47 years of service
100,000 nonprofit arts organizations in the United States
30 CEOs and leaders at the Arts Policy Roundtable
20 MetLife forums serving community members
More than 200 products available in the Store
6,500 dedicated readers of the Cultural Policy Listserv
3,050 National Arts Marketing Project workshop attendees
7,386 Creative Industries State Legislative District reports published
More than $1 million raised for the arts and arts education
1,200 participants in Creative Conversations
277,663 visits to ArtsMarketing.org
3,156 listerv participants
25,000 members from across the globe
80 staff and 47 board members to serve you
2006 ANNUAL REPORT
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Activating the vision of Americans for the Arts—making the arts available to all people, in every community—is a multidimensional effort, pursued in many arenas with diverse partners and using multiple strategies. This annual report reviews accomplishments in six areas: research and information, policy and advocacy, professional development, private-sector affairs, strategic partnerships, and visibility. Where these areas intersect, we’re making meaningful progress toward our vision:

We’re engaging with dedicated people and organizations. Starting with a solid foundation, our national network of thousands of local arts-support organizations and their statewide counterparts, we’ve added the voices of citizen members through Americans for the Arts Action Fund. The Action Fund is now some 20,000 strong. Influential arts leaders helped us deliver our message. Among these leaders in 2006 were Alec Baldwin, who led the charge on Arts Advocacy Day; Jeff Koons, a member of our Artists Committee who opened his studio to patrons in celebration of the National Arts Awards; and our staunch supporters on Capitol Hill, Reps. Louise Slaughter (D-NY) and Christopher Shays (R-CT), co-chairs of the Congressional Arts Caucus. Our funding partners made possible influential programs, including the MetLife Foundation National Arts Forum Series; the National Arts Marketing Project, sponsored by the American Express Company; and Animating Democracy and its Exemplar Program, supported by the Ford Foundation and the Working Capital Fund. Strategic alliances are always indispensable to our work. We joined with organizations representing the nation’s governors, lieutenant governors, state legislatures, counties, and mayors, as well as groups like the National PTA, the NAMM Foundation, and the many local arts organizations that made our Milwaukee convention a success.
47 years of service, 80 staff, and 47 board members to serve you.
We’re gaining visibility for the arts. It was an exemplary year for National Arts and Humanities Month, which celebrates the arts and humanities through community- and state-based events. Arts activists were rewarded for their tireless advocacy when voters elected an arts-friendly Congress in November and approved local ballot initiatives that will infuse cultural infrastructure and arts education with more than $630 million. Our National Arts Awards had its most successful year ever, with a series of events organized by chair Maria Bell that raised more than $1 million for a variety of programs and initiatives in areas like arts education. We expanded our effective strategy of recognizing public- and private-sector arts leaders, such as business leader and philanthropist Sheila C. Johnson, whose special interest is the arts in education; and Iowa Governor Tom Vilsack and Nashville Mayor Bill Purcell, who champion the arts at the state and local levels.

We’re shaping a promising future. Using Americans for the Arts research, we’re exploring policy issues and developing an informed arts leadership. Prominent policymakers and opinion leaders came together in Sundance, UT, for the first National Arts Policy Roundtable, where they considered policy and research options related to the future of private-sector support for the arts. The MetLife Foundation National Arts Forum Series brought together arts, business, civic, and academic leaders in 20 cities to examine possibilities for using the arts in workforce development. We offered even more research-based tools for arts advocates on our website, including *Creative Industries* reports for the nation’s 7,386 state legislative districts. We expanded our programs for emerging arts leaders through one-on-one mentoring partnerships during the Milwaukee convention and another round of the successful annual Creative Conversations, which attracted 1,200 leaders in 56 communities.

We’re committed to advancing cultural democracy—in the arts and culture sector as a whole and in our own organization. Lively conversations inspired by the theme of our annual convention, *Living Cultural Democracy: Arts in Changing Communities*, challenged arts leaders to think about what arts organizations bring to issues of immigration, mobility, and racial and ethnic fusion. Animating Democracy continued to build the civic engagement capacity of artists and cultural organizations—through formal programs like the Animating Democracy/Working Capital Fund Exemplar Program as well as publications, a website, and active staff involvement in nationwide civic engagement discussions. In October, the Americans for the Arts Board of Directors adopted an enhanced Diversity Statement, reaffirming its commitment to diversity, equity, and pluralism in our field. As we promote policies and practices that support cultural democracy in other arts organizations, we are determined to continue to implement them within our own organization as well.

We’re extremely grateful to the many volunteer leaders, members, and stakeholders throughout the country who do so much to support not just our organization, but local arts agencies in thousands of communities across the country. Your passion and dedication are behind every accomplishment of Americans for the Arts.

*Steven D. Spiess*
Chair, Board of Directors

*Robert L. Lynch*
President and CEO
Twenty-nine leaders from business, government, philanthropy, education, and the arts convened in October 2006 for the inaugural National Arts Policy Roundtable. The roundtable’s mission is to raise the profile of arts policy issues by giving them national visibility in a forum that will generate policy options and identify research needs.

Hosted by Robert L. Lynch, president and CEO of Americans for the Arts, and Robert Redford, chairman of the Sundance Preserve, the roundtable capped a yearlong investigation of the critical topic of private-sector support for the arts. Americans for the Arts conducted original research, gathered existing data, and held focus groups of industry professionals. The findings suggested that our cultural landscape could be altered by a major shift in how the nonprofit arts sector is supported.

Discussions at the Sundance meeting focused on creating messages about the public value of the arts, defining future research needs, and connecting arts education and workforce readiness. The roundtable issued a report and recommendations in early 2007. The 2006 National Arts Policy Roundtable Chair was Marian Godfrey, managing director of culture and civic initiatives at The Pew Charitable Trusts. The roundtable received funding from The David and Lucile Packard Foundation and The Rockefeller Foundation.

Local Creative Industries reports published in 2006 map and analyze nonprofit and for-profit arts-related businesses in each of the nation’s 7,386 state legislative districts. The free online reports—based on Dunn & Bradstreet data and geo-economic analysis—are a tool for understanding the scope and economic importance of the arts at the local and regional levels.

Americans for the Arts began publishing the Cultural Policy Listserv, a free weekly e-newsletter that spots emerging trends; tracks ongoing issues; and connects 6,500 readers to the latest news, research, and thinking about cultural policy.

The National Arts Policy Database, the leading source of timely and trusted arts policy information, had more than 8,800 individual entries by the end of 2006. New research abstracts, news articles, program profiles, and sample documents are added each week to this comprehensive, user-friendly database—an essential resource for researchers making the case for the arts.
An issue of Monograph on the downward trend in private-sector support for the arts analyzed ideas that emerged from 2005–2006 MetLife Foundation National Arts Forum Series. “Private-Sector Giving to the Arts: Strategies for Survival” proposed options for meeting the challenge. Other Monographs published in 2006 focused on local conflicts over public art and on the 50-year evolution of local arts agencies.
Election Day 2006 confirmed strong support for the arts in communities across the nation as Americans elected pro-arts candidates at the local, state, and national levels and approved 12 local and state ballot initiatives that will have a direct impact on the arts and arts education.

Americans for the Arts Action Fund tracked and supported 12 local and state ballot measures, which all passed by solid margins. Voters turned out in favor of initiatives that will infuse communities with more than $630 million in new monies for the arts. More arts education in public schools, increased funding for cultural facilities, and general operating support for arts organizations are all on the horizon.

Students at San Leandro High School in Alameda County, CA, will have a new arts education center supported by a bond issue. An increase in the Cuyahoga County, OH, cigarette tax will generate about $20 million a year for arts and cultural organizations and special cultural projects. And in Dallas, TX, Proposition 5 will create the nation’s largest arts district.

William Safire Pulitzer Prize-winning columnist for The New York Times and chairman and chief executive of the Dana Foundation, gave the 2006 Nancy Hanks Lecture on Arts and Public Policy at the John F. Kennedy Center for the Performing Arts in March 2006. He reported preliminary results from a Dana Foundation research initiative suggesting that early arts education may have a causative effect on cognitive development.

Arts, entertainment, and policy leaders spoke out for the arts when they visited more than 300 congressional offices on Arts Advocacy Day 2006 organized by Americans for the Arts with the Congressional Arts Caucus and 88 national arts organizations. Advocates called for action on tax-related issues that would encourage charitable giving to the arts and culture. At a U.S. Conference of Mayors meeting on rebuilding arts and culture in New Orleans Americans for the Arts presented strategies for revitalizing communities through public art programs and cultural districts. Nearly a dozen mayors showed their support by attending the gathering, which featured tours of several arts sites in New Orleans.
Arts education experts from Americans for the Arts met in a special session with the No Child Left Behind Commission a blue-ribbon panel studying the federal role in elementary and secondary education. More than 1,500 Americans for the Arts advocates prompted the meeting with personal messages to the commission protesting the lack of focus on arts education.

William Safire delivers the 19th annual Nancy Hanks Lecture on Arts and Public Policy.

(Above) No Child Left Behind Commission Arts Education Panelists included (L-R) Ayanna Hudson-Higgins, director for arts education for the Los Angeles County Arts Commission; Debra Hansen, education associate for Visual and Performing Arts and Gifted and Talented Programs at the Delaware Department of Education; Nancy Ray, teacher at the Poplar Elementary School in Meridian, MS; Nina Ozlu, executive director of Americans for the Arts Action Fund; and Terry Peterson, director of the Afterschool and Community Learning National Resource Network.

In a pivotal election year, tools and resources from Americans for the Arts Action Fund supported citizen advocacy at the local, state, and national levels. As a reminder to make their voices heard, Arts Action Fund members received pocket-sized cards with two questions to ask candidates about their views on arts and arts education policy.

The 2006 Congressional Arts Report Card from Americans for the Arts Action Fund Political Action Committee (PAC) was issued in October 2006. A feature article on the report appeared in Roll Call, a newspaper covering Capitol Hill, which helped raise considerable visibility among decision-makers.

Within 24 hours of the elections, the Arts Action Fund issued a full analysis of the potential impact the results could have on arts policy. This special report was distributed to arts advocates in the field, Arts Action Fund and PAC members, and the press.

**highlights**

**Membership in the Arts Action Fund** reached nearly 20,000 by the end of 2006, as citizen activists signed up to take a stand on behalf of the arts and arts education in America.

**Americans for the Arts Action Fund PAC** raised more than $100,000 for the 2005–2006 election cycle and made direct contributions to 55 pro-arts candidates for the Senate and House of Representatives.

(Above) Alec Baldwin speaks at the March 13 reception.

Robert L. Lynch meets with Action Fund Members.

Milwaukee—a city of diverse cultures and ethnicities with a vibrant arts community—was the setting for the Americans for the Arts 2006 Annual Convention, *Living Cultural Democracy: Arts in Changing Communities*. More than 1,000 cultural leaders explored the role of the arts in communities, such as Milwaukee, that are being transformed by shifting demographics.

Lively, relevant, and thought-provoking speakers and panelists considered ways to activate the full power of our nation’s cultural wealth. Peer-group discussions, field sessions, and advocacy workshops focused on the implications of demographic trends, funding patterns, promising practices, and expanding influence. Near the close of the convention, spoken-word artists Paul S. Flores, Kwabena Antoine Nixon, and Ishle Yi Park—the 2006 convention’s artists in residence—moved and challenged the audience with their lyrical and frank reflections on cultural democracy.

In 2006, the Cultural Alliance of Greater Milwaukee established a local host committee for the convention with representatives from the convention’s sponsoring host United Performing Arts Fund, the Wisconsin Arts Board, Arts Wisconsin, the Marcus Center for the Performing Arts, Visit Milwaukee, the Sharon Lynn Wilson Center for the Arts, the Milwaukee Institute of Art & Design, and the Arts Alliance of Waukesha.

**highlights**

*Animating Democracy* presented on arts and civic engagement at national and international conferences in 2006, including Grantmakers in the Arts; American Association of Museums; the Pacific Edge’s annual national presenters’ conferences in Australia; Crafting a Vision for Art, Equity, and Civic Engagement; and the National Conference for Dialogue and Deliberation. *Animating Democracy* conducted national research for the Heritage Philadelphia Program on the state of the field of history organizations. This research will inform the re-envisioning of interpretive public programming at Philadelphia’s history organizations. Demand for *Animating Democracy’s* seven publications exceeded expectations, reaching both arts professionals and academic markets.

Artist Mary Miss and Milwaukee Institute of Art and Design President Robert Rindler chose the year’s most innovative examples of public art from more than 180 projects submitted for the Public Art Network’s *Year in Review*. Forty works of art are included in the 2006 *Year in Review* CD-ROM, a visual resource and planning tool for communities, educators, libraries, and others involved with public art. For the first time, the competition involved a digital selection process, developed in partnership with the Western States Arts Federation.
The Emerging Leadership Exchange—a new professional development opportunity that was offered during the 2006 Annual Convention—matched eight emerging leaders with established leaders in a formal shadowing program. Creative Conversations continued to be highly effective for cultivating local emerging leader networks across the country. In 2006, 1,200 people participated in 56 Creative Conversations in 26 states (as well as Puerto Rico).

Arts education was the theme of the fall 2006 Arts Link, which featured articles on partnerships between arts organizations and public education, recent arts education advocacy achievements, the growth of the teaching artist field, and an interview with Laurie Schell, executive director of the California Alliance for Arts Education. Articles about arts education by Americans for the Arts staff and Arts Education Council members appeared in 2006 in the American School Board Journal and the National PTA’s Our Children.
PRIVATE-SECTOR AFFAIRS

The Private-Sector Affairs department of Americans for the Arts works to build stronger support for and recognition of the value of the arts in business, foundation, and individual giving arenas. Components and programs include serving as the national headquarters for the Arts & Business Council, promoting business volunteerism through the Business Volunteers for the Arts program, stimulating new audience development through the National Arts Marketing Project, fundraising with the United Arts Funds Network, promoting the arts in corporate training through Creativity Connection, stimulating dialogue with the MetLife Foundation National Arts Forum Series, and fostering strategic partnerships.

METLIFE FOUNDATION NATIONAL ARTS FORUM SERIES Arts, business, civic, and academic leaders explored the role of the arts and arts education in workforce development through the 2006 MetLife Foundation National Arts Forum Series. Since 2002, MetLife Foundation National Arts Forums have stimulated inquiry and dialogue at the community level around significant cultural and economic issues. Ideas and issues raised in these local dialogues inform other initiatives of Americans for the Arts, including research supporting the National Arts Policy Roundtable.

ARTS LEADERSHIP INSTITUTE Twenty-seven midcareer arts administrators honed their leadership skills in 2006 during the annual Arts Leadership Institute, an educational initiative offered by the Arts & Business Council of New York, a division of Americans for the Arts and the flagship chapter of the national network of Arts & Business Councils. The Arts Leadership Institute gives participants a rare opportunity to step away from day-to-day operations and explore broader arts management issues. Funded in 2006 by JPMorgan Chase, the faculty and guest speakers came from Columbia University and New York City’s arts and business sectors.

highlights

The 2006 National Arts Marketing Project Conference in Los Angeles hosted nearly 500 arts marketers from more than 40 states and six countries. Top marketing, technology, and sponsorship experts spoke on shifting demographic trends and techniques for engaging new audiences and funders. The conference was made possible by American Express Company with additional support from Altria Group, Inc. and other funding from the James Irvine Foundation; The Roan Group; and local arts agencies in Ventura, Los Angeles, and Pasadena.

In 2006, a new alliance between Creativity Connection and Second City Communications—a division of the well-known improvisational theater company—developed markets for using arts-based learning to inspire creative thinking, innovation, and team performance among corporation employees. Other new business development partners in 2006 included the Entrepreneurs’ Organization, the human capital consulting firm Right Management, the Product Development Management Association, Arts & Business UK, and the Banff Centre in Canada.
A best-practices study by Business Volunteers for the Arts (BVA) yielded information about local program needs that will shape the development of resources and materials for BVA program managers across the country. Since the national management of BVA became part of Americans for the Arts in 2005, more local organizations have started to ask how they can launch BVA programs in their communities.

Twenty-five senior executives convened in November for a United Arts Funds leadership retreat presented by American for the Arts and United Arts of Central Florida. The gathering stimulated new thinking about leadership issues, fund performance evaluation, effective messaging, and trends in corporate giving. New online resources for 2006 included a guide to creating a United Arts Fund.
STRATEGIC PARTNERSHIPS  New Alliances with Lieutenant Governors and State Legislatures

Americans for the Arts’ state-level strategic policy partnerships thrived in 2006 with the creation of two new alliances with the National Conference of State Legislatures and the National Lieutenant Governors Association. Both relationships focus on interactions with elected leaders to educate them about the intrinsic importance and specific economic contributions of the arts.

Alliances like these—along with partnerships with The United States Conference of Mayors and the National Association of Counties—advance the reputation and programs of Americans for the Arts with elected officials, the nonprofit community, government agencies, and the public. Since a quarter of lieutenant governors eventually move on to the governor’s office, building commitment at this level is especially beneficial. Educating state legislators also stimulates pro-arts attitudes that will affect state-level policy.

With these two new partner organizations, Americans for the Arts expanded the annual Public Leader in the Arts Awards, honoring lieutenant governors and state legislators for their work on behalf of the arts. Lieutenant Governor Mitchell Landrieu (D) of Louisiana and Rep. Sheryl Allen (R) of Utah were the 2006 recipients.

Early in 2006, the Emergency Relief Fund completed distribution of funds to local arts agencies in the hurricane-affected Gulf Coast region. In August, we partnered with the Arts Council of New Orleans and the National Endowment for the Arts to host the New Orleans Cultural Forum: Toward Rebuilding and Recovery, where we met with representatives from local cultural organizations to identify cultural priorities.

The National Parent Teacher Association partnered with Americans for the Arts during National Arts and Humanities Month to launch Start the Art Week. This new annual initiative encourages the PTA’s six million members to celebrate and advocate for arts education. Planning and advocacy tools included an article from Americans for the Arts in a fall issue of PTA’s Our Children magazine about the experiences of two parent arts advocates.

Americans for the Arts joined the Foundation Center in October to promote the fifth annual Funding for Arts Month, featuring web resources, special events, and training programs designed to educate and inform grant-seekers. The Foundation Center recognized National Arts and Humanities Month on its website and in electronic communications to its members throughout the month.
NAMM, the trade association of the international music products industry and a leading advocate for music education, joined Americans for the Arts and the Ad Council as a national partner of the Art. Ask for More, public awareness campaign.

Public Leadership in the Arts Awards honored elected officials and institutions for their work in advancing the arts. Awards presented in cooperation with The United States Conference of Mayors went to U.S. Rep. Jim Leach (R); Iowa Governor Tom Vilsack (D); Nashville Mayor Bill Purcell (D); and New Orleans Center for Creative Arts | Riverfront. Other recipients were Louisiana Lieutenant Governor Mitchell J. Landrieu (D) (with the National Lieutenant Governors Association); Utah Rep. Sheryl Allen (R) (with the National Conference of State Legislatures); and the Lackawanna County Commission, PA (with the National Association of Counties).
National Arts and Humanities Month, coordinated by Americans for the Arts, showcased the nation’s cultural vitality and put people in touch with the arts in their communities. Seventy mayors in 17 states and the governors of seven states proclaimed October National Arts and Humanities Month, and President George W. Bush signed a letter recognizing the celebration.

State and local arts leaders planned open houses, exhibits, and performances; partnered with libraries, schools, public television, and other groups; and held forums and dialogues on arts issues. Americans for the Arts expanded its online toolkit for National Arts and Humanities Month with more planning tools and resources, along with a nationwide events calendar. In conjunction with National Arts and Humanities Month, Creative Conversations for emerging arts leaders attracted 1,200 participants in 56 communities for networking and dialogue about strengthening the arts in their communities.

Ovation—The Arts Network produced a public service announcement about National Arts and Humanities Month that aired on cable stations nationwide. Extensive media coverage and promotion on Americans for the Arts members’ websites raised visibility at the national and local levels.

The 2006 National Arts Awards honored singer Aretha Franklin; actor Jake Gyllenhaal; artist, patron, and advocate Kitty Carlisle Hart; philanthropist Sheila C. Johnson; visual artist Jeff Koons; and corporate arts leader United Technologies Corporation. The awards were presented on October 16, 2006, in New York at a gala dinner chaired by board member Maria Bell that raised more than $1 million for Americans for the Arts programs and initiatives. Co-chairs were Stephanie and Peter Brant, Edythe and Eli Broad, Lietta and Dakis Joannou, and Samantha and Aby Rosen. Ovation—The Arts Network was the visual media sponsor.

National Arts Awards honoree and Artists Committee member Jeff Koons joined Americans for the Arts President and CEO Robert L. Lynch and board member Maria Bell to ring the closing bell for the NASDAQ stock exchange on October 17, 2006. A message announcing National Arts and Humanities Month ran on the NASDAQ Tower in Times Square throughout the afternoon.
An eBay auction of a signed Gibson/Epiphone Dove acoustic guitar raised more than $2,600 for Americans for the Arts and its advocacy efforts in October 2006. Gibson Musical Instruments donated the guitar, which was signed more than 20 celebrity arts supporters, including Alec Baldwin, Jamie Lee Curtis, Melissa Etheridge, and Lisa Marie Presley.

(opposite page) 2006 National Art Awards: Aretha Franklin receives the Lifetime Achievement Award with Board Member and Artists Committee Member Victoria Rowell. Frederick R. Weisman Award honoree Sheila C. Johnson and Tim Gunn. Jeff Koons joins Robert L. Lynch in ringing the closing bell at the NASDAQ Stock Exchange.

(this page) Young Artist Award honoree Jake Gyllenhaal, Special Recognition Award recipient Kitty Carlisle Hart, and actor Robert Downey Jr.

Eli Broad (L) presents the Artistic Achievement Award to Jeff Koons.
THE NATIONAL ARTS AWARDS

The 11th annual National Arts Awards was held on October 16, 2006, 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.

Aretha Franklin, Lifetime Achievement Award
Jake Gyllenhaal, Young Artist Award for Artistic Excellence
Kitty Carlisle Hart, Special Recognition for Outstanding Contributions to the Arts
Sheila C. Johnson, Frederick R. Weisman Award for Philanthropy in the Arts
Jeff Koons, Artistic Achievement Award
United Technologies Corporation, George David, Chairman and CEO, Corporate Citizenship in the Arts Award
Salvador Dali, Featured Artist

PUBLIC LEADERSHIP IN THE ARTS AWARDS

Presented annually in cooperation with The United States Conference of Mayors, these awards honor elected officials, institutions, and artists that have shown outstanding leadership in the advancement of the arts at the federal, state, and local levels.

Representative Jim Leach (R-IA), Congressional Arts Leadership
Governor Tom Vilsack (D-IA), Governor Arts Leadership
Lieutenant Governor Mitch Landrieu (D-LA) (presented in Cooperation with the National Lieutenant Governors Association), Lieutenant Governor Arts Leadership
Representative Sheryl Allen (R-UT) (presented in Cooperation with the National Conference of State Legislatures), State Legislator Arts Leadership
Mayor Bill Purcell (D-Nashville, TN), Local Arts Leadership
Lackawanna County Commission (PA) (presented in Cooperation with the National Association of Counties), County Arts Leadership
New Orleans Center for Creative Arts | Riverfront (NOCCA), Excellence in Arts Programs for Youth

ALENE VALKANAS STATE ARTS ADVOCACY AWARD (NEW IN 2006)

For dramatically affecting the political landscape through arts advocacy efforts at the state level
Alene Valkanas, Executive Director, Illinois Arts Alliance, Chicago, IL

EMERGING LEADER AWARD (NEW IN 2006)

For demonstrating exemplary leadership in the arts administration field by a new and/or young leader
Jennifer Armstrong, Executive Director, 40 North/88 West—Champaign County Arts, Culture & Entertainment Council, Champaign, IL

PUBLIC ART NETWORK AWARD

For innovative and creative contributions and commitment in the field of public art
Mark di Suvero, Artist, New York, NY

SELINA ROBERTS OTTUM AWARD

For outstanding local leadership in the arts by a community arts professional or volunteer
Jerry Allen, Founder and Principal, Jerry Allen and Associates, Soquel, CA

MICHAEL NEWTON AWARD

For innovation in united arts fundraising by a community arts professional, volunteer, or organization
Alecia Townsend Kintner, Deputy Director, Greater Hartford Arts Council, Hartford, CT

19TH ANNUAL NANCY HANKS LECTURE ON ARTS AND PUBLIC POLICY

William Safire, Columnist and Author
Contributors

The board of directors and staff of Americans for the Arts gratefully acknowledge the following individual, corporate, and foundation patrons for their generous contributions in support of essential programs and special initiatives during fiscal year 2006 (January 1–December 31, 2006). This list does not include in-kind donations or membership gifts.

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<td>Carol R. Brown</td>
<td>Formerly with Pittsburgh Cultural Trust</td>
<td>Pittsburgh, PA</td>
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<tr>
<td>Nancy Glaze</td>
<td>Los Altos, CA</td>
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<tr>
<td>Nancy Johnson Reese</td>
<td>The Ford Foundation, Office for West Africa</td>
<td>Victoria Island, Lagos, Nigeria</td>
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<tr>
<td>Margie Johnson Cohen</td>
<td>LaPlaca Cohen</td>
<td>New York, NY</td>
</tr>
<tr>
<td>Elizabeth Cohen</td>
<td>Formerly with American Express</td>
<td>New York, NY</td>
</tr>
<tr>
<td>Susan Coliton</td>
<td>Paul G. Allen Family Foundation</td>
<td>Seattle, WA</td>
</tr>
<tr>
<td>James Early</td>
<td>Center for Folklife Programs and Cultural Studies, Smithsonian Institution</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Giancarlo Esposito</td>
<td>Actor</td>
<td>Ridgefield, CT</td>
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<tr>
<td>Marc Halsema</td>
<td>Upsika, Kelly &amp; Spellacy, P.L.</td>
<td>New Haven, CT</td>
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**DIRECTORS**

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<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
<th>Location</th>
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<tbody>
<tr>
<td>Alejandro J. Aguirre</td>
<td>Diario Las Américas</td>
<td>Miami, FL</td>
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<tr>
<td>Naomi Barry-Perez</td>
<td>Civil Rights Center</td>
<td>Washington, DC</td>
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<tr>
<td>Nancy Boskoff</td>
<td>Salt Lake City Arts Council</td>
<td>Salt Lake City, UT</td>
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<tr>
<td>Betsy Bradley</td>
<td>Mississippi Museum of Art</td>
<td>Jackson, MS</td>
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<tr>
<td>Elena Brokaw</td>
<td>City of Ventura, Community Services Department</td>
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<td>Arthur Cohen</td>
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<tr>
<td>John Haworth</td>
<td>National Museum of the American Indian</td>
<td>New York, NY</td>
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<tr>
<td>Rick Hernandez</td>
<td>Texas Commission on the Arts</td>
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<tr>
<td>Glen S. Howard</td>
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<tr>
<td>Leslie A. Ito</td>
<td>Visual Communications</td>
<td>Los Angeles, CA</td>
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<tr>
<td>Sheila C. Johnson</td>
<td>Salamander Hospitality LLC</td>
<td>Washington Mystics</td>
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<tr>
<td>Fred Lazarus IV</td>
<td>The Maryland Institute, College of Art</td>
<td>Baltimore, MD</td>
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<tr>
<td>Liz Lerman</td>
<td>Liz Lerman Dance Exchange</td>
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<tr>
<td>Mary McCullough-Hudson</td>
<td>Fine Arts Fund</td>
<td>Cincinnati, OH</td>
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<tr>
<td>Julie Muraco</td>
<td>The NASDAQ Stock Market</td>
<td>New York, NY</td>
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<tr>
<td>Veronica Njoku</td>
<td>Fulton County Arts Council</td>
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<tr>
<td>Kathleen Pavlick</td>
<td>Arts Consultant</td>
<td>Bronx, NY</td>
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**In memoriam**

Emily Malino Scheuer
## Comparative Operational Expenditures*

**FISCAL YEARS 2004 & 2005 (consolidated)**

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<tr>
<th>Category</th>
<th>2005</th>
<th>2006</th>
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<td>Research and Information</td>
<td>$783,645</td>
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<tr>
<td>Communications/Visibility/Leadership Advancement</td>
<td>$1,312,586</td>
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<tr>
<td>Management and General Planning</td>
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<td>Membership Development and Fundraising</td>
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<td>$1,213,827</td>
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<td>Arts &amp; Business Council of New York</td>
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<td>Private-Sector</td>
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<td>Special Projects</td>
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<td>Arts Action Fund</td>
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<tr>
<td>Total Expenses</td>
<td>$14,696,118</td>
<td>$14,835,269</td>
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*This document, produced by management for the purposes of this report, is based on the 2006 audited consolidated financial statements and accompanying notes prepared by the public accounting firm of Tate & Tryon based in Washington, DC.*