



Young  
Audiences  
Arts for  
Learning



## 2017-2018 Young Audience Arts for Learning Affiliate Guide

An Introduction to Network Programs  
Events, Grants, Governance and Reports

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Jones Soda Photography Residency

## INTRODUCTION AND DIRECTORY

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For sixty-five years, Young Audiences, Inc. (YAI) has been a leader in the field of arts in education nationwide. The Young Audiences national office, located in midtown Manhattan, offers a rich variety of network-wide programs, grants and funding support, conferences and administrative resources for Young Audiences' affiliate staff members, teaching artists and trustees for the benefit of individual communities and the YA national network.

Welcome to Young Audiences Arts for Learning. We look forward to working with you.

### National Office

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#### Address

Young Audiences, Inc.  
171 Madison Avenue, Suite 200  
New York, NY 10016-5110  
Tel: (212) 831-8110  
Fax: (212) 289-1202

#### Travel Directions

The Young Audiences national office is located Madison Avenue between East 33<sup>rd</sup> and 34<sup>th</sup> Street. We are one block east of the Empire State Building.

The nearest subway stops are Lexington Avenue 33<sup>rd</sup> Street Station (#6 Train) and Herald Square Station (B, D, F, V and N, Q, R, W trains and PATH trains to lower Manhattan and New Jersey). Pennsylvania Station (NJ Transit, Long Island Railroad and Amtrak) is located at 33<sup>rd</sup> Street and Seventh Avenue. Grand Central Station (Metro North) is located at 42<sup>nd</sup> Street and Park Avenue. Both stations are a 10 to 15-minute walk from our office.

**Website and Social Media:** [www.youngaudiences.org](http://www.youngaudiences.org)



Young Audiences - National



@YoungAudiences\_



young\_audiences

#### National Staff

**David A. Dik**, *National Executive Director* ([david@ya.org](mailto:david@ya.org)) x103

**Jane C. Bak**, *Director of National Services* ([jane@ya.org](mailto:jane@ya.org)) x100

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**Susan Loeb**, *Bookkeeper* ([susan@ya.org](mailto:susan@ya.org)) x110

## Affiliate Network

<p><b>Young Audiences Contact List October 2017</b></p> <p><b>Young Audiences, Inc. (National Office)</b> David A. Dik, National Executive Director <a href="mailto:david@ya.org">david@ya.org</a> (212) 831-8110</p> <p><u><a href="#">AFFILIATES</a></u></p> <p><b>Arkansas Learning Through the Arts</b> Craig Welle, Executive Director <a href="mailto:Cmwelle2@gmail.com">Cmwelle2@gmail.com</a> (214) 676-0222</p> <p><b>ArtsNow, Inc.</b> Pam Walker, President &amp; CEO <a href="mailto:pam@artsnowlearning.org">pam@artsnowlearning.org</a> (678) 654-0677</p> <p><b>Arts Council of Kern/ Arts for Learning</b> David Gordon, Executive Director <a href="mailto:David.Gordon@kernarts.org">David.Gordon@kernarts.org</a> (661) 324-9000</p> <p><b>Arts for Learning Connecticut</b> Eileen Carpinella, Executive Director <a href="mailto:ecarpinella@yaconn.org">ecarpinella@yaconn.org</a> (203) 230-8101 x13</p> <p><b>Arts for Learning Indiana</b> JoEllen Rossebo, President &amp; CEO <a href="mailto:jrossebo@artsforlearningindiana.org">jrossebo@artsforlearningindiana.org</a> (317) 925-4043 x 115</p> <p><b>Arts for Learning Miami</b> Sheila Womble, Executive Director <a href="mailto:Sheila@a4miami.org">Sheila@a4miami.org</a> (305) 576-1212</p> <p><b>Arts for Learning San Diego</b> Tara Graviss, Executive Director <a href="mailto:tara@artsforlearningsd.org">tara@artsforlearningsd.org</a> (619) 282-7599</p> <p><b>Arts Partners</b> Penny Vogelsang, Interim Exec. Director <a href="mailto:info@artspartnerswichita.org">info@artspartnerswichita.org</a> (316) 262-4771</p> <p><b>Big Thought (Young Audiences of North Texas)</b> Ed Meier, Interim Director (214) 520-0023</p>	<p><b>Center for Arts-Inspired Learning</b> Marsha Dobrzynski, Executive Director <a href="mailto:marsha@arts-inspiredlearning.org">marsha@arts-inspiredlearning.org</a> (216) 561-5005</p> <p><b>Chicago Arts Partnerships in Education (CAPE)</b> Amy Rasmussen, Executive Director <a href="mailto:arasmussen@capeweb.org">arasmussen@capeweb.org</a> (312) 870-6140</p> <p><b>Kansas City Young Audiences</b> Martin English, Executive Director <a href="mailto:menglish@kcya.org">menglish@kcya.org</a> (816) 531-4022 x1012</p> <p><b>Springboard to Learning</b> Cathy Hartmann, Executive Director <a href="mailto:chartmann@springboardstl.org">chartmann@springboardstl.org</a> (314) 768-9670</p> <p><b>Think 360 Arts for Learning</b> Mike Johnson, Interim Exec. Director <a href="mailto:mike@think360arts.org">mike@think360arts.org</a> (720) 904-8890</p> <p><b>Young Audiences of Abilene</b> Diane Hunt, Executive Director <a href="mailto:diane@abilenecac.org">diane@abilenecac.org</a> (325) 677-1161</p> <p><b>Young Audiences of Houston</b> Mary Mettenbrink, Executive Director <a href="mailto:mary@yahouston.org">mary@yahouston.org</a> (713) 520-9267</p> <p><b>Young Audiences of Louisiana</b> Rickie Nutik, Executive Director <a href="mailto:rickie@ya4la.org">rickie@ya4la.org</a> (504) 523-3525</p> <p><b>Young Audiences of Maryland</b> Stacie A. Sanders, Executive Director <a href="mailto:stacie@yamd.org">stacie@yamd.org</a> (410) 837-7577 x11</p> <p><b>Young Audiences of Massachusetts</b> Julie McConchie, Executive Director <a href="mailto:jfmconchie@yamass.org">jfmconchie@yamass.org</a> (617) 629-9262</p> <p><b>Young Audiences New Jersey &amp; Ea. PA</b> Michele Russo, President &amp; CEO <a href="mailto:mrusso@yanjepa.org">mrusso@yanjepa.org</a> (609) 243-9000 x208</p> <p><b>Young Audiences New York</b> Eileen Doyle, Executive Director <a href="mailto:edoyle@yany.org">edoyle@yany.org</a> (212) 319-9269</p>	<p><b>Young Audiences of Northeast Texas</b> Amy Baskin, Executive Director <a href="mailto:exec@yanetexas.org">exec@yanetexas.org</a> (903) 561-2787</p> <p><b>Young Audiences of Northern California</b> John Alecca, Executive Director <a href="mailto:john@ya-nc.org">john@ya-nc.org</a> (415) 974-5554 x7260</p> <p><b>Young Audiences of Oregon &amp; SW Washington</b> Cary Clarke, Executive Director <a href="mailto:cary@ya-or.org">cary@ya-or.org</a> (503) 225-5900</p> <p><b>Young Audiences of Rochester</b> Lydia Boddie-Rice, CEO <a href="mailto:lbr@yarochester.org">lbr@yarochester.org</a> (585) 530-2060 x209</p> <p><b>Santa Cruz County Arts for Learning, AZ</b> <i>Executive Director to be announced</i></p> <p><b>Young Audiences of Southeast Texas</b> Stacie Jannise, Executive Director <a href="mailto:yasetx@aol.com">yasetx@aol.com</a> (409) 835-3884</p> <p><b>Young Audiences of Southwest Florida</b> Mary Vance Duggan, Exec. Director <a href="mailto:president@arts4learningSWFL.org">president@arts4learningSWFL.org</a> (845) 527-6040</p> <p><b>Young Audiences of Virginia</b> Christine Everly, Chief Executive Officer <a href="mailto:yav.ceo@gmail.com">yav.ceo@gmail.com</a> (757) 961-2848</p> <p><b>Young Audiences of Western New York</b> Naomi Pabon-Figuero, Interim Executive Director <a href="mailto:program@yawynny.org">program@yawynny.org</a> (716) 881-0917</p>
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## NETWORK PROGRAMS and INITIATIVES

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**Arts for Learning (A4L)** is a research-based, arts-integrated literacy program that blends the creativity of the arts with learning sciences to improve student performance in reading and writing. Since its creation in 2005 in collaboration with the design team from the University of Washington, A4L has served over 70,000 students nationwide and is recipient of three federal grant awards from the Department of Education.

Delivered by a classroom teacher who has received training from YA program staff, A4L workshops, which focus on an art form, are built around one or more literary works. The workshops are augmented by extended residencies led by artists of various disciplines. Multiple independent evaluations of A4L, conducted by WestEd have shown a pattern of increased student achievement against challenging literacy standards. **Arts for Learning Research Reports** ([WestEd Charleston Year 3 Report on Student Impacts](#) and [WestEd i3 Beaverton Report on Student Impact Finding from Years 1, 2 and 3](#)) are available on the Young Audiences website ([www.youngaudiences.com/artsforlearning](http://www.youngaudiences.com/artsforlearning))

Additionally, the **Arts for Learning Online Curriculum** supports professional learning, implementation, assessment and peer-to-peer learning opportunities for teachers, teaching artists and students with a robust selection of interactive tools and an easy to use interface. For a sample of the curriculum logon to the Young Audiences website ([www.youngaudiences.com/artsforlearning](http://www.youngaudiences.com/artsforlearning))

### **Young Audiences Emerging Leaders Institute (ELI)**

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The Young Audiences Emerging Leaders Institute identifies and nurtures the next generation of Young Audiences leaders. The year-long program offers network staff members an opportunity to strengthen their administrative skills and become the new leaders in the arts in education field.

Participants in the Emerging Leaders program meet two times a year and participate in a variety of webinars and peer- to-peer activities. Emerging Leaders explore management disciplines, including leadership, program design, marketing and fund development. The sessions include brief lectures, small group discussions, coaching and feedback. In addition, each participant develops a strategic project of their own choosing which they implement in their affiliate.

Since 2011, the Young Audiences Emerging Leaders Institute has been supported by The American Express Foundation and Southwest Airlines. For more information, contact David A. Dik ([david@ya.org](mailto:david@ya.org)).

## Jones Soda Photography Program

In partnership with Jones Soda, Young Audiences has developed a ten-week residency to teach children about the art of photography. The first residency in 2014 was given at the Urban Promise Academy in Oakland, CA. Jones' photographer and designer Victor John Penner, led workshops where students used cameras donated by GoPro. And for 2015 and 2016, Jones sponsored residencies for YA's affiliate in Cleveland, The Center for Arts Inspired Learning. The programs were given at St. Martin de Porres high school and Oliver H. Perry Elementary School. In these residencies, students learned about digital photography skills and the history of photography. At the end of the residency, photographs by two students were printed on nationally-distributed Jones Soda bottles. Young Audiences hopes to expand the program to even more YA affiliate communities around the country. To learn more, go to the link on the YA website: [www.youngaudiences.org/why-arts/jones-soda-young-audiences-announce-cleveland-residency-photo-winner](http://www.youngaudiences.org/why-arts/jones-soda-young-audiences-announce-cleveland-residency-photo-winner)

## Signature Core Programs

All Young Audiences Arts for Learning affiliates strive to design and present programs of the highest quality. All Young Audiences programs should incorporate these signature elements: students should **experience** the art form, **understand** the art form, **create** the art form and **connect** their learning to other areas of study of life skills. All Young Audiences' programs should be outcome based, place the student at the center of learning, have clearly stated goals that connect to core curriculum standards, and foster a child's creativity and self-expression.

## National Coalition for Core Arts Standards (NCCAS)

Young Audiences Arts for Learning was designated as a Leadership Partner in 2013 for the development of new national standards in Dance, Media Arts, Music, Theatre and Visual Arts. As a member of the National Coalition for Core Arts Standards (NCCAS), affiliates had an unprecedented opportunity to review these standards and advocate for their adoption at the state level.

NCCAS is a coalition of national arts and education organizations and media arts representatives that developed and completed the new standards in June 2014. The new, voluntary grade-by-grade web-based standards are intended to affirm the place of arts education in a balanced core curriculum, support the 21st-century needs of students and teachers, and help ensure that all students are college and career ready. Access the new web site: [www.nationalartsstandards.org](http://www.nationalartsstandards.org) More information about NCCAS can be found at [www.nccas.wikispaces.com](http://www.nccas.wikispaces.com)

<u>Affiliate Program Participation</u>	A4L Curriculum	Arts Partners	Emerging Leaders Institute	YA Sales Force	Jones Soda Photography Program
Arkansas Learning Through the Arts					
ArtsNow					
Arts Council of Kern / Arts for Learning			<input checked="" type="checkbox"/>		
Arts for Learning Connecticut*			<input checked="" type="checkbox"/>		
Arts for Learning Indiana	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Arts for Learning Miami			<input checked="" type="checkbox"/>		
Arts for Learning San Diego			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Arts Partners/Wichita*		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Big Thought		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Center for Arts-Inspired Learning	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Chicago Arts Partnerships in Education			<input checked="" type="checkbox"/>		
Kansas City Young Audiences		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Springboard to Learning	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Think 360 Arts for Learning				<input checked="" type="checkbox"/>	
Young Audiences of Abilene			<input checked="" type="checkbox"/>		
Young Audiences of Houston	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Young Audiences of Louisiana*	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Young Audiences of Maryland*	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Young Audiences of Massachusetts			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Young Audiences New Jersey & Ea. PA	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Young Audiences New York			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Young Audiences of Northeast Texas			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Young Audiences of Northern California			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Young Audiences of Oregon and SW WA	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Young Audiences of Rochester*	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Young Audiences of Santa Cruz County					
Young Audiences of Southeast Texas					
Young Audiences of Southwest Florida					
Young Audiences of Virginia	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
Young Audiences of Western New York	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

\* Regional sponsoring organization for *Wolf Trap Institute for Early Learning Through the Arts*



## CERTIFICATION

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**The YA Certification Program** helps YA affiliates improve the quality of their programs and operations. A Certification team comprised of nationally recognized arts and education professionals and an experienced YA executive director conduct an on-site visit of two-to-three days using the framework provided by the affiliate's Self-Evaluation. Together, the team and the affiliate: a) identify areas of program, administrative and financial operations that have the greatest need and potential for achieving improvement over the next five years; and b) make recommendations of strategies for achieving these outcomes. The *Young Audiences Certification Manual* provides an overview of the certification process. Three to four affiliates are selected for Certification each year. For more information, please contact Jane Bak ([jane@ya.org](mailto:jane@ya.org)).

## CONFERENCES

### **Annual Leadership Forum**

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This year, the annual **Leadership Forum** for Young Audiences Arts for Learning network board and executive staff members will take place on October 20 in New York City coinciding with the annual National Gala, on October 19 at the Mandarin Oriental on Columbus Circle in New York City. The conference offers opportunities for staff and board leaders to meet in informal job- alike sessions and to participate in an intensive series of hands-on workshops led by expert consultants. In recent years, the Leadership Forum has focused on one or a few topics, including curriculum integration, diversity, strategic planning, community collaborations, the application of new technologies, and strategies for addressing financial challenges. This is an internal focused conference intending to build and sustain the Young Audiences Arts for Learning affiliate network.

The **2017 Leadership Forum** will take place on **October 20<sup>th</sup>** at the Princeton Club, 15 West 43<sup>rd</sup> Street. The national office will provide a list of hotels in Midtown Manhattan. For more information, please contact Jane Bak ([jane@ya.org](mailto:jane@ya.org)).

### **National Art-in-Education Conference**

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The **National Arts-in-Education Conference** is scheduled each spring in a YA affiliate community. The conference provides an opportunity for board members, staff, artists and colleagues in the field to share ideas, review trends, and broaden individual perspectives. In 2018, the conference will focus on capacity building for all elements of the YA affiliate network. The National organization will offer a subsidized conference fee to YA affiliates to encourage participation.

The 2018 National Arts in Education Conference will be held **April 5-7 at Le Meridien Denver Downtown** hosted by our Denver affiliate Think 360 Arts for Learning.

## GRANTS, FUNDING OPPORTUNITIES & TECHNICAL SUPPORT

### **Affiliate Development Fund**

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The **Affiliate Development Fund** (ADF) grant program seeks to assist affiliates in building capacity in specific areas of their ongoing operations to advance their programs and services for children and youth. Affiliate Development Fund applications and guidelines for FY 2018-19 will be distributed to the network in January, and proposals will be due March 2018.

A panel of arts education professionals recommends applications for funding and finalists will be announced in May 2018. Awarded proposals will fund initiatives beginning July 1, 2018. For more information, please contact Jane Bak ([jane@ya.org](mailto:jane@ya.org)).

### **Affiliate Support Fund**

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**Affiliate Support Fund** (ASF) grants offer affiliates support for development and capacity-building initiatives in such areas as strategic planning, artist training, program and assessment development, technology, board and staff development, marketing and fund raising.

Affiliate Support Fund application process will run concurrent with the Affiliate Development Fund timeline; application and guidelines for FY 2018-19 will be distributed to the network in January, and proposals will be due March 2018. Eligible affiliates can apply for either ASF or ADF funding, but not both in any given year.

Awarded proposals will fund initiatives beginning July 1, 2018. For more information, please contact Jane Bak ([jane@ya.org](mailto:jane@ya.org)).

### **The Katie Lynn Fund**

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The **Katie Lynn Fund**, established in April 2015, is intended to provide orientation opportunities and technical assistance to executive directors who are new to the YA network. This memorial fund acknowledges the significant service and dedication Katie Lynn provided to the Network during her tenure as Executive Director of Arts Partners Wichita, and her service as President of the network's Executive Director Council.

New executive directors may apply to Katie Lynn Fund on an as needed basis. All applications will be reviewed within 30 days of the request. The requests for funding assistance may include:

- arranging a “mentor” visit with fellow executive director
- defraying travel expenses for a visit to an affiliate office
- underwriting specific professional development or other consultant services
- covering expenses for attendance at an ED Council Meeting and/or the annual National Young Audiences Conference

*Eligibility: Only **new** affiliate executive directors can apply and, for this grant, a **new** executive director is defined as an individual who has served as an executive director for 18 months or less. A new executive director may submit only one application to the fund. Prior to receiving a grant, the executive director must commit to attending the two Executive Directors Council meetings held in April and October. A Katie Lynn Fund grant request can be used to fund travel expenses to these meetings if the affiliate hasn't already included those associated travel expenses in their current budget.*

*To Apply: write a letter (two pages' maximum) that includes: a brief description of the purpose of the request, explain the need and anticipated outcomes of the request; include a budget and timeline. Send the application electronically to Jane Bak (jane@ya.org) at the National office; she will forward your request to the Executive Directors Council treasurer.*

In consultation with the National office, the treasurer, a second officer and one additional executive director will review the request and notify the applicant of approval. The maximum grant award is \$750, and requires a 2 to 1 match--the affiliate must match half of the proposed award up to \$375. All grants are awarded based on available funds.

## **YAMoodle Platform**

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In March 2015, YA launched a new online platform using the open source application called Moodle. Moodle is a sophisticated Learning Management System (LMS) used by universities world-wide to help educators create online courses with a focus on interaction with their virtual community.

YA staff and board members can use YAMoodle as a hub to submit, edit and collaborate on various YA projects and initiatives. To access Moodle, go to [www.yamoodle.org](http://www.yamoodle.org). Executive Directors have access to financial information, historical documentation and other sensitive data located in their affiliate's course. Please contact

David Dik ([david@ya.org](mailto:david@ya.org)) to gain access to your YAMoodle account. Once logged in, we highly suggest that you change your password for security purposes.

## YASalesForce

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SalesForce is a Constituent Management System that has been adopted by sixteen YA affiliates, with at least three more preparing to join this year. YASalesForce merges scheduling, communications and invoicing functions. The Salesforce Foundation provides 10 free licenses per non-profit organization. YASalesForce users receive online support and technical assistance and join a YA user community. To join YASalesForce, there are initial costs by the affiliate to develop their YASalesforce instance, of which some of these costs are covered by YAI. There are also optional enhancements available for an additional fee including a *Calendar App*, an *Artist Portal*, and synchronizing YASalesforce to your affiliate financial software package. Interested affiliates should contact David Dik [david@ya.org](mailto:david@ya.org) for more information.

## Best Practices

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**Best Practices** awards recognize initiatives and strategies implemented by YA affiliates; the awards also encourage idea sharing throughout the network. When made available, YA affiliates are invited to submit a Best Practice. The on-line application requires: a brief description of the Best Practice; a summary of the costs involved and an outline of how the practice worked. A review panel adjudicates all entries and selects the recipient(s). Copies of all Best Practice entries are distributed and archived for future reference.

## Financial Technical Assistance

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YA National financial staff is available as a resource to affiliates. For specific questions about best practices, non-profit accounting, etc. please contact the Director of Finance Nicole Fix at [nicole@ya.org](mailto:nicole@ya.org).

Financial staff is also available to provide more in-depth fiscal consultancies. This service is tailored to the specific needs of the affiliate and may include advising on financial presentation, accounting systems, budgeting and financial management.

To be considered for a fiscal consultancy, please complete the "Fiscal Consultancy Intake Form" located on Moodle. In general, the National office will accommodate affiliate requests on a first come first served basis. Other considerations when reviewing affiliate requests are: urgency and the National Office's ability to fulfill the request.

## NETWORK STRUCTURE AND GOVERNANCE

### **The Affiliate Network**

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Young Audiences Arts for Learning is structured as a federation comprised of 30 independent 501 (c) (3) affiliates. Each affiliate is a separately incorporated entity, associated with Young Audiences, Inc. and the YA network by an affiliation agreement. The agreement summarizes the areas of responsibility of affiliates and Young Audiences, Inc.

Young Audiences, Inc. is a national organization established for the purpose of supporting arts-in-education programs provided to schools, families and communities. Because of the wide scope and diversity of YA network affiliates, ranging from large statewide affiliates to small community-based organizations, YA operations vary greatly. However, the common characteristics of all affiliates are the dedication to the mission and value proposition of Young Audiences, identification as an affiliate of the YA national network, and participation in network programs.

### **National Board**

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The Young Audiences National Board is comprised of trustees who donate substantial time and financial support to help further YA's mission. The YA National Board of Directors is an active, working board and the members participate in meetings and conferences on a regular basis. Attendance at YA events and a willingness and ability to act as champions for the organization are important responsibilities of YA directors.

### **National Advisory Committee**

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Young Audiences helps coordinate appearances by National Advisory artists who perform, conduct master classes and/or make public appearances on behalf of YA affiliates and the arts-in-education field. As affiliates learn that National Advisory artists are scheduled to appear in their communities, they may contact the National office to discuss how to arrange a personal appearance by an artist.

### **Executive Directors Council**

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YA affiliate executive directors are invited to join the Executive Directors Council, which meets twice a year: at the annual Fall Leadership Forum held in New York City and at the annual National Arts-in-Education Conference, held in a YA city each spring. Additionally, the Council members participate in periodic video conference calls.

## Policies and Procedures:

### Governance

- 1) Chair: Convenes and presides at meetings, forms agenda in collaboration with other officers and serves as a liaison to the national organization and as a member of the National YA board.
- 2) Secretary: Maintains up-to-date e-mail list of ED Council members and records minutes.
- 3) Treasurer: Provides financial reports to ED Council.

Officers are elected for two-year terms, and can be renewed once by election.

### Council Dues

Monies are collected for the ED Council Fund annually at the current rate of \$200. Monies may be used to support and further the ED Council's agenda as determined by a two-thirds majority vote of the Council.

*Expenditures may fall in the following categories:*

- 1) To commission professional services, legal advice, consultants, research, and professional development;
- 2) To subsidize administration, travel and meeting expenses for any convening of the Council or its committees and/or working groups that are not subsidized in some other way;
- 3) To support and acknowledge the contributions of EDs and/or others in the YA network as deemed appropriate.

### Participation in Council Meetings

- 1) One vote per affiliate. The primary person acting in the capacity of an Executive Director will hold outside of this definition may attend with approval of the ED Council.
- 2) Rules of engagement: all conversations are confidential at Council Meetings. To promote open discussion, this commitment to confidentiality must be maintained by all members.

### Participation on National Board Committees

A YAI board committee term for Executive Directors is three years, with the Executive Directors eligible for a second term. The Council maintains continuity by rotating members with staggering terms.



## NETWORK CONTRIBUTIONS AND REPORTS

### Cooperative Funding Support

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YA cooperative funding fees help underwrite programs in support of the national YA network. In accordance with an agreement between YAI and YA affiliates, each affiliate contributes a percentage of its annual revenue, based on a percent scale that decreases as the affiliate's income increases. The Cooperative Funding formula is based on an affiliate's prior year's revenue. In exceptional cases of hardship or dramatic changes in affiliate income, Cooperative Funding may be based on an average of the three previous fiscal years.

The Cooperative Funding fee is automatically calculated in the Affiliate Report. FY 2018 Cooperative Fees will be based on each Affiliate's FY 17 revenue it is important to submit the completed Affiliate Report promptly by **August 31, 2017**. Cooperative Funding payments begin in **September**. For more information, please contact Nicole Fix ([nicole@ya.org](mailto:nicole@ya.org)) or David Dik ([david@ya.org](mailto:david@ya.org))

### Affiliate Profile

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The National office publishes an annual Affiliate Profile for all network affiliates. The Affiliate Profile is a statistical portrait of YA affiliate program activities, administrative infrastructure and financial information based on data gathered from the annual **Affiliate Report**.

The Affiliate Profile presents individual affiliate data along with network averages in areas such as corporate, foundation and individual giving; school income; artist fees and staff expenses; board and staff profiles.

### Affiliate Report

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Each year, the national office asks affiliates to complete a YA Affiliate Report. The Affiliate Report provides the National office with an annual statistical summary of affiliate operations in the key areas of administration, program, income and expenses, and demographic information. The Affiliate Report is used to compile the annual Affiliate Profile. The Affiliate Report is composed of three sections and due dates for 2017 are as follows: Organizational Profile is due **July 10**, the Implementation Profile **August 15** and the Financial Profile **September 1**. The report forms can be found and submitted through [www.yamoodle.org](http://www.yamoodle.org).

## PUBLIC RELATIONS AND MARKETING

### Website and Social Media

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The National organization's web site [www.youngaudiences.org](http://www.youngaudiences.org) is an interactive and easy-to-use platform that reflects the work of Young Audiences' 30 affiliates and the field. The web site features the latest news about the YA network programs, current initiatives, case studies and links to all the affiliate web sites. If your affiliate has news or information about your programming that you would like to be published online, please forward to David Dik [david@ya.org](mailto:david@ya.org).

### Promotion and Advocacy

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**Promotional items** with the Young Audiences Arts for Learning logo are available. Each year, the national YAI **Annual Report** is published and free copies are available to the network, and can be downloaded by going to the Young Audiences web site [www.youngaudiences.org](http://www.youngaudiences.org).

White **Presentation Folders** with the YA logo on the front are available and cost 75 cents each. To order, contact [jane@ya.org](mailto:jane@ya.org).

**Young Audiences Week** occurs annually in March/April and focuses national attention on YA affiliates' arts-in-education programs through press releases, Congressional, Senate, and White House recognitions. For information, contact David Dik ([David@ya.org](mailto:David@ya.org)).

For affiliates who wish to engage in **Advocacy** efforts at the federal level, we are happy to arrange site visits to congressional offices in Washington, DC and at the district office in your community. For information, contact David Dik ([David@ya.org](mailto:David@ya.org)).

### YA Graphic Standards

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Recognition of **Young Audiences Arts for Learning** depends on the widespread and consistent application of the YA logo with use of the New Century School Book font and sun symbol. A unified identity gives a consistent look to YA network communications. Each YA affiliate, project or initiative becomes readily identifiable as part of the whole. Individual impact is increased and general recognition of YA is reinforced. Affiliates should use the sun logo in all their print and online promotions and communications.

The **YA Graphic Standards** manual explains the components of the YA identity, defines its graphic design standards and illustrates how these standards are applied. *Copies of the logo and the Graphic Standards manual are available in electronic and print formats.* An appendix to the Logo Guidelines booklet provides an update of branding requirements.

A bright yellow sun, drawn in the classic simplicity of a child's hand, and the name Young Audiences in the New Century School Book font has been the official symbol of Young Audiences since 1971. It is evocative of warmth, strength, growth, creativity and imagination. The logo was created by renowned designer Ivan Chermayeff, of Chermayeff & Geismar.

In 2005, Chermayeff updated the logo, incorporating the same sun image and lettering but adding a defining declaration to our name: **Young Audiences Arts for Learning**. The new logo is intended to make a connection between "who" we are and "what" we do. It defines the nature of YA programs and our mission: to inspire young people and expand their learning through the arts.

For more information on use of the logo and affiliate logo lockups, please contact David Dik ([david@ya.org](mailto:david@ya.org)).

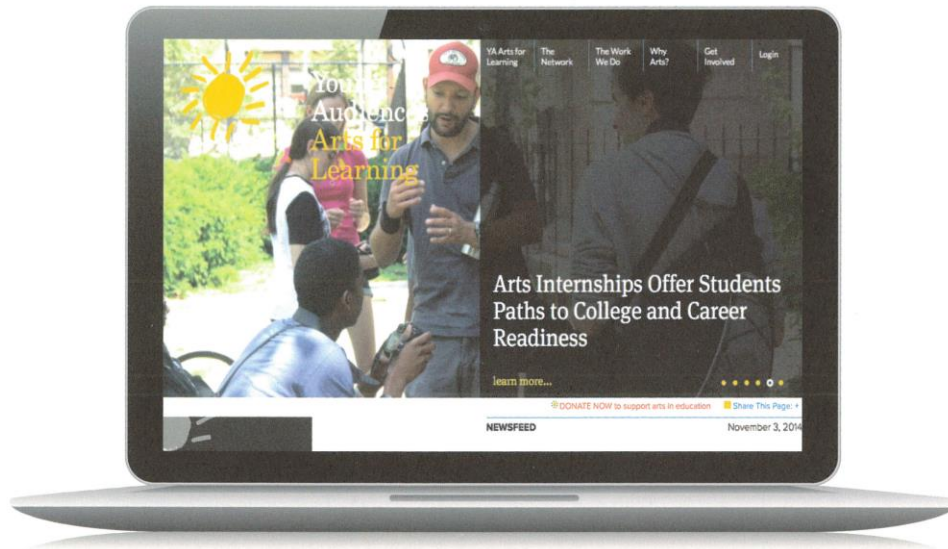
## The National Young Audiences Arts for Learning Network

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Arkansas Learning Through the Arts  
Arts Council of Kern / Arts for Learning  
Arts for Learning Connecticut  
Arts for Learning Indiana  
Arts for Learning Miami  
Arts for Learning San Diego  
Arts Partners  
ArtsNow  
Big Thought  
Center for Arts-Inspired Learning  
Chicago Arts Partnerships in Education  
Kansas City Young Audiences  
Springboard to Learning  
Think 360 Arts for Learning  
Young Audiences of Abilene

Young Audiences of Houston  
Young Audiences of Louisiana  
Young Audiences of Maryland  
Young Audiences of Massachusetts  
Young Audiences New Jersey & Ea. Pennsylvania  
Young Audiences New York  
Young Audiences of Northeast Texas  
Young Audiences of Northern California  
Young Audiences of Oregon and SW Washington  
Young Audiences of Rochester  
Young Audiences of Santa Cruz County  
Young Audiences of Southeast Texas  
Young Audiences of Southwest Florida  
Young Audiences of Virginia  
Young Audiences of Western New York



*For the most up-to-date information about the Young Audiences Arts for learning network go to [www.youngaudiences.org](http://www.youngaudiences.org)*

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[www.youngaudiences.org](http://www.youngaudiences.org)  
[www.arts4learning.org](http://www.arts4learning.org)



Young  
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*Inspiring young people and expanding their learning through the arts for 65 years*

