



# Hawaii Youth Symphony

## ANNUAL REPORT - FY17 (Year Ending June 30, 2017)

Dear Hawaii Youth Symphony Supporter,

I am pleased to share with you the successes and triumphs of our 52nd season, which ended on June 30, 2017. This was a monumental year, and we owe a great deal of gratitude to you for your belief in our ability to succeed. Please allow me to update you on our progress towards meeting the major priorities noted in the 2016-2020 Strategic Plan.

### Priority 1: Prioritizing Our Educational Programs

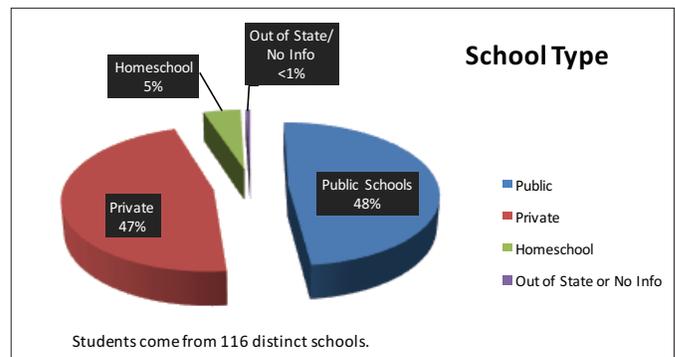
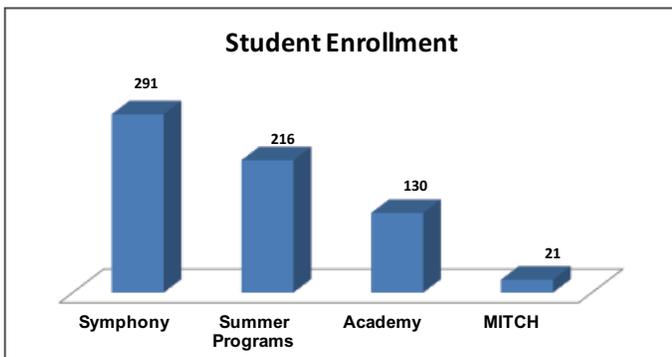
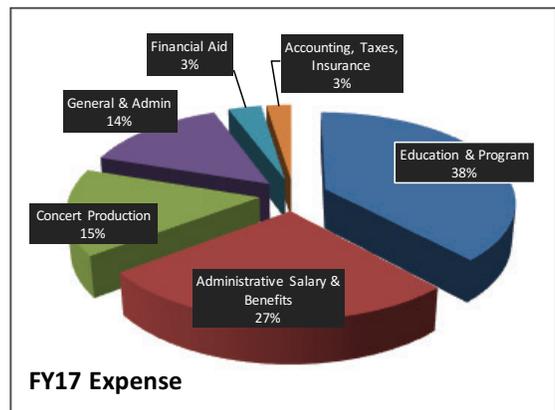
*Student Enrollment Soared in Each of our Educational Programs*

Providing multiple entry points—so that students of all playing abilities, including those without any prior experience—is an important facet of the HYS curriculum and program structure. For many students, participation in HYS is their first and only opportunity to make music, interact with peers from other schools, and learn from highly qualified instructors. Each successive program provides more opportunity for students to participate. Combined, our core programs (Clubhouse, Academy, and Symphony programs) were fully enrolled, and HYS operated at capacity. Furthermore, of the 658 students who participated, 14% (or 93 students) participated in more than one program, and represented 116 schools across the state and beyond.



The costs of educational programs and concert production made up 53% of our total expenses. A total of 24 concerts were performed on Oahu and Hawaii islands, with more than 11,000 people in attendance.

\*While HYS disbursed nearly \$30,000 in need-based financial aid and scholarships, the tuition of every student is subsidized to some degree. [See page 3 for further explanation].





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### **Priority 2: Developing and Building Core (Internal) Constituencies**

*Leadership development in light of organizational change*

Identifying and developing leaders is key towards HYS sustaining a thriving, engaged workforce. Central to the success of HYS are our core (internal) constituencies—namely the music faculty. Many of our faculty are HYS alumni, and therefore personally understand our organization’s culture and standards. The Nonprofit Finance Fund recognizes “human capital” as a leading element to the success and health of nonprofit organizations.

FY17 saw the implementation of several key succession planning decisions. Two conductors were promoted to become co-leaders of Youth Symphony II, following the retirement of the YSII lead conductor at the end of FY16. The Concert Orchestra’s Associate Conductor was promoted to Lead, and new Assistant Conductor was hired. Also, a new part-time Coordinator was hired to manage the Academy Program.

At the executive level, Executive Director Randy Wong was selected by the League of American Orchestras (a governing body of all youth and professional orchestras in North America) to attend its Emerging Leaders Program. This ten-month program included coursework on organizational change and adaptive leadership, as well as executive coaching.

In April 2017, HYS’s long-time Music Director, Henry Miyamura, announced his retirement. Through his incredible, 33-year career with HYS, Miyamura provided artistic direction and inspiration for nearly 15,000 students. The Board of Directors appointed Joseph Stepec (Miyamura’s successor at the University of Hawaii-Manoa’s Music Department) as Interim YSI Conductor for the 2017-18 season, and also announced a nationwide search. Lastly, when a long-serving volunteer retired from service at the end of the season, we promoted our part-time Academy Coordinator to a newly created, full-time Operations Manager position. These promotions and new positions are helping the organization position itself for exciting new directions in the years to come.





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### **Priority 3: Increasing Our Community Connections and Footprint**

*Community support helps us thrive, both through passion and through finance*

Hawaii Youth Symphony has been able to thrive because of community support, both in terms of outside funding and external partnerships. This confluence helps us to fulfill commitments made and also presses us to grow and expand. Our partners, both programmatic and financial, bring important validation to our work—and we strive to do the same for them.

NPR's *From The Top* with Host Christopher O'Riley was an extremely exciting, engaging programmatic partnership. Our top orchestra Youth Symphony I became one of just a handful of full youth symphonies whom have appeared on the show. 4U, an ukulele quartet composed of three YSI students, were featured as well. HYS partnered with Hawaii Public Radio to bring the *From the Top* cast & crew to Hawaii.

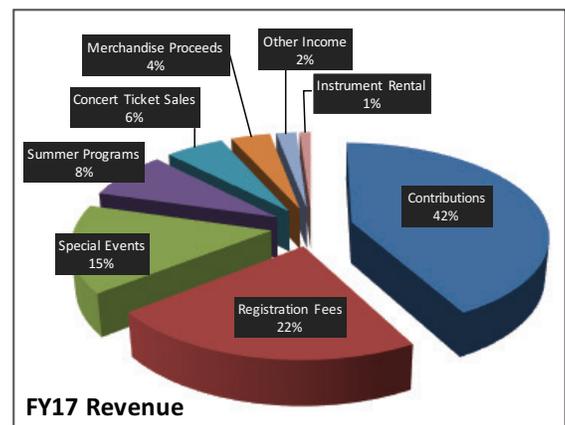


**FROM THE TOP**  
LIVE WITH HOST CHRISTOPHER O'RILEY

Other programmatic partnerships including our ongoing work with the Boys & Girls Club of Hawaii (for Music in the Clubhouse classes), Hawaii Youth Opera Chorus, the University of Hawaii, Kamehameha Schools Hawaii, and the Hawaii State Department of Education.

Over the past decade, HYS has worked to diversify its funding sources, so that no singular category is relied upon too heavily—and so that all sectors of the community may be adequately engaged. With public money always at a precipice, HYS has sought corporate, foundation, and private support. Notably in FY17, registration fees (tuition) comprised only 23% of total expenses (and just 22% of total revenue), meaning that students paid less than one-quarter of what it costs HYS to educate them. Keeping registration fees affordable is a priority for HYS, as it helps to ensure equitable and inclusive access for diverse populations.

Community support, vis-a-vis contributions and grants, continued to be the largest revenue category. Although most grants obtained came from Hawaii foundations, we also received grants from two key out-of-state foundations, the John R. Halligan Charitable Fund and the Johnson Ohana Charitable Fund.



HYS strives to reach as many children as possible using limited resources. One example of this is through our popular Listen & Learn concert series, offered as a service to schools and home schools. A partnership with the City & County of Honolulu makes it possible for HYS to keep the concerts admission-free; schools must only provide their own ground (bus) transportation to attend. Nearly 2,100 children attended each of five concerts performed by HYS students in FY17.



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### **Priority 4: Establishing HYS as a Global Center**

*Developing, Sharing, and Learning Best Practices Improves Our Ability to Serve*

Connected with the succession planning from Priority 2, HYS has begun to invest and articulate the importance of professional learning and dissemination of best practices to its work.

One such 'best practice' is an organizational emphasis on presenting world-class artists and educators, resulting in the "unique learning opportunities" prized by Priority 1. In FY17, HYS presented two competition winners from the Aloha International Piano Festival, renowned Hawaiian entertainer Danny Kaleikini, and the contemporary Hawaiian act KALAPANA with its students. Two dozen top alumni, now leading musicians and educators abroad, returned to Honolulu as faculty for the Pacific Music Institute.

Another 'best practice' is a desire to share metrics, goals, and outcomes with other, cross-functional youth orchestras. In July 2017, Executive Director Randy Wong represented HYS at the League of American Orchestras' National Conference in Detroit. HYS's Music in the Clubhouse program was discussed prominently (and positively) during a Youth Orchestra Division session on alternative music programs in community settings. Mr. Wong also co-presented an elective session on organizational change with Emerging Leaders Program colleagues from eight professional orchestras. Mr. Wong was also elected to the Youth Orchestra Division Board, representing HYS.

### **Conclusion**

In conclusion, HYS made significant strides towards achieving the priorities set forth in the 2016-2020 Strategic Plan. On behalf of all of us at Hawaii Youth Symphony, I thank you for your support. Your passion and commitment to our young people's music is extremely important. We truly appreciate your continued investment in our work.

Our 53rd season (FY18) is already underway, and I am optimistic that you'll be delighted with what's in store. Highlights include a Side-by-Side performance with the Hawaii Symphony Orchestra, our gala fundraiser *He Makana O Na Mele: The Gift of Music* honoring Maestro Henry Miyamura (and with guest artists Keola and Moanalani Beamer), a week-long artist residency by clarinetist David Shifrin, and much, much more.

We send a special mahalo to our local public partners—the State Foundation on Culture and the Arts, the City & County of Honolulu, the Department of Education, the Department of Enterprise Services, and the University of Hawaii, for their helping HYS maximize its resources and leverage the unique aspects of our island home.

Finally, thank YOU again for believing in HYS!

Please feel free to contact me via phone (808) 941-9706 or email (Randy@HiYouthSymphony.org) if you have questions about this report or would like further information.

Randy Wong, Executive Director