



Young
Audiences
Arts for
Learning

New Jersey &
Eastern
Pennsylvania

2017 ANNUAL BOARD MEETING AGENDA

Meeting Date: Wednesday, June 21, 2017

Time: Annual Meeting 4:00 p.m.

D & R Greenway

1 Preservation Place, Princeton, NJ 08540

		Presenter	Time	Action	Page #
I.	Welcome and Introductions	Roll	5		
II.	Committee on Trustees -Election of Class of 2020 -Officers for 2018 -Appreciation of Retiring Trustee -Board Evaluation	McHugh Roll/Russo	10	Approval	3-4
III.	Approval of Minutes	Roll	2	Approval	5-8
IV.	President and Staff Presentation	Russo	20	Report	15-31
V.	Financial Report -2017 Year to Date -2018 Proposed Budget	Mindlin	10	Approval	9-12
VI.	Development Report -Board Giving Pledges	Dehne/Betterton	5	Report	13-14
VII.	Board Chair Report 2017 Board Calendar	Roll	5	Report and Discussion	2
VIII.	Executive Session	Roll	20	Discussion	
IX.	Other Business	Roll	5	Discussion	

Annual Celebration Immediately Following Meeting

MISSION: Inspire young people and expand their learning through the arts.

2017/2018 YANJ*/EP BOARD MEETING DATES

(as of June 13, 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 13; 6:00 p.m. Focus: TBD Orientation at 5:00pm: Finances**	PA SHOWCASE Tuesday, September 26 Ithan Elementary School Bryn Mawr, PA	Wednesday, September 6 8:30 a.m.
October		NJ SHOWCASE Wednesday, October 4 Washington Elementary Summit, NJ Chip and Gus Fundraiser Thursday, October 12 Blawenburg Elks Lodge, NJ YA Nat'l Gala & Leadership Conference* October 19-20 New York	Wednesday, October 11 8:30 a.m.
November	Wednesday, November 15; 6:00 p.m. Focus: TBD Orientation at 5:00pm: Programs/Artists**		
December			Wednesday, December 13 8:30 a.m.
2018 January	Wednesday, January 17; 6:00 p.m. Focus: TBD Orientation at 5:00pm: Marketing/Sales**		
February		Board/Staff Retreat Saturday, February 24 9:00 a.m.-3:00 p.m. Location & Presenter: TBD	Wednesday, February 14 8:30 a.m.
March	Wednesday, March 21; 6:00 p.m. Focus: TBD Orientation at 5:00pm: Field of Arts Education/Advocacy/Trends**		
April		YA National Conference* April 5-7 Denver, CO Dazzle 2018 Saturday, April 21 6:00 p.m. – 11:00 p.m. Location: Princeton Hyatt	Wednesday, April 11 8:30 a.m.
May			Wednesday, May 9 8:30 a.m.
June	Annual Meeting Tuesday, June 5 4:00 pm Princeton		

*Board attendance optional

**Orientation for new trustees on aspects of our work; all trustees welcome to attend

**Class of 2020 Board Nominee
(Three-Year Term)
(as of June 12, 2017)**

New Board Candidates

Michelle Cash is a passionate believer in the power of arts and culture to impact children, families and communities, and in the power of volunteers to make a difference. She most recently worked at DataArts, a nonprofit based in Philadelphia whose mission is to connect the nonprofit arts and culture sector to the power and language of data. She served as the strategic opportunities officer, leading the business development team to engage new funding communities and partners. Her other professional experience includes more than ten years as a corporate and foundation grantmaker, most recently as the vice president for grants and programs at the Princeton Area Community Foundation. Michelle is experienced in program design, public speaking, major gifts fundraising and nonprofit organizational development. She lives in Lawrenceville NJ, where she and her husband Chip raised their two sons.

Michael Conlan is a partner in the law firm of Backes & Hill, LLP in Lawrenceville, and is certified by the Supreme Court of New Jersey as a Civil Trial Attorney. In his commercial litigation practice, he represents clients in many industries, including software, pharmaceutical, payment processing, construction and insurance entities. He has resided in Mercer County for 38 years with his wife Katie, who teaches 4th Grade in Hopewell. They raised two daughters, both graduates of Hopewell Valley Regional High School, one of whom lives in New York City, and the other in Portland, Maine. Michael was a member of the Board of Trustees for the United Way of Greater Mercer County for the past 20 years, and served as Board Chair for a three-year term. For fun, he competes in long distance open water swim races, and is a member of Jersey Area Masters Swimming (JAMS).

Michelle Thompkins is a Business Leader, Entrepreneur, Career Coach and Community Volunteer. She brings 25 years of Human Resources experience working with teams in Sales, Marketing, and R&D at Glaxosmithkline, Merck, Sanofi-Aventis, and Johnson & Johnson. Michelle is a certified career coach and is known for her ability to build strong relationships, work collaboratively, and inspire individuals and teams to achieve their best results. In 2016, Michelle founded Praise Consulting and created a program called Jump Start that helps youth discover their best talents, skills, and interests to find a career they will love. Michelle is an active member of Trenton Area Stakeholders, Princeton Area Community Foundation - Fund for Women & Girls, Delta Sigma Theta Sorority, Bucks County Women's Advocacy Coalition, and Woodside Presbyterian Church. Michelle, her husband Jeff and their children, Jonathan and Chloe, live in Langhorne, PA and enjoy swimming, bike riding, going to the theatre, and listening to music.

**Renewing Board Members Class of 2020
(Three-Year Term)**

Barbara Coe
Andrea Colby
Tanuja Dehne
Richard Goldman
Everett Kline
Belinda Roll
Willa Spicer

**2017-2018 Officer Nominations
(One-Year Term)**

Board Chair – Belinda Roll
Vice Chair – Tanuja Dehne
Vice Chair – Steve Runk
Treasurer – Colleen Foy
Secretary – Andrea Colby

Retiring from the Board

Debbie Shepherd

MINUTES

Young Audiences Board Meeting

March 29, 2017

Time: 6:00 p.m.

Location: 200 Forrester Road

Princeton, NJ 08540

Attendees

Michele Russo, Marilyn Grounds, Mary Reece, Liz Fillo, Sharon White, Belinda Roll, Tiffani Warren, M'Lou Walker, Tanuja Dehne, Gil Blitz; Sandy Bing, Eleanor Horne, Richard Goldman, Deborah Shepherd, Barbara Moran

Phone/Videoconference: Amy McHugh, Andrea Colby

Staff Present: Ann Betterton

Not Present: Steve Runk, Sebastian Clarke, James Burke, Arthur Factor, Peter Johnson, Steve Peskin, Bobbie Panfili, Debbie Gartenberg, Everett Kline; Willa Spicer, Colleen Foy, Barbara Coe, Amanda Newman-Godfrey

Minutes:

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

Finance Committee: Gil Blitz

We are almost at our projected net income goal. If we reach the revised quarterly goal early, we will revise again, but we will probably still be below our original goal. We received our first payment from the state. Last week, we began discussing the 2017-2018 budget. The Finance committee is gathering materials now and will continue in May.

Dazzle: Liz Fillo

We are way ahead on corporate support, but behind on ticket sales. We would like to reach 300 as our goal. Currently, we are only at 242. We are also behind in ad sales—we should consider all putting in an ad (for \$100) or consider companies we know that we may ask to do so. We are ahead on revenue. We hope to raise \$50,000 for Fund-A-Need. Our gross target is \$195,000. We are a little low on ballots and raffle right now, but the night of the event last year, we took in \$24,000 for ballots that evening. On April 5th, there will be a dress rehearsal at Fred Astaire Dance Studio. On April 7th, (5-7 PM) there will be drinks, donuts, etc. at the Gingered Peach in Lawrenceville. A Dazzle Donut will be provided at the gala for each attendee.

We will be auctioning a dancing spot for next year (“Be A Star!”)—board members can bid for that! Liz will send out information regarding rehearsals for the flash dance.

The Bent Spoon (Palmer Square—near the Nassau Inn) is creating an ice cream for us as well. We will get a percentage of the sales during April. If you go there, please thank them for doing this for us. Also check out US 1 – they will have coverage of YANJEP. Get friends to come and encourage ad sales and raffle tickets.

The Fund-A-Need will be for our early childhood program. Michele Marigliano will present and we will have information about the program at Dazzle. Wiggins School will be dancing (it will be hip hop).

The Dazzle event for next year will be April 21st, 2018.

Diversity & Inclusion: Pam Kwatra and Vanessa Nazario

Michele introduced our guest speakers. Sensitivity to diversity and inclusion comes straight out of our Strategic Plan. We would like to find a way to measure our efforts in this area. We are looking at the future and how best to prepare for the future.

Pam Kwatra and Vanessa Nazario presented and held a conversation about diversity and inclusion with respect to our organization. Diversity is all-encompassing and relates to every aspect of your life. Every organization is looking at this area. It is good to perform an audit of your organization to determine where there may be gaps and then devise a plan to find individuals who might fill the gap. Pam and Vanessa have access to potential candidates. We need to look at trends and strategize about where we need to go in the future and ensure that we recognize where we have blind spots.

There is also an “Inclusion” piece that ensures that the diverse individuals feel as if they are included and part of the community of the organization. We need to let them know that they are part of the team. One issue for us is how we pursue economic diversity. Perhaps such board members may contribute in another way (what in-kind contribution can they give instead of financial contribution?). We may have blind spots vis-à-vis different communities. We would need someone with ties to those communities to raise funds there.

Having diversity and inclusion has been proven to have economic value.

We need to look at where our blind spots are and what we are missing rather than looking at a specified list of diverse traits. Belinda asked if the Committee on Trustees has started looking at the breakdown of the board to determine if there are different cultural areas that we are missing (e.g., Indian and Chinese communities). Eleanor said we look at “low hanging fruit” first and realize that we do not have linkages to these communities—our primary areas of concentration are race and geography. She pointed out that culturally, the board culture may be different from what these communities are used to. It is fine to have in-kind contributions, but we also need the money.

Tanuja cautioned that we need to look at this as an opportunity rather than as a “EEOC” effort. Barbara Moran suggested we put together a working group to look at our organization in terms

of diversity and inclusion issues. We need to be intentional about this effort. Mary Reece made the point that the education piece is critical, especially for individuals who have not served on non-profit boards before. We might want to have individuals from underrepresented groups to come together with us to have a conversation, not necessarily for the purpose of asking them to join the board, but to get information.

Eleanor asked whether there shouldn't be a "moral imperative" in addition to the "business imperative" for diversity & inclusion, so that even if the business changes, diversity is still valued. She is also concerned that we are at a time in our country when we say we believe in diversity, but we are "moving toward apartheid". We need to be honest about the countervailing forces so that we can have a conversation that lets people know we value them for everything they are. We have an advantage on this board in that we are an open, warm board—that is not the case on every board.

Vanessa pointed out that this is doing what is morally correct as well as what is correct from a business standpoint. We need to be mindful of what others value and how they want to be treated. M'Lou pointed out that if the business value comes from whom we are serving and therefore the business case should not change away from diversity. Diversity of thought and perspective is also a very big part of "diversity". Our business imperative comes from serving *every* child.

Vanessa suggested we use a portion of our board retreat next year to address this area.

Board/Staff Retreat Debrief & Discussion: Belinda Roll

Belinda thanked our leader and staff for a fantastic retreat. The teachers and artists were amazing. Tanuja asked, "What now? What have we learned from that retreat that we will take forward into our organization? How do we make sure we do something with our learnings?"

Belinda asked: How do we speak with people we would like to bring into our organization? How do we use what we know? We should be intentional about making sure we capture what we learned and what we should be using. Tanuja has used the story-telling exercise as well as the movement and dance to help recruit a potential trustee. The individual did not know a lot about the organization and our experiential learning helped explain what we do (e.g., bringing together science and dance). For Belinda, the take-home was that there is nothing that can replace experiencing and seeing this "for real". If we can get people in to see the work and how it's done, that would be great.

Eleanor mentioned that the impact of the artist's work lasted for a long time. When you are in that experience, you realize there is a lot that goes on in that time period. When we talk about what we do, it's different from writing about what we do. When we talk about it, you can make someone feel the excitement and richness of it; maybe we should start with a tape recorder rather than a written communication. M'Lou explained that as a marketing professional, she and her team spend a lot of time trying to understand what the consumers want and how to convey it to them. Gathering those experiences in a tape recording is important. The experiences make you feel something different. Tiffani suggested that perhaps we use a QR code to access and link

something aural or use a hashtag to link back to a video. We could also have testimonials accessible through QR codes. Making connections is what is most important. We could have biographies of board members, to see their journey. Someone may see themselves in our board members and make a connection that way.

Liz put herself in the art class at the retreat and was able to see herself as the “child” in that classroom. She was proud of her effort and felt she had accomplished something, which made her realize how important this process is.

Belinda suggested we do this sort of thing in a cultivation event. We could also have parents either participate in a workshop or observe a workshop. We could resurrect the children & family workshop that Maureen used to run. There also may be parents who have never experienced the arts and do not appreciate the importance of the arts. Teachers may also not have had exposure to the arts either growing up or in school. If teachers have not had experience in the arts, they are not enthusiastic about our programs. If they have had such experience, they are enthusiastic.

Rich pointed out that your brain is like a can and school should be like a can opener. Kids start out very creative—and it is helpful to be creative in any profession. Arts unlock that creativity and our system currently is not working toward that end.

Belinda asked us to (1) think about how we can get more people in front of the work we are doing and (2) take what you learned and thought about on the drive home from the treat and think about your “beloved elevator speech” and how we inspire people about our organization. In our committee work, try to remember to figure out ways to bring what we thought about here to our committees and use that information.

Other Business

Michele reported that we have two staff members who will be having babies this year—Michelle Baxter Shaffer (AIE Administrator) and Patricia Jones (Arts Education Associate for Eastern PA). She will work out how best to address their leaves and provide coverage for their work while they are away. For the AIE position, the leave coincides during a busy period (late September-December) and we will hire a temporary part time replacement. For the Eastern PA position, Patricia’s leave coincides with the summer (June-July) and we can likely cover with existing staff.

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

Respectfully submitted,
Andrea L. Colby

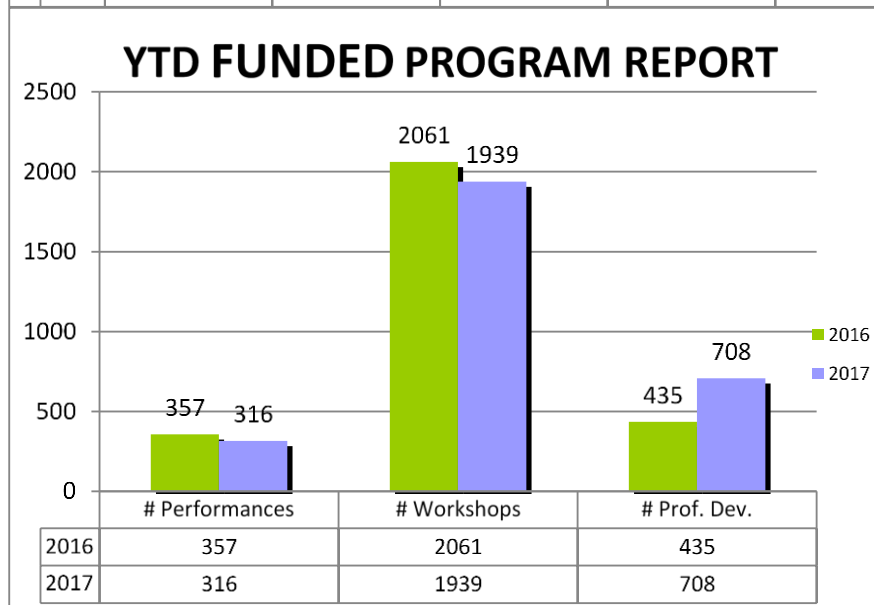
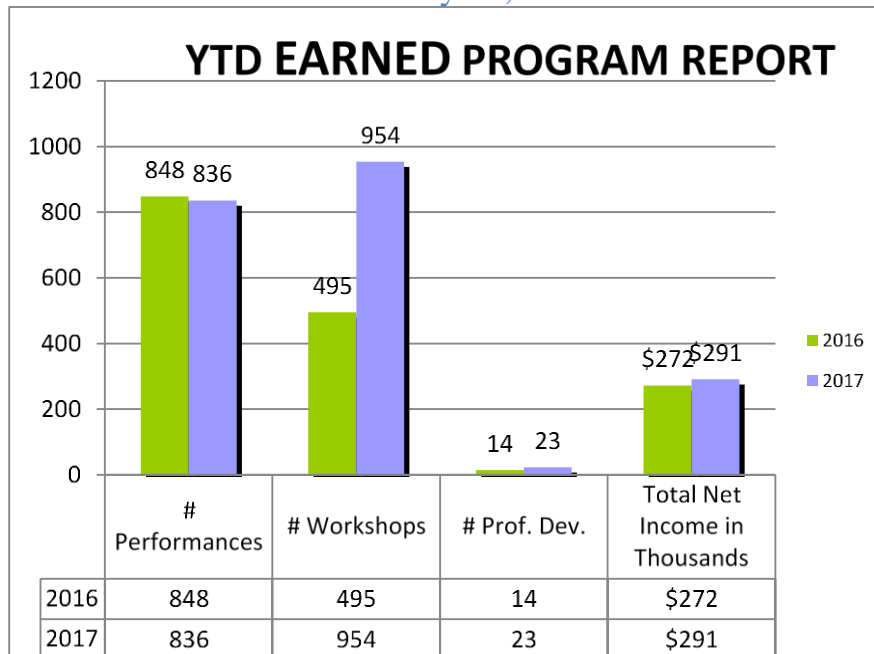
YOUNG AUDIENCES OPERATING BUDGET AS OF 4/30/17	FINAL FY16	REVISED FY17 BUDGET	PROJECTED to 6/30/2017	YTD AS OF 04/30/16	YTD AS OF 04/30/17	PROPOSED FY18 BUDGET
INCOME						
GOVERNMENT FUNDING	141,452	136,452	138,140	106,904	71,544	146,140
PROGRAMS /WORKSHOPS	1,128,408	1,195,966	1,129,238	742,209	905,945	966,193
SPECIAL PROMOTIONS-ANNUAL BENEFIT	136,230	145,000	145,000	122,611	126,012	155,000
TUITION/ADMISSIONS/TICKET SALES	3,200	-	-	3,200	-	
AIE CONSORTIUM PROJECT						
NJSCA	210,000	202,684	202,684	146,250	193,232	200,000
Total AIE	210,000	202,684	202,684	146,250	193,232	200,000
CORPORATE						
General	25,750	25,000	25,000	25,750	25,000	32,500
Funded	277,202	213,175	230,995	270,227	225,015	152,175
Total Corporate	302,952	238,175	255,995	295,977	250,015	184,675
FOUNDATIONS						
General	80,850	80,500	80,500	80,500	69,500	129,500
Funded	455,671	398,705	402,725	529,099	384,725	429,725
Total Foundations	536,521	479,205	483,225	609,599	454,225	559,225
INDIVIDUALS						
Board Member	75,471	72,000	66,000	71,158	62,558	75,000
Other (includes Fund-a-need in projection & YTD)	181,087	141,975	264,500	147,907	269,836	201,000
Matching Grants	9,007	4,916	5,711	7,157	6,411	6,000
Total Individuals	265,565	218,891	336,211	226,222	338,805	282,000
DEFERRED GRANT INCOME						
IN-KIND GOODS & SERVICES	26,935	-	-	-	-	
CONTINGENCY /ENDOW CAMPAIGN GOS INCOME	118,515	61,000	61,546			80,555
INTEREST INCOME	97	200	100	88	55	100
OTHER INCOME	2,636	8,275	10,168	2,635	10,168	3,000
ROYALTIES/SHARING FEES	1,797	1,800	1,800	1,797	1,387	1,500
TOTAL INCOME	2,874,308	2,687,648	2,764,107	2,257,492	2,351,389	2,578,388
EXPENSES						
ARTIST/PROGRAM EXPENSES						
Artist fees, travel, cartage & materials	1,364,455	1,404,431	1,352,120	1,049,446	1,008,278	1,162,323
Worker's Comp. Insur. (includes staff)	19,064	18,850	22,907	17,612	20,563	18,150
Total Artist Expenses	1,383,519	1,423,281	1,375,027	1,067,058	1,028,841	1,180,473

YOUNG AUDIENCES OPERATING BUDGET AS OF 4/30/17	FINAL FY16	REVISED FY17 BUDGET	PROJECTED to 6/30/2017	YTD AS OF 04/30/16	YTD AS OF 04/30/17	PROPOSED FY18 BUDGET
STAFF EXPENSES						
Staff Salaries	907,176	827,149	827,149	758,481	673,554	780,526
Payroll Taxes	75,888	69,302	67,367	62,971	55,176	64,645
Consultants / Advertising	2,250	500	735	2,250	735	100
Medical Insurance	54,570	51,950	51,950	40,492	44,350	54,310
Life and Disability Insurance	3,851	4,000	4,000	2,902	3,086	3,035
401K Matching / Admin Fees	17,819	2,000	14,300	14,115	10,803	16,464
ADP Payroll Expense	2,588	2,600	2,650	2,187	2,229	2,650
TOTAL STAFF EXPENSES	1,064,142	957,501	968,151	883,398	789,933	921,730
OFFICE EXPENSES						
Occupancy	65,496	66,000	65,770	54,298	62,640	70,480
Telephone	6,549	6,850	6,850	4,995	4,376	6,000
Postage	1,795	2,000	2,000	1,380	1,714	1,800
Equip. rent/repair	3,734	3,800	3,800	3,206	2,791	3,800
Office Supplies/Printing	6,878	7,800	15,800	5,763	9,946	7,200
Dues/Subscriptions	2,932	3,100	3,385	2,932	3,385	3,600
Insurance-Bldg. Liab.	12,801	12,500	12,500	9,920	10,766	12,500
Other	1,629	5,725	8,525	1,172	5,055	1,450
PRES/CEO Search/Transition	18,515	-	-	16,539	-	-
Audit/Legal	11,924	12,600	12,668	11,924	12,318	13,600
Staff / Board Retreat	1,319	1,500	2,568	1,319	2,568	4,500
Web Site Development/Maint/Hosting	269	500	500	243	167	2,000
Computer Costs	15,670	18,500	21,275	11,793	20,630	18,500
Interest/Credit Card/Bank Fees Expense	11,139	3,500	3,500	6,515	3,721	3,000
TOTAL OFFICE	160,650	144,375	159,141	131,999	140,077	148,430
MARKETING / PUBLIC RELATIONS						
Staff Travel	7,692	9,000	8,650	5,546	4,347	8,000
Conferences	4,216	4,968	4,968	5,602	3,067	5,000
Showcase	4,022	4,000	3,973	4,022	3,973	4,000
Brochure	37,769	34,000	33,326	33,869	33,326	37,000
Affiliate Dues/YA, Inc.	17,500	17,500	17,500	12,250	14,000	17,500
Public Relations/DVD	7,698	14,000	14,000	5,102	11,880	19,000
Misc Promo's	9,812	14,000	14,000	9,218	11,887	84,200
Annual Benefit	75,230	75,000	75,000	70,462	59,586	80,000
Total Marketing / Public Relations	163,939	172,468	171,417	146,071	142,065	254,700
DEVELOPMENT						
Development Expenses	3,986	8,500	8,500	3,725	4,535	17,500
Annual Letter/Appeal/Meeting	9,611	17,350	17,350	9,252	8,535	19,000
Total Development	13,597	25,850	25,850	12,977	13,070	36,500
Total AIE/ACES Cash Expenses	93,724	84,827	81,827	79,903	73,970	92,150

<i>YOUNG AUDIENCES OPERATING BUDGET AS OF 4/30/17</i>	FINAL FY16	REVISED FY17 BUDGET	PROJECTED to 6/30/2017	YTD AS OF 04/30/16	YTD AS OF 04/30/17	PROPOSED FY18 BUDGET
TOTAL EXPENSES	2,879,571	2,808,302	2,781,413	2,321,406	2,187,956	2,633,983
TEMPORARILY RESTRICTED NET ASSETS	5,574	120,654	83,831	(180,925)	(121,829)	55,595
SURPLUS / (DEFICIT)	311	0	66,525	(244,839)	41,604	0

PROGRAM DATA REPORT

As of: May 31, 2017



TOTAL YTD PROGRAM COUNT

	<u>2016</u>	<u>2017</u>
Performances	1,205	1,152
Workshops	2,556	2,893
Prof. Dev.	449	731
Total	<u>4,210</u>	<u>4,776</u>

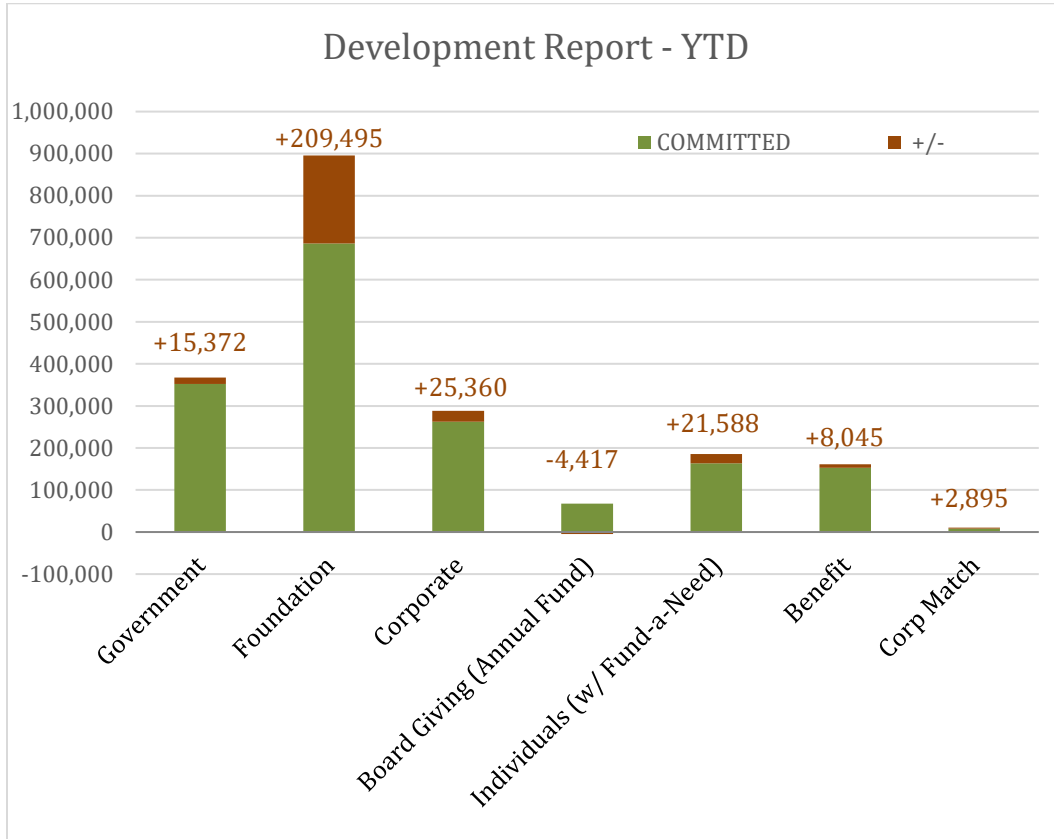
The budgeted net earned income is \$305,300, projected is \$277,000.

Notes: As of May 31, 2017:

- The number of earned income programs is up from 2016 by 456 programs or 33.6%. This is due to higher number of workshops – approximately 300 were for a new Title 1 project.
- Net earned income is ahead by \$18,713 or 6.9% from 2016. Last month we were ahead by 9%. At our current net earned income of \$290,885 we have exceeded our projected goal of \$277,000 and have reached 95.3% of the budgeted net income.

Development Department

March 22, 2017 – June 14, 2017



FY17 FUNDRAISING TOTALS	BUDGETED GOAL	COMMITTED	+/-
Government	336,452	351,824	15,372
Foundation	476,730	686,225	209,495
Corporate	237,175	262,535	25,360
Board Giving (Annual Fund)	72,000	67,583	-4,417
Individuals (w/ Fund-a-Need)	141,975	163,563	21,588
Benefit	145,000	153,045	8,045
Corp Match	4,916	7,811	2,895
BUDGETED TOTAL	1,414,248	1,692,586	+275,443

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

Development Department & Committee

- Post-Dazzle work: Thank you process; including ArtsEdNow call to action
- Adopt-a-School 10th Anniversary Celebration: May 31 at Trenton Social, Trenton
- Cultivation Event at the home of Amanda Newman-Godfrey, June 15, Philadelphia featuring a performance by storyteller Charlotte Blake Alston
- 45th anniversary planning
- **SAVE THE DATE:** First 45th event, production of one act play and comedy, Chip & Gus on October 12, 2017 in Blawenburg, NJ

Grants Received

- **NEW!** \$1,500 to Adopt-a-School from OceanFirst Foundation
- \$50,000 for Branding/Marketing from the Burke Foundation
- \$25 through Amazon Smile donations

For FY18

- **NEW!** \$20,000 for Creativity Consultant from the NEA!
- Connelly Foundation: 2-year renewal for \$15,000/year

Committee on Trustees

- Board Survey completed – thank you!
- See Slate in board packet
- Bi-law review moved to FY18

STAFF REPORTS

President & CEO Report

June 2017 Annual Meeting

Respectfully submitted by Michele Russo

At the close of FY17 we have a great deal to celebrate. I am honored to lead our staff and thankful for our trustees. Our team remains deeply committed to our mission.

Program Numbers and How We Got There

For the first time in several years, our program numbers are higher than the previous year. We exceeded our overall number of programs by over 500 this year. And our net income increased by approximately \$19,000. This is a success worth noting and worth digging into to understand how and why we achieved it. When you read staff reports that follow this report, it may become clear to you, as it is to me, that we stretched ourselves this year.

When you review reports from our Education Staff and from Development Staff you'll see how they collaborated with schools to support their NJDOE Title 1 Arts Integration Pilot Projects (currently underway in Bridgeton and Collingswood). Being part of this statewide (NJ) initiative is an important way that YA maintains a leadership role in arts integration. Our staff (most notably Michelle Marigliano) and artists are repeatedly called upon to be thought leaders and trainers, including as a key partner on the team Dodge has been convening to define best practices., on the financial side of things, since we were contracted by schools to do that Title 1 work once they received the grants, this accounts for a big piece of the increase in earned income workshops.

Our Development staff has aggressively pursued new funding sources and has succeeded in securing grants from 7 new funders. This is remarkable in this challenging time and our development staff continues to think creatively and do exhaustive research. For the first time in several years, we received a grant from the National Endowment for the Arts, for our Creativity Consultant Project in which our artists train teachers to incorporate arts integration practices into their teaching.

Selling To Schools

As we continue to address a decline in sales over the past several years, we have sought new ways of looking at our marketing and sales approach. We completed market research with an outside consultant; this research offered valuable insights into the strength of our brand and our reputation. It offered insights into our clients' buying process and our competition. That research was well timed to tee off our next step in addressing declining sales—securing funding for a branding and marketing project to assess the strength of our brand and messaging both for our school contacts and our donor base. That work is just getting started and we anticipate a well-researched and collaborative process leading to a launch of new approaches to meet our needs.

In the meantime, we have improved our online tools and strategies for marketing. Chris Schondel and Denyce Mylson attended a two day bootcamp which contributed to their undertaking Google AdWords

campaign and improving our website landing page. Additional web updates will be made this summer. We will also produce 1-3 small targeted mailings this school year to keep a year-long presence in our clients' mailboxes. We are also launching an Outreach Tour as a means to market to new schools in Eastern PA this coming year.

Staffing

This year, we underwent several staff changes. Maureen Heffernan left the staff to become a contracted teaching artist for select projects. We gave Maureen a warm and hearty send off worthy of her years of service and her impact on our organization and to the field. She remains a valued teaching artist and curriculum writer for our Dodge Theatre to Learn project.

Adam Nicolai left the staff to pursue his career and life goals on the west coast. That created an opportunity to have more clearly defined roles on our staff. We hired a dedicated Artist Services Manager, Seth Reichgott and an Eastern PA Arts Education Associate, Patricia Jones. Both Seth and Patricia live in Philadelphia and have connections in the arts community there, which was a strong consideration in our recruitment efforts.

This year we are experiencing two maternity leaves: Michelle Baxter Schaffer, for whom we will hire a temporary P/T replacement, will be out from October to January. Patricia Jones has been on maternity leave since late May and will return in early August. Her work is being managed by existing staff as it is a slower time of the year. (Patricia delivered an 11 lb. 3 oz. boy named Addea Anum Lee Jones on June 3rd. Yes, 11 lb. 3 oz. He's big!)

Staff capacity continues to be stretched. As you'll see from the "Program Schedule Occurrence Data" chart the cyclical nature of our business is evident. Our Programming Team (Donna and Carol) manage this flux with great care and attention. Certain months are incredibly busy in schools, and coincide with grant deadlines, Dazzle and the creation of our program guide. Early summer is occupied by wrapping up the year and providing training for key programs. Staff rarely take vacation time during the school year and reserve it for the summer. If our sales continue to lean more heavily on workshops and residencies, an analysis of our business model will be needed to assess the sustainability of our current practices in facilitating these programs.

A Gala Like No Other

Dazzle was a strong success again and again due to the leadership of Denyce Mylson, the work of Chris Schondel and the Dazzle committee. Connections with the larger business community were forged through one Dazzle dancer, Michele Seikerka. The student group from Wiggins School in Camden wowed our guests. Connections with small local businesses were made through another Dazzle dancer, Joanne Canady Brown. We made our target net goal and we raised over 50K for our Fund a Need. And furthermore, our gala was fun. People had to be dragged off the dance floor at the end of the night. As we plan our final "Mad Hot Ballroom" format gala for April 2018, it will be essential to give serious consideration and analysis to how we develop a fundraising event or alternate plan that mirrors the fundraising and friendraising success of our Mad Hot Ballroom format.

Addressing Priorities of the Strategic Plan

We began this year with our newly minted Strategic Plan and a commitment to use it as a guiding document for our work. The priorities included in the Strategic Plan have guided board meeting discussions and the work of staff. For example, our articulation of the goal of increasing our Advocacy efforts was realized when we focused our September board meeting on learning about the Arts Ed Now campaign. The risk of the NEA funding being eliminated was mentioned at Dazzle. I attended Arts Advocacy Day in DC this year and met with staff of our elected officials. This spring, staff have integrated advocacy more strongly into selected culminating events.

Our other board meeting discussions included an overview of our Endowment and Scholarship Funds; a debrief on the Dodge Assessment project; and an open discussion on what diversity means to YA and how we can think about advancing our efforts in that area.

The Advocacy, Personnel and Sales and Marketing Task Forces have been impactful additions to our team. The expertise of Trustees has been called into action in dealing with technical personnel issues; development of an RFP for the branding project, and more.

Prior to the September 2017 Board Meeting, Belinda and I will review the Strategic Plan in detail, and make updates and provide recommendations as needed.

The YA Teaching Artist Credentialing Project

We are leaders in the YA National Network Teaching Artist Credential project. I sit on the Steering Committee and Jackie Knox serves on the Criteria Committee. Although currently in early exploratory stages, this project may offer the opportunity for the network to collaborate on a credentialing system that could strengthen the field of teaching artists, strengthen our work in our region, galvanize the network around shared goals and bolster our ability to convey the educational value of our work.

Celebrating a 10 Year Milestone

In May, we formally celebrated the 10th Anniversary of the Trenton Adopt a School Program, which now offers programs to every elementary and middle school in Trenton. With key teachers, educational leaders and funders gathered at an after-work cocktail party, we offered gratitude and awards to recognize the team who has made it possible. On our staff, Liz Kuwornu deserves commendation for her tireless work on this initiative over the years.

Challenges

We remain committed to reaching every child with the arts. Our efforts are strong yet challenges remain.

As we head into FY18, we do so knowing that several key grants and projects will not be renewed. Most notably, the Eat Right Now Program serving Philadelphia Schools is undergoing an overhaul and our contract for nutrition education performances will not be renewed. That contract provided gross income of approximately \$225,000 and delivered nearly 200 performances to children in Philadelphia. Recovering that level of reach and income will not come easy. We will also not receive funding from Aetna and NRG in the coming year, due to shifting grant guidelines and priorities. Those funds totaled

\$75,000 in FY17 and allowed us to provide nutrition education performances and STEAM (Science, Technology, Engineering, Art and Math) residencies, respectively. We learned a great deal and developed new programming out of the NRG work over the years. However, the loss of these funds is a challenge.

This years' uptick in workshops and residencies is notable and requires some consideration on its impact. When we bring performance to a school, we are able to reach a large number of children (250+), with a higher margin going to our bottom line. Due to the hands-on nature of workshops, a day of workshops can reach approximately 100-125 students per day, and because the price point is generally lower, the margin going to our bottom line is lower. Residencies where our artists are on site for several days require additional staff time to facilitate planning meetings and monitor the residency in progress. I am hopeful that our work on branding and messaging, along with increased marketing efforts and outreach can increase our sales of performance. At the same time, the time is ripe for further thinking and analysis about how to sustain our work if the trend towards workshop continues.

On the Horizon

We are about to embark on our 45th year, an exciting milestone which we will celebrate and utilize to our best advantage. Key initiatives in the coming year include:

- Continuation of our advocacy efforts, especially in light of uncertainty in our current political climate and threats to funding.
- A major gifts campaign, a logical step post-capital campaign. We will look to our Trustees to support our work in cultivating donors and refreshing existing relationships.
- Special fundraising and cultivation events, including Chip and Gus ping pong show this fall and a "Birthday Party" annual meeting in June 2018.
- A project focusing on improving our branding, messaging and marketing. We will call on Trustees and friends of YA to help inform this work.
- The pilot of our "Outreach Tour" model of showcasing our work to new schools in Eastern PA and areas of NJ we do not currently work.

I look forward to FY18 with enthusiasm, and with the knowledge of the strength of our team of staff and board. Onward!

Staff Member: Debbie Mindlin

Title: Finance Director

1. Major Accomplishments:
 - Met all goals from 2016 report.
 - Transitioned from Quickbooks 2005 to Quickbooks 2017 with no interruption of daily routine.
 - Coordinated all paperwork for the office flood and received substantial reimbursements from the insurance company and Princeton University.]
2. One Challenge:
 - I am still concerned about declining sales and the loss of several large grants. Balancing the budget is becoming more difficult.
3. One Opportunity:
 - I look forward to working with a new treasurer and making sure the transition is a smooth one.
4. List two or three goals for the year.
 - Working with the ProBono partnership, our artists will be properly classified as independent contractors or employees.
 - Working with the ProBono Partnership, all of our corporate papers will be properly recorded/filed and our official name will be consistent throughout.
5. Choose one word or phrase to describe what success looks like for YANJEP.
 - Opportunities for every child.

Staff Member: Ann Betterton & Alexa Hardy

Title: Development Director & Development Associate

1. Major Accomplishments:
 - Met the Roll Challenge: Exceeded goal, raising \$110,940, matched to \$100,000 to total \$210,940; Trustees contributed personal gifts of \$17,136; increased total online donations by 181%
 - Expanded Government Funding: Submitted NEA proposal for Creativity Consultants (awarded \$20,000); Partnered with school districts on proposals for NJ DOE Title I funds for arts integration; Partnered with Manchester Regional School District for US DOE arts integration proposal
 - Targeting Marketing Funds: Received funding from 2 of 3 funders to support marketing efforts (\$50,000 from Burke Foundation; \$10,000 from YA's ADF Fund)
 - Improved Trustee Communications: Launched "Board Portal", offered videoconferencing option for meetings, and revamped new trustee orientation for year-long learning

2. List Information and Impact Data:
 - Raised \$1,695,066 for FY17; 100% of the board donated to the annual fund; trustee giving totaled \$67,583.32
 - Raised \$1,481,144 in grant funding for FY17 and FY18:
 - Wrote 71 grant proposals to corporations, foundations, and government entities for \$3.3 million in programmatic and general operating support funding for FY17 and FY18
 - Of the 29 proposals submitted to new funders, 7 were funded, 16 were denied, and 6 are pending.
 - Secured \$284,100 through contract proposals to NJ DOE and Eat.Right.Now.
 - 318 new donors were added to the database.
3. One Challenge:
 - a. Ann: Uncertain political and economic climate may impact fundraising across all sources
 - b. Alexa: Finding and securing new funding sources
4. One Opportunity:
 - a. Ann: Capitalize on 45th anniversary to cultivate new donors, raise the organization's profile and raise more funds
 - b. Alexa: Will find time to search for and apply to new funders
5. Goals for the year.
 - a. Goal: Accomplish the 45th anniversary events
 - i. Improve organization visibility
 - ii. Increase funds raised from individuals, with a focus on major gifts
 - b. Goal: Meet or exceed FY18 fundraising goals
 - i. Invest time into research of new funders, network to connect
 - ii. Increase relationships with new funders
6. Choose one word or phrase to describe what success looks like for YANJEP.
Reaching every child every year!

Staff Member: Denyce Mylson

Title: Director of Marketing & Public Relations

Brief Job Description: Serve as the principal agent and advocate for institutional positioning, constituency development, marketing, and public relations; and, as a member of the Senior Management team, participate in strategic and operating decisions.

1. Major Accomplishments:
 - a. Planned and executed a successful annual gala, Dazzle MHB V.
 - b. Registered and implemented targeted AdWords Campaigns through Google grants to take advantage of the \$10,000 monthly grant non-profits are eligible to receive and generate new leads through google search.

- c. Worked to implement the ArtsEdNow Campaign as well as our own Advocacy efforts across multiple marketing platforms.
 - d. Helped facilitate market research through targeted school partner surveys and interviews to learn about our work, brand, and customer experience. This research has helped us make more informed decisions about our work, how we communicate and what our strengths and weaknesses are.
2. List Information and Impact Data:
- a. Raised \$205,995 for YA through Dazzle and Fund-A-Need.
 - b. Built brand awareness for YA and our many new and longstanding corporate supporters through the event, social media and email marketing campaigns.
 - c. This year we added over 200 new constituents to our donor database.
 - d. Cultivated relationships with constituents that will be new committee members, board members, partners and advocates.
 - e. 5 NEW Corporate Supporters
 - f. Increased social media presence – 300 new followers on Facebook, 178 on Instagram, and 149 on Twitter.
3. One Challenge:
- a. Developing deeper relationships and partnerships outside of Princeton area.
 - b. Look at staff time as an organization and implement changes that alleviate employee burn out.
4. One Opportunity:
- a. Burke Marketing Grant / YA ADF Grant – I am looking forward to working with the board, staff and Sales & Marketing Task Force to utilize these generous funds to work with a branding/marketing firm.
5. List two or three goals for the year.
- a. Update and overhaul to current website and start researching the implementation of a new more simplified, easy to navigate, adaptable content driven website
 - b. Develop, integrate, and educate staff on lead generation system to track sales and leads.
 - c. Build more relationships with schools, partners, funders, and donors in PA.
6. Choose one word or phrase to describe what success looks like for YANJEP.
- a. EQUITY

Liz Winter-Kuwornu

Title: Arts Education Project Director

Major Accomplishments:

- Worked with development team to secure a new NEA grant for 2017-2018 school year to expand the Creativity Consultant Project to an additional school in Trenton.
- Worked with the development team and several NJ school districts on proposals for the Title 1 and the Arts grants offered through the NJDOE. Two schools were selected and residencies took place January through June.
- Held a celebration of our 10 Year Anniversary of the Adopt-a-School program to acknowledge the strong partnerships in Trenton Public Schools. District leadership, Board of Education, school administration and teachers from all schools were invited to attend.
- Secured \$15,000 from Bancroft School @ Voorhees Pediatric Facility: After participating in the YA Arts Education Scholarship program for two years, the Bancroft School @ Voorhees Pediatric Facility has dedicated \$15,000 of their budget to work with YA teaching artist Marilyn Keating. Starting in July 2017 and continuing through June 2018, Marilyn will work 2xs per month with medically fragile and technology dependent students at the school.
- Coordinated student performance and presented at Dazzle. Added a second tier to the students' residency with the costume creation.
- Joined and participated in 2 committees on the Trenton Any Given Child Trenton Project that promotes arts education partnerships in Trenton Schools.
- Worked with the development team to secure new funding from the Subaru Foundation. With these new funds I worked with Teaching artist Marilyn Keating to implemented a new STEAM residency in Camden (stop-motion animation using an app called istopmotion and iMovie on ipads and connected with grade appropriate Science curriculum).
- Managed an increased workload, adding Title 1 School development and FEA Leaders as Scholars residency management this year.

1. List Information and Impact Data:

- *Adopt-a-School*: offers YA programming (assemblies, workshops and PD) to all Trenton Public Schools (18) K-8th. We also served 4 additional schools (one each in Ewing, Lawrence and 2 in Camden). This year the program reached approximately 9,000 students in 22 schools with 72 performances and 536 workshops.
- *The Creativity Consultant Project (CCP)*: a professional development program working with teachers to integrate the arts and creativity into their classrooms and school communities served 12 schools, reached 79 teachers and 1,985 students, with 11 artists over the course of 132 days.
- *The Creative Curriculum Institute*: 3-day summer professional development program focusing on art integration for CCP teachers served over 20 teachers and 11 teaching artists.
- *Burke Foundation Grant*: a competitive application grant program open to all NJ schools preK-12th grade. This program reached about 3,900 students in 12 schools with 25 performances and 480 workshops.

- *Family Arts & Creativity*: served 4 Trenton schools, 244 families and 700 individuals with 12 evening workshops and 3 family performances to help families bond through the arts.
- *AIE Artist-in-Education & Bridge to AIE Program*: NJSCA sponsored 20-day artist-in-residence program. I worked with 5 schools bringing them approximately 400 workshops and serving approximately 1500 students and 45 teachers.
- *FEA Educational Leaders as Scholars Residency Program*: The FEA secured funding for YA to conduct artist-in-residency programming in 7 schools that participate in their Educational Leaders as Scholars program. YA teaching artist reached 3,838 students, conducted 195 workshops and 6 professional learning experiences for teachers.
- *Cumberland County 21st Century Community Learning Centers*: an afterschool program providing 20 days of visual and performing arts residencies serving low-income families in Millville, Vineland, Port Norris and Bridgeton, served 200 students in 4 after school program sites.

2. One Challenge:

I am still unable to pursue more district level relationships as much as I would like due to the number of projects I manage. I do not have the time to strategize and plan ways to expand our relationships with more schools. I would like to explore alternatives ways to manage/distribute workloads in the education dept.

3. One Opportunity:

Our connections with schools offer so much opportunity. If given the time and space to deepen these school-level relationships, I think they can lead to district-level opportunities and possible dedication of funds to support the arts through YA.

4. List two or three goals for the year.

I would like to see YA as a leader in inclusion in the arts. By this, I mean training our artists and staff on best practices to include all students/people no matter their race, religion, ability, gender identity, etc. I hope that we could partner with NJAEC, other arts organizations and our National network to accomplish this.

I would like to see our relationship with Camden City Schools (and other south jersey areas in need) grow. They are some of the toughest schools to get into but once we make the connections, they can't get enough of our programming.

5. Choose one word or phrase to describe what success looks like for YANJEP.

Arts for everyone

Staff Member: Michelle L. Marigliano

Title: Special Projects & Assessment Coordinator

1. Major Accomplishments:

- Creative Beginnings © (CB): With funding from PNC, CB offered hands-on professional development workshops for Early Childhood educators working with the Greater Bergen Community Action, INC and The Children's Home Society, Trenton NJ and Roselle School District. Roselle Preschool purchased 3- ½ day and 2-full day CB professional development workshops. \$52,000 was raised in the Fund-A-Need Auction for Young Audiences' Early Childhood Initiative.
- Arts Integration Projects: NJDOE Title 1 YA partnered with several schools applying for the NJDOE Tile 1 Arts Integration pilot project. As a result Collingswood Middle School and Bridgeton School District were awarded funding. YA coordinated a performance and a mini residency for Collingswood Middle School and three 10 day arts integrated storytelling residencies at West Avenue School, in Bridgeton. The Bridgton residency allowed Michelle L Marigliano, and YA storytelling artist Queen Nur to work closely with 11 classroom teachers, 257 students from grades 1, 2, & 3, two arts specialists and one visual and performing arts supervisor. Programming included a family event, 2 performances and a culminating event. USDOE Arts Integration Grant: In collaboration with the development team, William Paterson College, Manchester High School and Haledon Elementary School a USDOE arts integration grant was submitted. NEA Grant: In collaboration with the development team a NEA grant was secured in the amount of 20,000.00.
- Conferences and Public Relations: YA was represented at the Dodge Arts Integration Common Ground Learning gatherings, Arts Integration User Guide writing team, Educators as Leaders; Arts Infused Teaching Strategies, Arts Connect Conference, Cultural Assess Network Open Space, YA National Conference in Cleveland, OH, & Dance to Learn workshop @Rutger's University. With support from Denyce Mylson, YA there was an increase in efficiency and content for social media posts.

2. List Information and Impact Data:

- Dance To Learn (DTL): provided 9 professional dance companies and a total of 34 teaching artists with professional development. 7 companies received programing and financial support for facilitating Dance to Learn residencies. The program reached 12 school partners, 55 teachers, and 1118 students with 11 professional dance performances and 770 workshops.
 - When compared with 2015/2016, 5 additional teaching artists were trained, Nimbus Dance Works provided programming to an additional 8 teachers and 261 more students and YA in partnership with Dance NJ offered one teacher professional learning workshop.
- Creative Beginnings (CB): reached 52 classroom teachers, and 556 students. The Children's Home Society made a financial contribution of \$8954.00. Roselle Preschool invested \$3325.00 to

offer 5 professional development sessions in addition to their purchased YA student workshop services. \$52,000 was raised in the Fund-A-Need Auction for Young Audiences' Early Childhood Initiative.

- When compared with 2015/2016, CB revenue significantly increased.
- Dodge Theater to Learn (DT2L): Provided 7 teaching artists and 26, 2nd grade teachers and 18 3rd grade teachers from 6 schools with professional development to incorporate theatre and dramatic play into classroom teaching. The program reached 740 students from 6 schools with 6 professional theater performances and 162 workshops.
 - When compared with 2015/2016, DT2L reached 29 more teachers, 388 more students and 7 additional teaching artists.
 - The Creativity Consultant Project (CCP): *The Creativity Consultant Project (CCP)*: a professional development program working with teachers to integrate the arts and creativity into their classrooms and school communities served 12 schools, reached 92 teachers and 1,985 students, with 11 artists over the course of 132 days. One of the of the twelve schools was provided a 20 day residency.
 - The Creative Curriculum Institute (CCI): *The Creative Curriculum Institute*: 3-day summer professional development program focusing on art integration for CCP teachers served over 20 teachers and 11 teaching artists.
 - NJDOE Title 1 Arts Integration Project Served 14 teachers and 257 students, conducted 110 workshops, 36 teacher collaboration sessions, one Family Arts & Creativity Session and 2 performances.
 - FEA/NJPSA Educational Leaders as Scholars *FEA Educational Leaders as Scholars Residency Program*: The FEA secured funding for YA to conduct artist-in-residency programming in 7 schools that participate in their Educational Leaders as Scholars program. YA teaching artist reached 3,838 students, conducted 195 workshops and 6 professional learning experiences for teachers.
3. One Challenge: Finding the time and space to foster meaningful conversations and practices that honor and address the diversity and creative development of the students and communities we serve.
 4. One Opportunity: Continued participation in multi- partner projects offers opportunities for learning and sharing that will continue to position YA as an influential arts integration/arts education partner, that has a positive impact on earned revenue and intellectual resources.
 5. List two or three goals for the year.

- Continued involvement in multi-partnerships including, *Dodge Common Ground Learning Opportunities*, *NJDOE & USDOE arts integration projects*, the growing YA CCP community, Dance to Learn and Theater to Learn. Participation affords a unified arts education voice and unified assessment tools that continue to increase YA's visibility to new schools, deepen YA's relationship with existing schools and provide relevant content when applying for grants.
 - Share learning, best practices and inspirational discussion with YA Staff, teaching artists and partners. Inspire team to be our best selves through discussion and reflection of evidence based publications and school observations.
6. Choose one word or phrase to describe what success looks like for YANJEP.
Inspire Our Best Selves

Jacqueline Knox

Title: Arts Education Program Associate

1. Major Accomplishments:
 - In September 2016, transitioned to leading all residency sales and recruiting new residency/workshop artists. Responsible for selling 297 workshops as part of residencies.
 - Managed all non-funded residencies including planning and implementation with school contacts and artists.
 - As part of the YA National Teaching Artist Credentialing Steering Committee, helped to envision and develop the first draft of the criteria and standards for certifying YA teaching artists across the network.
 - As Co-chair of the NJAEC helped to design and deliver the state-wide conference for the teaching artist community at Grounds for Sculpture. This year's conference attracted a record number of participants totaling 140 -- more than doubling previous years' numbers.
2. List Information and Impact Data:
 - Workshop & Residency sales: 297 workshops (stand alone and residency based)
 - AIE: (based on 8 partner schools) 543 workshops / 8 PD / 8 culminating events
 - NRG STEAM: 185 workshops / 9 performances / 1 PD
 - Folger Shakespeare Library: 20 workshops / 6 PD
 - J&J New Brunswick Public Schools: 17 performances

- Afterschool: 79 workshops / 5 performances / 1 PD
3. One Challenge: With staff reduction, program growth and the desire to maintain high quality program development and delivery, staff capacity is stretched thin.
 4. One Opportunity: YANJEP is positioned to take a leadership role in professionalizing the field of teaching artistry in New Jersey (and beyond). Foundational work was accomplished this year through the reorganization of the NJ Arts Education Collective, the YA National Teaching Artist Credentialing Committee, and the annual Connect Conference.
 5. List two or three goals for the year.
 - To turn key the I-STEAM task force work to a cohort of YA teaching artists and education staff through a series of workshops. Collaborators: Sustainable Jersey Schools, FEA, NJAEP. Outcomes: the development of artistically innovative and educationally aligned program offering that support and advance school needs and goals
 - To further the work of the YA national Teaching Artist Credentialing committee. Collaborators: YA National Steering Committee. Outcomes: the successful implementation of the pilot program at YANJEP.
 6. Choose one word or phrase to describe what success looks like for YANJEP.
 - Building relevancy through innovative and creative forward-thinking strategies.

Michelle Baxter-Schaffer

Administrator, Artists in Education Residency Grant Program (AIE).

1. Major Accomplishments:
 - Contributing to outreach and technical assistance workshops for the 2017-2018 application, which produced the largest number of AIE applicants (37) in recent years.
 - Working with the AIE team and an outside consultant (the NJ Arts Education Partnership) to conduct a focus group of current and past AIE schools to help inform the direction of a new “program arc,” which will provide schools the support and tools needed to sustain arts programming without AIE, which will also allow AIE to impact more schools throughout the state.
 - Streamlining the grant panel review process, which led to more thoughtful, in-depth discussion about top applicants for the 2017-2018 school year.
 - Contributing to increased outreach to members of the State Assembly to raise awareness of arts education programming happening in their districts, which highlights the work and impact of AIE and YA.

2. Impact Data: AIE served 11 schools and worked closely with YA on the 2nd year of the Bridge to AIE Program, which served 3 schools. AIE conducted 2 pre-planning sessions with incoming schools during July 2016 as well as 3 technical assistance workshops for interested schools during the fall/winter of 2016-2017.
3. One Challenge: Preparing for the 2017-2018 school year on an earlier timeline that previously planned, as I will be out on maternity leave from October through January.
4. One Opportunity: I look forward to working with the AIE team to explore a variety of training opportunities for AIE teaching artists, which will not only impact the AIE program positively, but will also give our teaching artists professional development opportunities to grow their expertise within the field of arts education.
5. Goals for the year:
 - Work with Chris Schondel to improve AIE web functionality for both AIE staff as well as schools and teaching artists.
 - Work with the AIE team and veteran schools to begin piloting a new AIE “program arc.” One of the long-term goals of the arc is to expand the reach of both AIE and YA, as well as our regional partners.
6. Choose one word or phrase to describe what success looks like for YANJEP.
 - Sustainable arts education programming in schools.

Donna Reckelhoff, Program Director

Carol Hunt Associate Program Director

1. Major Accomplishments:
 - a) Scheduling 185 Eat Right Now performances- Jump with Jill and Healthy Ever After
 - b) Managing the Cone, Connelly, Johnson & Johnson, Robert Wood Johnson, Pottstown and Aetna grant programs.
 - c) Group Sales: Delta, Delaware Libraries, and Wilkes Barre PA Districts.
 - d) Scheduling programs in 150 new schools.
2. List Information and Impact Data: *(List data including numbers of programs, workshops, residencies, etc. for 2016/2017. For Development: # of grants written; # of new names in database; # of new donors cultivated etc.)*
 - a. Scheduled 1127 performances and 232 workshops.
 - b. Of the above, 821 performances and 216 workshops were sales for a net of \$237,304.
3. One Challenge:

- a. With Adam's departure we had to fill in the administrative gap of working with Eat Right Now. We also had to step in and work with the artists until Seth's arrival—dealing with any artistic or financial issues.
4. One Opportunity:
 - a. We're hoping that the Outreach tour project with Rockcreek Steel Drums in Eastern PA will build new relationships and will allow for new sales opportunities.
5. List two or three goals for the year. Please include strategies, outcomes and collaborators. Be as specific as possible. At least one goal should address expanding the reach of YA.
 - a) Sell more programs in our less scheduled areas. We are reviving the direct mail campaign that targets school contacts who haven't booked a program in 10 years.
 - b) Find an artist for Delta's March group sales project.
6. Choose one word or phrase to describe what success looks like for YANJEP.

Reaching more children.

Seth Reichgott

Artist Services Manager

1. Major Accomplishments:
 - Added eight new artists to the YANJEP roster for the 2017-2018 school year, including five assembly artists and three workshop/residency artists. The new programs include two STEAM assemblies, two dance companies, a textile artist, a sculpture artist, a performer who teaches language arts through music, and an artist who explores collaboration by teaching percussion.
 - Began the process of developing stronger connections and communication with our current roster of artists by initiating regular informational email communications, sharing feedback with individual artists from teachers and cultural arts representatives, and beginning planning for a fall artist roster meeting.
 - Saw numerous current roster artists perform in the schools, allowing me to see what they do firsthand and to give them feedback to help improve their programs.
2. One Challenge:
 - As I am new to the position, I have been focused on getting up to speed with the way the YANJEP office and staff function and gaining familiarity with the entire teaching artist roster so that I can better serve the needs of the artists and offer them support.
3. One Opportunity:

- We have a deeply talented and versatile group of teaching artists. Through more regular communications, a yearly artist meeting, and creative use of social media, I believe we can help and support each other in ways that will improve everyone’s programs and energize our already strong roster.
4. List two or three goals for the year.
 - Complete a comprehensive review of our teaching artist roster with the goal of assuring that the programming we offer reaches students in as many ways as possible. This will include identifying the art forms, world cultures, and geographical regions that are lacking on our roster with the goal of finding new artists who can help fill those gaps.
 - To plan and implement a robust artist support system, which will include the following: (1) an artist meeting in the fall to allow our entire roster of artists to meet each other and the YANJEP staff and interact to develop connections and improve communication, (2) regular email correspondence to keep the artist roster abreast of any new initiatives at YANJEP and share information that can be helpful in their day-to-day work, (3) working with the roster to discover ways to use social media to help support their work (e.g., an artist-only Facebook group to provide space to discuss issues and offer mutual support), and (4) visiting as many roster artists on the road as possible, to show support and give feedback with the goal of making their work as successful and meaningful as possible.
 5. Choose one word or phrase to describe what success looks like for YANJEP.
 - Bringing the best artists into the schools to reach and inspire as many kids as possible.

Staff Member: Chris Schondel

Title: Technology Coordinator

1. Major Accomplishments:
 - a. Developed Salesforce calendar integration so that roster artists can view their program calendars online and synchronize them with their own calendar programs.
 - b. Added workflow to send out email reminders to artists that have programs booked in the next 6 months, eliminating the need for sales team to send out reminders manually.
 - c. Installed new network server and added VPN licenses to increase ability for staff to work remotely. Also added hardened backup process to reduce possibility of ransomware attacks.
2. One Challenge:
 - a. The continuation of trying to increase sales and expand our reach against a constant turnover of school cultural arts representatives and school budget constraints.
3. One Opportunity:
 - a. Integrating Salesforce, form data and lead generation to increase sales by being able to do better follow up and close sales in a more efficient way.

4. List two or three goals for the year. Please include strategies, outcomes and collaborators. Be as specific as possible. At least one goal should address expanding the reach of YA.
 - a. Finish developing redesign of website which will improve user experience with searching for programs to have a greater impact on sales.
 - i. Build off existing site's program and artist data but organize it in a more useful way.
 - ii. Change layouts on certain pages to increase user engagement and conversions.
 - b. Develop lead generation component for Salesforce to increase sales
 - i. Engage a Salesforce developer who can build a custom lead tool that will pass data directly to opportunities without needing to manually enter data.
5. Choose one word or phrase to describe what success looks like for YANJEP.
 - a. Increased sales.