

**BOARD MEETING**

Meeting Date: September 21, 2016  
 Time: 6:00 pm  
 Location: Young Audiences Office

Conference Line: 605-562-3140 Passcode: 313508  
 Video Conference Available: advance notice required, contact Ann (abetterton@yanjep.org)

**Discussion Focus: Advocacy**

**GUIDING QUESTION:** How will the YANJEP Board of Trustees as individuals and as a collective, advocate for arts education to advance our mission, to strengthen the work of the arts education community as a whole, and to best serve students now and in the future?

(from the FY17-19 Strategic Plan pp. 27-29):

**Goal 4**

Marketing, public relations, advocacy efforts and partnerships will be leveraged to undertake the work of the Strategic Plan.

**C. ADVOCACY**

STRATEGIES	ACTION	RESPONSIBLE GROUP	SUCCESS INDICATORS
Advocate for arts education in the school setting and with organizations that serve children	Partner with NJ Arts Education Partnership to develop and implement #ARTSEDNOW campaign	Board advocacy working group, all board, all staff	Unified message about value of arts education is reaching policy makers; YA creates model for how to engage board, clients, teachers in advocacy efforts, which is documented and shared with YA Network and Americans for the Arts
	Continue and expand connections to YAI, YA Network, and other arts education groups regionally and nationally	Marketing staff with support from programming staff, development staff and education staff	#ARTSEDNOW campaign shared with YAI and YA Network

## **AGENDA**

Welcome & Approval of Minutes (p.4-8)	Roll	Approval (1 min.)
Advocacy & ArtsEdNow NJ Arts Education Partnership	Kris Wenger Bob Morrison Ennis Carter	Presentation & Discussion (60 min.)
President's Report	Russo	Report (10 min.)
Finance Committee (pages 9-11)	Blitz	Report (5 min.)
Development Committee (pages 12-13)	Dehne	Report (5 min.)
Education Committee	Spicer	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.)
Other Business		

## 2016/2017 YANJ/EP BOARD MEETING DATES

(as of September 9, 2016)

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>Friday September 23</b> Arts Education & Planning Committee Meeting  <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	<b>Tuesday</b> , November 22 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. Location: NJPSA/FEA, Monroe Twp, NJ	Wednesday, February 22 8:30 a.m.
March	Wednesday, March 29 6:00 p.m. Focus: Diversity Presenter: TBD		
April		<b>Dazzle 2017</b> Saturday, April 22 6:00 p.m. – 11:00 p.m. Location: 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> Thursday June 15 or Wednesday June 21 (TBD) 4:00 pm		

## MINUTES

### Young Audiences Board Meeting

June 15, 2016

Time: 4:00 p.m.

Location: 200 Forrestal Road

Princeton, NJ 08540

#### Attendees

Belinda Roll; Liz Fillo; Eleanor Horne; Barbara Moran; Sandy Bing; Linda Kinsey; Marilyn Grounds; Everett Kline; Colleen Foy; Tanuja Dehne; Willa Spicer; Amy McHugh; Steve Peskin; Mary Reece; Steve Runk; Andrea Colby; Richard Goldman;

Amanda Newman-Godfrey; M'Lou Walker; Peter Johnson; Tiffani Warren; Kathy Herring; Debbie Shepherd; Barbara Coe

**Phone:** Michael Metz-Topodas; Bobbie Panfilli

**Staff Present:** Michele Russo; Ann Betterton; Maureen Heffernan; Debbie Mindlin

**Not Present:** James Burke; Debbie Gartenberg; Sebastian Clarke; Colleen Foy

#### Welcome and Introductions: Belinda Roll

#### Committee on Trustees: Eleanor Horne

- Election of Class of 2018 (Luz is on leave of absence, but needs to be reelected today). The Committee identified potential trustees who will be able to support Michele in carrying out the Strategic Plan. This class will be increasing the diversity of the board in many ways, in addition to looking for needed skill sets: Human Resources, program evaluation, financial background, means to support YANJEP consistent with their personal situations, understanding of technology in education and our services. We also wanted to expand our network and ensure the candidates have requisite energy to carry on. Eleanor introduced the new trustee candidates. Eleanor moved to elect the class of 2018, the motion was seconded and unanimously approved.
- Officers for 2016: Eleanor moved the election of the proposed slate of officers. The motion was seconded and unanimously approved.
- Appreciation of Retiring Trustees: Belinda acknowledged and expressed our deep appreciation for the contributions of our retiring trustees, Linda Kinsey and Kathy Herring.
- Board Evaluations: Eleanor suggested (strongly) that we all complete the board evaluation.

**Approval of Minutes:** A motion was made and seconded to approve the minutes; the minutes were unanimously approved.

## **President and Staff Presentation: Michele Russo**

Michele acknowledged and thanked the board and staff for our success this year. The staff presented highlights of projects they undertook during the year.

Maureen shared the “Theatre to Learn” project with Dodge Foundation to create a 5-year sequential curriculum to prepare kids as they go into middle school to explore theatre. This year, we completed our second year and are moving forward with the Theatre Alliance on this project (Papermill, McCarter and Passage). Theatre helps children to develop empathy.

Liz Kuwornu shared the Creativity Consultant project. This is a professional development program to encourage teachers to teach arts in the classroom. This is the fourth year of this project. It empowers teachers not just to infuse arts into lessons, but to be arts advocates in their classrooms, schools and communities.

Michele Marigliano shared our advancements in arts learning for individuals with special needs. This year, we focused on students who use wheelchairs and gestural communicators, as well as schools that embed medical equipment and technology into their program. We need to look at what students can do and what brings joy to these students in their lives. One example: with support from YA artists, wheelchair-bound students began to create dance in which they can participate (they had watched before, but had never actually danced).

Jackie Knox discussed our after-school programming project. We approached NJ School Age Care Coalition to learn how to improve our programs so as to be more appropriate for the after-school market. We were able to make changes in our programs to address the needs of after-school programming.

Michelle Baxter-Schaefer shared her work with AIE (a co-sponsored project between us and the NJ Council on the Arts). The students learn the creative process and they offer professional development to the staff. Michelle reminded us that this is an exciting time to think about the goals of AIE and flesh out a new program arc. One of the challenges is flat funding, but we are fostering relationships with current and potential regional partners. This year, we had our highest number of applicants, reflecting high demand for the program.

Adam Nicolai reported on his new role as artists’ services manager. He shared the factors we need to look at to assemble artists’ roster (artistic excellence, arts diversity, cultural diversity, what is relevant to our current client base, best serving the communities we work with, meeting trends and needs of our clients). This year, we brought on six new artists and 15 new programs.

Michele invited everyone to the showcases in the fall, set forth in the catalog. She thanked and introduced additional staff members: Carol Hunt and Donna Reckelhoff, Denyce Mylson, Alexa Hardy, Debbie Mindlin, Ann Betterton, and Chris Schondel.

Michele also reported on the EACH program and the upcoming shift for this program. The relationships built through this program are extraordinarily strong. She commended everyone involved in this program. It's been funded through Dodge in support of our Creativity Incubator project. Dodge has had to cut budget and this piece is being defunded. Last week, one of the parents made a donation toward extending this program. A question arose as to whether we could choose this program as a special recipient of YA's attention. Michele responded that we would investigate to determine if this could be done.

Michele called attention to the decline in earned income over the past three years and expressed concern about this. Schools' calendars are under stress in view of testing and they are facing financial issues. We will need to grapple with this. We will do additional research into who our clients are and how they make decision. In addition, we must obtain information and data to determine what is causing the decline in earned income. Michele reported that we are sharing marketing efforts with some of our ensembles (if they refer a school to us, they get a higher fee). Some artists have contracted directly with the school and cut out YANJEP. We are giving referral bonuses for schools and doing market research. Another challenge for this year will be staff capacity and managing strengths on our staff, given the huge workload of projects in the coming year.

Vis-à-vis our relationships with schools, Michele has noticed that our ability to create relationships with teachers has improved. However, she pointed out that we need to have relationships on the district, principal, etc. (broader) level in order to advance our work and reach even more children. We should be seen as a "partner" helping to define needs for arts education, not just a "provider". As we look at diversity, we need to look at how we respond to and reflect the environment we are in. It can bring up difficult conversations, but we need to be okay with having uncomfortable conversations to move forward. We need to proceed with the spirit of friendship and commitment to this work.

One idea: how can the board help artists feel more like part of the team?

### **Financial Report: Gil Blitz/Debbie Mindlin**

FY2016: we had been projecting a deficit of \$14,000 and we are still looking at a possible deficit of \$30,000. We have been able to allocate more staff time to grants. We are finishing up projects that are carrying over to next year, and if we have a strong response to spring appeal, we should break even.

FY2017: year-over-year negative but met the challenge and have achieved a balanced budget. Raised program prices, kept program level the same as this year, we will be able to get distribution (\$41,000) from endowment. The increase in medical insurance was less than 5%, others stayed the same. We have reduced hours for one staff position, staff raises were 2.5% but we cannot commit to making an employer match to the 401K program. We reduced overall operating expenses for the most part, but we put money into marketing, etc. Barbara asked for a description in the materials for the meeting in advance of the board meetings. Willa asked about the causal factors for the decrease in earned income. We believe it relates to marketing. We might have additional grant funding coming in. Liz noted that \$72,000 will need to come from trustees. We will receive all our letters of solicitation over the summer.

Gil moved to approve the budget. It was seconded and unanimously approved.

### **Development and DAZZLE: Ann Betterton and Liz Fillo**

Liz felt we did extremely well in Development, except for Dazzle. We took in a lot more money, especially for Fund-a-Need, but it did not apply to general operating expenses. Ticket sales were low due to school vacations, possibly due to last year's auction and loss of corporate support. We will concentrate on corporate support for next year's Dazzle and have moved the event to late April to avoid school vacations. Dazzle will be in the same format as the past few years. 2018 will be our 45<sup>th</sup> anniversary, and we would like to change the format at that time. The Committee will brainstorm on how best to change the format and seek input from the board on this. If you have any ideas, please speak to Liz or Ann on this – they will have three conference calls in the fall.

### **Planning Committee/Strategic Planning Timeline: Andrea Colby**

Strategic Plan has been finalized. Andrea moved its approval. It was seconded and unanimously approved. Andrea mentioned that we will be sending out a survey to all of the committee chairs concerning how we are implementing our Strategic Plan.

### **Board Chair Report: Belinda Roll**

Belinda has learned an enormous amount, and thanked the board for the support provided to her all through the year. She acknowledged the incredible staff as well. There have been some hard transitions with Larry and several board members leaving. Welcoming Michele has been the highlight of Belinda's year, and everyone else's. She is growing into leadership beyond expectations. Belinda thanked the search and transition committees as well. She is spending time with the trustee committee and Michele to determine whether we have the appropriate kind and number of committees based upon the strategic plan. One of the main tasks of the board is to ensure that we have the money to carry out our mission. It is a *privilege* to give to Young Audiences (we're doing them a favor!). It's about the children and their experience in learning about the arts. Be strong advocates for YA and make connections with

organizations – tell Belinda if anyone is interested in giving. Getting younger donors is important because they are the big donors of the future.

Belinda noted that the Strategic Plan is ambitious – it will require quite a lot of creativity in carrying it out. We will continue to bring high quality arts programs to New Jersey and Eastern Pennsylvania. Review the Strategic Plan and consider how it will help us to reach our goals. Eleanor acknowledged all the time and effort that Belinda has been devoting to YANJEP and for strong leadership in a challenging time.

Motion to adjourn made and seconded. Unanimously approved and the meeting ended at 6:10 PM.

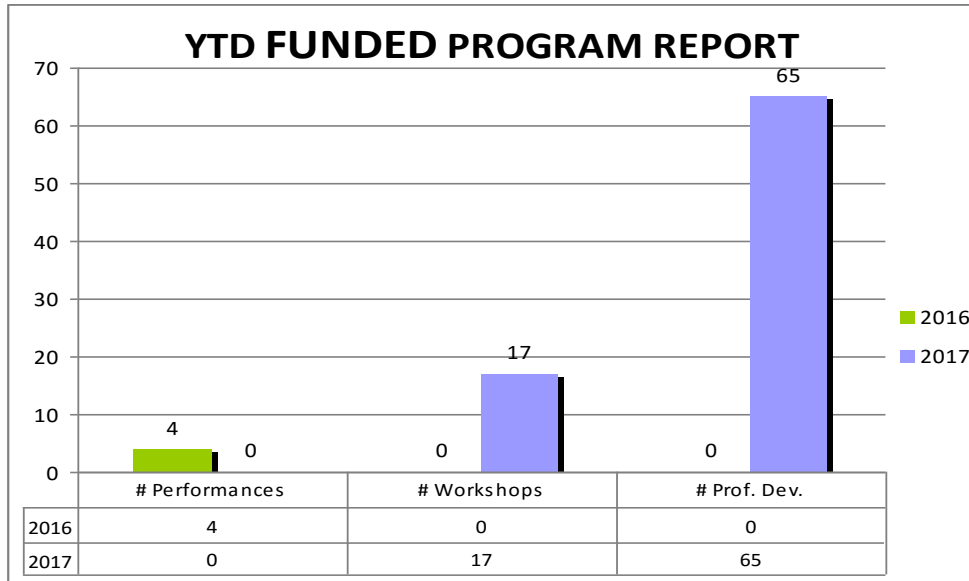
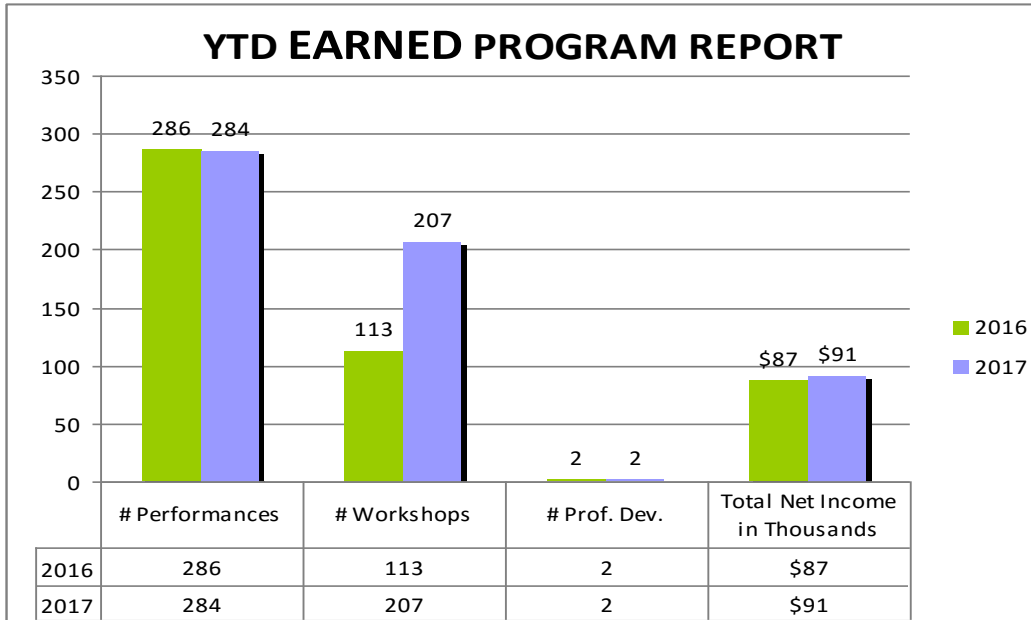
Respectfully submitted,

Andrea L. Colby



# PROGRAM DATA REPORT

As of: August 31, 2016



<b>Total Program Count</b>	<b>2016</b>	<b>2017</b>
Performances	290	284
Workshops	113	224
Prof. Dev.	2	67
<b>Total</b>	<b>405</b>	<b>575</b>

The budgeted net earned income is \$305,300

Notes: As of August 31, 2016:

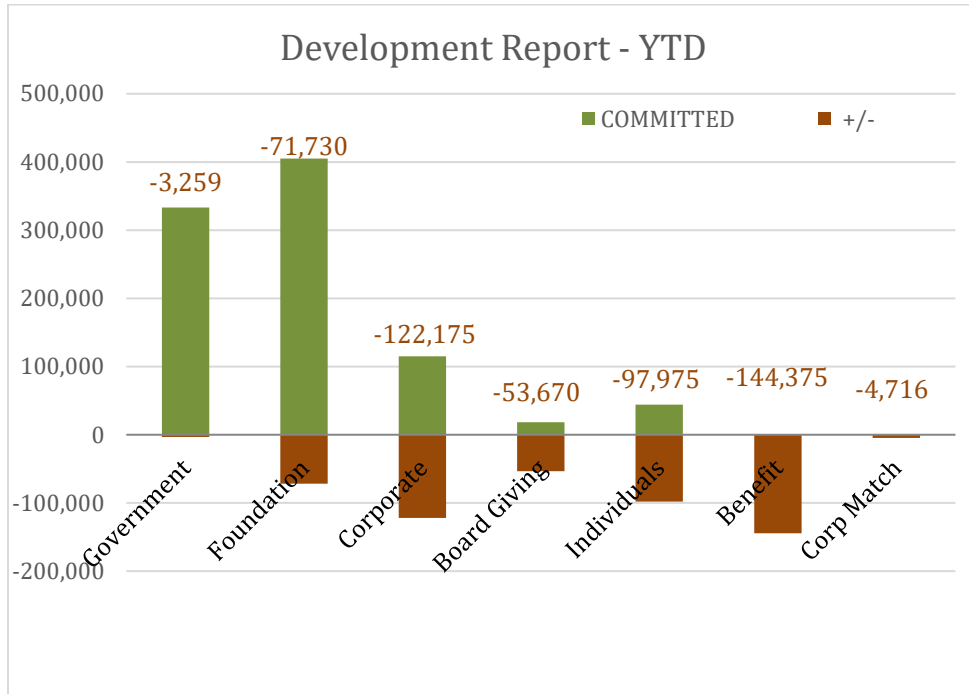
- The number of earned income programs is up from 2016 by 170 programs or 42%. This is due to higher sales of workshops.
- Net earned income is up by \$3,605 or 4.1% from 2016. At our current net earned income of \$90,926, we have reached 29.8% of our budgeted goal of \$305,300.

<i>YOUNG AUDIENCES</i>	<b>PROJECTED</b>	<b>FINAL</b>	<b>APPROVED</b>	<b>YTD</b>
<i>OPERATING BUDGET</i>	<b>FY16</b>	<b>FY16</b>	<b>FY17</b>	<b>AS OF</b>
<i>AS OF 8/31/16</i>	<b>BUDGET</b>		<b>BUDGET</b>	<b>08/31/16</b>
<b>INCOME</b>				
<b>GOVERNMENT FUNDING</b>	141,452	141,452	136,452	
<b>PROGRAMS /WORKSHOPS</b>	1,272,622	1,128,408	1,195,900	57,050
<b>SPECIAL PROMOTIONS-ANNUAL BENEFIT</b>	136,130	136,230	145,000	208
<b>TUITION/ADMISSIONS/TICKET SALES</b>	3,200	3,200	-	-
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<b>AIE CONSORTIUM PROJECT</b>				
NJSCA	210,000	210,000	219,400	
<b>Total AIE</b>	210,000	210,000	219,400	-
<b>CORPORATE</b>				
General	25,750	25,750	25,000	
Funded	277,175	277,202	212,175	103,000
<b>Total Corporate</b>	302,925	302,952	237,175	103,000
<b>FOUNDATIONS</b>				
General	80,500	80,850	80,500	60,000
Funded	561,671	455,671	396,230	330,000
<b>Total Foundations</b>	642,171	536,521	476,730	390,000
<b>INDIVIDUALS</b>				
Board Member	76,000	75,471	72,000	2,734
Other (includes Fund-a-need in projection)	165,919	181,087	141,975	31,900
Matching Grants	7,157	9,007	4,916	
<b>Total Individuals</b>	249,076	265,565	218,891	34,634
<b>DEFERRED GRANT INCOME</b>				
<b>IN-KIND GOODS &amp; SERVICES</b>	-	26,935	-	-
<b>CONTINGENCY /ENDOW CAMPAIGN GOS INCOME</b>	16,539	118,515	61,000	
<b>INTEREST INCOME</b>	110	97	200	3
<b>OTHER INCOME</b>	3,000	2,636	3,000	
<b>ROYALTIES/SHARING FEES</b>	1,797	1,797	1,800	
<b>TOTAL INCOME</b>	<b>2,979,022</b>	<b>2,874,308</b>	<b>2,695,548</b>	<b>584,895</b>
<b>EXPENSES</b>				
<b>ARTIST/PROGRAM EXPENSES</b>				
Artist fees, travel, cartage & materials	1,515,972	1,364,455	1,398,025	64,014
Worker's Comp. Insur. (includes staff)	18,950	19,064	18,850	2,709
<b>Total Artist Expenses</b>	1,534,922	1,383,519	1,416,875	66,723
<b>STAFF EXPENSES</b>				
Staff Salaries	903,280	907,176	827,149	143,975
Payroll Taxes	76,509	75,888	69,302	11,809
Consultants / Advertising	2,250	2,250	0	

<b>YOUNG AUDIENCES</b>	<b>PROJECTED</b>	<b>FINAL</b>	<b>APPROVED</b>	<b>YTD</b>
<b>OPERATING BUDGET</b>	<b>FY16</b>	<b>FY16</b>	<b>FY17</b>	<b>AS OF</b>
<b>AS OF 8/31/16</b>	<b>BUDGET</b>		<b>BUDGET</b>	<b>08/31/16</b>
Medical Insurance	56,102	54,570	53,950	12,744
Life and Disability Insurance	4,000	3,851	4,000	956
401K Matching / Admin Fees	18,429	17,819	2,000	
ADP Payroll Expense	2,600	2,588	2,600	414
<b>TOTAL STAFF EXPENSES</b>	<b>1,063,170</b>	<b>1,064,142</b>	<b>959,001</b>	<b>169,898</b>
<b>OFFICE EXPENSES</b>				
Occupancy	65,840	65,496	66,000	16,787
Telephone	6,800	6,549	6,850	459
Postage	2,325	1,795	2,000	90
Equip. rent/repair	4,000	3,734	3,800	666
Office Supplies/Printing	7,700	6,878	7,800	1,069
Dues/Subscriptions	3,300	2,932	3,100	
Insurance-Bldg. Liab.	12,500	12,801	12,500	2,531
Other	1,450	1,629	1,450	
PRES/CEO Search/Transition	16,539	18,515	-	
Audit/Legal	12,000	11,924	12,600	395
Staff / Board Retreat	1,325	1,319	1,500	
Web Site Development/Maint/Hosting	500	269	500	
Computer Costs	15,650	15,670	16,500	953
Interest/Credit Card/Bank Fees Expense	7,950	11,139	3,500	445
<b>TOTAL OFFICE</b>	<b>157,879</b>	<b>160,650</b>	<b>138,100</b>	<b>23,395</b>
<b>MARKETING / PUBLIC RELATIONS</b>				
Staff Travel	7,780	7,692	7,600	498
Conferences	4,500	4,216	2,500	526
Showcase	4,022	4,022	4,000	600
Brochure	33,869	37,769	34,000	32,737
Coop Funding	17,500	17,500	17,500	
Public Relations/DVD	11,000	7,698	14,000	1,650
Misc Promo's	9,000	9,812	12,000	5,006
Annual Benefit	72,476	75,230	75,000	2,348
<b>Total Marketing / Public Relations</b>	<b>160,147</b>	<b>163,939</b>	<b>166,600</b>	<b>43,365</b>
<b>DEVELOPMENT</b>				
Development Expenses	5,500	3,986	6,500	1,789
Annual Letter/Appeal/Meeting	12,250	9,611	17,350	
<b>Total Development</b>	<b>17,750</b>	<b>13,597</b>	<b>23,850</b>	<b>1,789</b>
Total AIE/ACES Cash Expenses	101,993	93,724	94,847	12,982
<b>TOTAL EXPENSES</b>	<b>3,035,861</b>	<b>2,879,571</b>	<b>2,799,273</b>	<b>318,152</b>
<b>TEMPORARILY RESTRICTED NET ASSETS</b>	<b>43,660</b>	<b>5,574</b>	<b>103,725</b>	<b>(371,037)</b>
<b>SURPLUS / (DEFICIT)</b>	<b>(13,179)</b>	<b>311</b>	<b>0</b>	<b>(104,294)</b>

**Development Department**  
**Executive Committee Update**  
**June 7 – September 7**

**As of September 8, 2016:**



FY17 FUNDRAISING TOTALS		BUDGETED GOAL	COMMITTED	+/-
	Government	336,452	333,193	-3,259
	Foundation	476,730	405,000	-71,730
	Corporate	237,175	115,000	-122,175
	Board Giving	72,000	18,330	-53,670
	Individuals	141,975	44,000	-97,975
	Benefit	145,000	625	-144,375
	Corp Match	4,916	200	-4,716
	<b>TOTALS</b>	<b>1,414,248</b>	<b>916,348</b>	<b>-493,184</b>

## **Development Committee**

- New Committee Chair, Tanuja Dehne
- Pledge letters to trustees to mail week of September 12; board giving goal of \$72,000

## **Committee on Trustees**

- Board evaluation results to be presented at September 21 board meeting
- New Board Member Orientation: September 14, 11 AM-1 PM

## **Development Department**

- Liz Fillo Sings for YA Concert: September 22
- 45<sup>th</sup> Anniversary Planning
  - Gala format
  - Fundraising campaigns
  - Celebrations
- Annual Report/Annual Fund mailing set for week of November 14 (post-election)
- Donor newsletter set to email mid-November

## **Grants Received**

- Grants since June 7 2016:
- James E. and Diane W. Burke Foundation - \$100,000 for Adopt-a-School
- NJ Manufacturers - \$2,000 for Adopt-a-School
- NRG Energy, Inc - \$50,000 for STEAM programming in Mercer County
- Robert Wood Johnson 1962 Charitable Trust - \$60,000 for GOS
- Geraldine R. Dodge Foundation - \$100,020 for Dodge Theatre and \$114,980 for Creativity Incubator
- Horizon Blue Cross Blue Shield - \$15,000 for Family Arts & Creativity
- NJSCA - \$133,193 for GOS and \$200,000 for AIE
- School District of Philadelphia - \$147,100 for Jump with Jill and \$77,000 for Healthier Ever After