**THE YANJ BOARD SURVEY – COMMENTS/COMMITTEE ASSIGNMENTS**

***By Question***

**Q2** How effective to you feel the Board is in carrying out its major responsibilities?

*Building the reputation of the organization: It would be great to have more community gatherings that feature YA artists. Featuring artists at Dazzle 2018 would contribute to building community support.* Marketing/PR

*Wish all board members were engaged.* COT

*I think the review process for President is still evolving. I think we can always improve as ambassadors. I think that we do routinely monitor and discuss performance but as Board evaluation becomes the norm I want to see how we continue to use the information.* COT or ExCo

*I am not certain about access to policymakers. Some board members have and use their extensive contacts……….. I do not know about others*. ??

*The staff and finance committee work is strong. Would benefit from a multi year approach to developing and monitoring the finances*. Finance

*I don't know how much we live up to the concrete goals we set……..and whether we hold ourselves to task or not.* COT/ExCo

# Q3 Identify those areas of potential Board focus that are most needed over the next 1-2 years to ensure the organization succeeds against its mission (check all that apply.)

*We need to promote, expand and enrich the reputation of YA to new and different groups/organizations to promote our own growth.* Marketing/PR

*Local support is now even more critical. I would like to know about how donors are honored and thanked in ways other than letters/calls. Events in their honor?* Development

*Projecting potential earned and contributed income over 3 years may help us manage change and anticipate our needs over time. It may help guide us in adjusting the business model*. Finance

*My priority area of focus (not included above) would be to continue to push the expansion of our programs both in terms of types of programs offered and number of children reached. Since I have joined the board, I have seen program sales decline every year. This would be accomplished through a combination of all of the priorities above as well as marketing efforts.* Education, Marketing/PR

*Resolving key strategic or policy issues has more to do with external changes in the environment than issues internal to the organization.*

*I think that our marketing and sales evaluation and development is key, as this will help us to continue to build our reputation as a leader in the arts education field. I think that will also help us to think about key strategic issues more clearly.* Marketing/PR

*A priority must be developing and reporting on indicators of impact. We can start small and expand the data and the statements we can make as we gain more experience.* Arts Education

*I believe that increasing the awareness of YA's mission and work with policymakers and other influencers and doing so in a financially responsible manner will smooth the path for many other priorities* Marketing/PR

# Q4 Good nonprofit boards have a number of enablers in place to allow them to work effectively and productively. Please rate our Board against these enablers.

*I'm not sure what we're currently doing to select and transition new leaders.*

*Would like more members of the community to be committee members. This is a way to increase awareness and support of YA and also to identify potential Board members. It's worked for the Dazzle committee*! COT

*We still need to spend more time on transition issues - but it is not an easy problem to solve because of the nature of volunteer boards.* COT

*I can only answer about the extent to which committees are well run for the committees on which I serve. We have excellent trustees. I rated the board composition as I did because of our need for greater diversity of all types. We need to do more with trustees who appear not to be actively engaged before we lose them.* COT

*Governance work is excellent. Challenge continues to be achieving greater diversity on the board.* ALL

# Q6 How might the Board improve its effectiveness? Are there practices used by other boards on which you have served (even if not arts-related) that you feel would enhance the performance of the YA Board?

*I continue to feel that we need additional board members who represent the communities we serve. The board would benefit from having someone who has expertise with social media and communications*. COT

*I believe that in general this is a very well-functioning board. My only regret is that there aren't enough opportunities to get to know other board members. I've gotten to know a few quite well through committee meetings, particularly members of the Dazzle Committee because we meet quite regularly, and often in Liz' home which makes it a bit more social. I don't know how to create more connections between board members without taking up more time. At the Princeton Area Community Foundation, which meets from 4-6, they follow the meeting with wine and cheese. I'm not saying that would be appropriate for us but it's the way they've addressed this issue*. COT

*I think that the Board would be enriched by more active involvement in making connections led by leadership - asking people to events together, dinner, etc. Takes Time!* COT

*Continue/expand on Board meeting agendas which encourage less reporting and more strategic thinking/discussion. Along those same lines, facilitate opportunities for Board members to engage in small group settings to foster communication and brainstorming around mission/vision/strategies. Continue to recruit Board members who bring a diverse set of skills and experiences*. ExCO/COT

*Due to time constraints of board meetings, I do not think that we have ample opportunities to hear from many board members on key topics. When I have sat on other boards, I was able to determine the points of view of the various members because we had more time for discourse. There are YA members whom I haven't heard speak on any topic.* ExCO

*Video conferencing* ExCo

*I like the use of the consent agenda. We should not put the financial report on the consent agenda because board members may not focus on it*. ExCO

*I think the key discussion topic in the 1st half of the meeting is great b/c it helps to bring us all along at the same pace with regard for what's happening in the world we serve. I think the balance of the meeting could be more effective if committee reports were required reading before a board meeting so that the only discussion from any committee could be focused on controversy or variance reporting. I'd like to see us use the board to engage in discussion about challenges at the committee level rather than simply take in the information from a committee head via a report* ExCo

# Q8 If you could change one thing about the YA Board what would it be?

Several commented on issues surrounding diversity. Suggestions included bringing on some younger board members (recognizing the challenges associated with young people staring in their careers or for those with young children); increasing geographic breadth; and getting more board members involved in recruitment of potential candidates for the board. COT

Several Trustees raised concerns regarding engagement, including the need for a mechanism to address those few members whose work is marginal in time and/or service and a desire for a better understanding that all board members don't have the resources to contribute as much financially as others may, but contribute in other ways. COT

With respect to meetings and reporting, Trustees suggested that a consent agenda with pre-reading of committee reports and subsequent discussion of variances would help make the meetings more effective. There was also a desire to see us state and deliver upon a desired outcome for board discussion at each meeting, as well as more time spent discussing mission/vision/strategic issues. One Trustee suggested using some of the board meetings to expose board members directly to the work of Young Audiences. One Trustee requested that meetings start 30 minutes later. ExCo

*I have mixed feeling about bringing in the school children to perform at Dazzle. On one hand it shows our donors what can be accomplished through arts education, and is a great opportunity for the children to shine. On the other hand, it is like we are busing in the poor kids from Camden to dance in front of the rich people. I am really torn, as I see it both ways. I wonder how others are viewing it* Dazzle/Benefit

# Q9 What aspects of the Board have changed for the positive since you joined? For the negative?

*Our Board has continued to grow stronger each year. The one question I have is whether term limits are appropriate--one of the aspects of the Board when I joined that I greatly appreciated was its continuity over the years and the ability to get to know Board members in greater depth as time went on.* COT

*Not sure that we have the right committee structure. We might have too many committees leading to fragmented consideration of issues.* COT

# Q10 The work of Young Audiences is guided by several core beliefs, one of these being that "All forms of diversity are valued, we strive to integrate diversity in all aspects of our work so that our organization serves and reflects the diversity of New Jersey and Eastern Pennsylvania."  How would you like to see this value expressed in our work?  How would you implement this core belief at the Board level?

*Achieve greater racial and ethnic diversity on the board*. COT

*I think this value is expressed in our work in the vast breadth of our performers. From a Board standpoint, I would like to see greater geographic diversity.* COT

*Diversity to me is a variety of perspectives which arise from upbringing, education and life experiences. It includes not just age, ethnic and gender diversity, but also diversity in skills, competencies, philosophies and life experiences. I'd like to see the Board be very specific about it's diversity goals and track its progress against those goals.* COT/EXCo

*always keep it in mind*

*I believe that diversity is a priority, and I know that the higher socioeconomic audience brings in the big monies for our fundraisers, but I feel we are not promoting/fundraising at a lower level as we should, even though the returns may be less*. Dazzle/Development

*I do suggest we examine how diversity is represented and taught about in the art workshops/residencies/performances to ensure student participants understand the roots, traditions, and beliefs of diverse cultures, including their own, and not potentially learning misappropriation of art forms or cultural artifacts. Though I'm certain YA does not promote it, we may want to help the artists be aware of some common issues and missteps that occur in arts education around cultural diversity and teach them culturally responsive techniques of teaching rather than more traditional multicultural models*. Arts Education

*It seems like we have not established a strong foothold or reputation in Eastern Pennsylvania*. COT

*As noted in #8, the Board is working hard to achieve this. At our most recent Board meeting I realized how economic diversity is especially challenging.*

*Diversity addresses not just racial and gender differences but economic and thought distinctions. I would like to see us continue to add board members of various backgrounds and circumstances.* COT

*greater diversity on Board* COT

*Is there a way for us to become better know to one another - instead of just being a number in a kind of informal quota system* COT

*I think we need a shared understanding of what diversity, inclusion and equity mean for YA and what we will do about it given our mission. This can't be a check the box exercise. ALL*

*I think this value is expressed well in the organization's work and there is good attention to continuing to improve. On the board level, continued work to build a board that reflects the perspectives of the wide community the organization serves will be important to implement this core belief.* COT

*I think that, by having and continuing to have the conversations about the need to reflect our population is important to learning to deal with whatever diversity means to each person. The ability to meet people where they are in that learning process also seems important. I feel strongly that the celebration of the diversity of people is core to our organization in every aspect (ie not limited to the obvious). It gives us a richer garden to plant in (well it is spring!) with more chance of growth and whatever it is called when something bears fruit*. ExCo

*In our work, I would like to see us develop more programs targeted to helping children understand different cultures through explicit messages. Perhaps we are already doing this. At the board level, we need to work to increase diversity of all kinds, especially ethnic and geographical diversity. We must make certain that our board continues to be welcoming to all new board members. We are really good at this. It will help us retain trustees from different backgrounds and perspectives*. Arts Education/COT

*I would like to see it reflected in all aspects of our administration, programs/artists, and board. We should take purposeful look at all aspects of our work and test ourselves to be sure we are living up to this value. A committee of board and staff may be useful to ensure that we embark and stay on this journey together*. ExCo

*I think we would be well served if we were able to get a "customer" or two on the board. Either a parent or past student who could share his/her perspective on what it meant to be touched by YA. He/she would be uniquely positioned to help us maintain some objectivity and maintain focus on our mission. This could also help us add socio-economic diversity to the board* COT

# Q11 Our committees are: Arts Education, Benefit/Dazzle, Finance, Audit, Committee on Trustees, Planning & Institutional Advancement, and Development. Our task forces are: Advocacy, Personnel and Sales & Marketing. Do we have the right committees/task forces? How can they be more effective?

The majority of Trustees feel that, at this point, we have the right committees. There were several comments related to committees vs. task forces - clarifying the differences between them and re-evaluating the classification of our groups, with an effort towards maximizing productivity and minimizing Trustee/staff time. There was also a suggestion that we add a committee on research and evaluation or a very strong charge about research and evaluation, perhaps as part of Arts Education. One Trustee felt we might want to add a taskforce for Diversity, Equity, and Inclusion to help guide our work. Arts Ed

*I wonder if, as some organizations do, it might make sense to include some representatives on committees who may not be board members* COT

*As a fairly new board member, I would like to have a better understanding of what each of the committees does/has done. That would allow me to offer suggestions.* COT

*I think they're broadly right. I think the Benefit/Dazzle committee should change its name to be some form of fundraising (maybe grassroots so as to be distinct from development and institutional advancement). By labeling it Benefit/Dazzle, it is focus on an event rather than the need. Focusing on the need might allow for a broader perspective in how to solve the challenges* COT/Dazzle

# Q12 How would you rate your own effectiveness as a YA Trustee?

# Specific comments were forward to the Board chair to follow up individually, as appropriate. Board Chair

# Q14 Assuming time and money were no object, what could you do for YA that you haven't done/been asked to do?

4 Trustees indicated they would be willing to host a cultivation event.

3 Trustees said they would like to introduce more people to the organization Development

Other comments: Belinda/Michele/Ann

*If money was no object, then I would provide additional financial support.*

*Be the PR person for YA and advertise in different formats to different audiences.*

*Bring a massive program sponsorship! Help represent the board/organization at state arts agencies organization events. Participate in arts lobbying and legislation. Attend monthly performances.*

*chair event*

*Alas, time and money are a limitation. If they were not, I would do staff development around program goal, curriculum and assessment.*

*Review the data we already have to create mini reports along the lines of "Did You Know" on the impact of arts education and experiences on the well being of students.*

*If we won the lottery, I'd set up a large endowment that would provide full GOS for the organization so that staff could just focus on the mission and expand our reach.*

*If only time and money were no object in all of life! I could develop a full-blown marketing plan. I could evaluate the effectiveness of the organization, with an eye to both formal and informal relationships/processes, and make a recommendation for optimization. I could evaluate geographic areas and target populations and determine which were priorities. I could give a jillion dollars annually and wipe out all budget woes. Alas, time and money are exactly the thing.*

# Q15 How might the Board make your trustee experience more productive and rewarding?

*I would enjoy getting to know fellow Trustees on an informal level, perhaps through team-building or ice-breaker type activities.* COT

*Meetings are held from September through June - It is when school is in session for me. It is hard for me to make meetings, and devote the time I would like to, to YA. Everyone has been very patient and understanding, and that is very much appreciated!* COT

*Newsletter* ??

*Get other board members engaged or cycled out*. COT

*Having a better succession plan would make me feel less worried about the future. I know it will work out but feel that it would be good for everyone to have an idea of the plan. I will, of course, be working on this.* COT

*If we could make the board meetings really tight and efficient, it would be great. It's a struggle to get to them and to the committee meetings so effective, efficient meetings would help me to feel that it was time well spent*. ExCo

# Q18 Additional Comments. Please share any suggestions, advice, or observations that might help strengthen the YA Board or the governance of the organization.

*Thanks for all the work you put into creating this, but it is too long. Also, there is no option if we don't know the answer. I would have liked to answer 'I don't know' to some of the questions.* COT

*Might help to add some new folks to the Development and COT committees each year to ensure that new ideas for board members and fundraising are considered. Keeping continuity but adding new voices each year may freshen up the work*. COT

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***By Committee***

ALL

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Executive Committee

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*Newsletter* ExCo

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Committee on Trustees

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*Get other board members engaged or cycled out*. COT

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*My priority area of focus (not included above) would be to continue to push the expansion of our programs both in terms of types of programs offered and number of children reached. Since I have joined the board, I have seen program sales decline every year. This would be accomplished through a combination of all of the priorities above as well as marketing efforts*. Education, Marketing/PR

*A priority must be developing and reporting on indicators of impact. We can start small and expand the data and the statements we can make as we gain more experience.* Arts Education

# Q10 The work of Young Audiences is guided by several core beliefs, one of these being that "All forms of diversity are valued, we strive to integrate diversity in all aspects of our work so that our organization serves and reflects the diversity of New Jersey and Eastern Pennsylvania."  How would you like to see this value expressed in our work?  How would you implement this core belief at the Board level?

*I believe that diversity is a priority, and I know that the higher socioeconomic audience*

*I do suggest we examine how diversity is represented and taught about in the art workshops/residencies/performances to ensure student participants understand the roots, traditions, and beliefs of diverse cultures, including their own, and not potentially learning misappropriation of art forms or cultural artifacts. Though I'm certain YA does not promote it, we may want to help the artists be aware of some common issues and missteps that occur in arts education around cultural diversity and teach them culturally responsive techniques of teaching rather than more traditional multicultural models*. Arts Education

*In our work, I would like to see us develop more programs targeted to helping children understand different cultures through explicit messages. Perhaps we are already doing this. At the board level, we need to work to increase diversity of all kinds, especially ethnic and geographical diversity. We must make certain that our board continues to be welcoming to all new board members. We are really good at this. It will help us retain trustees from different backgrounds and perspectives*. Arts Education/COT

# Q11 Our committees are: Arts Education, Benefit/Dazzle, Finance, Audit, Committee on Trustees, Planning & Institutional Advancement, and Development. Our task forces are: Advocacy, Personnel and Sales & Marketing. Do we have the right committees/task forces? How can they be more effective?

The majority of Trustees feel that, at this point, we have the right committees. There were several comments related to committees vs. task forces - clarifying the differences between them and re-evaluating the classification of our groups, with an effort towards maximizing productivity and minimizing Trustee/staff time. There was also a suggestion that we add a committee on research and evaluation or a very strong charge about research and evaluation, perhaps as part of Arts Education. One Trustee felt we might want to add a taskforce for Diversity, Equity, and Inclusion to help guide our work. Arts Education

Dazzle/Benefit

# Q8 If you could change one thing about the YA Board what would it be?

*I have mixed feeling about bringing in the school children to perform at Dazzle. On one hand it shows our donors what can be accomplished through arts education, and is a great opportunity for the children to shine. On the other hand, it is like we are busing in the poor kids from Camden to dance in front of the rich people. I am really torn, as I see it both ways. I wonder how others are viewing it* Dazzle/Benefit

# Q10 The work of Young Audiences is guided by several core beliefs, one of these being that "All forms of diversity are valued, we strive to integrate diversity in all aspects of our work so that our organization serves and reflects the diversity of New Jersey and Eastern Pennsylvania."  How would you like to see this value expressed in our work?  How would you implement this core belief at the Board level?

*I believe that diversity is a priority, and I know that the higher socioeconomic audience brings in the big monies for our fundraisers, but I feel we are not promoting/fundraising at a lower level as we should, even though the returns may be less*. Dazzle/Development

# Q11 Our committees are: Arts Education, Benefit/Dazzle, Finance, Audit, Committee on Trustees, Planning & Institutional Advancement, and Development. Our task forces are: Advocacy, Personnel and Sales & Marketing. Do we have the right committees/task forces? How can they be more effective?

*I think they're broadly right. I think the Benefit/Dazzle committee should change its name to be some form of fundraising (maybe grassroots so as to be distinct from development and institutional advancement). By labeling it Benefit/Dazzle, it is focus on an event rather than the need. Focusing on the need might allow for a broader perspective in how to solve the challenges* COT/Dazzle