

Setting the Stage for

Active Learning

Young Audiences Inc.
Annual Report 2011



Young
Audiences
Arts for
Learning

Young Audiences Arts for Learning is the nation's leading source of arts-in-education programs and services. Since 1952, Young Audiences has advanced the artistic and educational development of school students by bringing young people together with professional artists in all disciplines to learn, create and participate in the arts. YA Arts for Learning envisions a future in which the nation's children and youth will have the opportunity to engage in quality arts learning experiences that nurture creativity, build cultural understanding and enhance the development of their learning and life skills.



We are born learners.

Anyone who has watched an infant grow into a toddler can attest to that. So, what goes wrong when we get to school?

Boredom and the subsequent conviction that school is irrelevant has led high school students to drop out at a rate of 30 per cent nationally; as much as double that percentage in some demographic groups and geographic areas. American test scores in science and math are abysmal compared to those of other developed countries.

Clearly, we have to find ways to engage students' interests. But, just as clearly, we can't simply leave children to do whatever they please, hoping they'll learn on their own the lessons that will help them succeed in school and throughout their lives. These lessons include not just the usual suspects, such as language, math, science and social studies, but, just as importantly, the 21st century skills: the ability to construct relationships among disparate pieces of information, to collaborate, to think creatively about problem-solving, to adapt to the new and unfamiliar.

At Young Audiences, we are honing our focus more and more on integrated arts methodologies that efficiently produce those outcomes for students which educators, parents, communities, and, ultimately, employers want. **Our goal is to put the needs — academic, social and emotional — of the whole child at the center of our work, and in so doing, help him or her become a lifelong, active learner.**



The model we advocate is at some variance with the traditional, hierarchical template for education. Under that regime, teachers disseminate information from above. Students receive, repeat, and, hopefully, retain it. Repetitive learning, as in rote drilling, can be an effective way to learn, but not for everyone, and not for every lesson.

Our emphasis on integrating the arts into learning fosters a different, more interactive type of repetition. By actively experiencing the material from numerous points of view, using various media, each child can pour his or her self into the learning process, in a sense customizing the lesson into a form that he or she can most easily enjoy and absorb. **Because the child experiences and re-experiences the material on a deeper, more personally relevant level, it is more meaningful and memorable.**

This is confirmed by “Reinvesting in Arts Education,” a report from the President’s Committee on Arts and Humanities, which states, “Neuro-Ed Initiative [brain science] researchers at Johns Hopkins hypothesize that arts integration, which emphasizes repetition of information in multiple ways, provides the advantage of embedding knowledge in long-term memory.”





From the same report: “Studies have now documented significant links between arts integration models and academic and social outcomes for students, efficacy for teachers, and school-wide improvements in culture and climate. Arts integration is efficient, addressing a number of outcomes at the same time.”

Throughout the Young Audiences network, affiliates are sharpening their efforts to use the arts to enlist and engage children as agents of their own learning and growth. **Among the most exciting and popular programs are those that fall under the heading of STEM to STEAM, that is, Science, Technology, Engineering and Mathematics programs that incorporate Arts into the curriculum.** In fact, STEM to STEAM figured prominently in the success of our national conference in Indianapolis this April, when Young Audiences of Indiana hosted 80 affiliate participants and explored the theme “Full Steam Ahead.”





Here is a sampling of programs our affiliates are offering to foster active learning:

Young Audiences of Northeast Ohio piloted a new STEM to STEAM initiative under the auspices of its existing ArtWorks program. In this initiative, teaching artists, educators and computer programmers empower learners to design computer games. In so doing, they incorporate diverse skills like teamwork, critical thinking, story development, visual and literary arts, music and sound effects creation and mathematical problem solving to complete their project.

Arts Partners Wichita book-ended a six-week STEM unit on the science of sound with Arts Partners workshops. It culminated in each of 210 seventh-grade students creating an instrument and a presentation demonstrating his or her understanding of the science of sound. Teachers collaborated with artists to interweave numerous music-related activities into the STEM unit to create a through-line of arts to pull the learning together.



Young Audience of Massachusetts offers Mass Movement, Inc. residency programs, with a menu of various dynamic dance and movement activities that can be tailored to the curriculum needs of a given class, from social studies to English language arts to science and mathematics.

Young Audiences New Jersey has multi-disciplinary artist-in-residency projects such as Science is ACT-ion, in which students conduct sequential, hands-on science workshops that involve journal writing, storytelling, playwriting and improvisational games, all culminating in a performance.

There are many more examples of Young Audiences affiliates' creative use of arts integration in the Affiliate Highlights section on page 14.

Young Audiences, Inc. is supporting our affiliates' efforts with a number of initiatives that strengthen the value of our work. **Our four signature elements – experiencing art, understanding art, creating art and connecting art to other learning – provide a unifying theme to our quality demonstrations, workshops and residencies.**









Arts for Learning Lessons, last year's recipient of a U.S. Department of Education's five-year, \$4,000,000 (13) grant, continues to roll out in the Beaverton School District with the help of Young Audiences of Oregon & SW Washington while the national education research organization WestEd continues to rigorously assess and document this program's effectiveness. **Assessment has come to be a particular strength of Young Audiences, as is evidenced by the recognition given us in The President's Committee on Arts and Humanities report for our performance criteria and processes in evaluating teaching artists.**

We are also working hard to spearhead professional development workshops and become a national resource for best practices in arts integration, both for our affiliates and organizations outside our network. Affiliates such as Arts for Learning/Miami and Gateway to the Arts/Pittsburgh, the newest addition to our network, are helping us enhance our reputation as a national leader in professional development programs. See the National Executive Director's letter on page 12 for more on our efforts in this area.

All these programs and undertakings are in pursuit of a single goal: to set the stage on which our children can step out and shine. We know that if we enable them to experience the arts, especially interwoven with modern educational techniques, they will reconnect with the enthusiasm and self-expression banked within. We just have to give them the tools to do what is, really, natural to every child: Try; Fail; Adapt; Learn; Succeed.



For Young Audiences Arts for Learning, 2011 was a productive and exciting year. As the nation's oldest and largest arts-in-education organization, we are a resource and partner to any school committed to using the arts to improve teaching and learning. Experiencing and

“In these difficult economic times, we neither underestimate nor are deterred by a greater need for funds to provide more and better programs and services for children, families, schools and communities.”

participating in the arts is a crucial part of each child's development; involvement in the creative process has something unique to provide in terms of nurturing self-expression and creativity. This year, Young Audiences' 30 affiliates presented 85,169 programs to five million children and youth in 6,232 schools.

Under the leadership of David A. Dik, Young Audiences' executive director, the organization

is making significant progress in achieving several key goals set forth in the network-wide strategic plan adopted by the board last year. We are creating new multi-arts and classical music residency programs, providing professional development and training opportunities for Young Audiences program and education staff and artists in our signature core services program model, and developing new technologies. And we welcomed a new affiliate, Gateway to the Arts, to the Young Audiences Arts for Learning network in April. As we continue to meet our goals, the network will strengthen and provide yet more robust arts-in-education programs for children and youth.

In these difficult economic times, we neither underestimate nor are deterred by a greater need for funds to provide more and better programs and services for children, families, schools and communities. We depend on enlightened individuals, corporations and foundations who recognize the importance of Young Audiences' work and who make our efforts possible through their generous support. This year, new and continuing Young Audiences programs were underwritten in part by grants from The Starr Foundation, The MetLife Foundation, American Express Foundation and the U.S. Department of Education.

We also mention with pride the success of our annual benefit held at the Waldorf=Astoria on November 18. We saluted two very special individuals that evening—board member Peter S. Kraus and his wife Jill—for their commitment to the arts and Young Audiences. Over 500 guests attended the gala, raising a record-breaking \$800,000 for Young Audiences programs. Our thanks to Peter and Jill for their outstanding friendship and support and to the Young People’s Chorus of New York City for its inspiring performance at the end of the evening.

This year, Young Audiences’ 30 affiliates presented 85,169 programs to five million children and youth in 6,232 schools.

All of these accomplishments would not be possible without the commitment and hard work of our fellow trustees. We were delighted to add two very distinguished individuals to our board of directors: Bob Kerrey, president emeritus of The New School, former governor and U.S. senator from Nebraska; and Daphne Kis, CEO at SheWrites.com, Strategy consultant at ContentNext Media, Inc. and advisor at Smart.fm. We welcome Bob and Daphne, confident that they will bring new insights and expertise to our already excellent group of trustees.

The arts are the cornerstone of a complete education. We remain steadfast in our commitment to elevate the stature of arts in education in this country. Once again, on behalf of the entire board and national staff, we thank all those who support Young Audiences Arts for Learning and look forward to celebrating our 60th anniversary next year.



A handwritten signature in blue ink that reads "Corinne P. Greenberg".

Corinne P. Greenberg
Chairman



A handwritten signature in black ink that reads "Nathan W. Pearson, Jr.".

Nathan W. Pearson, Jr.
President

This has been a very memorable year for me as Young Audiences Arts for Learning’s new executive director. I have received such a warm welcome since joining the organization last July. It is a tremendous privilege and pleasure to lead this vibrant network and to work with such a distinguished board of directors.

My first priority was to become acquainted with the Young Audiences Arts for Learning network. From August to April, I visited each of our 29 affiliates and met with trustees, staff members and artists. I was very impressed with the leadership and enthusiasm of these professionals and the outstanding work they do on behalf of our nation’s children. In all of these communities, in major metropolitan centers as well as in rural and regional areas, Young Audiences is the “go-to” organization that teachers, educators, parents and community leaders rely on to provide exemplary arts learning experiences.

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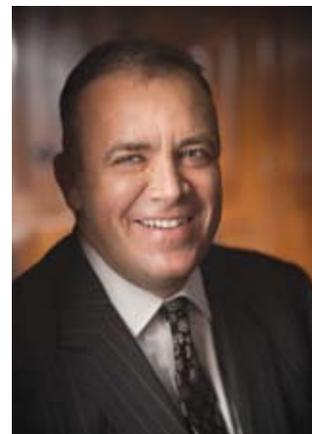
Young Audiences has the experience and resources to help students meet their academic and artistic goals. Each year, Young Audiences’ affiliates are creating thousands of programs that teach children not only how to sing and draw, but also how to read and write and think creatively. For example, Arts for Learning Lessons and Residencies is a supplemental literacy curriculum program designed to improve student reading and writing skills. Thanks to sustained funding from The Starr Foundation, eleven affiliates impacted more than 11,000 students with this innovative program. And this spring, the Beaverton, Oregon School District started Arts for Learning Lessons and Residencies for 1,300 third-, fourth- and fifth-grade students, thanks in part to the U. S. Department of Education’s Investing in

Innovation (i3) grant awarded to the Beaverton School District, YA of Oregon & SW Washington, West Ed and the University of Washington.

In addition to designing and presenting quality arts-in-education programs, Young Audiences has been a pioneer in providing professional development for affiliate staff, artists, teachers and school administrators. Happily, this tradition continued this year thanks to a grant from the MetLife Foundation and funding from the Young Audiences Classical Initiative. Participants from twelve affiliates attended hands-on workshops led by members of the Young Audiences Working Group and learned how to fine-tune existing programs or create new ones in a broad range of art forms. Program staff and artists will use this experience to teach others the skills they learned.

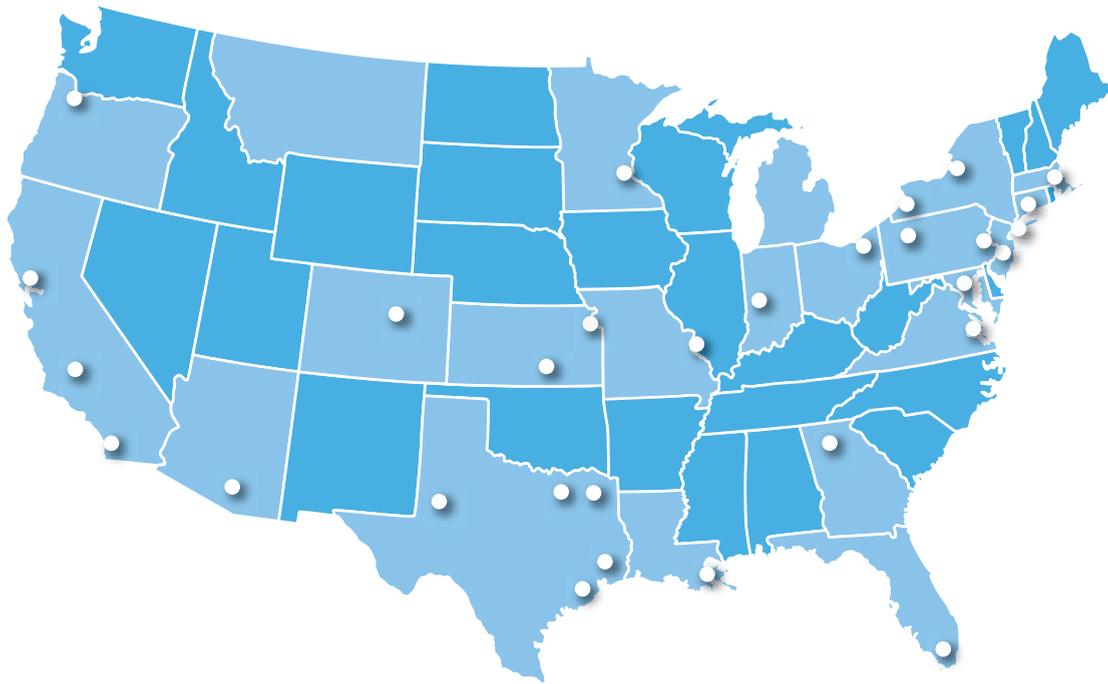
Young Audiences also has a major role to play in identifying and nurturing the next generation of new leaders in the network. Thanks to a grant from the American Express Foundation, Young Audiences held the first annual Arts-in-Education Leadership Institute in New Orleans in June. Twenty-five exceptional staff members from fifteen affiliates attended the two-day symposium on leadership in the field of arts in education. By investing in the next generation, we'll ensure Young Audiences' continued impact in local communities and in the field at large.

Again, I would like to thank all of my Young Audiences colleagues for their friendly and cordial welcome. As we approach our 60th anniversary, I am confident of the network's continued growth and know the long-term future for Young Audiences Arts for Learning is very bright.



A handwritten signature in black ink, appearing to read "D. A. Dik".

David A. Dik
National Executive Director



Affiliate Highlights

2011 Young Audiences Arts for Learning Program Numbers

Workshops: 61,581

Performance Demonstrations: 20,320

Professional Development Services: 3,268

Total Programs and Services: 85,169

Total Number of Artists: 5,030

Schools and Community Sites: 6,232

Total Number of Children Reached: Five million

YA of Abilene increased the number of residencies it provided to schools by developing a new African dance residency for fourth graders and a Make Your Own Radio Show residency in conjunction with From the Top, which taped its program in Abilene this past fall. Abilene continued its collaboration with the National Center for Children’s Illustrated Literature. For the 16th year, it partnered with the Abilene Public Library in sponsoring the Summer Performance series, which serves 2,500 children annually.

The Arts Council of Kern’s programs reached 3,888 students at 17 different venues. With the help of a certified speech pathologist, the Council

trained four artists to adapt the Arts for Learning Lessons graphic story unit into a special residency program to mentor middle school students with Asperger’s syndrome and autism. Also, the Council received funding to develop its first arts-supported curriculum for a STEM (Science, Technology, Engineering, and Math) program.

Arts for Learning/Miami (A4L) moved to a new home, The Light Box at Goldman Warehouse in Miami’s Wynwood Art District. The affiliate exhibited student work during Art Basel Miami Beach at Whale & Star, the studio of renowned visual artist Enrique Martinez Celaya. A4L successfully integrated Young Audiences’

core program elements into all of its school programs and renewed significant funding support for its after-school initiatives. This year was particularly special as A4L’s Executive Director Sheila Womble, Director of Operations Letty Bassart and Finance Director Sidra Mattson all welcomed beautiful and healthy babies into the A4L family.

Arts Partners served more than 100 schools and early childhood centers in the Wichita area. It developed new STEM (Science, Technology, Engineering, and Math) Learning through the Arts residencies and successfully implemented them in several schools to enthusiastic endorsement by educators and students. Arts Partner’s

Kansas Wolf Trap program added Baby Artsplay!™ residencies for infants and toddlers aged 12-36 months, designed to support the very young child's social, emotional, intellectual, and motor development through quality arts interactions with adults.

Big Thought and its 100+ partners continued their investment in creative opportunities for out-of-school time (OST). As coordinator for The Dallas Independent School District's OST efforts, Big Thought worked with local providers to offer after-school and summer programs for 34 elementary and middle schools. Big Thought expanded its summer programs to include middle school camps that served 12,000 students with project-based, career-focused classes. Additionally, Big Thought and the North Texas XLV Super Bowl Committee completed SLANT 45, the largest service-learning project in the history of the NFL.

The **COMPAS** Arts Education program reached 55,000 people at 190 sites and roster artists provided 161 performances, 270 workshops, and 3,140 residency hours state-wide. ArtsWork, COMPAS' summer youth employment program, featured groups working in theater, urban textile design, and copper art. The affiliate's Artful Aging program joined with the Minnesota Creative Arts and Aging Network to provide nearly 400 hours of arts programming in 18 senior care sites. The Arts in Health Care program will continue to provide services for the Penny George Institute for Health and Healing and Children's Hospitals next year.

Young Audiences of Connecticut received the Award for Excellence in Professional Development at the 2011 National VSA Conference. The award recognized the training YA of Connecticut provided not only to teachers, teaching artists, and arts managers, but also to after-school-care providers, equipping them with the skills to use the arts to reach students of all abilities. This year

30 artists and community partners received training from national experts in Universal Design for Learning at YA's Symposium. At the affiliate's Jazztini fundraiser, two partnerships—ACES Area Cooperative Education Services and CVS Caremark Foundation—were recognized for their sustained commitment to arts learning in Connecticut.

Young Audiences of Eastern Pennsylvania reached over 32,000 students in the five-county Philadelphia region with 257 performances and workshops. In partnership with the Whitehall School in Norristown, the affiliate provided a series of residencies, workshops and performances that enabled every child to participate in an arts experience. The affiliate also presented the Language of Rhythm residency with Josh Robinson at the Independence Charter School. Students and staff alike were highly engaged by this artist's ability to use drumming to enhance literacy instruction.

Gateway to the Arts was delighted to become a Young Audiences affiliate this spring. Gateway's artists partnered with over 200 schools, libraries and community organizations to present 242 performance programs, 1,968 artists-in-residence workshops and 87 professional development workshops, reaching 74,754 students, educators and families in ten counties of western Pennsylvania. Gateway has increased its reach to new audiences through the use of family outreach events, e-mail campaigns, social media outlets, website (which was featured nationally in TechSoup) and new Get Arts! Resource Guide.

Young Audiences of Houston developed HoustonArtsPartners.org, a significant new partnership project managed by YA. It represents an unprecedented content and curriculum collaboration between the 54 Greater Houston Area School Districts of the Texas Education Agency Region 4 ESC and Houston's leading arts

organizations. In this, its 56th year, the affiliate is experiencing unprecedented demand for its services. YA of Houston reached 450,720 children and teachers with 5,195 performances, workshops, and residences in 357 schools and community venues.

Young Audiences of Indiana marked the culmination of year-long Young at Arts programs in 27 early childhood centers by participating in a city-wide "First Friday" art exhibit, I Do What I Teach, I Am A Teaching Artist. The installation was an exploration of 12 teaching artists from various disciplines and their work in early learning. Instead of exhibiting student and artist work, the show documented the process of teaching and made the child's learning visible. Through statements, video interviews and photographs the gallery audience was able to better understand the shared experience and reciprocal impact for both the child and teaching artist. This unique exhibit was one of several events celebrating YA of Indiana's 50th anniversary.

Kansas City Young Audiences (KCYA) marked its 50th anniversary with several special events. KCYA worked with nearly 200 teaching artists to deliver programming to 350 schools, reaching 158,399 students in 18 counties. In May, the affiliate produced its inaugural Family Arts Festival in the Kansas City Power & Light District. More than 600 children and parents participated in the free festival, featuring KCYA and Arts Partners performing artists, interactive arts activities and workshops. KCYA also collaborated with YMCA to provide interactive arts experiences for their clients at after-school settings and summer camps in Kansas City.

Young Audiences of Louisiana (YALA) launched ArtsPartners in February, with 40 arts and cultural organizations in attendance. Following a professional development workshop on the YA Signature Core Services, these organizations were invited to submit proposals based on YA's new program

model. A committee of cultural and education leaders selected ten organizations to develop residencies for students in grades three through eight. Additionally, YALA began a partnership with the New Orleans Museum of Art. YALA staff member Andrew Freeman and visual artist Todd Shafer developed a child-focused curriculum for docents based on the museum's permanent collection.

Young Audiences of Maryland

partnered with the Harford County Board of Education to provide arts integration professional development and technical assistance in an effort to turn around two of the lowest-performing schools in that county. Both schools experienced gains in student achievement and all participants were enthusiastic about using the arts as an instructional tool. For the fifth year, YA held a Teaching Artist Institute for twenty artists; the seminar focused on using arts residencies to build 21st Century Skills. Additionally, the affiliate reached 185,907 students in 406 schools and organizations through 3,907 assemblies, workshops and residencies.

Young Audiences of Massachusetts'

Healing Arts for Kids program received a second year Arts Connect All grant, one of ten in the country, from VSA International Organization on Arts and Disability and the MetLife Foundation. The grant project Together We Can Fly unites typically-functioning public school students and severely disabled hospital school students to learn and create together through visual arts, creative movement and music. The affiliate also initiated a 20-week, fully subsidized music and pre-reading readiness residency, Expanding Horizons Through Music, for the preschool program at the Horizons for Homeless Children in Boston.

Young Audiences New Jersey

launched the Target Corporation Arts-in-Education Scholarship Initiative this year. Seven deserving schools received up to \$10,000 each in

matching grants to develop yearlong arts programs and a family event. Now in its fourth year, YANJ's Trenton Adopt-a-School Program, designed to encourage businesses to provide financial support for their favorite school, reached its goal of raising over \$100,000 to provide quality arts programming for every Trenton child. Additionally, the combined artist roster of YANJ and YA of Eastern Pennsylvania conducted nearly 4,000 programs in 650 schools in both states.

Young Audiences New York made significant changes this year with the hire of a new Director of Marketing, John Seroff; a new Director of Development, William Dale and a new Executive Director and President, Thomas Heymann. Other steps forward include a new website (www.yaNY.org), new board members, the launch of a yaNY Junior Committee, sizeable grants from The Bloomberg Foundation and the National Endowment for the Arts, and a renewed dedication to a more disciplined mission: focusing on the organization's strengths as an innovative arts provider to New York City schools.

Young Audiences of Northeast

Ohio's 120 artists provided over 6,000 arts experiences to 244,000 children and educators. The affiliate's Art is Education initiative, a whole school model of arts integrated learning, engaged more than 2,200 students and nearly 200 teachers in five partnering Cleveland Metropolitan District K-8 buildings. Arts for Learning residencies reached 1,000 students in school districts across three counties. ArtWorks, an arts-based job training program for teens, was recognized for excellence by the Ohio Association of Nonprofit Organizations. In June, Executive Director Marsha Dobrzynski received the highly coveted Cleveland Arts Prize Martha Joseph Award.

Young Audiences of Northeast Texas

reached over 35,000 students with arts-in-education programs. Its first

annual Arts-in-Education Awards was very successful; the event recognized the work of a local arts-in-education hero and the power of learning in and through the arts. The affiliate held its first series of professional development workshops on arts integration techniques for teachers throughout the region. Ten YA roster artists participated in two courses sponsored by the Kennedy Center's Artists as Educators Series entitled Laying a Foundation: Defining Arts Integration; and Mapping the Journey: Planning Effective Residencies for Students.

Young Audiences of Northern

California implemented an innovative artist residency in conjunction with the California Arts Council at a high-need charter school in Alameda County. The program integrated the arts into all subject areas and placed two teaching artists in the school for the entire year. The residency program culminated with a poetry slam and the unveiling of a school-wide art installation in May. The project also served as a lab in which the affiliate tested and refined methods for evaluating programmatic impact. The program inspired a strong sense of community at the newly-formed charter school, and will be funded again next year.

Young Audiences of Oregon and SW Washington

partnered with the Beaverton (Oregon) School District, Young Audiences, Inc., University of Washington, and WestEd to launch a long-term research program, Arts for Learning Lessons and Residencies, thanks to an Investing in Innovation Fund (i3) grant. The affiliate also continued as the Regional Arts and Culture Council's Implementation Partner of the Right Brain Initiative, a program that integrates the arts across the curriculum. YA roster artists reached over 93,000 students in 224 schools across 34 districts. After a national search, the affiliate's board hired Denis Hickey as its new executive director.

Young Audiences of Rochester entered into a merger agreement with ArtPeace, an organization dedicated to transforming education and creating social change by developing strengths in underserved youth and adults through the integration of arts, recreation, technology and entrepreneurship. In cooperation with the Rochester Childfirst Network and Monroe Community College, the affiliate will pilot Baby Arts Play/Wolf Trap, a program for teen mothers and their babies. YA of Rochester also received a contract from the city to provide arts-integrated residencies for children as part of a federally funded public art project called Art Walk.

Young Audiences of San Diego's 221 artists reached 51,943 children and adults in 151 sites, with residencies, assemblies, and field trips. The Family Arts Nights program served people in community centers and a military housing complex. The affiliate built new partnerships with San Diego State University and jazz station KSDS. It also contributed effective advocacy efforts to strengthen the arts and culture field in San Diego County. Thanks to a major donation from the estate of a long-time supporter, YA of San Diego will be able to initiate new after-school programs for children and teens in underserved neighborhoods, create a traveling variety show, and build a teaching artist institute.

Young Audiences of Santa Cruz County, AZ has been presenting educational arts programs for pre-K through 12th grade students in all Santa Cruz County schools since 1971. All of the affiliate's programs meet Arizona State Education Standards and are integrated into the classroom curriculum. For the third consecutive year, YA sponsored the popular Electrify Your Strings residency. On April 20-21, 200 string, choir and acoustic guitar students worked with electric violinist Mark Wood and recording artist Laura Kaye. The residency concluded with a community performance by the artists and every student who participated in the program.

Young Audiences of Southeast Texas reaches over 50,000 students in 88 schools with more than 300 programs and workshops that integrate the arts into all areas of academic study. The affiliate's programs support the Texas Assessment of Knowledge and Skills (TAKS) objectives and address National Standard for Arts Education and Texas Essential Knowledge and Skills (TEKS) in the arts and other disciplines. This year, the affiliate also expanded its after-school programming and partnered with the local art museum on its after-school initiative.

Springboard serves nearly 40,000 students and teachers in elementary and middle schools. The affiliate also provides over 200 distinct programs, taught by 132 teaching artists and content specialists, to schools and community organizations throughout St. Louis, the eastern half of Missouri, and the Metro East area of Illinois. This spring, fourth and fifth grade students at six St. Louis schools participated in the popular The Red Thread Project®, based on a Chinese proverb that describes how an invisible, red thread connects us all. In late 2010, Springboard welcomed Sheroo Mukhtiar as its new executive director.

Think 360 Arts Complete Education's partnership with the District Attorney of Denver's ARTT program (Achieving Restitution through Talent) provided workshops in clay, screen printing, and photography for youth who have been convicted of non-violent crimes. The teens' finished works of art are sold to provide restitution for crime victims. The workshops are educational, therapeutic, and provide opportunities for job skills training. Think 360 also held its 22nd annual Aesthetic Education Institute of Colorado. Working with its partners at the University of Northern Colorado, the affiliate supported 15 schools with intensive, on-site coaching in arts-integration strategies and programs.

Young Audiences of Virginia's 55th anniversary year included successes and changes. The affiliate served over 225,000 students throughout the Commonwealth, with 80 cents of each dollar directly providing interactive arts education. After an intensive job search, the affiliate's board hired Bill Griggs as the new executive director. The IMPACT Strings program for 5th graders continues to be highly successful, empowering students and endearing parents. Subsidized in-school performances such as Curriculum Plus, which enhance the teaching of the Virginia Standards of Learning through all art disciplines, are a lifeline of understanding to many students.

Young Audiences of Western New York provided eight after school programs for students in low-performing Buffalo city schools this year. These multi-arts partnerships were designed to meet the YA Signature Core Services goals for providing young people with tools to be successful in the 21st Century workforce. The affiliate's aim is to help students become resourceful, resilient, reflective, creative and flexible thinkers. YAWNY also became the lead provider of arts education services through the formation of an Arts Partners for Learning program for the newly formed regional Arts Services Initiative of Western New York.

Young Audiences, Woodruff Arts Center's Literacy Suite, which includes Arts for Learning Lessons, Digital Storytelling, and smART stART, reached more schools than ever and especially impacted below grade-level readers. Designed to align with specific curriculum goals, Young Audiences, Woodruff Art Center's ten new programs address specific state standards intended to support art integration for Georgia's young people. The first Decatur Arts Live! took place in August. The event served as a showcase for YAWAC's roster artists and also helped Glennwood Academy raise funds to support the school's Cultural Arts enrichment program.

Management's Discussion of Young Audiences, Inc. Financial Statements

Young Audiences' FY 2011 financial statements reflect the organization's sound financial health and its long-standing commitment to provide the highest quality programs and services to Young Audiences affiliates while maintaining low administrative and fund-raising costs. Expenses for Affiliate Program Services were 86 percent of YAI's budget overall; administrative and fund-raising expenses were nine percent and five percent respectively.

Several items are worth noting. First, current accounting standards require that the full value of multiyear grants must be included as revenue in the fiscal year that grant notifications are made. However, substantial expenses for carrying out these grants may not be recorded in YAI's financial statements until the year in which they are expended.

In FY 2010 YAI received a grant of \$1.5 million from The Starr Foundation in support of Arts for Learning Lessons and Residencies. While the full value of the grant was recorded in

the FY 2010 financial statements, significant expenses for the project will be incurred and recorded in FY 2011 and 2012.

A review of Young Audiences, Inc. annual reports over several years reveals that similar grants resulted in deficits in some years that were offset by surpluses in other years. In each of these instances, the organization's annual operating income and expenses on a cash basis was balanced, with neither a significant operating surplus nor a substantial operating deficit occurring.

In addition, this year the performance in the marketable securities portion of the YAI Endowment Fund resulted in a gain in the end-of-year net assets of the organization.

If you would like additional information about YAI's financial condition or the accounting rules that determine how multiyear revenues and expenses are recorded and verified, please contact the Young Audiences, Inc. national office in New York City.

Young Audiences, Inc. Combined Statement of Revenue and Expenses

June 30, 2011 (with comparative amounts for 2010)¹

	Total National	Total Affiliates	Combined Entries	Total Combined 2010-2011	% Rev/Exp 2010-2011	Total Combined 2009-2010
SUPPORT AND REVENUES						
School Fees	121,602	10,777,462		10,899,064	26.3%	11,373,347
Corporations & Foundations	92,555	12,744,957		12,837,512	31.0%	12,210,365
Public Sector: Federal, State & Municipal Governments		10,655,772		10,655,772	25.7%	9,630,819
Individuals & Board Members	122,908	2,586,138		2,709,046	6.5%	3,206,503
Special Events net of costs	669,993	1,097,911		1,767,904	4.3%	1,332,936
Investment Income	1,165,269	337,007		1,502,276	3.6%	816,056
Miscellaneous	55,386	610,306		665,692	1.6%	865,502
Endowment & Capital Campaigns		394,487		394,487	1.0%	49,977
Affiliate Cooperative Funding fees ²	232,416		(232,416)			
Total support and revenues	\$2,460,129	\$39,204,040	\$(232,416)	\$41,431,753	100.0%	\$39,485,505
COSTS AND EXPENSES						
Affiliate Program Services	1,705,231	\$31,084,177	(232,416)	32,556,992	80.1%	27,730,292
Management & General	182,227	6,505,560		6,687,787	16.5%	7,466,426
Fund Raising & Promotion	105,888	1,272,206		1,378,094	3.4%	3,436,154
Prior year adjustment	220,763					
Total costs and expenses	\$2,214,109	\$38,861,943	\$(232,416)	\$40,622,873	100.0%	\$38,632,872
Excess of support and revenues over costs and expenses (under)	\$246,020	\$342,097		\$808,880		\$852,633

¹ The total Affiliate Support & Revenues, Costs & Expenses are combined from reports submitted to National from the individual affiliates and have not been audited.

² Elimination of Affiliate Cooperative Funding amount

Young Audiences, Inc. Statement of Activities

Year Ending June 30, 2011 and 2010

	Unrestricted	Temporarily Restricted	Permanently Restricted	2011 Total	2010 Total
Revenues and Support					
Affiliate cooperative funding fees	\$232,416			\$232,416	242,162
Annual benefit	859,208			859,208	502,621
Less: Direct expenses	(189,215)			(189,215)	(184,088)
Corporations and Foundations	25,935	66,620		92,555	1,859,260
Individuals and Board members	95,742	27,166		122,908	316,971
Government					10,000
Program Income	121,602			121,602	
Conferences	51,204			51,204	62,160
Interest income	322			322	493
Miscellaneous income	4,182			4,182	1,459
	1,201,396	93,786		1,295,182	2,811,038
Net assets released from restrictions and board appropriation					
Satisfaction of program restrictions	675,000	(675,000)			
Appropriations to operations	435,000	(384,449)		50,551	
Total Revenues and Support	2,311,396	(965,663)		1,345,733	2,811,038
Expenses					
Affiliate Program Services	1,705,231			1,705,231	1,863,880
Supporting Services					
Management and general	182,227			182,227	184,351
Fundraising	105,888			105,888	142,148
Total Supporting Services	288,115			288,115	326,499
Total Expenses	1,993,346			1,993,346	2,190,379
Increase (Decrease) in Net Assets Before Non-Operating Activities	318,050	(965,663)		(647,613)	620,659
Non-Operating Activities					
Appropriations to operations	(50,551)			(50,551)	
Investment income, net of foreign taxes and management fees \$66,774 (2011) and \$57,988 (2010)	11,366	91,959		103,325	121,163
Net realized and unrealized gains	116,778	944,844		1,061,622	497,400
Total Non-Operating Activities	77,593	1,036,803		1,114,396	618,563
Increase (Decrease) in Net Assets Before Change in endowment Law and Special Annuity Adjustment	395,643	71,140		466,783	1,239,222
Reclassification based on change in state endowment law	(902,175)	902,175			
Annuity adjustment	(220,763)			(220,763)	
Increase (Decrease) in Net Assets	(727,295)	973,315		246,020	1,239,222
Net assets, beginning of year	721,774	1,320,339	4,589,957	6,632,070	5,392,848
Net Assets, End of Year	\$(5,521)	\$2,293,654	\$4,589,957	\$6,878,090	\$6,632,070

The complete annual audited financial statements and report of the N.Y. State Department of Charities are available upon request.

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The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every sale, purchase, and payment must be properly documented to ensure the integrity of the financial statements. This includes recording the date, amount, and purpose of each transaction.

The second part of the document provides a detailed breakdown of the company's revenue streams. It identifies the primary sources of income and analyzes their contribution to the overall financial performance. This section also includes a comparison of current revenue trends with historical data to identify any significant changes or patterns.

The third part of the document focuses on the company's operating expenses. It details the various costs incurred in the course of business operations, such as salaries, rent, utilities, and marketing. This analysis helps in understanding the efficiency of the company's spending and identifying areas where costs can be reduced.

The fourth part of the document discusses the company's profit margins. It calculates the gross profit, operating profit, and net profit, providing a clear picture of the company's profitability. This section also includes a discussion on the factors that influence profit margins and strategies to improve them.

The fifth part of the document addresses the company's financial position. It reviews the balance sheet, showing the company's assets, liabilities, and equity. This provides a snapshot of the company's financial health and its ability to meet its obligations.

The sixth part of the document discusses the company's cash flow. It analyzes the inflows and outflows of cash, highlighting the company's ability to generate sufficient cash to cover its operating needs and invest in future growth.

The seventh part of the document provides a summary of the key findings and conclusions. It highlights the strengths and weaknesses of the company's financial performance and offers recommendations for future actions to improve financial stability and growth.



**Young
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Young Audiences Arts for Learning is the nation's leading source of arts-in-education programs and services. Since 1952, Young Audiences has advanced the artistic and educational development of school students by bringing young people together with professional artists in all disciplines to learn, create and participate in the arts. YA Arts for Learning envisions a future in which the nation's children and youth will have the opportunity to engage in quality arts learning experiences that nurture creativity, build cultural understanding and enhance the development of their learning and life skills.