

# 2009

WAS A  
**GAME CHANGER**  
FOR ALMOST EVERYONE:

**THE TRANSFER TO A NEW ADMINISTRATION,**

an unprecedented modern-day

**economic crisis,**

**and the challenges + opportunities that followed**

all contributed to a memorable

**365  
DAYS.**



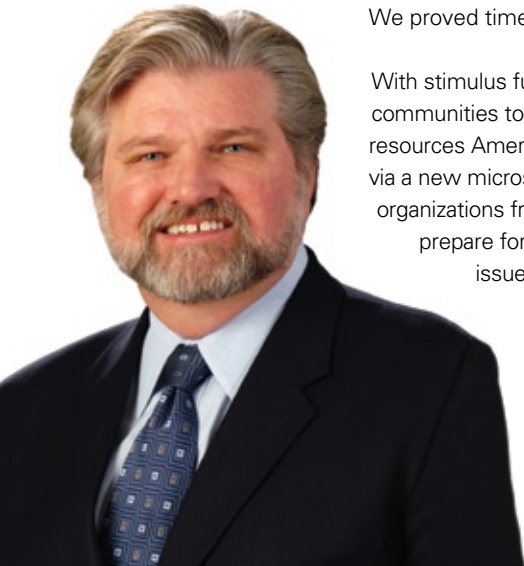
2009 ANNUAL REPORT



# Letter from the President and CEO

Two thousand and nine was a game changer for almost everyone—the transfer to a new administration, an unprecedented modern-day economic crisis, and the challenges and opportunities that followed all contributed to a memorable 365 days. The optimism we had at the inauguration in January did not waver as we moved forward through the year.

WE MET THE CHALLENGES THAT WE COLLECTIVELY FACED with clear and focused action designed to make certain that the arts and arts education remained in the minds of influential decision-makers. Americans for the Arts stood at the forefront of this movement as we sought to manage the impact of the crisis at the national level while simultaneously helping local arts organizations throughout the country to successfully do the same. We worked tirelessly with our partners across sectors to help secure [\\$50 million for the arts in the American Recovery and Reinvestment Act](#). We used solid economic impact data from our [Arts & Economic Prosperity III](#) study to aid our supporters nationwide as they made the case to their local leaders and confronted naysayers. The data show that the arts are a proven economic engine in communities across the nation, creating and sustaining jobs for thousands of families. We proved time and again that the arts are key to economic recovery in communities nationwide.




With stimulus funding secured, we turned our energy toward creating and distributing tools for communities to make the best case for continued investment in the arts. We adapted many of the resources Americans for the Arts uses on the national level and distributed those to our membership, via a new microsite called the [Arts Funding Response and Readiness Kit](#). This microsite offered arts organizations free access to a rich variety of technical assistance and resources designed to help them prepare for and, wherever possible, find ways to mitigate budget reductions. The microsite included issue-specific talking points and briefing materials that arts leaders could use to help frame discussions with their local governments and private-sector leaders. Continually updated, it gave our members and stakeholders the tools they needed to mobilize and take action quickly. In addition to helping local organizations grapple with budget reductions, we also took steps to ensure that they understood the many new opportunities for support that emerged in 2009. Materials like the free resource guide [Accessing Stimulus Funds for Arts Education](#) helped chart the new landscape of state and federal support for our members and the field. Throughout 2009, we had one goal: help the field not only survive but find ways to thrive in the new environment.



A new administration in the White House and changes in Congress made 2009 a year of transition. The Obama administration brought a fresh perspective about the role of the arts in our national life as its leaders embraced a revitalized interest in education reform and saw the arts as an integral driver of civic engagement. While pleased, we knew that we still had our work cut out for us if we were to ensure that the arts remained part of the dialogue about how to move our nation forward. We made connecting with the new leadership a top priority. In May, we met with First Lady Michelle Obama at a volunteerism summit and subsequently partnered with the Corporation for National and Community Service on the United We Serve campaign. Americans for the Arts senior staff also met with newly appointed Secretary of Education Arne Duncan and his team to take the first key steps forward in advancing the case for the arts as key to a well-rounded education. Influenced by Americans for the Arts and other stakeholders, the Department of Education ultimately decided to undertake an initiative to assess the condition of arts education in grades K-12 to better inform policymakers on the needs of students and educators. This was the first step in what has become ongoing dialogue about the arts and education reform.

Our public-sector progress goes hand-in-hand with our private-sector work. Our merger with the [Business Committee for the Arts \(BCA\)](#), completed in 2009, demonstrated our steadfast commitment to developing deeper private-sector support for and awareness of the value of the arts and arts education. The spring BCA Forum, focused on improving the economy and employee productivity through the arts, proved to be one of the most successful to date, and the fall BCA TEN awards gala in New York City recognized 10 companies across the country for their support of culture. We concentrate on this area because we see our business colleagues as vital partners in delivering the message that the arts and arts education build better communities, nurture a more creative workforce, and support healthy local economies. Our efforts to encourage deeper partnership between the arts and business mean more than ever in such tough economic times.

While every nonprofit organization in our nation grappled with economic challenges in 2009, I am proud that Americans for the Arts was able to lead in helping our members and stakeholders not only cope but find new ways to succeed. These times were anything but easy, but we made progress by choosing to work together with our field. I thank the Board and staff, the members and stakeholders of [Americans for the Arts](#), [the Americans for the Arts Action Fund](#), the Americans for the Arts Foundation, and [the Arts & Business Council of New York](#) for their commitment to the cause, their dedication to service, and their belief in the vision of a brighter future. It's a privilege to partner with you. 

Robert L. Lynch  
President and CEO

# STRENGTHENING an informed leadership

Americans for the Arts is committed to ensuring a future in which the arts and arts education can thrive. By forging connections among leaders and organizations in a variety of sectors so they can share their knowledge and resources, we're helping to positively impact America today, as well as secure the vibrant and creative communities of tomorrow.

## BUILDING OUR Social Network

*Americans for the Arts dramatically increased its outreach to stakeholders and the general public throughout 2009 in part by integrating new media and social networking strategies into existing programs like the Annual Convention in Seattle and the National Arts Marketing Project (NAMP) Conference in Providence, RI. We created new ways for conference attendees to share experiences and insights with one another via [ARTSblog](#), our [Twitter feed](#), and [Flickr photo sharing site](#). Americans for the Arts also provided professional development opportunities via these tools to help our stakeholders stay informed and connected despite tightened travel budgets.*

2009. The seminar, titled "The Arts in a Time of Change: Building the 21st Century Case for Philanthropy and Investment in Arts and Culture," focused on new models of philanthropy and the lessons that arts organizations can learn from innovative investment strategies in other nonprofit sectors. The event reinforced networks of distinguished philanthropists, artists, entrepreneurs, and thought leaders invested in the future of the arts. Discussion of intergenerational giving trends and new technologies yielded important insights for Americans for the Arts leadership.

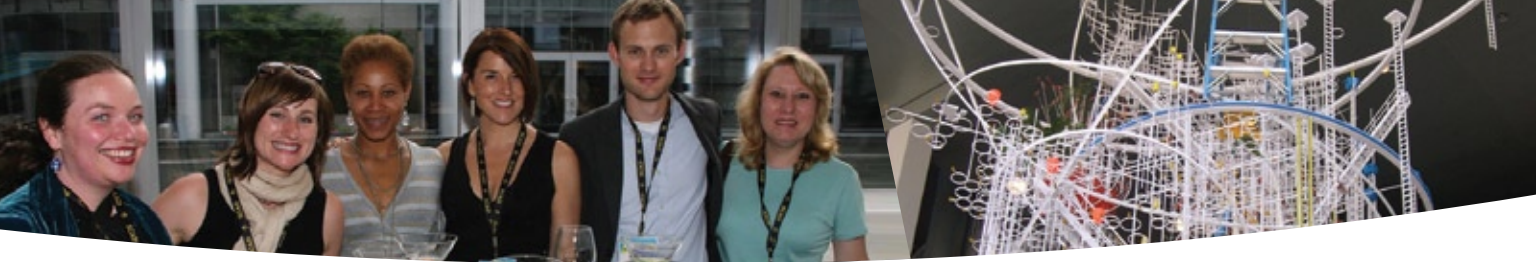
## SUSTAINING ARTS PROFESSIONALS

Americans for the Arts held its **2009 Annual Convention, *Renewable Resources: Arts in Sustainable Communities***, in Seattle on June 17–20, 2009. Despite unprecedented challenges, more than 1,100 attendees participated in topic-specific Advance Workshops and more than 40 sessions on Advocacy, Arts Education, Civic Engagement, Diverse Cultures, Economic Development, Leadership, Public Arts, and Private Sector issues. Career 360 and Organization 360 gave emerging, midcareer, and advanced arts leaders a forum in which to discuss and seek advice on career sustainability and strategic organizational development.

## RETHINKING OUR PHILANTHROPIC FUTURE

In partnership with the Aspen Institute in Colorado, Americans for the Arts presented the annual **Harman Eisner Seminar on Leadership in the Arts** in August





## ENHANCING INTERNATIONAL ENGAGEMENT

Using the arts as a catalyst for strengthening international engagement was the subject of discussion during the **2009 National Arts Policy Roundtable**—an annual gathering of nearly 40 leaders in the philanthropic and policy communities held in partnership with Robert Redford and the Redford Center at Sundance Preserve in Utah. As part of the topic “The Role of the Arts in Strengthening and Inspiring the 21st Century Global Community,” participants discussed how the arts can build bridges to better understanding, and be the creative, common ground from which new relationships are sown. Participants saw a need for more effective use of new technologies to enable more international connections, raise resources, enhance messaging, and encourage grassroots advocacy.

## CULTIVATING FUTURE LEADERS

The Americans for the Arts **Emerging Leaders Network** marked a milestone 10th anniversary and increased its breadth to a total of 27 local networks in 2009, helping to ensure a strong future for the arts by identifying and cultivating the next wave of arts leaders in America. In September Americans

for the Arts announced the 2009–2010 fellows for its Professional Development Fund for Emerging Arts Leaders of Color, supported by the Joyce Foundation. Selected by a panel of emerging and veteran art leaders, the Joyce Fellows are just one of the ways that Americans for the Arts is committing to diversity and cultivating the future arts leaders of America—in this instance by offering free access to key professional development opportunities throughout the year. [o](#)

In conjunction with the seminar in Aspen, Americans for the Arts held its first **Local Arts Agency Executive Leadership Seminar**. Executive directors from thirteen of the nation’s leading local arts agencies participated in this professional development experience, talking with game-changers in business and philanthropy about innovations, trends, and strategies they can use to advance their work.

# INCREASING resources for the arts

Americans for the Arts is dedicated to developing programs and tools that individuals in every community can use to generate meaningful public- and private-sector policies that support the arts and arts education. Through these efforts together we made substantial

accomplishments in our work to increase resources for the arts sector.

## MEETING THE Need Locally

*All the hard work of advocates around the stimulus funding paid off. In the end, the National Endowment for the Arts made 635 grant awards totaling \$29,875,000 to nonprofit arts organizations across the United States to preserve jobs threatened by declines in philanthropic and other support during the economic downturn. Additionally, 63 one-time grants totaling \$19,800,000 for the preservation of jobs in the arts were made to the designated 50 state and six jurisdictional arts agencies (SAAs), their six authorized regional arts organizations (RAOs), and the national service organization for SAAs and RAOs.*

### SECURING STIMULUS FUNDING FOR THE ARTS

It took high-profile arts leadership, massive grassroots mobilization, and indisputable research data on the economic impact of the arts to accomplish one of the greatest successes for the arts in America in 2009—the inclusion of **\$50 million in support of the arts** within the \$789 billion American Recovery and Reinvestment Act that President Obama signed into law on February 17. The messaging campaign began in early January when Americans for the Arts President and CEO Robert L. Lynch met with the Obama transition team, congressional leaders, and the press to discuss our recommendations on “Economic Recovery and the Arts.” Americans for the Arts and the Arts Action Fund then launched “The Arts=Jobs” advocacy campaign to help turn these policy

recommendations into law and worked closely with congressional leaders to assist them in educating their colleagues in Congress about the economic impact of the arts. Through the Americans for the Arts E-Advocacy Center, 85,000 grassroots arts advocates contacted their congressional leaders to make the case that an investment in the arts is an investment in jobs.



# “That Constitution, the Bill of Rights, well, they taught us how to negotiate our differences, the same way a good dance band adjusts to find the right tempo for each different room of dancers.”

WYNTON MARSALIS, 22nd Annual Nancy Hanks Lecture

## DEMONSTRATING THE ARTS' CAPACITY FOR SOCIAL IMPACT

Public- and private-sector decision-makers and funders are increasingly recognizing that the arts are an innovative strategy for fostering civic engagement and effecting positive social change. In an effort to generate more support for this, Americans for the Arts' Animating Democracy program launched the [Arts & Civic Engagement Impact Initiative](#) in 2009. This initiative is designed to measure and describe the arts' social change impact. Animating Democracy's new website captures the initiative's results and represents the diversity of work and the range of outcomes—social justice, community building, and community development—that can result from these investments.

## DELIVERING THE MESSAGE: THE ARTS=JOBS

On March 30 and 31 more than 500 arts, education, entertainment, and policy leaders came to Washington, DC, for the [22nd Annual Nancy Hanks Lecture and Arts Advocacy Day](#). World-renowned trumpeter, composer, and Artistic Director of Jazz at Lincoln Center Wynton Marsalis inspired and energized a near-capacity crowd of 1,400 at The John F. Kennedy Center for the Performing Arts with his Hanks Lecture, infused with jazz performance. The next day, a distinguished panel of witnesses—including artists Linda Rondstadt and Josh Groban as well as Reinvestment Fund CEO Jeremy Nowak—drove home the importance of supporting arts-friendly policies at the third consecutive congressional hearing on the arts convened by Rep. Norm Dicks (D-WA), Chairman of the House Appropriations Subcommittee on the Interior. Grassroots arts advocates also made more than 275 congressional office visits to spread the word to lawmakers that investment in the arts is an investment in American society and its economy.

## TEACHING NEW ARTS MARKETING & SPONSORSHIP STRATEGIES

More than 500 arts marketing and management professionals from around the world came together in Providence, RI, to learn about tools and strategies for increasing revenue during the [National Arts Marketing Project Conference](#), *CollaborAction: Arts Marketing, Sponsorship, and Fundraising Strategies That Work!*, October 30–November 2. In 25 sessions, more than 20 Roundtable Discussions, and three day-long preconferences, presenters and attendees shared resources and best practices for thriving in the face of new economic realities.

## INCREASING BUSINESS SUPPORT FOR THE ARTS

The May 2009 Business Committee for the Arts' [Forum for New Ideas](#) brought together business leaders and innovative thinkers to discuss the value of investing in the arts. Forum attendees explored nontraditional ways and strategies for business and the arts to work together as well as the many benefits the arts can bring to business, such as helping them recruit and retain key talent and position themselves in the community. [o](#)

# ADVANCING

## the value proposition for the arts

Americans for the Arts' visibility programs put the arts in the public eye and shape the perception of the role the arts play in American communities. By continuing to embrace traditional approaches and by seizing upon new media technologies, we are building individual awareness and appreciation of the value of the arts and arts education.

### CALLING THE ARTS TO NATIONAL SERVICE

As a partner in President Obama's national service initiative, **United We Serve**, Americans for the Arts took the lead role in ensuring that the nation's arts and artists were well represented in this high-profile campaign. We created a [state-of-the-art website](#) dedicated to highlighting community service in the arts and called on artists and arts organizations to share their stories of community service and the arts. Artist and arts organizations posted photos, videos, and stories about how the arts make a difference in their communities. The site received more than 11,800 unique visitors and more than 2,340 visitors signed a petition urging President Obama to deliver on his campaign pledge to create a national Artists Corps that would place young, talented artists in low-income communities to work with children.

### LEVERAGING SOCIAL MEDIA

[The Keep Arts in Public School Facebook](#) cause exploded with activity in 2009. By the end of the year, the group had garnered \$27,716.00 in small donations from cause members as well as the support of more than 1,000,000 individuals who believe that the arts are an essential part of education and society. Coordinated postings encouraged cause members to take action on arts education issues at the local level. The Facebook cause site became a key driver for our other visibility strategies during the year.





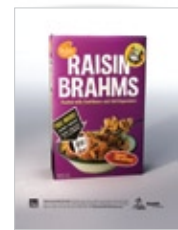
## CELEBRATING BUSINESS/ARTS PARTNERSHIPS

Americans for the Arts celebrated exemplary partnerships between business and the arts at **THE BCA TEN** on November 19 at the American Museum of Natural History in New York City. In a year of marked decreases in business support for the arts, this event took on even greater importance as a showcase for those companies that understand the value of the arts and arts education, their economic impact, workforce development, and community engagement.



## EDUCATING THE PUBLIC

Released simultaneously to more than 2,000 media outlets, Americans for the Arts' new suite of **The Arts. Ask for More.** public awareness campaign advertisements ultimately garnered \$32.36 million in donated media in 2009. The ads reimagined popular food packaging and reminded viewers that just like kids benefit from good nutrition on a daily basis, kids also benefit from a daily serving of the arts. Created for Americans for the Arts by Chicago-based advertising agency Leo Burnett, *The Arts. Ask for More.* ad campaign was a partnership with the Ad Council and the NAMM Foundation.



## ENRICHING THE BLOGOSPHERE

Since 2007, the Americans for the Arts blog, **ARTSblog**, has been a robust online community where our members and stakeholders share their views. Over time, ARTSblog has evolved into an integral piece of our communications strategy. In 2009 we introduced a new feature—Blog Salons. Each Blog Salon is a week-long, interest-specific conversation curated by 20 select leaders from a variety of experience levels that focus on issue areas like leadership or arts education. Through Blog Salons, we provide targeted groups with more substantial and valuable dialogue experiences and create living primers for the larger field on these topics. In 2009, ARTSblog attracted 231 page views per day, and over the course of the year, garnered more than 84,000 views—more than double the views in 2008. During Blog Salons, average page views per month increased by 88 percent. Blog Salon archives allow readers to revisit and continue to consult. It is precisely this type of special content that makes ARTSblog unique in the field. o

# TALLYING THE Numbers

*2009 was a year of unprecedented media attention for Americans for the Arts. We received a total of **1,584 press hits** in 2009—a nearly **40 percent increase** in press coverage from 2008—with an estimated publicity value of \$1.044 million.*

Media coverage is tracked by a clipping service and primarily includes print and online news outlets, as well as radio and TV stations.



# 2009 Notable Events and Speakers

## 22<sup>ND</sup> ANNUAL HANKS LECTURE ON ARTS AND PUBLIC POLICY

**March 30, 2009 at The John F. Kennedy Center for the Performing Arts , Washington, DC**

*Honoring the legacy of former President of Americans for the Arts (1968-1969) and Chair of the National Endowment for the Arts Nancy Hanks, this annual lecture series provides an opportunity for public discourse at the highest levels on the importance of the arts and culture to our nation's well-being.*

- Lecture by **Wynton Marsalis**, world-renowned trumpeter, composer, and Artistic Director of Jazz at Lincoln Center
- Introduction by **Sen. Tom Harkin** (D-IA)

## ARTS ADVOCACY DAY

**March 31, 2009 on Capitol Hill**

*Organized by Americans for the Arts, Arts Advocacy Day is the largest event of its kind. More than 80 organizations, representing thousands of arts, culture, business, civic, and education organizations nationwide, served as Arts Advocacy Day CoSponsors.*

Rallying advocates during the Congressional Arts Breakfast were:

- **Rep. Norm Dicks** (D-WA)
- **Josh Groban**, GRAMMY®-nominated singer-songwriter
- **Rep. John Lewis** (D-GA)
- **Sen. Chuck Schumer** (D-NY)
- **Rep. Louise Slaughter** (D-NY)
- **Sen. Tom Udall** (D-NM)

Testifying before the House Appropriations Subcommittee on the Interior in support of strong public policies for the arts, increased public funding for the arts and arts education, and support for the cultural workforce were:

- **Josh Groban**, GRAMMY®-nominated singer-songwriter
- **Wynton Marsalis**, world-renowned trumpeter, composer, and Artistic Director of Jazz at Lincoln Center
- **Linda Ronstadt**, GRAMMY®-Award winning vocalist and entertainer
- **Jeremy Nowak**, President and CEO, The Reinvestment Fund



## AMERICANS FOR THE ARTS 2009 ANNUAL CONVENTION

June 18–20, 2009 at the Washington State Convention & Trade Center in Seattle, WA

*The 2009 Annual Convention, Renewable Resources: Arts in Sustainable Communities, focused not only on field-wide professional development but also on rethinking creative and cultural sustainability in communities nationwide.*

Key convention speakers included:

- **Bill Ivey**, former Chair of the National Endowment for the Arts
- **Terre Jones**, President and CEO, Wolf Trap Foundation for the Performing Arts
- **Dr. Peter Senge**, Senior Lecturer, Massachusetts Institute of Technology and Founding Chair, Society for Organizational Learning

At convention, Americans for the Arts presented the following awards in recognition of outstanding achievements in the field:

- **Alene Valkanas State Arts Advocacy Award**  
*For dramatically affecting the political landscape through arts advocacy efforts at the state level*  
Sheila Smith, Executive Director, Minnesota Citizens for the Arts
- **Arts Education Award**  
*For excellence in arts education program design and execution, as well as leadership*  
Big Thought, Dallas, TX
- **Emerging Leader Award**  
*For demonstrating exemplary leadership in the arts administration field by a new and/or young leader*  
Randy Engstrom, Founding Director, Youngstown Cultural Arts Center (WA)
- **Michael Newton Award**  
*For innovation in united arts fundraising by a community arts professional, volunteer, or organization*  
Bruce W. Davis, Executive Director, Arts Council Silicon Valley (CA)
- **Public Art Network Award**  
*For innovative and creative contributions and commitment in the field of public art*  
Buster Simpson, artist, Seattle, WA
- **Selina Roberts Ottum Award**  
*For outstanding local leadership in the arts by a community arts professional or volunteer*  
Victoria L. Hamilton, Executive Director, City of San Diego Commission for Arts and Culture (CA)

## NATIONAL ARTS MARKETING PROJECT CONFERENCE

October 30–November 2, 2009 at the Rhode Island Convention Center in Providence, RI

*The 2009 NAMP Conference CollaborAction: Arts Marketing, Sponsorship, and Fundraising Strategies That Work! focused on ways to develop innovative partnerships with audiences and funders. Key speakers included:*

- **Arthur Cohen**, Co-Founder and CEO, LaPlaca Cohen
- **David Court**, Global Marketing Knowledge Leader, McKinsey & Company
- **John Maeda**, President, Rhode Island School of Design
- **David McIntosh**, Founder and President, Creative Business Breakthroughs
- **Rich Mintz**, Vice President of Strategy, Blue State Digital



## 14<sup>TH</sup> ANNUAL NATIONAL ARTS AWARDS

**October 5, 2009 at Cipriani 42nd Street in New York City**

*The National Arts Awards honors distinguished cultural, corporate, and artistic leaders for their contributions to the arts in America. The 2009 National Arts Awards also served as the official kick off to Americans for the Arts 50th anniversary, as Robert Redford announced his leadership role as Honorary Chairman of the 50th anniversary. The 2009 slate of awardees included:*

- **Corporate Citizenship in the Arts Award**  
Anne Finucane, Bank of America
- **Frederick R. Weisman Award for Philanthropy in the Arts**  
Sidney Harman
- **Lifetime Achievement Award**  
Robert Redford
- **Artistic Excellence Award**  
Ed Ruscha
- **Kitty Carlisle Hart Award for Outstanding Contributions to the Arts**  
Salman Rushdie
- **Featured Artist**  
Kelly Richardson

## THE BCA TEN AWARDS

**November 19, 2009 at the American Museum of Natural History in New York City**

*The BCA TEN Awards recognize businesses of all sizes for their support of and investment in the arts in their communities. The 2009 honorees were:*

- **Adobe Systems Incorporated**
- **Applied Materials**
- **Arketype Inc.**
- **Brainforest Inc.**
- **Dollar Bank**
- **Duke Energy**
- **Hanesbrands Inc.**
- **Reliance Standard Life Insurance Company**
- **UMB Financial Corporation**
- **Williams & Fudge Inc.**
- **The BCA Hall of Fame**  
Efraim Grinberg, Chairman, President & CEO of Movado Group, Inc.
- **The BCA Leadership Award**  
Thomas A. James, Chairman and CEO of Raymond James Financial, Inc.





## **PUBLIC LEADERSHIP IN THE ARTS AWARDS**

*Presented at a variety of venues throughout the year, Public Leadership in the Arts Awards recognize elected officials who play a pivotal part in advancing the arts and arts education within their communities and whose vision and leadership provide heightened visibility to the value of the arts.*

*Presented in cooperation with the United States Conference of Mayors*

- **Local Arts Leadership Award**  
Seattle Mayor Greg Nickels (D)
- **National Award for State Arts Leadership**  
Gov. Arnold Schwarzenegger (R-CA)
- **National Award for Artist-Citizen**  
Kerry Washington, actress and arts advocate  
Hill Harper, actor and arts advocate

*Presented in cooperation with the National Lieutenant Governors Association*

- **Lieutenant Governor Arts Leadership Award**  
Lt. Gov. David Dewhurst (R-TX)

*Presented in cooperation with the National Conference of State Legislatures*

- **State Legislator Arts Leadership**  
Sen. Richard Cohen (DFL-MN)

*Presented in cooperation with the National Association of Counties*

- **County Arts Leadership Award**  
County Supervisor Linda Langston, Linn County, IA



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# Comparative Operational Expenditures

This document, produced by management for the purposes of this report, is based on the audited consolidated financial statements and accompanying notes prepared by the public accounting firm of Tate & Tryon based in Washington, DC for the respective years listed. Please also note that due to shifts in department and programmatic composition over a number of years, the totals listed here for past years may differ slightly from previous annual reports.

Program Area	2003	2004	2005	2006	2007	2008	2009
PR & Strategic Alliances	\$59,336	\$130,673	\$114,032	\$70,490	\$173,594	\$313,864	\$200,593
Government Affairs and Public Sector Partnerships	\$725,715	\$1,205,071	\$885,809	\$880,280	\$886,808	\$1,284,313	\$721,969
Arts In Education	\$511,905	\$507,432	\$258,351	\$314,681	\$352,444	\$908,981	\$617,438
Local Arts Advance (Frmr R&I/Field Serv)	\$1,609,072	\$1,976,737	\$2,351,083	\$2,163,340	\$3,362,090	\$2,722,787	\$2,529,784
Leadership Alliances					\$1,035,525	\$1,106,749	\$922,532
Communications/Visibility/Marketing	\$1,487,449	\$2,194,574	\$2,505,888	\$2,541,767	\$1,379,341	\$1,148,258	\$938,646
Private Sector			\$1,595,298	\$1,540,417	\$1,556,639	\$1,417,777	\$1,193,886
Special Projects	\$1,836,397	\$548,146	\$1,312,586	\$1,438,179	\$591,510	\$464,359	\$419,030
Arts & Business Council of New York			\$703,795	\$767,808	\$749,857	\$694,273	\$475,926
Arts Action Fund			\$1,601,173	\$1,701,513	\$1,823,855	\$1,606,153	\$680,539
Americans for the Arts Foundation					\$4,109	\$3,750	\$6,250
Management & General	\$1,214,172	\$1,756,119	\$2,154,277	\$2,659,591	\$2,589,607	\$2,735,047	\$2,924,092
Membership Development and Fundraising	\$815,585	\$1,031,960	\$1,213,827	\$757,201	\$762,003	\$701,300	\$590,975
<b>Total Expenses</b>	<b>\$8,259,631</b>	<b>\$9,350,712</b>	<b>\$14,696,119</b>	<b>\$14,835,268</b>	<b>\$15,267,383</b>	<b>\$15,107,611</b>	<b>\$12,221,660</b>

## PHOTO CAPTIONS

A selection of some of the nation's best public art created in 2009 is featured throughout this Annual Report. These projects were selected for the *2010 Year in Review*, which is available for purchase in the *Americans for the Arts Store*. Other images were submitted by visitors to our United We Serve Arts USA website or selected from Americans for the Arts events.

### ◦ Page 2

*Wood Pile* by Mark A. Reigelman II. Photo by Mark A. Reigelman II, Erin Guide, and Robert Miller.

*Her Secret Is Patience* by Janet Echelman. Photo by Craig Smith.

*Bloom* by Beliz Brother. Photo by Beliz Brother.

### ◦ Page 3

*Chicken in Frankfurt* by Erin Goodwin-Guerrero. Photo courtesy of Erin Goodwin-Guerrero.

Scene from *Into the Woods*, a production by Ovation! Musical Theatre Bainbridge. Photo by Keith Brofsky.

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BQdanza, performers at the 2009 Annual Convention opening reception. Photo by Ron Wurzer.

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2009 Annual Convention attendees. Photo by Sylvain Gaboury.

*An Equal and Opposite Reaction* by Sarah Sze. Photo by Sylvain Gaboury.

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Festival Ballet Providence. Photo by Karen Phillipe.

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Wynton Marsalis performing at the Nancy Hanks Lecture. Photo by Jim Saah.

Attendees of the 2009 National Arts Marketing Project Conference. Photo by Frank Mullin.

Josh Groban testifying before Congress during Arts Advocacy Day. Photo by Jim Saah.

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*The Traveling Man* by Brad Oldham and Brandon Oldenburg. Photo by Brad Oldham International, Inc. and Joe Swift.

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Symphonicity, the Symphony Orchestra of Virginia Beach. Photo courtesy of Symphonicity.

Youth performance in Miami at the Serving the Arts Luncheon 2008. Photo by Rui.

*The People Singing Tree* by young people at an orphanage in Gujarat, India. Photo courtesy of Laurie Marshall.

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U.S. House of Representatives Majority Leader Rep. Steny Hoyer (D-MD) on Arts Advocacy Day. Photo by Jim Saah.

Sen. Chuck Schumer (D-NY) at the Congressional Arts Breakfast during Arts Advocacy Day. Photo by Jim Saah.

Musician Wynton Marsalis, singer Linda Ronstadt, Americans for the Arts President and CEO Robert L. Lynch, and singer/songwriter Josh Groban on Arts Advocacy Day. Photo by Jim Saah.

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Attendees of the 2009 National Arts Marketing Project Conference in Providence, RI. Photo by Frank Mullin.

Performance of the 2009 National Arts Marketing Project Conference opening reception. Photo by Frank Mullin.

Attendees of the 2009 National Arts Marketing Project Conference at the opening reception hosted at the RISD Museum of Art. Photo by Frank Mullin.

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Circus Contraption performing at McCaw Hall during the 2009 Annual Convention. Photo by Sylvain Gaboury.

Author Salman Rushdie with actress Kerry Washington at the 2009 National Arts Awards. Photo by Sylvain Gaboury.

Department of Forensic Morphology Annex by Cris Bruch. Photo courtesy of University of Washington.

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Participants of the Local Arts Agency Executive Leadership Seminar in Aspen. Photo courtesy of Americans for the Arts.

Robert Redford at the National Arts Awards in New York City. Photo by Sylvain Gaboury.

*Emerald Aura* by Dan Corson. Photo by Dan Corson.

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*illum* by Beliz Brother. Photo courtesy of Beliz Brother.

*The Willow Singing Tree* by 65 people of Morgantown, WV. Photo courtesy of Laurie Marshall.

*Love Letter* by Steve Powers. Photo by Adam Wallacavage.

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*Giant Mushroom Forest* by Bill Davenport. Photo by Meghan Turner.

Actress Kerry Washington speaking at the Post- Inauguration Arts Brunch in Washington, DC. Photo by Matt Goldenberg.

Artwork created by a group of 12 young Guatemalan women. Photo courtesy of ArtCorps.

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*Rain Scale* by Gary Bates. Photo by Jens J. Selvig III.

*Oscillating Field* by Dan Corson. Photo by Corey Scherrer and Dan Corson.

*Elemental Landscape* by Laura Haddad and Tom Drugan. Photo by Laura Haddad.

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Providence Sound Session. Photo by Frank Mullin.

Americans for the Arts President and CEO Robert L. Lynch with actress Claire Danes and film director Richard Linklater. Photo by Tony Powell.

*Camera Rosetum* by Sean Capone. Photo by Sean Capone and Joe Cernius.

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Artists Committee Member and musician Peter Yarrow performing at the Post- Inauguration Arts Brunch in Washington, DC. Photo by Matt Goldenberg.

6th grade class flying their paper airplanes they created while studying paper art. Photo courtesy of Janis McCubbins.

*Collocation (Nature)* by Mickey Smith. Photo by Kristen Bartlett Grace.

### ◦ Page 19

*Fair Park Station* by Brad Goldberg and Diana Goldberg. Photo by Brad Goldberg.

National Arts Marketing Project Conference attendees. Photo by Frank Mullin.

*The Opposite of a Duck* by Janet Zweig. Photo by Michael Young and Benjamin Cohen.

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*Habitat* by Christy Ten Eyck and Judeen Terrey. Photo by Craig Smith.

*Spirit of Inquiry* by Norie Sato and Bill Will. Photo by Norie Sato, Lebric Rich, and Bill Will.

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*Beads* by Jim Hirshfield and Sonya Ishii. Photo by Paul Hester.

*Vereinigung* by Connie Watts. Photo by Spike Mafford.

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Young girl enjoying Spring Arts Festival by Cultural Crossroads of Minden, Inc. in Louisiana. Photo courtesy of Christine Broussard.

Children creating art at the annual Spring Arts Festival in Minden, LA. Photo courtesy of Christine Broussard.

*Relax and Take Time* by Christina. Photo courtesy of Faces of Life Project.



To learn more about Americans for the Arts and the programs and services described in this report, visit [www.AmericansForTheArts.org](http://www.AmericansForTheArts.org).

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