers to give us an opportunity to reconnect with the work we do. Please RSVP to Denyce if you will be attending.

### **Personnel Task Force: Peter Johnson**

Peter reported on the Personnel Task Force, which was formed to support Michele in personnel matters. They have had two meetings to review the employee handbook for completeness and it is in tremendous shape. The next thing they will be doing is reviewing the updated job descriptions to ensure it comports with FSLA.

They will engage outside counsel to look at the classification of outside artists as contractors as opposed to employees. Michele has been speaking about learnings from network regarding how they structure their teams.

Eleanor asked about whether there is a plan to look at salaries and benefits to see if we are competitive. Peter reminded us that there are differences between how different organizations operate. It will be helpful to do this in the future.

### **Advocacy Task Force: Mary Reece**

No report.

### **Planning Committee: Andrea Colby**

The Planning Committee met and discussed the following topics:

1. 45<sup>th</sup> Anniversary: cultivation events at schools
2. Regionalization: Michele reported on her visit to Maryland and their regionalization program (they have local reps as opposed to our structure, which has central office specialists in different programming)
3. Oversight of the roll-out of the Strategic Plan. This will be done every six months.

### **Dazzle: Liz Fillo**

The Dazzle Meet & Greet was a huge success with 80 attendees. We have five dancers at this point, three men and two women. Barbara and Liz were co-emcee's for the evening. The dancers were very effusive about what they are doing and why they are doing it, as well as Young Audiences. They are very enthusiastic and competitive. The Fred Astaire dancers were

wonderful. There is a community forming around the dancers. The dancers are all having fun with their rehearsals. The evening was a super success. Now we need to work on getting a lot of people in the room to support them.

Invitations will be going out the 22<sup>nd</sup>. They will bring them to the retreat for Board members to personalize. Let Ann, Denyce or Alexa know if you have additional names. Raffle sales are a bit slower than usual, most likely due to the Roll Challenge. We will now be pushing the raffle more. Liz thanked the board members for corporate support. The corporate supporters will get 10 tickets; adding to the early support, we have 110 bodies in the room so far. Dancer ballots have already been bought as well.

Bent Spoon will do a custom flavor for Young Audiences or Dazzle and will sell it in their store. So if you love ice cream, stay tuned! Send any suggestions for a name for the flavor to Everett.

Our goal is to sell tickets for 40 tables. The best we have done in the past is 34 tables. We need more table captains.

### **Committee on Trustees: Eleanor Horne**

The Committee on Trustees met on January 17<sup>th</sup> and focused on three areas: first, filling the vacancies on the board that will occur in June. We have some very good candidates and they have begun the interview process. We are always on the lookout for people who will advance the mission. Second, they considered board and committee leadership succession. They will discuss this with us as we go forward. The leadership and committee chairs are important. Third, the Committee considered how to evaluate board effectiveness going forward. At the next meeting, they will give us a progress report on actions taken on recommendations from last year's evaluation.

Potential candidates for board positions: Gloria Bonilla Santiago (Camden—runs a charter school in Camden), Michelle Tompkins (HR executive for J&J), Anupo Rejayah (Asian, active in community), Ed Green (former trustee) and Michele Cash (advocate at the Princeton Area Community Foundation).

### **Chair Report: Belinda**

M'Lou set up a meeting for Michele and Belinda with president of State Board of Education (Mark Biedron).

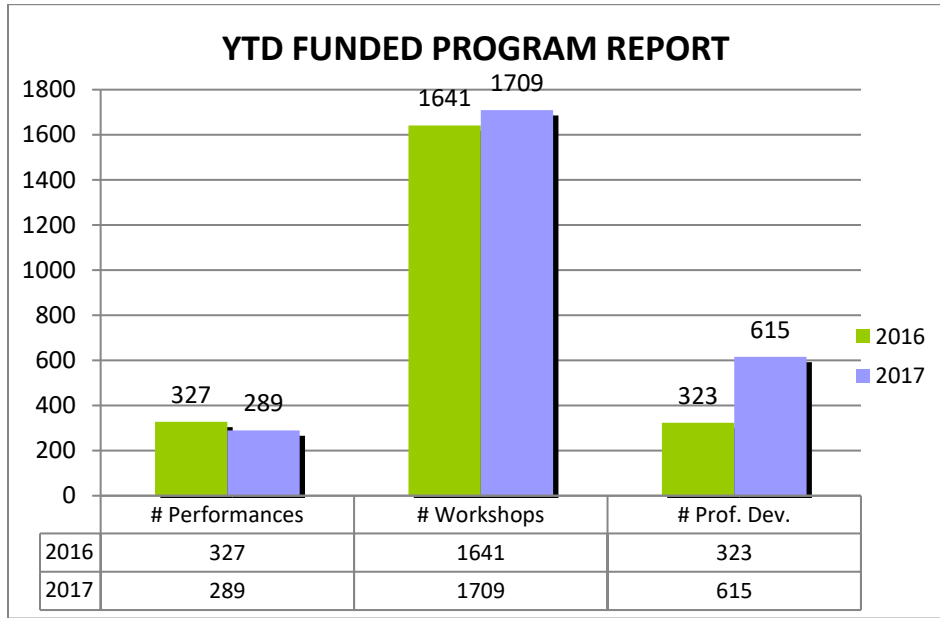
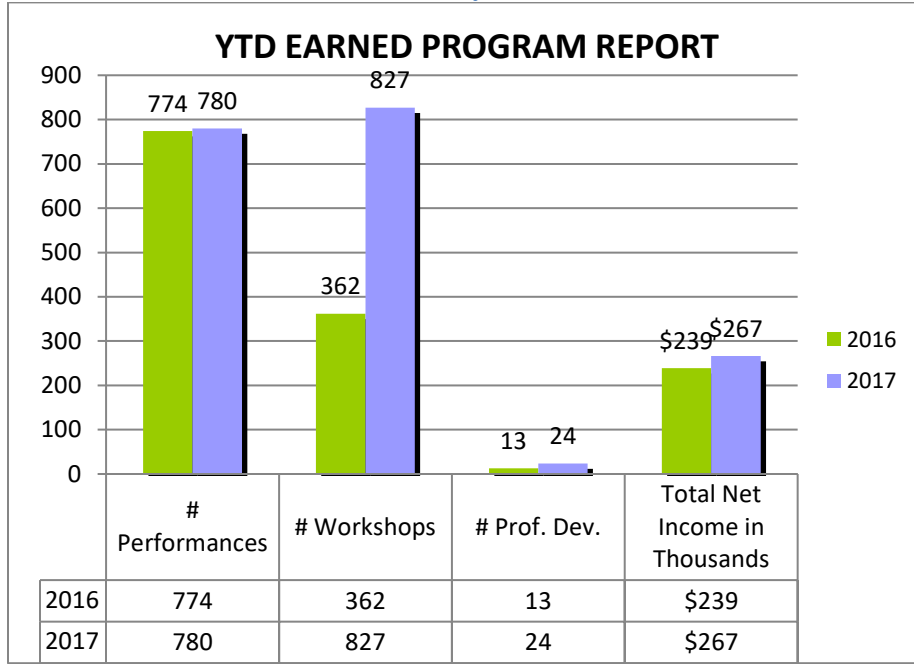
Belinda recognized that Debbie Gartenberg's family foundation, the George and Estelle Sands Foundation has made a significant gift to Young Audiences: \$50,000 per year for three years. The first gift was received in December 2016 and this generosity is greatly appreciated.

A motion to adjourn made and seconded. It was unanimously approved and the meeting ended at 7:51 PM.

Respectfully submitted,  
Andrea L. Colby

## PROGRAM DATA REPORT

As of: February 28, 2017



#### TOTAL YTD PROGRAM COUNT

	2016	2017
Performances	1101	1069
Workshops	2003	2536
Prof. Dev.	336	639
<b>Total</b>	<b>3440</b>	<b>4244</b>

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

Notes: As of February 28, 2017:

- The number of earned income programs is up from 2016 by 482 programs or 41.9%. This is due to higher sales of workshops – approximately 300 were for a new Title 1 project.
- Net earned income is ahead by \$27,999 or 11.7% from 2016. Last month we were ahead by 6.1%. At our current net earned income of \$266,629 we have reached 96.3% of our new projected goal of \$277,000.



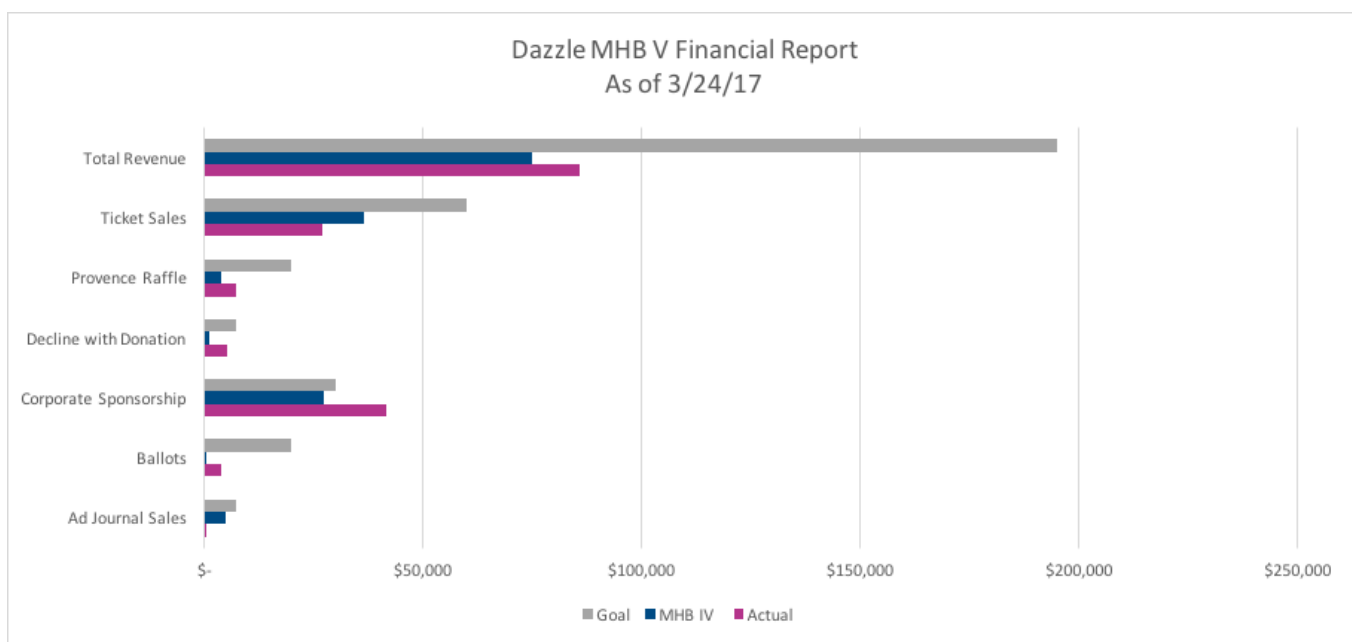
<b>YOUNG AUDIENCES OPERATING BUDGET AS OF 2/28/17</b>	<b>FINAL FY16</b>	<b>REVISED FY17 BUDGET</b>	<b>PROJECTED to 6/30/2017</b>	<b>YTD AS OF 02/29/16</b>	<b>YTD AS OF 02/28/17</b>
<b>INCOME</b>					
<b>GOVERNMENT FUNDING</b>	141,452	136,452	136,140	70,347	66,597
<b>PROGRAMS /WORKSHOPS</b>	1,128,408	1,195,966	1,117,166	537,273	523,518
<b>SPECIAL PROMOTIONS-ANNUAL BENEFIT</b>	136,230	145,000	145,000	18,838	30,797
<b>TUITION/ADMISSIONS/TICKET SALES</b>	3,200	-	-	1,800	-
<b>AIE CONSORTIUM PROJECT</b>					
NJSCA	210,000	202,684	202,684	116,250	121,013
<b>Total AIE</b>	210,000	202,684	202,684	116,250	121,013
<b>CORPORATE</b>					
General	25,750	25,000	25,000	25,750	25,000
Funded	277,202	213,175	219,995	252,000	189,020
<b>Total Corporate</b>	302,952	238,175	244,995	277,750	214,020
<b>FOUNDATIONS</b>					
General	80,850	80,500	80,500	63,000	62,000
Funded	455,671	398,705	399,725	492,374	365,000
<b>Total Foundations</b>	536,521	479,205	480,225	555,374	427,000
<b>INDIVIDUALS</b>					
Board Member	75,471	72,000	66,000	68,088	31,170
Other (includes Fund-a-need in projection)	181,087	141,975	264,500	110,489	248,758
Matching Grants	9,007	4,916	5,711	1,850	5,711
<b>Total Individuals</b>	265,565	218,891	336,211	180,427	285,639
<b>DEFERRED GRANT INCOME</b>					
<b>IN-KIND GOODS &amp; SERVICES</b>	26,935	-	-	-	-
<b>CONTINGENCY /ENDOW CAMPAIGN GOS INCOME</b>	118,515	61,000	61,000	16,524	-
<b>INTEREST INCOME</b>	97	200	200	54	44
<b>OTHER INCOME</b>	2,636	8,275	8,275	2,285	10,168
<b>ROYALTIES/SHARING FEES</b>	1,797	1,800	1,800	822	721
<b>TOTAL INCOME</b>	<b>2,874,308</b>	<b>2,687,648</b>	<b>2,733,696</b>	<b>1,777,744</b>	<b>1,679,517</b>
<b>EXPENSES</b>					
<b>ARTIST/PROGRAM EXPENSES</b>					
Artist fees, travel, cartage & materials	1,364,455	1,404,431	1,357,495	771,871	710,251
Worker's Comp. Insur. (includes staff)	19,064	18,850	22,907	14,202	17,497
<b>Total Artist Expenses</b>	1,383,519	1,423,281	1,380,402	786,073	727,748

<b>YOUNG AUDIENCES OPERATING BUDGET AS OF 2/28/17</b>	<b>FINAL FY16</b>	<b>REVISED FY17 BUDGET</b>	<b>PROJECTED to 6/30/2017</b>	<b>YTD AS OF 02/29/16</b>	<b>YTD AS OF 02/28/17</b>
<b>STAFF EXPENSES</b>					
Staff Salaries	907,176	827,149	827,149	618,985	545,226
Payroll Taxes	75,888	69,302	67,367	50,123	43,585
Consultants / Advertising	2,250	500	500	2,250	350
Medical Insurance	54,570	51,950	51,950	36,665	36,708
Life and Disability Insurance	3,851	4,000	4,000	2,662	2,549
401K Matching / Admin Fees	17,819	2,000	14,300	11,735	8,496
ADP Payroll Expense	2,588	2,600	2,600	1,789	1,812
<b>TOTAL STAFF EXPENSES</b>	<b>1,064,142</b>	<b>957,501</b>	<b>967,866</b>	<b>724,209</b>	<b>638,726</b>
<b>OFFICE EXPENSES</b>					
Occupancy	65,496	66,000	66,000	43,382	50,979
Telephone	6,549	6,850	6,850	3,926	3,363
Postage	1,795	2,000	2,000	1,317	1,214
Equip. rent/repair	3,734	3,800	3,800	2,276	2,263
Office Supplies/Printing	6,878	7,800	7,800	4,890	4,323
Dues/Subscriptions	2,932	3,100	3,100	1,548	834
Insurance-Bldg. Liab.	12,801	12,500	12,500	8,000	8,751
Other	1,629	5,725	6,025	858	3,099
PRES/CEO Search/Transition	18,515	-	-	16,524	-
Audit/Legal	11,924	12,600	12,600	11,924	12,010
Staff / Board Retreat	1,319	1,500	2,500	1,100	2,308
Web Site Development/Maint/Hosting	269	500	500	232	167
Computer Costs	15,670	18,500	18,875	9,996	18,533
Interest/Credit Card/Bank Fees Expense	11,139	3,500	3,500	4,138	2,635
<b>TOTAL OFFICE</b>	<b>160,650</b>	<b>144,375</b>	<b>146,050</b>	<b>110,111</b>	<b>110,479</b>
<b>MARKETING / PUBLIC RELATIONS</b>					
Staff Travel	7,692	9,000	9,000	4,654	3,160
Conferences	4,216	4,968	4,968	3,341	1,075
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	10,500	10,500
Public Relations/DVD	7,698	14,000	14,000	2,990	8,745
Misc Promo's	9,812	14,000	14,000	6,079	9,113
Annual Benefit	75,230	75,000	75,000	13,290	11,091
<b>Total Marketing / Public Relations</b>	<b>163,939</b>	<b>172,468</b>	<b>172,468</b>	<b>78,728</b>	<b>80,983</b>
<b>DEVELOPMENT</b>					
Development Expenses	3,986	8,500	8,500	3,632	3,630
Annual Letter/Appeal/Meeting	9,611	17,350	17,350	9,252	8,535
<b>Total Development</b>	<b>13,597</b>	<b>25,850</b>	<b>25,850</b>	<b>12,884</b>	<b>12,165</b>
Total AIE/ACES Cash Expenses	93,724	84,827	84,827	63,488	55,102
<b>TOTAL EXPENSES</b>	<b>2,879,571</b>	<b>2,808,302</b>	<b>2,777,463</b>	<b>1,775,493</b>	<b>1,625,203</b>
<b>TEMPORARILY RESTRICTED NET ASSETS SURPLUS / (DEFICIT)</b>	<b>5,574</b>	<b>120,654</b>	<b>118,278</b>	<b>(238,463)</b>	<b>(25,779)</b>
	<b>311</b>	<b>0</b>	<b>74,511</b>	<b>(236,212)</b>	<b>28,535</b>

## Dazzle MHB V Board Update

### FINANCIAL UPDATE as of 3/24/17

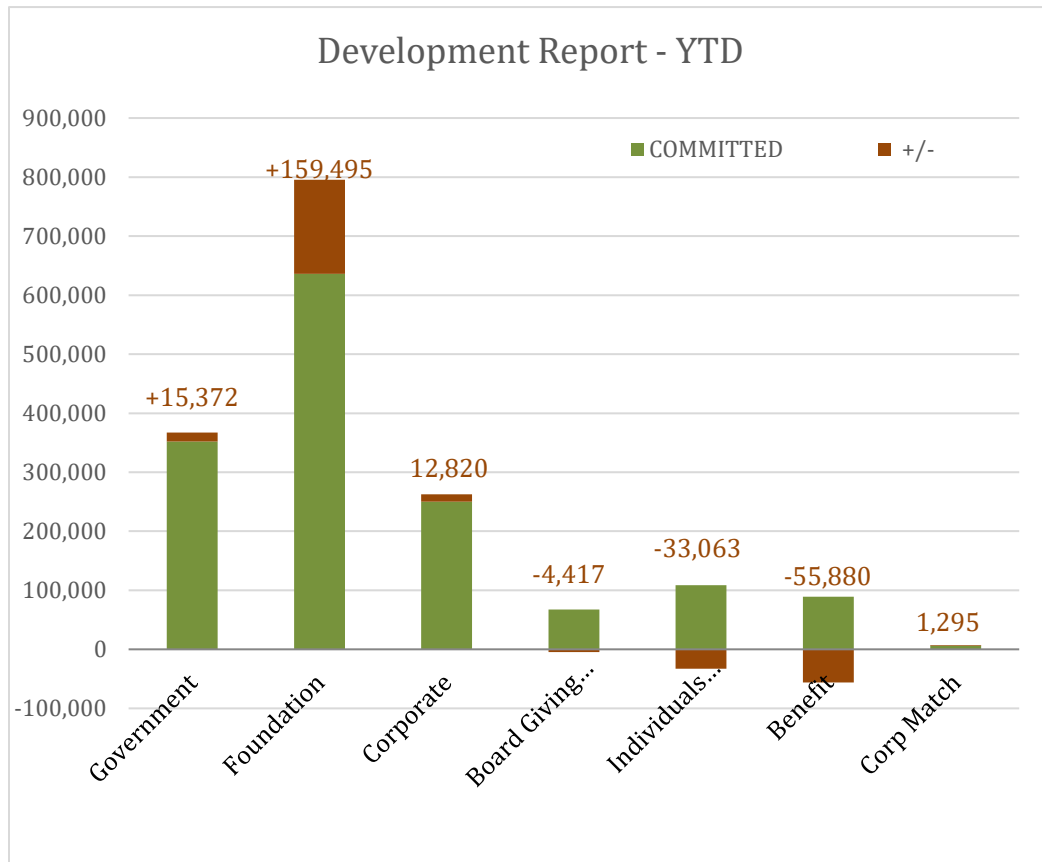
	Actual	MHB IV	Goal
Ad Journal Sales	\$1,850	\$2,300	\$7,500
Ballots	\$5,340	\$70	\$20,000
Corporate Sponsorship	\$41,100	\$20,000	\$30,000
Decline with Donation	\$6,480	\$1,100	\$7,500
Provence Raffle	\$7,600	\$3,200	\$20,000
Ticket Sales	\$29,000	\$28,250	\$60,000
Total Revenue	\$94,370	\$26,510	\$195,000



- Board Support Needed:
  - Selling event tickets - <http://dazzleya.org/tickets/event-tickets> (Current Guest List attached along with a report on who has supported Dazzle to date for easy follow up)
  - Selling Raffle Tickets - <http://dazzleya.org/tickets/exclusive-insiders-trip-to-provence-france>
  - Selling & placing ads in our Ad Journal - <http://dazzleya.org/ad-journal>
  - Encouraging people to bid for a VIP dancer spot for our 45<sup>th</sup> Anniversary Gala - <http://dazzleya.org/be-a-star>
- Save the Dates and start inviting:
  - Dazzle Invited Dress Rehearsal on Wednesday, April 5<sup>th</sup> from 5pm-7pm at Fred Astaire Dance Studio (Invite people that you know can't attend Dazzle)
  - Drinks, Donuts, & Dazzle – April 7<sup>th</sup> Time TBD at The Gingered Peach
  - Dazzle 2018, our 45<sup>th</sup> Anniversary Gala on April 21, 2018.
- Keep an eye out for more of our dancer sneak peek videos, “Be A Star” video, Wiggins School Video and more details on the Dazzle Flash Mob
- Check out US 1 Newspaper for recent and upcoming Dazzle Ads and an editorial piece on our event coverage from our new media sponsor, Princeton Online.

## Development Department

January 26, 2017 – March 20, 2017



FY17 FUNDRAISING TOTAL	BUDGETED GOAL	COMMITTED	+/-
Government	336,452	351,824	15,372
*Foundation	476,730	636,225	159,495
Corporate	237,175	249,995	12,820
**Board Giving (Annual Fund)	72,000	67,583	-4,417
Individuals (Appeal, Fund-a-Need, Major Gifts, Fillo Concert)	141,975	108,912	-33,063
Benefit	145,000	89,120	-55,880
Corp Match	4,916	6,211	1,295
<b>BUDGETED TOTAL</b>	<b>1,414,248</b>	<b>1,509,870</b>	<b>94,327</b>

\*\$100,000 Roll Challenge Match and \$50,000 Sands Foundation gifts are allocated to Foundation (unrestricted). Trustee contributions to the Roll Challenge (\$17,136) are included in "Individuals." \$33,063 remaining balance for "Individuals" includes the Dazzle Fund-a-Need.

## Development Department

- Dazzle! Early support mailing on February 17 and invitation mailing on March 3 to 2,000 recipients per mailing
- Annual Meeting and Celebration set for Wednesday, June 21, 2017 at D&R Greenway
- Trustee School visits: 7 trustees have observed YA programs since September; spring schedule of events emailed on March 20.

## Development Committee

### Board Giving:

- Trustee contributions (\$17,136) to the Roll Challenge are reflected in “Individual Giving.”
- All active trustees have given or pledged; total board giving to the Annual Appeal is \$67,583. Board giving to the Annual Appeal will fall short of the \$72,000 budget goal.

### Strategic Planning Progress:

- Tanuja is chairing the committee with members Sebastian Clarke, Liz Fillo, Amanda Newman-Godfrey, Colleen Foy, M’lou Walker, Tiffani Warren; committee has met 3 times with the next meeting on April 6
- Strategic Plan Objectives were reviewed and prioritized as follows:
  - Expand corporate and foundation support
  - Expand support from individuals and improve donor communication
  - Plan 45<sup>th</sup> anniversary (FY18) fundraising plan
- Each committee member completed the “Roles/Activities Objectives” document that has become a personal plan-of-action for advancing the prioritized goals of the committee
- Accomplishments to date:

#### Expand corporate and foundation support

- Investors Bank, Subaru new this year

#### Expand support from individuals and improve donor communication

- Roll Challenge exceeded goal, raising \$110,940, matched to \$100,000 to total \$210,940
  - Trustees contributed personal gifts of \$17,136
  - 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%
- First Donor e-newsletter, “Your Generosity at Work” sent on Valentine’s Day!

#### Plan 45th anniversary (FY18) fundraising plan

- Gala set for April 22, 2018
- Logo revision underway

#### **Grants Received**

- Grants since January 25:
  - ETS: Renewed and INCREASED funding to \$36,000 for Adopt-a-School
  - NJ Department of Education/School Partners: collaborated with schools to propose arts integration programs using Title 1 funds; received 2 awards, \$30,000 with Bridgeton and Collingswood with \$3,550 (funds will be booked under fee-for-service)
  - Jerome Robbins renewal for GOS: \$7,500
  - **NEW!** Investors Bank Foundation: Adopt-a-School for \$2,500

### **Arts Education Committee: Chair, Everett Kline**

The Arts Education Committee resumed its meetings in March. At this first meeting the members:

- identified their reasons for joining the committee and their backgrounds that are relevant to the committee's work
- reviewed the charge contained in the official description of the committee and the strategic plan
- reviewed the scope of the programs offered and the goals of each of the programs.

The reviews set the context for the committee's future work.

Acknowledging that any measure of success must begin with the end in mind, the next meeting will be a review of the program goals to determine the degree to which the goals are student focused, outcome driven and measurable. This meeting will be on Wednesday, April 26 from 1:00 to 2:00 pm.

### **Planning Committee Meeting: Chair, Andrea Colby**

The Planning Committee met in January and discussed the following topics:

- 45<sup>th</sup> Anniversary: cultivation events at schools
- Regionalization: Michele reported on her visit to Maryland and their regionalization program (they have local reps as opposed to our structure, which has central office specialists in different programming)
- Oversight of the roll-out of the Strategic Plan. This will be done every six months.

Next meetings: May 2 and June 13. Focus will be assessing our progress on Strategic Plan and further exploring plans for 45<sup>th</sup> Anniversary Year.

### **Personnel Task Force: Chair, Peter Johnson**

We held one task force meeting since our last Board meeting. The following topics were covered in that meeting:

- Work with the pro bono outside counsel has begun to review the classification of YA artists as independent contractors (vs. employees). Review is expected to continue through the summer.
- The review of job descriptions for the YA staff to ensure compliance with the Fair Labor Standards Act (overtime regulations) is complete. All jobs reviewed are in compliance with the regulations.
- The regional staffing model as it pertains to Eastern PA is in pilot stage, with Patricia Jones leading a local outreach event. The event will include an artist showcase and key decision makers from certain schools will be invited to attend and see our work. This is modeled after an approach at YA Maryland. We anticipate seeking an Affiliate Development Fund grant from National YA to expand this outreach effort to parts of NJ
- Michele provided an update on current staff activity. For contingency planning and continuity purposes, the staff will begin developing documentation around key activities they perform.

The next Task force meeting will be held May 25, 2017.

### **Advocacy Task Force: Chair, Mary Reece**

The Committee met on March 15, 2017.

Board Action Steps: As a result of the last report to the board, several members have donated to ArtPride NJ. Others have re-engage with the ArtsEdNow Campaign. And, board members have attended YANJEP performances.

Middlesex County Art Fund: This has been an ongoing challenge for staff, particularly Ann Betterton. Several years ago, a proposal was submitted to this fund that is sponsored by the Middlesex County Freeholders. The proposal focused on providing YANJEP programming to Middlesex County Schools. Several district superintendents submitted letters of support to the Freeholders. As a result of staff conversations with freeholders, county staff and a consultant, there still has not been a resolution about the disbursement of funds. Staff will continue to strategize with the support of board members who reside in Middlesex County. Michele and Ann spoke with a consultant hired by Middlesex County who is gathering feedback from stakeholders and working on planning with them.

Outreach: Overtures will be or have been made to Rose Acerra, President, NJ PTA; Mark Biedron, President, NJ State Board of Education; Penelope Lattimer, Rutgers University

Jackie Knox has met with John Henry, NJ School Boards Association. He leads the iSTEAM initiative at NJSBA and is the co-chair of the initiative at Sustainable Jersey for Schools. Mary Reece gave an update on the progress of the inclusion of iSTEAM in the SJ for Schools Actions. Currently, there are more than 600 schools registered in the SJ for Schools Program. Additionally, there are significant funding opportunities for schools who wish to pursue actions.

New Business: Mary Reece reported that the EIRC in south Jersey will close at the end of March. This organization has provided services and professional development trainings for south Jersey educators. She suggested that there may be an additional opportunity for YANJEP to offer workshops/residencies to south Jersey schools.

Next Meeting May 9, 3 pm.

### **Committee on Trustees, Chair: Eleanor Horne**

The COT is focused on two major items. The first is the recruitment of trustees. All of the trustees eligible for re-election have agreed to continue on the board if that is the wish of the board. The only person who does not wish to be considered for re-election is Deborah Shepherd.

We are in the final stages of cultivating Michelle Cash, Strategic Opportunities Officer for DataArts, the firm doing the Dodge evaluation and former VP of the Princeton Area Community Foundation. She works in Philadelphia and might be able to help with contacts there. The second is Michelle Thompson a retired Johnson and Johnson HR executive who lives in Yardley, PA.



In response to the request for the names of “A Few Good Men”, the board came through with the names of some really good men. We are pursuing four of them along with two other good women. Some we might bring on the board this year and some next.

The second item is the 2017 board evaluation which is part of our effort to continuously improve the performance of our board and the satisfaction we each receive from being YANJ-EP trustees.

Looking ahead. We will consider the cost and benefits of constituting an advisory committee(s) as part of our effort to keep former trustees and current advocates of the arts involved in our work.

### **Sales and Marketing Task Force, Chair: Barbara Coe**

Since this is a new Task Force, we spent our first meeting giving an overview current sales and marketing plans/strategies as well as going over our Marketing/Sales Objectives per the Strategic Plan and sharing updates on each objective. (Objectives and Updates can be found on Board Portal)

- Some of the current marketing efforts we discussed include:
  - Catalog – Mails out twice a year to every Principal, Superintendent, Curriculum Coordinator, Arts Teacher and Library in NJ and EPA as well as to all YA Clients
  - Email Marketing – Weekly Artist Connection Emails highlighting artists and program offerings
  - Google AdWords - Utilizing Google for Non-Profits and free \$10,000/ month towards AdWords Campaigns
  - Website – Continuously working in increasing Search Engine Optimization and functionality and capturing leads
  - Social Media (FB, IG, Twitter & YouTube) – Sharing YA programs, our funded work, sharing content highlighting the value of arts ed and sharing opportunities to advocate for Arts ed.
  - Artist Videos – Highlighting artists as well as student and educator testimonials
  - Group Discounts, Buy More Save More Opportunities, Book Early & Save
- We spent our second meeting digging into the data and key findings shared in our Market Research Final Report. (Final report can be found on Board Portal)
  - Key Findings: YA clients love YA and know that they can expect the best in quality or artists and customer service from our exemplary artists and staff. We learned that our biggest obstacles are high prices comparative to our competitors and connecting with new potential clients. More findings can be found in the attached market research report and RFP.
  - We discussed a new “Outreach Program Initiative to increase sales that align with our market research findings. We are in the early stages of implementing this program where we offer schools a free assembly program with a hands on or interactive element to NEW schools. In exchange for the free program the school agrees to have their principal, PTA cultural rep, and/or superintendent attend post-program meeting with YA so we can present our program offerings and the value of working with us to integrate the arts while meeting the unique needs of their school.
  - We discussed the RFP we sent out to Marketing/Branding Firms and asked for feedback and additional firm recommendations. Firms that we are reaching out to include:
    - Creative Marketing Alliance
    - Isometric

- M+R
- Red Rooster
- Smith + Manning
- Taft Communications

Our next meeting is scheduled for Thursday, May 11

## **President's Report, Michele Russo**

### Recent Activities and Initiatives:

March has been an incredibly busy month. In the month of March, we delivered over 500 individual programs in schools. Many schools schedule work in March so they can focus on PARCC testing in April. Many assembly performances are happening all around our territory. All major programs are up and running: NRG Creatively Green, Creativity Consultants, Theatre to Learn, AIE, J & J Nutrition Education programming in New Brunswick, Creative Beginnings in Trenton and more.

### Advocacy

- Planning is underway to include postcard-writing/drawing into 5-7 residency culminating events this spring, and include ArtsEdNow. Postcards will be mailed to local and state decision makers.
- Michele Russo attended Arts Advocacy Day in DC (March 21-22) and met with staff from Senator Menendez, Senator Booker, Congresswoman Watson-Coleman and Congressman Frelinghuysen. With the exception of Frelinghuysen, all expressed their support of the NEA and of the arts and arts education as essential and as an economic driver.

### YA Network

- Michele Russo and Jackie Knox worked with YA colleagues from Maryland, Indiana, New Orleans and Texas in Louisiana for two days (March 17-18) to advance the Teaching Artist Credentialing Project. A project manager has been hired, key project parameters were defined and a draft timeline was developed.

### Sustainable Jersey Schools

- We are on the STEAM committee of Sustainable Jersey, developing action steps for schools to receive Sustainable Jersey certification. This presents an opportunity to advance our understanding of STEAM, cross-promote with Sustainable Jersey and to network.

We've begun to allocate surplus funds for key needs and initiatives, including:

- Furniture replacement/upgrade: standing desks for staff, replacement of some chairs
- Marketing: PA Marketing & outreach events this spring; small YA brochure
- Adopt a School Trenton 10 Year Anniversary Celebration Event for Teachers and (date TBD)
- Office: Post-Dazzle we will work to make office more reflective of our mission, possibly working with teaching artist(s), framing and hanging photographs, etc.
- Operating Reserve: we plan to deposit funds into operating reserve fund to bolster our rainy day fund.