New Haven Symphony Orchestra

General Information

Contact Information

- **Nonprofit**: New Haven Symphony Orchestra
- **Address**: 4 Hamilton Street, New Haven, CT 06511
- **Phone**: (203) 865-0831
- **Web Site**: [Web Site](#)
- **Facebook**: [Facebook](#)
- **Twitter**: [Twitter](#)
- **Email**: ECarroll@NewHavenSymphony.org

At A Glance

- **Year of Incorporation**: 1894
- **Organization's type of tax exempt status**: Public Supported Charity
- **Organization received a competitive grant from the community foundation in the past five years**: Yes
Mission & Areas Served

Statements

Mission
The mission of the New Haven Symphony Orchestra is to increase the impact and value of orchestral music for our audiences through high quality, affordable performances and educational programming. Our musicians inspire, delight, challenge, and unite larger and more diverse communities.

A Great Opportunity

Description
Support Maestro Alasdair Neale’s inaugural season as the NHSO’s new Music Director. Maestro Neale has a great commitment to reaching new audiences and his programming features composers from underrepresented backgrounds and guest artists of color.

A Great Opportunity Ending Date
June 30 2020

Background
Founded in 1894, the New Haven Symphony Orchestra (NHSO) is the fourth oldest orchestra in the U.S. Since inception, the NHSO has performed regularly in New Haven and across Connecticut. The orchestra consists of 66 professional musicians, most of whom reside in the Greater New Haven area. NHSO concerts benefit approximately 40,000 individuals in Connecticut, and education programs engage nearly 20,000 participants. Through these activities, the NHSO reaches 120 towns in Connecticut. Key programs include the Classics Series (enhanced by contemporary American masterworks composers), Pops Series (concerts featuring the lighter side of classical music), Family Series (FREE concerts for children celebrating literature and music), Composer-in-Residence Initiative (American composers work in-depth with the orchestra), and educational residencies. In 2007, William Boughton became the tenth Music Director and Principal Conductor of the New Haven Symphony Orchestra. Under his leadership and that of CEO Elaine Carroll, programs have expanded geographically, with concerts being performed in regional venues, allowing the NHSO to reach a larger audience with exceptional performances. The NHSO’s recent successes have been celebrated with national awards from New Music USA, Women’s Philharmonic Advocacy, ASCAP’s Award for the Programming of American Music, Alice M. Ditson Fund, and the League of American Orchestra’s Futures Fund, which awarded the NHSO $80,000 for the creation of its Harmony Fellowship, a program for diverse string players that provides them career development and the opportunity to play as part of a professional orchestra. This fellowship is part of a greater diversity and inclusion initiative, wherein the NHSO seeks to have more diverse voices represented onstage, in its leadership, and in the audience. The NHSO celebrated its 125th season in 2018-2019 and welcomes new Music Director, Alasdair Neale in season 2019-2020 to begin his tenure at the Symphony.

Impact
Accomplishments during the 2018-19 season included: 1) The NHSO continued to develop its audience growth and diversity through programming and special marketing efforts, including FREE Family Concert programming. These initiatives brought thousands of new audience members to NHSO performances. Notably, the NHSO performed a concert on April 4, 2019 in tribute to Marian Anderson and the Civil Rights Movement. 43% of new ticket buyers for this performance self-identified as people of color. In addition, the NHSO presented a FREE Concert on the Green featuring the Trinity Steel Band and three time Grammy nominated Afro-Cuban Group, Tiempo Libre. Audience members dancing on the Green and were tweeting about the concert in Spanish. 2) The NHSO received renewed funding from the League of American Orchestras to expand the Harmony Fellowship for Underrepresented Musicians, a fellowship for string players from diverse cultural, ethnic, and socioeconomic backgrounds. This expansion includes the additions of Board, Administrative, and Conducting Fellows bringing DEI work to all areas of the Symphony. 3) The NHSO performed “Young People’s Concerts” for thousands of students from 42 school districts across CT. This season’s YPC audience grew by 12%. 4) The NHSO KidTix initiative which provides free tickets to all children under 18 with the purchase of an adult ticket grew by 65%.
Needs
In order to support our growth and strategy, the New Haven Symphony has the following needs: 1) NHSO needs general operating support. Many foundations are more interested in funding particular projects, but the Symphony also needs funding allocated to day to day operations. 2) Bringing our professional orchestra to perform in Fairfield, Hamden, New London, Norwalk, Madison, Shelton and beyond makes it necessary to partner with corporations and foundations in these areas who will financially support our programs. 3) The NHSO is looking for qualified board members to represent our growing geographical area. We are actively seeking representatives of regional companies, diverse candidates, and experts in human resources and marketing. 4) To continue our Harmony Fellowship for Underrepresented Musicians, the NHSO will need an extra $50,000 per year beginning in the 2021-2022 season. 5) Additional funding is needed to support ongoing DEI work beyond the Harmony Fellowship. These activities include DEI training for all personnel and free concerts within the community to increase arts access.

CEO Statement
The NHSO is in a unique position to serve southern Connecticut through top quality performances of classical music and innovative education programs. The orchestra is comprised of 65 professional musicians who trained at top conservatories and serve as professors at institutions in the Northeast. We are eagerly seeking partners to help expand opportunities for symphonic performances and music education throughout Connecticut. Our programs celebrate our classical music heritage, enriched through new American compositions. From 2015-2017, NHSO received prestigious awards from the Columbia University, Women's Philharmonic Advocacy, and the National Endowment for the Arts to fund a composer residency, incorporating a newly commissioned work, The Voynich Symphony, and community outreach with Hannah Lash. The residency followed the tradition of working in partnership with American composers Augusta Read Thomas, Daniel Bernard Roumain, Christopher Theofanidis, and Chris Brubeck. NHSO’s education programs reached over 20,000 children in 42 Connecticut towns in its 2018-2019 season. We look to expand this reach in our current and future seasons. A comprehensive teacher resource guide offers activities and lesson plans that bring music into the classroom, and the "Alexion Toolkit for Interdisciplinary Learning" provides resources that explore our unique American cultural identity. During the 2018-2019 season, our flagship program, Young People’s Concerts, engaged nearly 8,000 students. To better reflect the rich diversity of the southern Connecticut community, our Music Director seeks performers and works by composers well-versed in Asian, African and Latin traditions, placing them alongside masterpieces of the classical repertoire and gems of the American symphonic literature. The NHSO continues to explore new ways to use social networks and new media to enhance accessibility to classical music. Our music can be heard through radio broadcasts and podcasts. The NHSO has released three professional recordings in the past decade. The first in 2011, featuring William Walton’s Symphony No. 1 and Violin Concerto, garnered international critical acclaim and has sold copies on six continents. A second project recording the music of August Read Thomas began in February 2014 with support from the National Endowment for the Arts and was released in the United States in October 2014. A second installment of the music of William Walton, featuring his Symphony No. 2 and Viola Concerto, was also released in October 2014.
Board Chair Statement
This year has presented both successes and challenges for the NHSO. We’ve continued to foster our strong partnerships across the state and have worked diligently to build new relationships in new areas of Connecticut to further grow our presence. In addition to identifying new strategic partnerships, we also are working to identify new funding opportunities, including individual donors, foundations, and sponsors. Each year, our programs reach Connecticut residents from 120 towns, from New Haven’s urban center to the Naugatuck Valley and to rural Woodstock. During the 2018-2019 season, the NHSO has continued to expand education and outreach programs to fill the gaps left by cuts in music education programs at schools. We continue to focus on our regionalization strategy by “running out” our concerts to communities throughout Connecticut. With a strategic focus on music education, our Board works hard to support programs designed for in-school presentation. This includes the NHSO’s strong history of artist residents, most recently with local composer and Yale faculty member Hannah Lash, and composer-in-residence Michael Brown. These workshops, masterclasses, and residencies are geared toward music students and teachers at intermediate and high schools. The NHSO is currently in the process of selecting our next composer in residence. The NHSO boasts its Young Composers Project, one of three in the United States, which brings student composers together with seasoned professionals to hone their skills. The NHSO composer in residence leads this program and the experience culminates with recorded performances of student works by NHSO musicians. We’re proud to offer several programs that welcome the entire family to discover live music together at venues around Connecticut. We present the Family Concert Series in New Haven and Shelton free of charge. Creating Musical Readers brings NHSO musicians to communities throughout the Greater New Haven area. We also offer School Night at the Symphony, Showcases of Young Artists at our concerts, and Young People’s Concerts for over 7,000 students in Milford, New Haven, Seymour, and Woodstock. Our 2018-2019 season has been one to remember as we celebrated our 125th anniversary season highlighting the Symphony’s contribution to History, Artistry, Education, and Innovation. Our board members remain steadfast in our commitment to providing excellent programming for the community and continuing music education for listeners of every age, ethnicity, and experience level.

Service Categories

**Primary Organization Category**
Arts,Culture & Humanities / Symphony Orchestras

**Secondary Organization Category**
Arts,Culture & Humanities / Arts Education

Areas Served

In a specific U.S. city, cities, state(s) and/or region.

- Ansonia
- Bethany
- Branford
- Cheshire
- Derby
- East Haven
- Guilford
- Hamden
- Lower Naugatuck Valley
- Madison
- Milford
- New Haven
- North Branford
- North Haven
- Orange
The NHSO serves communities throughout the state reaching constituents from 120 Connecticut towns. Our principal concert series are performed in Hamden, New Haven, and Shelton. Education programs take place in 42 towns, and radio broadcasts and recordings have a national and international impact. Other geographic areas served include: Woodstock, Seymour, Milford, Middletown, Hartford, New London, and Worcester, MA.
### NHSO Classics Series

**Description**
The NHSO Classics Series has brought top-quality, professional performances of classical music to concert halls for 126 years. This season, the NHSO will perform a total of eight concerts at Yale’s Woolsey Hall in New Haven. The 2019-2020 season features works by Beethoven, Mozart, Tchaikovsky, Price, Dvorak, Barber, Mazzoli, Abels and more. Each Classics Series concert is programmed and conducted by Music Director Alasdair Neale. Each performance is preceded by a free, informative lecture to deepen the listener’s concert experience.

**Budget**
$800,000.00

**Category**
Arts, Culture & Humanities, General/Other / Musical Performances

**Population Served**
General/Unspecified / Aging, Elderly, Senior Citizens / K-12 (5-19 years)

**Program is linked to organization’s mission and strategy**
Yes

**Short Term Success**
During the 2018-2019 season, the NHSO served more diverse constituents through innovative programming and the work of the Harmony Fellowship for Underrepresented Musicians, a two year fellowship for string players from diverse cultural, ethnic, and socio-economic backgrounds.

**Long Term Success**
Our Mission is to increase the impact and value of orchestral music for our audiences through high quality, affordable performances and educational programming. Our musicians inspire, delight, challenge, and unite larger and more diverse communities. The long-term goal of the NHSO Classics Series is to provide opportunities for audiences throughout Connecticut to celebrate our classical music heritage, enriched through new American compositions, by expanding opportunities for symphonic performances and music education. We will pursue this goal through: 1. Live concert performances by the professional symphony and guest artists; 2. Promotion of new works by American composers-in-residence and composers well-versed in Asian, African and Latin traditions, including performances of their works; 3. Social networks and other media that enhance accessibility to classical music and its interpretation.

**Program Success Monitored By**
The success of the program is measured both quantitatively and subjectively. The NHSO box office tracks success in reaching listeners through tickets sales software and analysis of audience behavior. Audience surveys are used to assess listener satisfaction and solicit input for future improvements. Members of the audience submit unsolicited feedback on how the Orchestra has affected them. Members of the Board of Directors are identified to the audience with name tags, and they solicit informal feedback from patrons.

**Examples of Program Success**
NHSO Classics Concerts are welcoming a growing and more diverse audience. For example, at a recent concert paying tribute to Marian Anderson, Martin Luther King Jr., and the Civil Rights Movement 43% of new ticket buyers self identified as people of color.
NHSO Pops Series

Description
The NHSO Pops Concerts are performed in Shelton and Hamden. The Pops are dramatic and fun concerts featuring light classics, Broadway musicals, holiday favorites and more. The afternoon performance offerings are of special interest to senior citizens and to parents who attend the performances with their children. This past season, NHSO Principal Pops conductor Chelsea Tipton and Music Director William Boughton led the orchestra in a tribute to Frank Sinatra, a performance of holiday favorites, Broadway Favorites, and selections from award winning movie soundtracks.

Budget
$200,000.00

Category
Arts, Culture & Humanities, General/Other / Musical Performances

Population Served
General/Unspecified / Aging, Elderly, Senior Citizens / K-12 (5-19 years)

Program is linked to organization’s mission and strategy
Yes

Short Term Success
The NHSO Pops series has expanded in recent years to include four performances in Hamden. This is in addition to the Orchestra's long-held tradition of performing these concerts in Shelton. Due to Symphony's success in Shelton, performances were moved to Shelton High School, allowing the NHSO to reach a larger audience.

Long Term Success
The NHSO's live Pops performances of American music and light classics exceed expectations, unite communities, delight, challenge, and inspire. The long term goal of the NHSO is to celebrate our Pops music heritage, enriched through American compositions, by expanding opportunities for symphonic performances and music education. We will celebrate this Vision through: 1. Live performances centered on pops music, supplemented by chamber and ensemble performances by orchestra members and guest artists; 2. Performances for children and families that introduce the Pops music heritage and the major forms of its presentation; and 3. Social networks and other media that enhance accessibility to Pops music and its interpretation.

Program Success Monitored By
The success of the program is measured both quantitatively and subjectively. The NHSO box office tracks success in reaching listeners through tickets sales software and analysis of audience behavior. Audience surveys are utilized to assess listener satisfaction and to solicit input for future improvements. The response of professional reviewers is collected from the local media. Members of the audience submit (unsolicited) feedback on how the Orchestra has affected them. Members of the Board of Directors are identified to the audience with name tags and they solicit informal feedback from patrons.

Examples of Program Success
In past years, the work of the NHSO has been centered in New Haven. The Symphony's focus on regionalization has led to a rapid expansion of programs, especially in Hamden and Shelton. In 2017-2018, both towns hosted four Pops performances. NHSO education programs supplement this performance schedule in the high schools and middle schools. This expansion provides increased performances opportunities for our musicians and provides more professional Pops concerts in more towns in Connecticut.
Family Concert Series

**Description**

The NHSO Family Concert Series offers children and their families a lively introduction to the orchestra and its music through child-friendly performances of familiar repertoire. Musicians from the orchestra and guest performers bring music to life for young audiences in one-hour programs that include narration and visuals along with the music. A special focus on literacy has led to a partnership with New Haven Reads. A popular children’s book is integrated into each Family Series program.

**Budget**

$14,500.00

**Category**

Arts, Culture & Humanities, General/Other / Musical Performances

**Population Served**

General/Unspecified / Families / Children Only (5 - 14 years)

**Program is linked to organization’s mission and strategy**

Yes

**Short Term Success**

The NHSO continues to work with community partners to expand the reach of its family concerts. In 2014-2015, 2015-2016, and 2016-2017 seasons, the Symphony presented all three Family Concerts at Shelton Intermediate School and Davis Street Arts & Academics School (New Haven) and performed run-outs at Greenwich Public Library and the Friends Center for Children (New Haven). The 2016-2017 Family Concert Series marked the third season the concerts were offered for free. In a single year, attendance for the entire series increased by over 50% with attendance in New Haven increasing by 25% and attendance in Shelton increasing by over 90%.

**Long Term Success**

The New Haven Symphony Orchestra’s live performances of family concerts exceed expectations, unite communities, delight, challenge, and inspire. The long-term goal of the NHSO's family programs is to celebrate our classical music heritage, enriched through new American compositions, by expanding opportunities for symphonic performances and music education. We will celebrate this Vision through: 1. Live performances centered on symphony and pops concerts, supplemented by chamber and ensemble performances by orchestra members and guest artists; 2. Promotion of new works by American composers-in-residence and composers well-versed in Asian, African and Latin traditions, including performances of their works; 3. Support of youth and community orchestras and classical music education; 4. Performances for children and families that introduce the classical music heritage and the major forms of its presentation; and 5. Social networks and other media that enhance accessibility to classical music and its interpretation.
Program Success Monitored By

Audience surveys are collected after each concert and also at the end of the season. The NHSO is able to monitor results and attendance throughout the season and then analyze all of the information once the series closes. The NHSO can then begin making any necessary changes to the series during the planning phase for the next season's series. Because of the Family Concert Series' seasonal and evolving nature, the NHSO is able to glean insights from the past season, implement changes into the following season series, and test new ideas quite quickly. This allows the season to grow and develop to fit the needs of the communities, schools, and families. In addition to the objectives listed previously, monitoring attendance information is also key to the success of the program, any (potential) expansions, and the anticipated timetable for achieving results.

Examples of Program Success

In past years the work of the NHSO has been centered in New Haven. Our focus on regionalization has led to an expansion of programs, especially in Shelton. The NHSO Family Concert Series has been successful in introducing hundreds of children to classical music through hands-on exploration of orchestral instruments and interactive programming featuring storytelling and a variety of musical selections. The Series has promoted literacy skills through music and storytelling. In addition, partnerships and additional funding have made it possible to distribute free books at our New Haven Family Concerts. This season, the Family Concert Series has been free-of-charge for all attendees. The NHSO has successfully increased the attendance of these concerts each season.
### NHSO’s Comprehensive Education and Community Engagement Initiatives

#### Description
Education and Community Engagement Initiatives reach more than 20,000 students in 42 Connecticut towns. The programs includes orchestra concerts, workshops with professional musicians, and partnerships with arts institutions. Outreach extends to programs celebrating New Haven’s diverse community. In 2017-2019, the NHSO hosts a composer residency with composer Michael Brown, and the NHSO brings back Haitian-American hip hop violinist, Daniel Bernard Roumain for an educational artist residency in 2019. Prior to each Classics Series performance, a Student Showcase features student ensembles from local schools. Adult education includes Preludes, Lecture Series, and program notes. Preludes are pre-concert lectures by a scholar. The Lecture Series is presented in communities throughout the state with Music Director Boughton. Program notes, containing information about composers and music, are available at concerts. Kids Program notes are also available.

#### Budget
$270,000.00

#### Category
Arts, Culture & Humanities, General/Other / Music Appreciation

#### Population Served
K-12 (5-19 years) / Infants to Preschool (under age 5) / At-Risk Populations

#### Program is linked to organization’s mission and strategy
Yes

#### Short Term Success
The Young People’s Concerts are the heart of the NHSO’s Comprehensive Music Education Initiative. More than 7,000 children heard the 2019 performances in Milford, New Haven, Seymour and Woodstock.

#### Long Term Success
The long term goal of the New Haven Symphony Orchestra is to celebrate our classical music heritage, enriched through new American compositions, by expanding opportunities for symphonic performances and music education. We will celebrate this Vision through: 1. Live performances centered on symphony and pops concerts and supported by education activities; 2. Promotion of new works by American composers-in-residence and composers well-versed in Asian, African and Latin traditions, including performances of their works; 3. Support of youth and community orchestras and classical music education; 4. Performances for children and families that introduce the classical music heritage and the major forms of its presentation; and 5. Social networks and other media that enhance accessibility to classical music and its interpretation.

#### Program Success Monitored By
The success of the program is measured both quantitatively and subjectively. The NHSO education directors tracks the number of students participating each year and analyzes audience behavior. Surveys of both teachers and students are utilized to assess listener satisfaction and to solicit input for future improvements. Students write essays about their NHSO experience and send letters to Music Director William Boughton.
Examples of Program Success

The NHSO Comprehensive Education Program has seen dramatic success in reaching young audiences throughout Connecticut. The Symphony presents programs in 7 of 8 counties in Connecticut. As the NHSO expands its concert offerings around the state, NHSO education programs are expanded to supplement the performance schedule. This extensive activity provides increased performances opportunities for NHSO musicians and provides access to professional teaching artists to more towns in Connecticut.
## Partnerships, Special Events, and Recordings

### Description
Partnerships with local community service organizations remain an integral part of the NHSO’s community engagement effort. Recent community partners include: Beinecke Rare Book and Manuscript Library, Co-op High School, Connecticut Children’s Museum, Connecticut Food Bank, Davis Street Inter-District Magnet School, Educational Center for the Arts, Evergreen Woods, Hamden Public Schools, Neighborhood Music School, New Haven Public Schools, Shelton Public Schools, Tower One/Tower East, Veterans Administration, and Whitney Center. Special concerts of note during the 2017-18 season included: a summer concert on the New Haven green in partnership with the International Festival of Arts and Ideas and a benefit pre-concert dinner and concert for the Community Soup Kitchen. NHSO broadcasts and records its concerts. The second William Walton disc was released in 2014 to international acclaim. A project recording the music of Augusta Read Thomas was also released in 2014.

### Budget
$135,000.00

### Category
Arts, Culture & Humanities, General/Other / Electronic Media

### Population Served
US& International / General/Unspecified / K-12 (5-19 years)

### Program is linked to organization’s mission and strategy
Yes

### Short Term Success
The NHSO gives back to the New Haven community by assisting area not-for-profits in presenting simple and affordable fundraisers. In December 2017, the NHSO partnered with Christy’s Pub to host a benefit dinner for the Community Soup Kitchen in conjunction with its holiday concert. This was the seventh season in which the NHSO helped to raise funds for this vital community resource.

### Long Term Success
The Vision of the New Haven Symphony Orchestra is to celebrate our classical music heritage, enriched through new American compositions, by expanding opportunities for symphonic performances and music education. We will celebrate this Vision through: 1. Collaborations that result in live performances of symphony and pops music enhanced by other art forms or experiences outside of the concert hall; 2. Promotion of new works by American composers-in-residence and composers well-versed in Asian, African and Latin traditions, including performances of their works; 3. Social networks and other media that enhance accessibility to classical music and its interpretation.

### Program Success Monitored By
The success of each program is measured both quantitatively and subjectively. The NHSO box office or Education department tracks success in reaching listeners through tickets sales software, crowd counting and analysis of audience behavior. Audience surveys are utilized to assess listener satisfaction and to solicit input for future improvements. The response of professional reviewers is collected from the local media. Members of the audience submit (unsolicited) feedback on how the Orchestra has affected them. Members of the Board of Directors are identified to the audience with name tags and they solicit informal feedback from our patrons.
Examples of Program Success

The success of the NHSO's second William Walton disc can be felt internationally, as evidenced by this quote from Gramophone Magazine in London. Published March, 2015 by Edward Greenfield "This latest Nimbus disc of Walton is a companion for the outstanding earlier issue of the First Symphony and Violin Concerto from the same forces (10/10). It came as rather a surprise to me in that earlier disc that an orchestra I had hardly heard of should play Walton’s difficult scores with such finesse and warmth, a lesson for some of our British orchestras and a fine tribute to American standards. The Second Symphony is a wonderfully crafted work in which Waltonian electricity is not of such a high voltage as in the First. Nonetheless, William Boughton draws from the New Haven orchestra a comparably magnetic performance. The jazzy syncopations so typical of Walton need to have a degree of freedom, which is just what an English conductor and an American orchestra achieve."

Program Comments

CEO Comments

As the New Haven Symphony Orchestra expands to provide performances regionally, we are seeking community partnerships and funders in Fairfield, Hartford, New London, and New Haven counties. Music Director, Alasdair Neale began his tenure with the Symphony in July 2019. Maestro Neale has a commitment to reaching new audiences and presenting diverse programming and artists.
Leadership & Staff

CEO/Executive Director
Ms. Elaine C. Carroll

Term Start
Dec 2011

Email
ecarroll@newhavensymphony.org

Experience
The NHSO Board of Directors named Elaine C. Carroll Executive Director effective December 1, 2011. Ms. Carroll has more than 25 years of management experience and a proven track record of increasing revenues and balancing budgets. She has secured grants from many major foundations and the Connecticut Commission on Culture and Tourism, the New York State Council on the Arts, the National Endowment for the Arts, and the U.S. Department of Education. She was previously the General Manager of the Stamford Symphony and Executive Director of the Westchester Philharmonic. (Her complete bio is listed among our senior staff.) The Board appointed Ms. Carroll to this position based upon her proven track record as Development Director at the NHSO, where she spearheaded the Bold New Vision campaign raising $600,000. Under her leadership, the NHSO posted a substantial surplus for the 2011-2012 season. These earnings were earmarked to rebuild the NHSO’s strategic cash reserve, which grew by $200,000 during the first 15 months of her tenure.

Staff

Number of Full Time Staff 8
Number of Part Time Staff 229
Number of Volunteers 50
Number of Contract Staff 4
Staff Retention Rate 75%

Staff Demographics - Ethnicity

African American/Black 5
Asian American/Pacific Islander 40
Caucasian 145
Hispanic/Latino 4
Native American/American Indian 0
Other 43 0

Staff Demographics - Gender

Male 110
Female 119
Unspecified 8

Plans & Policies
### Former CEOs and Terms

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<tr>
<th>Name</th>
<th>Term</th>
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### Senior Staff

**Ms. Elaine C. Carroll**

**Title**
Executive Director
Elaine C. Carroll has worked in not-for-profit management more than 20 years. She brings to her role as Executive Director a proven track record of increasing revenues. She has secured grants from many major foundations and the Connecticut Commission on Culture and Tourism, the New York State Council on the Arts, the National Endowment for the Arts, and the U.S. Department of Education. Previously, Elaine served as the General Manager of the Stamford Symphony. Some of her successful fundraising projects include a Fairfield County Community Fund sponsored effort to upgrade technology and increase efficiency at the Symphony. She worked with the local congressman’s office to develop an education proposal that culminated in a $95,000 stimulus grant this past season. Elaine was a researcher and reporter for the statewide Values Study and she implemented one of five follow-up Innovation Grant programs statewide. In addition, her innovative marketing plan increased the Symphony’s public presence without increasing marketing expenses. In order to make strides in improving the Symphony’s use of new media to recruit a diverse audience, Elaine recruited information and innovation officers from local Fortune 500 companies to the Marketing Committee of the Board of Directors. Elaine was previously the Executive Director of the Westchester Philharmonic where her fundraising led to a decrease in the annual deficit by 96% in her first season. She launched a successful opening night gala and increased both fundraising event income and total government support of the Philharmonic. She implemented a major program for high-risk children funded by the U.S. Department of Education. Prior to her service in Westchester, Elaine served as Festival and Business Manager of the Norfolk Chamber Music Festival/Yale Summer School of Music. Elaine led an extensive expansion of Norfolk’s outreach and education programs and significantly increased individual giving. Before arriving in Norfolk, Elaine served as Director of Development for Friends of the Arts, presenters of classical, jazz and popular concerts as well as arts-in-education throughout Long Island, NY. Elaine was also Administrative Director of the Riverside Symphony in New York City, an orchestra dedicated to new and unusual music and emerging American soloists. Elaine has served as a panelist for the Connecticut Commission on Culture and Tourism and the Westchester Arts Council. She is a founding member of Connecticut’s Shamrock Traditional Irish Music Society. She earned her Masters of Performing Arts Administration from New York University and holds a B.A. in flute performance from the University of North Carolina at Chapel Hill.

Ms. Caitlin Daly
Title
Education Director

Ms. Katie Bonner Russo
Title
Marketing Director

Mr. Daniel Camenga
Title
Development Director

Formal Evaluations
CEO Formal Evaluation
Yes
CEO/Executive Formal Evaluation Frequency: Annually

Senior Management Formal Evaluation: Yes

Senior Management Formal Evaluation Frequency: Annually

Non Management Formal Evaluation: Yes

Non Management Formal Evaluation Frequency: Annually

Collaborations

Amistad Academy, New Haven
Co-op High School, New Haven
Congregational Church of Old Lyme
Connecticut Children’s Museum, New Haven
Educational Center for the Arts, New Haven (ECA)
Elim Park, Cheshire
Elizabeth Shelton School, Shelton
Evergreen Woods, North Branford
Ezra Academy, Woodbridge
Fairfield Public Schools Fairfield University, Fairfield
Fair Haven School, New Haven
First Congregational Church of Madison
Free Keys CT Piano Trail Foote School, New Haven
Greens Farm School, Westport
Hamden Middle School
Jennings Elementary School, New London
Junior League of Greater New Haven
Leila Day School, New Haven
Long Hill School, Shelton
Market New Haven
Mary Tisko Elementary, Branford
Milford Public Schools
Nathan Hale Elementary, New London
Nature Conservancy, Middletown
Neighborhood Music School
New Haven Public Schools
PANECE (Performing Arts of NorthEastern CT)
Pendergast School, Ansonia
Pumpkin Delight Elementary, Milford
Quinnipiac University, Hamden
Regina A. Quick Center, Fairfield
Sacred Heart University, Fairfield
Seymour Public Schools
Shelton Public Schools
Shoreline/Winthrop Elementary, New London
St. Martin de Porres School, New Haven
Sunnyside Elementary School, Shelton
Tower One/Tower East, New Haven
University of New Haven
Whitney Center, Hamden
Wintergreen School
WSHU
Yale School of Music

Affiliations

<table>
<thead>
<tr>
<th>Affiliation</th>
<th>Year</th>
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</thead>
<tbody>
<tr>
<td>Greater New Haven Chamber of Commerce</td>
<td>2010</td>
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<tr>
<td>United Way of Greater New Haven</td>
<td>2010</td>
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Awards

<table>
<thead>
<tr>
<th>Award/Recognition</th>
<th>Organization</th>
<th>Year</th>
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<tr>
<td>Consecutive grant awards 2011-2015</td>
<td>National Endowment for the Arts</td>
<td>2011</td>
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<tr>
<td>Grant awards</td>
<td>Connecticut Commission on Culture and Tourism</td>
<td>2011</td>
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<td>Music Alive Grant</td>
<td>Meet the Composer/League of American Orchestras</td>
<td>2010</td>
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<td>Institutional Vision Program</td>
<td>League of American Orchestras</td>
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<td>Contemporary Music Award</td>
<td>ASCAP</td>
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<td>Educational Residency with Christopher Brubeck</td>
<td>New Music USA</td>
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<td>World Premiere Commission</td>
<td>Fromm Foundation</td>
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<td>Educational Residency with Christopher Brubeck</td>
<td>National Endowment for the Arts</td>
<td>2014</td>
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<td>Augusta Read Thomas 50th Birthday Tribute Concert</td>
<td>Aaron Copland Fund for Music</td>
<td>2014</td>
</tr>
<tr>
<td>Grant for First Year of Hannah Lash Composer Residency</td>
<td>National Endowment for the Arts</td>
<td>2015</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>---------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Grant Award for Performance of Hannah Lash’s “The Lash/Voynich Project”</td>
<td>Women’s Philharmonic Advocacy</td>
<td>2015</td>
</tr>
<tr>
<td>Grant Award for Harmony Fellowship for Underrepresented Musicians</td>
<td>American Orchestras’ Futures Fund</td>
<td>2017</td>
</tr>
<tr>
<td>Grant Award for Harmony Fellowship for Underrepresented Musicians</td>
<td>American Orchestras’ Futures Fund</td>
<td>2019</td>
</tr>
<tr>
<td>Performing the work of Florence Price</td>
<td>Women’s Philharmonic Advocacy</td>
<td>2019</td>
</tr>
</tbody>
</table>

**Comments**

**CEO Comments**
The NHSO has taken a pro-active and flexible approach to providing quality programming in a difficult economic climate. Our stated goal is to invest in programs onstage and in schools, and over 75% of our budget is expended in program services. Our administrative structure was realigned to support this goal, and the NHSO is one beneficiary of a landmark gift from the Estate of Richard English. Interest from this donor-directed fund is already benefiting the NHSO, and when fully capitalized, the earned income from the Trust will underwrite 20% of the NHSO’s projected $2 million budget. The NHSO follows a regionalization strategy that “runs out” our concerts for additional performance opportunities. Woolsey Hall concerts will be repeated in Clinton, Middletown, Madison, and Fairfield over the course of this season. In addition to reaching new audiences, these performances allow us to expand our sponsorship and donor bases, and thus create additional income. Our Pops series is performed in Shelton and Hamden, with audiences growing steadily. Focusing on these venues allows us to offer additional work to our musicians while building new audiences, attracting new sponsors, and taking advantage of significantly reduced operations costs. Growing Pops audiences have necessitated the NHSO moving to larger concert venues in both Hamden and Shelton. In addition, we continued to develop audiences on the Shoreline through performances of special holiday programming. The NHSO has earned significant international recognition by releasing our recording projects and earning several nationally competitive awards including the ASCAP Award for Adventurous Programming, Meet the Composer, New Music USA, Fromm Foundation, and National Endowment for the Arts grants. These awards shine a light on the cultural achievements of the New Haven region and celebrate the New Haven Symphony Orchestra’s achievements. The financial changes implemented guarantee the NHSO’s financial stability and success for the long-term.
Board & Governance

Board Chair
Mr. Keith Churchwell

Company Affiliation
Yale New Haven Health Heart and Vascular

Term
June 2019 to May 2022

Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. James (Jim) Alfieri</td>
<td>People's United Bank</td>
</tr>
<tr>
<td>Mr. Burton Alter</td>
<td>Retired</td>
</tr>
<tr>
<td>Mrs. Linda Astmann</td>
<td>Retired</td>
</tr>
<tr>
<td>Ms. Anne Benowitz</td>
<td>Junior Achievement</td>
</tr>
<tr>
<td>Dean Robert Blocker</td>
<td>Yale University - School of Music</td>
</tr>
<tr>
<td>Mr. EJ Catala</td>
<td></td>
</tr>
<tr>
<td>Mr. Robert DiGioia</td>
<td>Hearst Media</td>
</tr>
<tr>
<td>Mr. Bert Dovo</td>
<td></td>
</tr>
<tr>
<td>Mr. Patrick Dunleavey</td>
<td>BlumShapiro</td>
</tr>
<tr>
<td>Mr. Robert Eck</td>
<td>Retired, Attorney</td>
</tr>
<tr>
<td>Mr. Brian J. Gedicks</td>
<td>Knights of Columbus</td>
</tr>
<tr>
<td>Mr. Christopher H. Getman</td>
<td>Soundview Capital Management</td>
</tr>
<tr>
<td>Mr. Paul Hermes</td>
<td></td>
</tr>
<tr>
<td>Ms. Christine Jean-Louis</td>
<td>Connecticut Attorney General's Office</td>
</tr>
<tr>
<td>Mr. Bruce Kalk</td>
<td></td>
</tr>
<tr>
<td>Dr. Byron Kennedy</td>
<td>New Haven Health Department</td>
</tr>
<tr>
<td>Mr. Richard LoPresti</td>
<td>United Illuminating</td>
</tr>
<tr>
<td>Ms. Amey Marrella</td>
<td></td>
</tr>
<tr>
<td>Ms. Laurie McCurdy Gerard</td>
<td></td>
</tr>
<tr>
<td>Mr. James (Jim) T. Morley Jr.</td>
<td>Retired, Broadcasting</td>
</tr>
<tr>
<td>Robert Santy</td>
<td></td>
</tr>
<tr>
<td>Mr. David E. Schancupp</td>
<td>Attorney At Law</td>
</tr>
<tr>
<td>Ms. Cristi Stroud</td>
<td>Northwestern Mutual</td>
</tr>
<tr>
<td>Dr. Charles E. Warner</td>
<td>Retired, New Haven Public Schools</td>
</tr>
</tbody>
</table>

Board Demographics - Ethnicity

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American/Black</td>
<td>4</td>
</tr>
<tr>
<td>Asian American/Pacific Islander</td>
<td>0</td>
</tr>
<tr>
<td>Caucasian</td>
<td>20</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>1</td>
</tr>
</tbody>
</table>
Native American/American Indian 0
Other 0 0

Board Demographics - Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>19</td>
</tr>
<tr>
<td>Female</td>
<td>6</td>
</tr>
<tr>
<td>Unspecified</td>
<td>0</td>
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</table>

Governance

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
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<tbody>
<tr>
<td>Board Term Lengths</td>
<td>3</td>
</tr>
<tr>
<td>Board Meeting Attendance %</td>
<td>59%</td>
</tr>
<tr>
<td>Number of Full Board Meetings Annually</td>
<td>8</td>
</tr>
<tr>
<td>Written Board Selection Criteria</td>
<td>Yes</td>
</tr>
<tr>
<td>Written Conflict of Interest Policy</td>
<td>Yes</td>
</tr>
<tr>
<td>Percentage Making Monetary Contributions</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage Making In-Kind Contributions</td>
<td>100%</td>
</tr>
<tr>
<td>Constituency Includes Client Representation</td>
<td>No</td>
</tr>
</tbody>
</table>


- Accident and Injury Coverage
- Automobile Insurance and Umbrella or Excess Insurance
- Commercial General Liability and D and O and Umbrella or Excess and Automobile and Professional
- Medical Health Insurance
- Workers Compensation and Employers’ Liability
- Computer Equipment and Software
- Crime Coverage
- Employee Dishonesty
- General Property Coverage
- Special Event Liability

Standing Committees

- Executive
- Audit
- Finance
- Nominating
- Education
- Development / Fund Development / Fund Raising / Grant Writing / Major Gifts
- Strategic Planning / Strategic Direction
- Human Resources / Personnel
CEO Comments

The New Haven Symphony Orchestra is a regional organization that provides services throughout the State of Connecticut.
Financials

Fiscal Year Start
July 01 2019

Fiscal Year End
June 30 2020

Projected Revenue
$2,188,932.00

Projected Expenses
$2,188,933.00

Endowment Value
$14,830,988.00

Spending Policy
Percentage
Percentage (if selected)
5%

Detailed Financials

Prior Three Years Total Revenue and Expense Totals Chart
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$1,955,224</td>
<td>$2,181,266</td>
<td>$1,807,606</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$1,847,653</td>
<td>$1,948,464</td>
<td>$1,900,869</td>
</tr>
</tbody>
</table>

Prior Three Years Assets and Liabilities Chart
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>$2,995,796</td>
<td>$3,334,333</td>
<td>$1,244,809</td>
</tr>
<tr>
<td>Current Assets</td>
<td>$650,122</td>
<td>$1,186,763</td>
<td>$880,739</td>
</tr>
<tr>
<td>Long-Term Liabilities</td>
<td>$0</td>
<td>--</td>
<td>$0</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$404,607</td>
<td>$363,547</td>
<td>$289,531</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$2,591,189</td>
<td>$2,970,759</td>
<td>$955,278</td>
</tr>
</tbody>
</table>

Prior Three Years Top Three Funding Sources
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Funding Source &amp; Dollar Amount</td>
<td>Richard L. English Fund $470,724</td>
<td>Richard L. English Fund $419,436</td>
<td>Richard L. English Fund $423,309</td>
</tr>
<tr>
<td>Second Highest Funding Source &amp; Dollar Amount</td>
<td>Wattles Foundation $65,000</td>
<td>Morse Trust $145,227</td>
<td>Morse Trust $109,266</td>
</tr>
<tr>
<td>Third Highest Funding Source &amp; Dollar Amount</td>
<td>Department of Economic and Community Development $64,993</td>
<td>NHSO Foundation $50,623</td>
<td>NHSO Foundation $49,673</td>
</tr>
</tbody>
</table>

Solvency

Short Term Solvency
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Ratio: Current Assets/Current Liabilities</td>
<td>1.61</td>
<td>3.26</td>
<td>3.04</td>
</tr>
</tbody>
</table>

Long Term Solvency
Fiscal Year | 2018 | 2017 | 2016
--- | --- | --- | ---
Long-Term Liabilities/Total Assets | 0% | 0% | 0%

Capital Campaign

**Currently in a Capital Campaign?**
No

**Capital Campaign Anticipated in Next 5 Years?**
No

Comments

**CEO Comments**
The NHSO has taken a pro-active and flexible approach to providing quality programming in a difficult economic climate. Our stated goal is to invest in programs onstage and in schools, and over 75% of our budget is expended in program services. As our administrative structure was realigned to support this goal, the NHSO learned it was one beneficiary of a landmark gift from the Estate of Richard English. Interest from this donor directed fund is already benefitting the NHSO and, when fully capitalized, the earned income from the Trust will underwrite 20% of the NHSO’s projected $2 million budget. The NHSO musicians voted to support a regionalization strategy that “runs out” our fourth rehearsal for each Symphony Series concert as an additional performance opportunity. In addition to reaching new audiences, these performances allow us to expand our sponsorship and donor bases, and thus create additional income. Our Pops series is performing to sold-out audiences in Shelton and Hamden audiences. Focusing in these venues allows us to offer additional work to our musicians while building new audiences, attracting new sponsors, and taking advantage of significantly reduced operations costs. Due to the sustained levels of attendance in Shelton, the NHSO was pleased to announce its move to Shelton High School for the 2016-2017 season. This gave the NHSO additional capacity to grow its audience base in the Valley. The NHSO has earned significant international recognition by releasing our Nimbus CD and earning several nationally competitive awards including the ASCAP Award for Adventurous Programming, Meet the Composer and National Endowment for the Arts grants. These awards shine a light on the cultural achievements of the New Haven region and celebrate the New Haven Symphony Orchestra’s achievements. The financial changes implemented in the past two season guarantee the NHSO’s financial stability and success for the long-term.

**Foundation Staff Comments**
This profile, including the financial summaries prepared and submitted by the organization based on its own independent and/or internal audit processes and regulatory submissions, has been read by the Foundation. Financial information is inputted by Foundation staff directly from the organization’s IRS Form 990, audited financial statements or other financial documents approved by the nonprofit’s board. The Foundation has not audited the organization’s financial statements or tax filings, and makes no representations or warranties thereon. The Community Foundation is continuing to receive information submitted by the organization and may periodically update the organization’s profile to reflect the most current financial and other information available. The organization has completed the fields required by The Community Foundation and updated their profile in the last year. To see if the organization has received a competitive grant from The Community Foundation in the last five years, please go to the General Information Tab of the profile.