Creative Arts Workshop

General Information

Contact Information

Nonprofit
Creative Arts Workshop

Address
80 Audubon Street
New Haven, CT 06510

Phone
(203) 562-4927

Web Site
Web Site

Facebook
Facebook

Twitter
Twitter

devdevelopment@creativeartworkshop.org

At A Glance

Year of Incorporation
1961

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
Statements

Mission
Creative Arts Workshop (CAW) is an educational and cultural resource center devoted to fostering creativity through participation in, appreciation of and leadership in the visual arts in the Greater New Haven area. Creative Arts Workshop affirms its commitment to making its programs available to a broad and diverse population.

Background
CAW was founded in 1961. From the outset, CAW had a dual commitment to excellence in visual arts education and service to the greater New Haven community. In the late ’60s, the City of New Haven designated one block of Audubon Street for arts redevelopment, where only arts groups could purchase land. Creative Arts Workshop took advantage of this, and by 1972, had its own building. In 1976, thanks to the efforts of a far-sighted group of people, the mortgage for the entire facility was paid off. CAW is now one of nine anchor arts institutions in New Haven, and a critical part of the arts ecosystem and the city’s economy. Having a facility designed as an art school, offering a full range of fine art and fine craft classes in the visual arts with fully equipped studios, sets CAW apart from similar organizations in the state. While other organizations and places have pieces of what we do, we distinguish ourselves by having it all under one roof, and at some scale. We have room for up to 12 students in most classes. Those advantages allow more students to practice with each other, and allow for cross-discipline exploration—even on the same day. Current annual enrollment is approximately 1,700 adults and children (unique participants) for more than 400 classes and workshops in the last year. To deliver these classes, CAW employs nearly 70 teaching artists who are each accomplished in their own right, many of whom teach at neighboring colleges. CAW’s classes are open to students of all ages and levels of experience. We provide fundamental courses at the beginner, intermediate, and advanced levels in all disciplines. This is essential for those wanting sequential learning. We also provide complementary courses, specialty learning, and skills and topics for those wanting more than the basics. CAW has an active schedule of free exhibitions in its two-story gallery. These exhibitions range from art created in CAW’s own studios, to work done by its world-class instructors, to partnerships with organizations throughout the Greater New Haven area and New England, to an upcoming exhibition with works from immigrant artists across the country. CAW is committed to keeping tuition fees as low as possible and provides tuition assistance valued at approximately $10,000 a year to those in financial need, financed through discounts and discrete scholarship funds. CAW is supported by tuition fees, grants from public and private institutional funders, generous donors, and fundraising events. Many exhibitions are sponsored by local businesses.
Impact

ACCOMPLISHMENTS  Internal Stabilization  Over the last year, CAW has:  --controlled expenses and increased revenues, ending year with a surplus (the 2nd consecutive year)--established a new endowment and cash reserve fund, with pledges to FY22  --exercised diligence to understand our business and the marketplace --created and refined systems/processes to support operational infrastructure  --created financial transparency via standardized reporting. We will continue to refine our internal financial systems to provide understanding on the cost of running the school, and profit margin for those activities that contribute to the rest of the organization. GOALS FOR THE COMING YEAR  Visioning and Business Planning  CAW secured support for and undertook a visioning process which is leading to a new business roadmap that will increase not only our stability and long term sustainability, but our leadership in the community. We are developing a new product line--workshops for business professionals and businesses who offer professional development that center on creativity. This essential building block is the third most important skill global companies say their employees need (according to a study published by the World Economic Forum). This new product does not alter our more traditional offerings for those seeking arts classes, but welcomes a new larger audience into that which is fundamental to each of us--creativity. Once piloted and priced, it will inform our business planning--a major goal for the coming year.  We are redoubling our effort to address diversity organization-wide at CAW. This extends from board recruitment, to partnerships with community based organizations to attract students -- particularly young people -- from neighborhoods not currently deeply represented in CAW’s student body. We are seeking ways to build scholarship funds to reduce barriers to access for those students who might not otherwise be able to afford classes and workshops at CAW. We are also working to attract a more diverse staff and faculty. Additional goals for the coming year include building the cash reserve, continuing board recruitment to add at least 3 new members, further professionalizing the staff, and deepening our collaborations with sister organizations.

Needs

Our top priorities over the next year are:• Significant funds to address capital/building needs• Right sized and right credentialed staff to augment our very lean team• New board members who have deeper networks and expertise in the areas of accounting, facilities/construction/engineering, technology, education, economic development, marketing and public relations, and human resources• Diversity at every level of the organization. Diversity in this context refers to groups and individuals identified by, for instance, race, color, sex, gender, sexual orientation, age, disability status, religion, national origin, marital or partnership status, ancestry, political belief or activity, or status as a veteran.• Collaborate with board and staff to refine a fundraising plan and executable strategy that grows fund balances, our fundraising bench, and confidence in ability to raise funds
CEO Statement
Last year was one of big and exciting changes CAW. We are in the middle of a financial turnaround and a programmatic refresh, ensuring stability and relevance in the community. CAW is a vital part of New Haven’s notable vibrant cultural life, nurturing creativity and learning in 8+ arts disciplines, offering exhibitions and programs, and supporting creativity for all. Our vision is CAW as a center for creativity through the visual arts that welcomes and supports that pursuit for all—artists, avocationalists in the arts, and also those who do not identify as artists. And, to help the New Haven region’s residents leverage that which is essential in all of us—creativity. And, in so doing, thrive. To accomplish this we see a state-of-the-art CAW that is bustling, thriving—a center that everyone wants to be at—to see the latest exhibition or find the right one-of-a-kind item for sale, to take a class they’ve always wanted to take, return to class with a community of arts practitioners and world-class faculty who nourish their artmaking, or to tap into creativity to thrive in their work lives. CAW is not just for artists. It is for those who are tapping into something essential, fundamental. CAW is the place that offers just that. Creativity. All under one roof. We aim high to build and burnish our offerings and brand to include: The Galleries & Programs @ CAW—tech-savvy, visual art destination with new, compelling, not-to-be-missed experiences. The School @ CAW—open seven days a week. Offerings that are best-in-class, including our new offering in development, helping business professionals to think creatively, plan projects, find perspective, challenge the status quo, and problem solve on the fly. Refreshed studios in metal sculpture, pottery, photography, printmaking, painting/drawing, CAW will attract and provide facilities for the production of art for sale, supporting the creative economy, and provide important practice ground for artists to refine and explore their practice. The Store @ CAW—Linking makers and those who buy fine art and fine craft items, CAW will offer opportunities for purchasing works during exhibitions and during the Celebration of American Crafts. Stepping into leadership here means not only leading the turnaround but also nurturing creativity with students of all ages and levels of experience. It also means collaborating with this great community of makers and artists, as well as arts and community organizations. It is a privilege to be at CAW; I am grateful to the donors, funders, and volunteers joining us in realizing this vision.

Board Chair Statement
Since 1961, the Creative Arts Workshop (CAW) has served greater New Haven and grown into an anchoring presence in the heart of the Audubon Arts District. CAW has nurtured artists, whether budding, mid-career, or established. It has also introduced thousands of youth to painting, drawing, pottery, and sculpture. The CAW is both a treasured legacy and inestimable potential. CAW finds itself at a pivotal time in its organizational history. To thrive, we must fortify ourselves financially, and move boldly into the future. Our new Executive Director has demonstrated remarkable leadership and, in conjunction with our dedicated Board, has set ambitious, yet attainable goals to raise the funds needed. We are calling home our alumni, former Board members, and past stakeholders to join us in the CAW’s renaissance. Already, friends and family of the CAW are responding by pledging funds to help finance this endeavor. As Chair of the CAW Board, I am immensely encouraged by our prospects. Our Board is resolute in its commitment to sound stewardship. We are committed to best practices, fiscal responsibility, and the maintenance of the CAW legacy, while modernizing the institution. Our surviving Founder and Board Emerita, Ann Lehman, sits with us as an example of how vision, determination, and community can create an enduring institution. Guided by our core values of freedom of expression, artistic excellence, and equity and inclusion, the CAW is a refuge for all art lovers in the community. CAW artists create without censorship and collaborate openly. Art patrons have access to diverse artistic perspectives that are engaging and thought provoking. This type of environment is not openly essential to good artistic practice and art patronage, it is necessary for every robust, thriving city. The leadership of CAW, its Board and Executive Director, stand ready to propel our beloved organization into the future. Please, join us in this worthy endeavor.

Service Categories

Primary Organization Category  Arts, Culture & Humanities / Arts Education

Areas Served
Ansonia
Bethany
Branford
Cheshire
Derby
East Haven
Guilford
Hamden
Madison
Milford
New Haven
North Branford
North Haven
Orange
Oxford
Seymour
Shelton
Wallingford
West Haven
Woodbridge
**The Artists @ CAW**

**Description**
From the founders to today, artists are the heart of why we do what we do. For artists at every skill or commitment level -- the curious, the beginner, the seasoned avocationalist, to professional artists and every nuanced level in between, CAW is the place to go, to be in community, to create. We will keep artists, creative expression, creativity and practice at the core of every part of this beloved institution in transition and through our future path. But this does not mean being wedded to the past, but rather offering an environment where creativity thrives, where artists not only learn and practice, but are offered ways to promote and sell their work if they choose.

**Budget**
$0.00

**Category**
Arts, Culture & Humanities, General/Other / Visual Arts

**Population Served**
General/Unspecified / General/Unspecified / General/Unspecified

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

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**The Professionals @ CAW**

**Description**
Global leaders report that creativity will be the #3 most needed skill by 2020 in order for their businesses to thrive. Professionals need partners, schools, institutions to help them learn how to think creatively, plan projects, find perspective, problem solve on the fly. All of these are taught in our classes. Helping professionals find their way here and getting them started on the road to create -- regardless of skill -- is our newest focus.

**Budget**
$0.00

**Category**
Arts, Culture & Humanities, General/Other / Visual Arts Exhibitions

**Population Served**
Adults / /

**Program is linked to organization’s mission and strategy**
Yes
The Galleries @ CAW

Description
Intended to be destinations for art lovers, and those who want to engage with and explore arts in an exhibition setting, the galleries will be refurbished to be welcoming, technology-ready. Art generated within CAW and from outside -- via collaborations, juried shows, resident and guest curators -- our galleries will showcase emerging and professional artists and draw visitors from New Haven and the region, state and nation. We will present content that is compelling, reflects high standards of artistic excellence that engages and promotes dialogue--and provides energy and ideas that support creative practice at CAW.

Budget $0.00
Category Arts, Culture & Humanities, General/Other / Visual Arts Exhibitions
Population Served General/Unspecified / General/Unspecified / General/Unspecified
Program is linked to organization’s mission and strategy Yes

The School @ CAW

Description
Dedicated to the promotion and development of high standards in both elementary and advanced artistic creation, we will offer a range of classes that are grounded in excellence, innovation, and responsive to market needs. We are competitively priced and scheduled, feature a strong and world-class faculty -- artists and makers who are the best in their genre, and offer something for every skill level -- removing barriers to access and trying something new, as well as providing advanced instruction for accomplished students and artists.

Budget $0.00
Category Arts, Culture & Humanities, General/Other / Visual Arts Instruction
Population Served Adults / Children and Youth (0 - 19 years) / General/Unspecified
Program is linked to organization’s mission and strategy Yes

The Studios @ CAW

Description
Refreshed and state-of-the-art in metal sculpture, jewelry making, pottery, photography, printmaking, painting and drawing, CAW studios will attract and continue to provide important facilities for the production of art for practice, expression and/or sale, supporting the livelihoods of artists and the creative economy, as well as provide important practice ground for artists to refine and explore their art.

Budget $0.00
Category Arts, Culture & Humanities, General/Other / Visual Arts
Population Served General/Unspecified / General/Unspecified / General/Unspecified
Program is linked to organization’s mission and strategy Yes
<table>
<thead>
<tr>
<th><strong>The Store @ CAW</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
</tr>
<tr>
<td>Linking makers and buyers, CAW year-round shop in its retail space will offer quality merchandise, one of a kind objects, collectible fine arts and fine crafts by noted artists and artisans, made in America goods. The store will expand for a month in the latter part of each year to host the Celebration of American Craft. CAW's store will be a shopping destination for one-of-a-kind pieces and support independent working artists.</td>
</tr>
<tr>
<td><strong>Budget</strong></td>
</tr>
<tr>
<td>$0.00</td>
</tr>
<tr>
<td><strong>Category</strong></td>
</tr>
<tr>
<td>Arts, Culture &amp; Humanities, General/Other / Visual Arts</td>
</tr>
<tr>
<td><strong>Population Served</strong></td>
</tr>
<tr>
<td>General/Unspecified / General/Unspecified / General/Unspecified</td>
</tr>
<tr>
<td><strong>Program is linked to organization’s mission and strategy</strong></td>
</tr>
<tr>
<td>Yes</td>
</tr>
</tbody>
</table>
Leadership & Staff

CEO/Executive Director
Anne Coates
Term Start
Nov 2017
Email
acoates@creativeartsworshop.org

Staff

Number of Full Time Staff 2
Number of Part Time Staff 74
Number of Volunteers 35
Number of Volunteers 35
Number of Contract Staff 0
Staff Retention Rate 0%

Staff Demographics - Ethnicity
African American/Black 3
Asian American/Pacific Islander 6
Caucasian 62
Hispanic/Latino 4
Native American/American Indian 0
Other 10

Staff Demographics - Gender
Male 26
Female 49
Unspecified 1

Plans & Policies
Organization has a Fundraising Plan? Under Development
Organization has a Strategic Plan? Under Development
Years Strategic Plan Considers N/A
Management Succession Plan? Under Development
Organization Policy and Procedures Under Development
Nondiscrimination Policy Yes
Whistleblower Policy Yes
Document Destruction Policy Yes
Former CEOs and Terms

<table>
<thead>
<tr>
<th>Name</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daniel Fitzmaurice</td>
<td>Jan 2015 - Mar 2017</td>
</tr>
<tr>
<td>Ms. Susan Smith</td>
<td>Sept 1987 - Jan 2015</td>
</tr>
</tbody>
</table>

Senior Staff

Steve DiGiovanni
Title: Drawing and Painting Department Head

Ann P. Lehman
Title: Sculpture/Jewelry Department Head

Harold Shapiro
Title: Photography Department Head

Barbara Harder
Title: Printmaking Department Head

Paulette Rosen
Title: Book Arts Co-Department Head

Charles Jones
Title: Pottery Department Head

Lucienne Coifman
Title: Weaving Department Head

Nellie Shevelkina
Title: Young People's Department Head

Lourdes Rodriguez
Title: Bookkeeper

Robin Greene
Title: Gallery Coordinator

Astrid Bernard
Title: Registrar

Formal Evaluations
CEO Formal Evaluation: Yes
CEO/Executive Formal Evaluation Frequency: Annually
Senior Management Formal Evaluation: N/A
Senior Management Formal Evaluation Frequency: N/A
Non Management Formal Evaluation: Yes
Non Management Formal Evaluation Frequency: Annually

Collaborations

Neighborhood Music School 2019- shared services
Yale-China Lunarfest 2018
Arts Council Make Music New Haven 2018
Arts Council Fall Event 2018
Yale-China Lunarfest 2018
Yale Africa Salon 2018
Artspace Roberto Lugo Artist Residency 2018
New Haven Paint and Clay Club 2018
ECA 2018
IRIS 2018-19
International Association of New Haven 2018-1019
The Village Project 2018-19
International Festival of Arts & Ideas 2019
Southern Connecticut Conference 2019
Sanctuary Kitchen 2019
Errera Community Care Center 2019
Wooster Square Cherry Blossom 2019

Awards

<table>
<thead>
<tr>
<th>Award/Recognition</th>
<th>Organization</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Haven Register</td>
<td>Best Art Lessons in New Haven County</td>
<td>2019</td>
</tr>
<tr>
<td>Best Arts Center</td>
<td>The Advocate</td>
<td>2014</td>
</tr>
<tr>
<td>Second Place for Best Art Organization</td>
<td>The Advocate</td>
<td>2014</td>
</tr>
<tr>
<td>Community Partner of the Year</td>
<td>Albertus Magnus College</td>
<td>2010</td>
</tr>
<tr>
<td>Best Artisans Gallery</td>
<td>New Haven Advocate Readers Poll</td>
<td>2008</td>
</tr>
<tr>
<td>Best Artisans Gallery</td>
<td>New Haven Advocate Readers Poll</td>
<td>2007</td>
</tr>
</tbody>
</table>

Comments

**CEO Comments**

Our facility is facing the need for substantial repairs and updates--from a need for electrical wiring to a new boiler, a new elevator, and major roof repairs. We are looking to secure a top-to-bottom engineering/building assessment to determine the full scope of this work and related costs. We will actively seek partners to explore solutions. In the meanwhile, we have established a Building First Aid Fund, to help offset some immediate facilities needs. We are seeking new donations for this fund, and in-kind or sponsored work from the building trades for smaller, more immediate projects.
Board & Governance

Board Chair
Joy Ford

Company Affiliation
Urban Planner, City of New Haven (retired)

Term
Sept 2018 to Sept 2021

Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meenakshi Alreja</td>
<td>Yale University Medicine</td>
</tr>
<tr>
<td>Peter Billings</td>
<td>Billings &amp; Barrett New Haven Attorneys</td>
</tr>
<tr>
<td>Ben Bruce</td>
<td>Marketing</td>
</tr>
<tr>
<td>Anne Coates</td>
<td></td>
</tr>
<tr>
<td>Dallas Davis</td>
<td>Wareck-O'Stilio</td>
</tr>
<tr>
<td>Danielle Ginnetti</td>
<td>Business Owner</td>
</tr>
<tr>
<td>Ann P. Lehman, Emeritus</td>
<td>Artist</td>
</tr>
<tr>
<td>Amy McNamara-Higgen</td>
<td>Self-Employed</td>
</tr>
<tr>
<td>Lori Miller</td>
<td>Underwriting Director WSHU</td>
</tr>
<tr>
<td>Sean O'Connell</td>
<td>Albertus Magnus College</td>
</tr>
<tr>
<td>Mark Odyniec</td>
<td>People's United Bank</td>
</tr>
<tr>
<td>Jason Sobocinski</td>
<td>Olmo, Casius Cheese Truck</td>
</tr>
<tr>
<td>Harold Spitzer</td>
<td>Architect</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>1</td>
</tr>
<tr>
<td>Asian American/Pacific Islander</td>
<td>1</td>
</tr>
<tr>
<td>Caucasian</td>
<td>10</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>0</td>
</tr>
<tr>
<td>Native American/American Indian</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>20</td>
</tr>
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</table>

Board Demographics - Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>7</td>
</tr>
<tr>
<td>Female</td>
<td>5</td>
</tr>
<tr>
<td>Unspecified</td>
<td>2</td>
</tr>
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Governance

Board Term Lengths
3
<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Term Limits</td>
<td>2</td>
</tr>
<tr>
<td>Board Meeting Attendance %</td>
<td>78%</td>
</tr>
<tr>
<td>Number of Full Board Meetings Annually</td>
<td>8</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>25%</td>
</tr>
</tbody>
</table>

**Standing Committees**

- Board Governance
- Executive
- Finance
- Building
- Institutional Advancement
Financials

**Fiscal Year Start**
July 01 2019

**Fiscal Year End**
June 30 2020

**Projected Revenue**
$908,668.00

**Projected Expenses**
$893,668.00

**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>$950,602</td>
<td>$657,597</td>
<td>$708,016</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$735,037</td>
<td>$754,217</td>
<td>$779,314</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>$809,400</td>
<td>$602,366</td>
<td>$652,703</td>
</tr>
<tr>
<td>Current Assets</td>
<td>$279,622</td>
<td>$82,111</td>
<td>$143,054</td>
</tr>
<tr>
<td>Long-Term Liabilities</td>
<td>$6,757</td>
<td>$16,892</td>
<td>--</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$130,332</td>
<td>$129,540</td>
<td>$103,396</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$672,311</td>
<td>$455,934</td>
<td>$549,307</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>The Community Foundation for Greater New Haven $66,487</td>
<td>--</td>
<td>The Community Foundation for Greater New Haven $28,500</td>
</tr>
<tr>
<td>Second Highest Funding Source &amp; Dollar Amount</td>
<td>New Alliance $15,000</td>
<td>--</td>
<td>NewAlliance Bank Foundation $25,000</td>
</tr>
<tr>
<td>Third Highest Funding Source &amp; Dollar Amount</td>
<td>State of CT Dept of Economic and Community Dev. $5,903</td>
<td>--</td>
<td>--</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>2.15</td>
<td>0.63</td>
<td>1.38</td>
</tr>
</tbody>
</table>

**Long Term Solvency**
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-Term Liabilities/Total Assets</td>
<td>1%</td>
<td>3%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Capital Campaign

Currently in a Capital Campaign?
No

Capital Campaign Anticipated in Next 5 Years?
Yes

Comments

CEO Comments
We aim to achieve a deeper stability and state of resilience in several ways: -- build a cash reserve that in 3 years equals 1 year of administrative and occupancy expenses. We are now at 10% of that goal. Faculty salaries and program-related expenses are fully covered by tuition fees, but the remainder of that income covers only 48% of the remaining organizational expenses. This is a wonderful opportunity to ensure the service delivery, sense of place, and community of this beloved organization by giving to this fund. -- continue to increase enrollment and utilization of the available studio space to support the organization. Currently 58% of the income for CAW is earned mostly through tuition and fees. Scaling at the right rate is essential to prevent staff burnout and to control costs. -- diversify our income base through facilities rentals, the new business offering, and deepened fundraising and connection to donors. With 58% of income as earned from tuition and fees, we still face a stiff challenge to raise the remainder. Deep relationships with donors and institutional funders will be essential should another economic downturn present.

Foundation Staff Comments
Financial information is input 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.