The Power of Song

THE UNIVERSAL LANGUAGE • CHANGING LIVES
THE MISSION

of the Yale Alumni Chorus Foundation, Inc. is to promote harmony through choral music, both at home and abroad.

It does so through performance, education, promotion of international choral events, and by encouraging the creation of new choral music.

In addition, the Foundation develops and funds creative musical outreach programs to enrich people’s lives.

As Ambassadors of Song, Foundation Members build international understanding through the universal language of music.
The Chorus and the Foundation Grow Stronger...

PHOTO CREDITS: Photographs by Members of the Foundation.

GRAPHIC DESIGN: Peter W. Johnson, YaleRIS (Reprographics & Imaging Services). Production and printing supervised by YaleRIS.
“Why do we like to sing? Our love of song? Friendship? Yale? No doubt it is a combination. But what ties us together? What unites us in a tradition unlike any other at Yale or, for that matter, any other college?”

Nearly 10 years ago I asked these questions in my first letter to Yale alumni introducing the idea of an alumni chorus.

We are still asking that question, and that is a good thing.

Tradition is fragile. When pursued, it can be elusive. Ignored, it is a relic. Professor Allan Bloom quipped that as soon as tradition is recognized as tradition, it is dead. As preserver of tradition, therefore, the Yale Alumni Chorus faces a huge challenge. How do we recognize a tradition while at the same time protecting it?

For those of us who left Yale as students 50 years ago, or 10 years ago, or perhaps last year, we left knowing that our chances to recapture the essence of our Yale singing tradition would be few and far between—perhaps a reunion or singing dinner every few years—if that. The intensity of our bright college years would gradually flicker, to be rarely and too briefly rekindled on occasion with the waving of a handkerchief.

Some of us set out to change that. And we have.

TRADITION OF SONG

If music is the international language, singing is its simplest, most personal, and most powerful form of expression. Singing unites people across political, cultural, and generational borders. Many of the world’s great singing traditions have been fostered and nurtured at colleges and universities, where student glee clubs and choruses have shared their “gift of song,” and from which they have traveled the world.

For much of 2005, we celebrated our tradition of song as we planned a trip to Cambridge University, a return to our musical roots. After all, most members of the Yale Alumni Chorus are progeny of the Yale “Glee” Club, not the Yale “Sängerbund,” or the “Choeur de Chambre.”

We would go to Cambridge to recognize a great tradition, which, in part we have inherited—and not just the glees of 19th century parlor singing. From the Evensong tradition set afoot by Thomas Cranmer, to the distinct choral traditions of the late 19th and early 20th centuries; from the grand gestures of the coronation anthems of Hubert Parry to the exquisite compilations of Sir David Willcocks; Cambridge has inspired and emboldened us as we shaped our own tradition.

We would set the stage at Ely Cathedral to join forces with the Cambridge University Musical Society and their alumni in a tribute to the singing traditions of Yale and Cambridge. (And, performing with the Moscow Chamber Orchestra, we would also be celebrating the
50th anniversary of their orchestral tradition in Moscow.) We would produce the Ely Cathedral concert as a benefit for the formation of a Cambridge University Musical Society Alumni Association, thus passing along our special tradition of alumni singing.

**TRADITION OF CHANGING LIVES**

Yale was cited by renowned U.S. choral conductor Robert Shaw as one of the seminal influences on American choral singing. But it was because of the unique experiences of one of our early directors that the singing tradition at Yale took a different turn.

In a very poignant way, our tradition has been shaped by human suffering and the transformative power of singing. Marshall Bartholomew was one of our best known directors of the 20th century. As a young International Red Cross volunteer relief worker (and alumnus of the Yale Glee Club, Class of 1907) he was stationed from 1915 to 1917 at Russian prisoner of war camps in Siberia, where German prisoners were detained. Conditions were deplorable. The detainees were desperately demoralized. “Barty” took it upon himself to teach the prisoners to sing, and he led them in song.

As he would later write, he “witnessed for the first time the miracle of music, its power to lift the human spirit out of the very depths of physical suffering, homesickness, hatred and despair.” He saw music—most particularly singing—as the simplest, the most direct, and the most effective power on earth for the promotion of understanding and goodwill among men.

**TRADITION OF OUTREACH**

As alumni singers we continue this tradition by aiding, abetting, and starting choruses around the world, and by promoting the fellowship that can engender life-changing musical experiences. To date, our Chorus and our Foundation have founded or assisted choruses in Xi’an (China), Rio de Janeiro, Santiago, Buenos Aires, Moscow, and Cambridge.

And we’ve not neglected our own backyard. Our Foundation has generated the funding necessary to establish a children’s chorus at Amistad Academy in New Haven, a charter school for grades 5-8, where innovative and dedicated leadership is proving conclusively that inner city children, if given the right environment, can learn and excel.

Amistad’s Encore(!) program involves mandatory after-school extra-curricular activities including music, drama, dance, sports, and technology, and is designed not only to develop skills but also to build self confidence. Amistad had established an orchestra but did not have funds to support a chorus, so the Yale Alumni Chorus Foundation stepped forward. Working with the Encore(!) Director, the Foundation developed a choral music program to inspire and motivate these children.

**TRADITION OF FRIENDSHIP**

When we sing we perform with extraordinary instruments - our bodies - which are unlike any instrument of a band or an orchestra. We blend these instruments in an effort to convey great passion. Or silly mirth. But whatever we convey, it is together—united in a way that transcends cultural differences, geographical distances, and the generations.

In no other setting are these feelings as intense as when we reveal this great passion to strangers – strangers by land or by custom. Our passion reaches across borders. By the same spirit of friendship that drew us together in the first place, we draw our listeners close. We make friends and celebrate, not the passions that divide us, but those that unite us.

The Yale Glee Club is the most traveled of world collegiate choruses. As students, our lives were changed by sharing our love of song with audiences and other choruses around the world. Members of our Chorus who did not attend Yale have also experienced life-altering moments of camaraderie and friendship, whether with their student or community chorus, their church choir or, now, with the Yale Alumni Chorus.
The year 2005, the third in the life of the Foundation, was an instructive test case for evaluating our ability to support expanding overhead operations during a year without an international tour or domestic performance event. Thanks to healthy increases over the prior year in membership dues, unrestricted board donations, and non-tour related donations from other Members, the Foundation’s unrestricted net assets ended the year with a $141 surplus. Unrestricted revenues of $95,441 were sufficient to cover management and general expenses of $92,715, which supported a part-time business manager, office rent, database design and maintenance, independent audit, publications, and other board and committee activities.

Additional income of $8,250 in 2005 was designated for our ongoing Amistad and City of God outreach programs and was used toward $10,835 in grants awarded to those projects.

To help ensure accurate record keeping with respect to those outreach activities, the board has established segregated funds, which appear in the net assets section of the balance sheet. As of the end of 2005, the City of God Fund had a balance of $3,354, and the Amistad Fund had a balance of $1,985. The latter balance is a combination of $1,235 in donor-restricted net assets and $750 in board-designated net assets. Subsequent income and expenses for those programs will continue to be recorded as activity in the funds.

Other segregated funds include the Financial Assistance Fund, which increased by $13,150 in contributions (financial assistance awards for the Traditions Tour will be recorded in 2006), and the New Music Commissioning Fund, which increased by $2,500. These figures do not include a net positive cash inflow of about $150,000 from the two 2006 tours (the Traditions Tour to the U.K. and the Freedom Tour to the Netherlands), which were works in progress as of the end of the year. As advised by our independent auditors, and consistent with past practice, 2006 tour income and expenses were accrued to the prepaid expenses and deferred income line items of the balance sheet.

Even without accounting for the 2006 tours, the aggregate net income for all the Foundation’s funds totaled $16,541 for the year, and the Foundation entered 2006 with a healthy cash position and outlook.

On a personal note, after completing a three-year term as Treasurer, I plan to step down at the 2006 annual meeting. It has been a privilege to serve this amazing organization in its formative years, and I confidently transfer its fiscal stewardship into Jeff Freeman’s capable hands.

Sincerely,

Timothy J. DeWerff ’92

FROM THE TREASURER

In traveling to Cambridge in 2006, we not only sought to recognize a great singing tradition, we also sought friendship. We planned our concert at Ely Cathedral as a benefit, trusting that Cambridge’s alumni might find the same joy and fulfillment as we have in reaching out to others through the transformative power of song.

A NEW TRADITION: THE YALE ALUMNI CHORUS FOUNDATION

With the establishment of the Yale Alumni Chorus Foundation we are tempting the fates – for we are recognizing a tradition!

Winston Churchill observed: “Without tradition, art is a flock of sheep without a shepherd. Without innovation, it is a corpse.”

Our traditions will not pass to the care of the next generation unless we strive to innovate, enliven, refresh, and renew. We will have been good stewards of our tradition if we have succeeded in enhancing it.

And I believe that we have.

Our Foundation continues to grow stronger organizationally and administratively and, therefore, stronger in terms of the challenges we can engage and the opportunities we can pursue. Our Members’ enormous contributions of time, talent, and treasure enable us to consider performance and outreach opportunities that a few short years ago would have seemed impossible. Our reputation is growing, both in the artistic community and as a philanthropic foundation. As interest in us and our story grows, so too will our opportunities.

Tradition is the living faith of dead people to which we must add our chapter while we have the gift of life. (Yale Professor Jaroslav Pelikan)

I believe that you and I, who believe in this tradition we call Yale, and who choose to celebrate that tradition by singing, are writing the next chapter. It is our creative contribution to the book of Yale, and, if you would permit me to be so bold, it is our contribution to the history of choral singing.

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In closing, I would recognize one of the giants of our tradition, Tim DeWerff. He is retiring this year from his responsibilities as Treasurer of the Foundation. Without his untold and unheralded hours of devotion to our cause, we would not have been able to write this next chapter.

Mark R. Dollhopf
President
Yale Alumni Chorus Foundation

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Timothy J. DeWerff ’92

FROM THE TREASURER
THE COMMITTEES OF THE FOUNDATION

The Board of the Foundation has established seven Standing Committees of the Foundation. Their main functions, and their principal activities in 2005, are described in the Committee Reports that follow.

Report of the Community Outreach Committee

Elizabeth J. Weber, Chair

Members: Mark E. Alberta ’72, Suzanne Boorsch, Jennifer A. Catena ’05, Conner M. Fay ’01, Julia A. Franklin ’06, Edward J. Greenberg ’00, Rita M. Helfand ’02, David H. Hopkins ’62, Daniel M. Koenigsberg ’62, Roberta Krakoff, Ann E. Miller.

The Community Outreach Committee is responsible for the Foundation’s programs of outreach and philanthropy in communities where the Foundation has special interests.

The Foundation’s Community Outreach activities assumed growing importance during 2005. The Committee was responsible for monitoring the progress of the two children’s chorus projects that we established in 2004— one at Casa de Santa Ana in the City of God near Rio de Janeiro, Brazil, and the other at Amistad Academy, a charter school in New Haven, CT.

At Casa de Santa Ana, the choral program is a spectacular success, attracting almost 50 children by the end of 2005. Our funds support the employment of two directors, one for choral singing and one for percussion. (It seems that one cannot sing in Rio without the accompaniment of drums!) Our funds have also provided additional activities that enrich the overall program and contribute to the self esteem of these “at risk” children. For example, they spent a day at a ranch outside Rio, the first time away from the city for many of them. They were invited to sing at a UNESCO function and, driven by the enthusiasm of one 8-year-old member, the chorus will sing in 2006 at the 40th anniversary celebration of his grammar school.

In July, tour directors at Classical Movements (our professional travel consultants) invited the children’s chorus to join the Choral Arts Society of Washington at the Candelaria Church in Rio, where the Society was performing as part of their South American tour. The children heard this very professional chorus rehearse and then performed several songs themselves. CASW members took so many pictures of them that one youngster boasted that “he felt like a rock star”.

Two Foundation Directors visited Casa de Santa Ana in July 2005 to assess the state of the Foundation’s “investment” there. They found that the chorus is blossoming; the staff at Casa de Santa Ana responsible for the chorus is supportive and encouraging to the children; and our partnership with the Brazil Foundation in monitoring the project is strong. All of this activity is happening against a backdrop of extreme violence in the City of God. The situation for the children can be quite dangerous, with rival drug gangs and competing police forces, all heavily armed, making the streets unsafe. Our chorus is now rehearsing on Saturdays because of a dusk-to-dawn curfew.

Clearly we have created a much needed activity for these children and they are very appreciative and enthusiastic. We look forward to receiving their quarterly reports on the progress and activities of the chorus.

Report of Financial Assistance Committee

Laurence R Krakoff MD ’59, Chair

Members: Mark E. Alberta ’72, Conner M. Fay ’01, Edward J. Greenberg ’00, D. Warner North ’62, Robert W. Vaughan ’60

The Financial Assistance Committee is responsible for developing and administering all financial assistance programs that the Foundation may offer to achieve its mission.

In 2004 the Foundation initiated a program of financial assistance to support several singers who were then able to participate in the Gift of Song Tour to South America. It was recognized that the inclusion of these talented singers added diversity and breadth to the tour. In 2005, the Foundation created the Financial Assistance Committee as a separate organizational unit; its functions had previously been a part of the Outreach and Financial Assistance Committee. This action reflected the growing importance of financial assistance in support of the Foundation’s mission and goals.

We are grateful to the many Foundation Members and the Justice Pearson Humanitarian Trust, whose generous contributions continue to underwrite the cost of this remarkably successful program.

At Amistad Academy, our chorus has had an eventful year. Though small in number (the chorus competes with 8 other popular after-school activities), they have continued to progress, learning some of the basics of singing, both a cappella and with a keyboard. Belatedly, the chorus attracted several boys, which has enhanced their ability to sing in parts.

During 2005, the Foundation was instrumental in bringing other enriching activities to the chorus (and to Amistad Academy as a whole). The chorus was invited to usher at the Yale Glee Club’s annual Festival of New Haven High School choruses, where they heard excellent singing by large choruses as well as an outstanding performance by the Yale Glee Club. Several Members of our Foundation Board contributed funds to bring a Ugandan school group to Amistad in November. These children, from a school near Kampala, sang, danced and “drummed” their way into the hearts of the entire Amistad family – students, faculty and parents.

Through one of our Foundation Members, we sought and received a grant for the chorus from another U.S. foundation. And we are extremely pleased that the Whiffenpoof Alumni Association has become one of our funding partners at Amistad. They have joined the Yale Spizzwinks(?) Alumni Board, the Agar-Johnson family, and our Foundation to provide the funding necessary to continue support for the choral project at Amistad.

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The Committee recommended, and the Foundation Board approved, separating the functions of financial assistance and community outreach. Previously, by policy, Outreach and Financial Assistance Committee members were precluded from applying for individual financial assistance in connection with Chorus tours. By separating these two activities, Members who want to work with our outreach activities will not be barred from applying for funding assistance.
At the start of 2005, previously restricted funds remained available to support a program of financial assistance and these funds were substantially supplemented by designated contributions during the year. As part of the planning and development of the Traditions Tour, scheduled for February 2006, applicants and potential applicants for the tour were made aware that financial assistance would be available. Foundation Members who wanted to participate, but had limited resources, were encouraged to apply for assistance. The Financial Assistance program was able to fund four highly qualified and deserving singers for the Traditions Tour. All are recent graduates (1999-2002), talented singers, and clearly committed to the Foundation’s mission.

As we look ahead to future YAC concerts and tours, the Financial Assistance Committee is committed to increasing support for more singers and, in some instances, non-singers who will enhance our continuing “Gift of Song” throughout the world. Only by providing financial assistance to those with limited means can we display our overall diversity and comradeship. We will seek funds to achieve this goal and we welcome suggestions for ways to increase awareness of the Financial Assistance Program.

Report of the Membership Committee

E. Scott Calvert ’66, Chair

Members: Mark E. Alberta ’72, Laura Kidd Daniels ’79, Daniel I. Kim ’99, Roberto R. Martinez, MD, Florence G. and Eugene M. McKelvey ’56, Ann E. Miller, David Walker ’86.

The Membership Committee recommends Foundation Membership Categories and is responsible for all records, communications and administrative support activity related to Foundation Membership.

We are growing up. From a brash, volunteer-run band of enthusiasts off on a spree, we are well on our way to becoming a full-fledged, professionally managed charitable Foundation. While 2003 was a year of organization, and 2004 a year of implementation, 2005 was a year of maturation for our Foundation. This was our first full year with a professionally staffed office in New Haven and a functioning membership database. These developments have improved organization, communication, record keeping, overall administrative support … and Foundation membership itself.

The recently completed and highly successful Traditions Tour was a primary focus of planning and development activity in 2005. And, as you will read in other parts of this report, your Foundation is deeply engaged in a wide variety of other enterprises all supporting our core mission. Members should be proud of their contributions to our growth. Ours is a remarkable story. Our current membership stands at 339. We are working to increase our younger membership as well as reaching out to reenlist people who have been with us in the past. We must build a stable membership base that sustains us, and we know there is much to be done in that regard.

To flourish, our Foundation must continue to grow. We all should see ourselves as recruiters. We welcome your continued assistance in expanding our Foundation so that each time “we meet again” we will be bigger, stronger, and capable of even more amazing things!
Report of the Communications Committee

M. Tracey Ober ’85, Chair


The Communications Committee establishes and oversees the Foundation’s institutional communications standards and is responsible for insuring a clear, consistent, and positive appearance for the Foundation in both its internal and external communications.

In 2005, we focused on refining our overall communications effectiveness – both among our Members and to our varied external audiences. Perhaps because we are singers, accustomed to interacting through music, we tend toward a lively and vibrant conversation that now finds expression in a range of electronic and print publications.

We started the year by cataloging and assessing this varied array of Foundation publications in a comprehensive strategic planning report drafted by Jeff Freeman. The Board and our Committee then set priorities, and we concentrated our efforts on those projects that would most effectively enhance Foundation communications without imposing undue stress upon our already stretched volunteers, staff and financial resources. As a result of this process, we are pleased to report that in 2005 we:

• Launched E-Notes, a bi-monthly email update to Members about Foundation and Chorus activities and opportunities, edited by Murray Wheeler
• Enhanced our Online Community, an online interactive forum for exchanging pertinent news and information, with weekly postings hosted by Jeff Freeman and Jere Johnston
• Continued to publish YACophony, a colorful newsletter for Members containing news, photos, tour and performance stories, and other memorabilia, edited by Linus Travers
• Published the 2004 Annual Report, summarizing Chorus and Foundation history to date, with emphasis on the Gift of Song Tour, edited by Bill Weber and Tracey Ober
• Undertook redesign of the Foundation’s website, at www.yalealumnichorus.org, to be re-launched in the first quarter of 2006, edited by Jere Johnston and Tracey Ober
• Published the Announcement and Newsletters in support of the 2006 Traditions Tour to England, edited by Mark Dollhopf
• Produced News Releases and Public relations materials, event-specific and diplomatic community promotion including fact sheets, background and photos, edited by Elizabeth Howard and McKinney Russell
• Compiled the Traditions Tour “Facebook,” the directory of tour participants, with photos and personal reflections, edited by Sue and Ed Greenberg and Erin Hand
• Archived our photo history, collecting best photos from the entire Membership, providing a visual record of all Chorus tours and other Foundation-sponsored events, edited by Roberto Martinez.

We are indebted to all members of the Communications Committee for their incredibly generous contributions of talent and time. The writing, editing and publication of these materials depend almost entirely on their volunteer efforts.
Report of the Development Committee

Conner M. Fay ’51, Chair


The Development Committee defines and implements the fundraising activities of the Foundation.

In fiscal 2005, the pattern of generous financial support by the Foundation’s Members continued. The Foundation received financial support from Members totaling $549,811. Prepaid contributions in support of the planned 2006 Traditions Tour to London, Cambridge and Ely totaled $437,090. The balance, $112,721, consisted of membership fees and voluntary contributions.

In addition, $6,638 was received from other non-profit organizations and corporate matching gift programs.

Member contributions provided critical support for the expanding role of the Foundation’s New Haven office. Business Manager Erin Hand, supported by our new integrated relational data base, now handles much of the correspondence and record keeping associated with our development work. These new capabilities have relieved volunteers of much of the administrative burden associated with our development efforts in the past and will facilitate more effective future development activities.

During 2005, the Board authorized establishment of an endowment fund designed as an incentive for donors who wish to provide longer term support for the Foundation and as a vehicle for encouraging planned giving and bequests. The endowment fund will be formally established in 2006.

Mindful of the gap between internally generated funds and overhead, we will manage our balance sheet conservatively, favoring commitments that represent short term liabilities. We will maintain a rolling three-year cash forecast to optimize our planning of internally controlled revenue sources and thus reduce our dependence on donations. At present, our main revenue sources are the operating profits generated by tours and other performance opportunities, contributions from all sources, and dues.

Report of the Finance Committee

William B. Holding ’55, Chair


The Finance Committee oversees all aspects of the financial affairs of the Foundation.

In 2005, we continued to strengthen our financial planning and control practices. We produced quarterly statements of Sources and Uses of Funds in order to track the development of cash available to cover overhead throughout the year. While our capital position increased only slightly over the course of the year, we very substantially strengthened the core administrative capabilities of our New Haven office. These administrative improvements provide a strong base for continuing development of the Foundation.

Recognizing the financial contribution of our tours and other performance opportunities, we have established a target margin in the upcoming Traditions Tour budget that represents sufficient cash to offset a substantial portion of 2006 overhead. If we meet that target, the remaining overhead gap to be closed through donations will be significantly reduced from what we experienced in 2005. We expect that the planned allocation of a portion of tour and event production revenue to support core overhead expense will be reflected in our future financial planning. And, of course, we will continue to focus on the growth of overhead to insure that it is appropriately related to the overall growth of the Foundation.

Report of the Audit Committee

Marvin B. Berenblum ’56, Chair

Members: Roger W. Englander ’56, James M. Kingsbury ’56

The Audit Committee facilitates the work of the Foundation’s external auditor, reports to the Board on the results of the audit, and monitors the effectiveness of financial controls within the Foundation.

Our accounting firm, BlumShapiro L.L.P., based in Connecticut, has built a strong reputation for its work in the nonprofit sector. The Foundation’s Officers, the Finance Committee and other Directors have provided our auditors with all of the information requested in connection with the 2005 audit.

Following completion of the audit, our Committee discussed the results with the partner at BlumShapiro who is responsible for our account. These results are summarized elsewhere in this document and will be reviewed in detail by the Foundation Board at its next Regular Meeting, which is scheduled for April 22, 2006.
Officers and Directors

Mark R. Dollhopf ’77
President and Executive Producer

Conner M. Fay ’51
Vice President and Chair, Development Committee

Timothy DeWerff ’92
Treasurer

William D. Weber ’60
Secretary

Brit L. Geiger ’68
Assistant Secretary

Sharon V. Agar ’82
Chair, Audit Committee

Terence G. Benson ’69
Chair, Finance Committee

Marvin B. Berenblum ’56
Chair, Audit Committee

E. Scott Calvert ’66
Chair, Membership Committee

Rita F. Helfand ’83
Chair, Communications Committee

William B. Holding ’55
Chair, Finance Committee

Jerome Johnston ’63
Chair, Financial Assistance Committee

Lawrence R. Krakoff MD ’59
Chair, Financial Assistance Committee

Ellen R. Marshall ’71
Chair, Community Outreach Committee

M. Tracey Ober ’85
Chair, Communications Committee

McKinney H. Russell ’50
Karen Schoenberger ’80
Linus Travers ’58
Elizabeth J. Weber
Chair, Community Outreach Committee
THE CHORUS AND THE FOUNDATION GROW STRONGER . . .

The Yale Alumni Chorus Foundation, Inc. is entering its fourth year. Both the Foundation and the Chorus that inspired it continue to develop in remarkable ways. As we grow stronger, we are able to plan and support increasingly diverse and effective programs— not only in performance, but also in community outreach, musical education, and enrichment of the choral literature.

PERFORMANCE HIGHLIGHTS

The Chorus continues to be the Foundation’s principal activity and a major source of inspiration for all that we do. Our brief but illustrious performance history includes the following highlights:

• Performances with the Beijing and Xi’an Symphony Orchestras and with the Chinese National Broadcasting Orchestra in Shanghai
• A performance in 2003 with the Kirov Orchestra at the Mariinsky Theatre in St. Petersburg, Russia, as part of Valery Gergiev’s Stars of the White Nights International Arts Festival
• An appearance that same year with Constantine Orbelian and the Moscow Chamber Orchestra at the Moscow Conservatory
• A gala concert with the Royal Philharmonic Orchestra at St. Paul’s Cathedral in London, celebrating Yale’s Tercentennial in 2001
• The opening concert of the 55th Annual Musical Eisteddfod, the renowned international choral festival in Llangollen, Wales
• Debut performances at New York’s Lincoln Center with the Moscow Chamber Orchestra and at Carnegie Hall celebrating Aram Khachaturian with pianist Dora Servarian-Kahn, mezzo-soprano Marina Domashenko, and musicians from the Philharmonia of Russia and the Yale Philharmonia
• A first-ever performance by an American chorus in the State Kremlin Palace. At the invitation of the Russian government, the Chorus performed in concert with baritone Dmitri Hvorostovsky and the Philharmonia of Russia

• A concert at Teatro Municipal in Rio de Janeiro with the Brazilian Symphony Orchestra under Maestro Anton Nanut
• A performance at Teatro Colón in Buenos Aires with the Buenos Aires Philharmonic Orchestra
• A concert with the National Chamber Orchestra of Chile in Santiago at Iglesia San Francisco, the oldest church in Chile.

CULTURAL EXCHANGE

In addition to these important formal appearances, the Chorus has frequently performed in less grand, sometimes very informal, circumstances—often serving as hosts in support of our committed role as “Ambassadors of Song”. These cultural exchange events have included:

• A memorable musical exchange with students and faculty at the Xi’an Normal School in China
• A spontaneous public concert in Tiananmen Square
• A festive singing dinner with the wonderfully talented Smolny Cathedral Choir, and a musical exchange with the University of Leningrad Chorus in St. Petersburg, Russia
• A rollicking afternoon of singing, drumming and dancing at the Samba School in Cidade de Deus, an enormous shanty community on the outskirts of Rio
• A two-day Choral Festival and cultural exchange in La Plata, Argentina, celebrating the history and development of choral singing in that country
• An informal exchange in Santiago with 16 children’s choruses from Chile’s Crecer Cantando music education program
• An “Interdependence Day” party and parade on July 4th in Wrexham, Wales, concluding a celebrative Tercentennial visit to the gravesite of Elihu Yale.

THE POWER OF SONG

The Chorus has established itself as a respected contributor in the world of international choral music. And our reputation as an organization committed to changing lives through the universal language of music is growing too.

As noted earlier, the drive to change lives through music has been an integral part of Yale singing since Marshall Bartholomew came to Yale in 1922. As Director of the Yale Glee Club from 1922 to 1952, he made sure that the Club reached out to community groups on every tour.

That same tradition permeates the activities of the Chorus today, and of the Foundation formed to facilitate our ongoing musical interactions. We believe there is great merit in the concept of a Gift of Song... in our being able to leave something positive and tangible behind as we continue our musical odyssey. So far, these gifts have been numerous and varied, including:

• A complete set of handbells presented to the Xi’an Normal School, enabling the students and teachers there to augment their already rich musical capabilities
• Spanish language teacher resource kits, Let’s Go Mozart, to facilitate the development of choral arts skills throughout the Chilean public school system
• Financial support for a music director at the Ricardo O’Gorman Center, which provides tuition-free education to children ages 3-6 in New York’s Harlem community
• Establishment and continuing support for a children’s chorus at Casa de Santa Ana, a social services organization in Cidade de Deus, the notorious City of God favela on the outskirts of Rio de Janeiro
• Establishment and continuing support for a children’s chorus at Amistad Academy, a strikingly successful charter school in inner-city New Haven, Connecticut.
As the Foundation has gained experience, its approach to community outreach has become more creative and sophisticated. For example, we have retained the New York-based Brazil Foundation to help us oversee and develop the children’s chorus in *Cidade de Deus* through that foundation’s office in Rio. The project “team” that has evolved, comprising Brazil Foundation leadership, Casa de Santa Ana leadership, the local chorus musical leadership, and ourselves, is extremely effective. The impressive progress of the chorus since its founding in 2004 reflects that effectiveness.

And we have learned that, while it may be sound in certain cases to make multi-year financial commitments (as in the case of the *Cidade de Deus* and the Amistad youth choruses), it probably is not appropriate for our Foundation to assume such responsibilities on an indefinite basis. Accordingly, our community outreach activities in future are likely to emphasize adequate initial funding to ensure the initial stability of new ventures, with early emphasis thereafter on securing additional sources of funding for ongoing operations.

*Historically, the magic of the Chorus preceded the Foundation. And now that same magic energizes a Foundation engaged in a broad range of activities — all related to our core mission of promoting international harmony through choral music.*

In addition to its educational and community outreach activities, the Foundation is committed to enriching the choral literature by encouraging the creation of new choral music by outstanding contemporary composers. We have established a taskforce for that purpose. When their research identifies a composer imminently qualified to compose a distinguished piece that the Chorus would be proud to sing and that is likely to be appreciated by the choral community at large, they will bring a music commission recommendation to the Board.

While we did not produce major performance opportunities in 2005, we are proud of what we have accomplished by way of strengthening the professionalism and administrative effectiveness of our organization. These developments bode well for the future.

**LOOKING AHEAD**

Plans are well advanced for the “Traditions Tour” to London and Cambridge in February of 2006. We will perform at the Barbican Center in London, again with Constantine Orbelian’s Moscow Chamber Orchestra and baritone Dmitri Hvorostovsky — and this time joined by members of the newly-formed Cambridge University Alumni Chorus. This trip will also feature a joint performance at the fabled Ely Cathedral with the Cambridge University Musical Society Chorus. That concert will be a benefit in support of formation of the Cambridge musical alumni organization.

Later in 2006, a tour to the Netherlands is planned. This trip will feature a performance of Beethoven’s *Ninth Symphony*, to be conducted by Maestro Valery Gergiev as part of the closing concert of the annual Gergiev Festival in Rotterdam. The Festival’s theme will be “Vrijheid” … Freedom.

And still further ahead, the Chorus will undertake its fourth major international tour in the summer of 2007. The destination has not yet been determined, but it will surely involve great music, new audiences, and new opportunities to demonstrate the power of song to change people’s lives.
Report of Independent Accountants

To the Board of Directors
Yale Alumni Chorus Foundation, Inc.
New Haven, Connecticut

We have audited the accompanying statements of financial position of Yale Alumni Chorus Foundation, Inc. (the Foundation) as of December 31, 2005 and 2004, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Foundation’s management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation’s internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Yale Alumni Chorus Foundation, Inc., as of December 31, 2005 and 2004, and the changes in its net assets and its cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

Blum Shapiro & Company, P.C.

March 30, 2006
### Yale Alumni Chorus Foundation, Inc.

#### Statements of Financial Position

**December 31, 2005 and 2004**

#### Assets

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$175,848</td>
<td>$11,769</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>650</td>
<td>3,024</td>
</tr>
<tr>
<td>Contributions receivable</td>
<td>38,343</td>
<td>5,640</td>
</tr>
<tr>
<td>Due from members</td>
<td>1,095</td>
<td>28,595</td>
</tr>
<tr>
<td>Inventory</td>
<td>6,172</td>
<td>6,333</td>
</tr>
<tr>
<td>Prepaid tour and other expenses</td>
<td>288,476</td>
<td>866</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$510,584</td>
<td>$56,227</td>
</tr>
</tbody>
</table>

#### Liabilities and Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$4,615</td>
<td>$4,696</td>
</tr>
<tr>
<td>Due to members</td>
<td>2,855</td>
<td>5,561</td>
</tr>
<tr>
<td>Deferred membership dues</td>
<td>3,513</td>
<td>-</td>
</tr>
<tr>
<td>Deferred tour participation fees</td>
<td>437,090</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>448,073</td>
<td>10,257</td>
</tr>
</tbody>
</table>

#### Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>34,012</td>
<td>38,460</td>
</tr>
<tr>
<td>Board designated</td>
<td>4,589</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total unrestricted</strong></td>
<td>38,601</td>
<td>38,460</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>23,910</td>
<td>7,510</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>62,511</td>
<td>45,970</td>
</tr>
</tbody>
</table>

**Total Liabilities and Net Assets**

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$510,584</td>
<td>$56,227</td>
</tr>
</tbody>
</table>

---

#### Changes in Unrestricted Net Assets

**Support, revenue and other gains:**

- Tour/event participation fees $5,400 $912,179
- Contributions 65,809 92,059
- Grants 900 29,625
- Membership dues 22,600 15,375
- Other 732 3,133
- Net assets released from restrictions 8,250 6,400

**Total unrestricted support, revenue and other gains**

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>103,691</td>
<td>1,058,771</td>
</tr>
</tbody>
</table>

**Expenses:**

- Program services:
  - Outreach grants 10,835 7,500
  - Latin America tour - 996,121
  - Khachatryan tour - 5,355
  - **Total program services** 10,835 1,010,976
- Management and general 92,715 52,552
  - **Total expenses** 105,550 1,083,528
- Change in unrestricted net assets 141 (4,757)

**Changes in Temporarily Restricted Net Assets**

**Support and revenue:**

- Contributions 24,650 13,910
- Net assets released from restrictions (8,250) (6,400)
- **Change in temporarily restricted net assets** 16,400 7,510

**Increase in Net Assets**

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>16,541</td>
<td>2,753</td>
</tr>
</tbody>
</table>

**Net Assets - Beginning of Year**

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>45,970</td>
<td>43,217</td>
</tr>
</tbody>
</table>

**Net Assets - End of Year**

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$62,511</td>
<td>$45,970</td>
</tr>
</tbody>
</table>

---

The accompanying notes are an integral part of the financial statements.
YALE ALUMNI CHORUS FOUNDATION, INC.

STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED DECEMBER 31, 2005 AND 2004

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Flows from Operating Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in net assets</td>
<td>$16,541</td>
<td>$2,753</td>
</tr>
<tr>
<td>Adjustments to reconcile increase in net assets to net cash provided by (used in) operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bad debt expense</td>
<td>1,330</td>
<td>-</td>
</tr>
<tr>
<td>(Increase) decrease in operating assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>2,374</td>
<td>(3,024)</td>
</tr>
<tr>
<td>Due from members</td>
<td>26,170</td>
<td>(17,783)</td>
</tr>
<tr>
<td>Contributions receivable</td>
<td>(32,703)</td>
<td>(5,640)</td>
</tr>
<tr>
<td>Inventory</td>
<td>161</td>
<td>735</td>
</tr>
<tr>
<td>Prepaid tour and other expenses</td>
<td>(287,610)</td>
<td>60,472</td>
</tr>
<tr>
<td>Increase (decrease) in operating liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>(81)</td>
<td>(6,407)</td>
</tr>
<tr>
<td>Due to members</td>
<td>(2,706)</td>
<td>(19,034)</td>
</tr>
<tr>
<td>Deferred tour participation fees</td>
<td>(440,603)</td>
<td>(51,325)</td>
</tr>
<tr>
<td>Net cash provided by (used in) operating activities</td>
<td>$164,079</td>
<td>(39,253)</td>
</tr>
</tbody>
</table>

| Net Increase (Decrease) in Cash | $164,079 | (39,253) |
| Cash - Beginning of Year | 11,769  | 51,022  |
| Cash - End of Year | $175,848 | $11,769 |

The accompanying notes are an integral part of the financial statements.

YALE ALUMNI CHORUS FOUNDATION, INC.

NOTES TO FINANCIAL STATEMENTS

Note 1 - Summary of Significant Accounting Policies:

Organization - The Yale Alumni Chorus Foundation, Inc. (the Foundation) was formed as a Connecticut not-for-profit corporation in 2002. The Foundation's mission is to develop and nurture choral music through performance, education, enrichment of the literature, and the promotion of international choral events. The Foundation's primary sources of support and revenue are tour/event participation fees and contributions.

Risks of Accounting and Presentation - The financial statements of the Foundation have been prepared on the accrual basis in accordance with accounting principles generally accepted in the United States of America. Accordingly, the accounts of the Foundation are reported in the following net asset categories:

- Unrestricted - Unrestricted net assets represent available resources other than donor-restricted contributions.
- Temporarily Restricted - Temporarily restricted net assets represent contributions that are restricted by the donor either as to purpose or as to time of expenditure.
- Permanently Restricted - Permanently restricted net assets represent resources that have donor-imposed restrictions that require that the principal be maintained in perpetuity but permit the Foundation to expand the income earned thereon. The Foundation currently has no permanently restricted net assets.

Cash and Equivalents - For purposes of the statements of cash flows, the Foundation considers all highly liquid investments with an original maturity of three months or less to be cash equivalents. The Foundation had no cash equivalents as of December 31, 2005 and 2004. The Foundation's deposits in financial institutions may, at times, exceed federal deposit insurance limits. Management believes that the Foundation's deposits are not subject to significant credit risk.

Use of Estimates - The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures in the financial statements. Actual results could differ from those estimates.

Due from Members - Amounts due from members consist of participation fees due from members and various other items. Management periodically reviews individual accounts receivable balances for collectibility and writes off amounts deemed uncollectible. No allowance for doubtful accounts was considered necessary by management as of December 31, 2005 and 2004.

Inventory - Inventory consists of CD recordings of the Yale Alumni Chorus, which is presented at cost determined using a first-in, first-out cost flow assumption.

Equipment - Equipment acquisitions and substantial improvements thereto that individually exceed $2,000 are capitalized at cost. The Foundation has no equipment as of December 31, 2005 and 2004. Repairs and maintenance are charged to expense as incurred.

Contributions - Unconditional contributions and grants are recognized when pledged or received, as applicable, and are considered to be available for unrestricted use unless specifically restricted by the donor. Contributions receivable expected to be collected in more than one year are discounted to their present value. The Foundation reports nongovernmental contributions and grants of cash and other assets as temporarily restricted support if they are received with donor stipulations that limit their use. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions. Contributions received whose restrictions are met in the same period are presented with unrestricted net assets. Conditional promises to give are recognized when the conditions on which they depend are substantially met.

Donated Assets - Donated assets are recognized at their estimated fair market value at the date of donation.
**Donated Services** - The Foundation recognizes donated services if they create or enhance nonfinancial assets or require specialized skills and would typically be purchased if not provided by donation. No donated services have been recognized in the accompanying financial statements.

**Tours/Event Participation Fees** - Members of the Foundation pay a fee to participate in Foundation tours and events in which the Chorus performs. These fees are recognized as revenue when the tour or event takes place.

**Expenses by Function** - The costs of providing various programs and activities have been summarized on a functional basis in the accompanying statements of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

**Income Taxes** - The Foundation is exempt from federal and state income taxes as a public charity under Section 501(c)(3) of the Internal Revenue Code.

**Reclassification** - Certain amounts in the 2004 financial statements have been reclassified to conform with the current year’s presentation.

**Note 2 - Designation of Net Assets**

In 2005, the Board of Directors designated $4,589 of unrestricted net assets for the Amistad and Cidade de Deus programs.

**Note 3 - Temporarily Restricted Net Assets**

Temporarily restricted net assets were released from restrictions during the years ended December 31, 2005 and 2004, by incurring expenses satisfying the following purpose restrictions:

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cidade de Deus program</td>
<td>$7,500</td>
<td>-</td>
</tr>
<tr>
<td>Amistad program</td>
<td>$750</td>
<td></td>
</tr>
<tr>
<td>Financial assistance</td>
<td></td>
<td>6,400</td>
</tr>
<tr>
<td>Net Assets Released from Restrictions</td>
<td>$8,250</td>
<td>$6,400</td>
</tr>
</tbody>
</table>

Temporarily restricted net assets as of December 31, 2005 and 2004, are available for the following purposes:

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amistad program</td>
<td>$750</td>
<td>-</td>
</tr>
<tr>
<td>Financial assistance</td>
<td>15,660</td>
<td>2,510</td>
</tr>
<tr>
<td>Commissioning</td>
<td>2,500</td>
<td>5,000</td>
</tr>
<tr>
<td>Total Temporarily Restricted Net Assets</td>
<td>$23,910</td>
<td>$7,510</td>
</tr>
</tbody>
</table>

**Note 4 - Lease Commitments**

The Foundation leases its office space under an operating lease that expires May 31, 2007. For the years ended December 31, 2005 and 2004, rent expense totaled $9,400 and $10,405, respectively.

Future minimum lease payments under the lease are as follows:

<table>
<thead>
<tr>
<th>Year Ending June 30</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$   8,400</td>
<td>7,500</td>
</tr>
<tr>
<td>Total Minimum Lease Payments</td>
<td>$11,900</td>
<td></td>
</tr>
</tbody>
</table>
YALE ALUMNI CHORUS FOUNDATION, Inc.
2005 Members, Donors and Friends

The Foundation is grateful to all of the individuals and institutions that made gifts to support our mission and goals during 2005.

The institutions that made gifts in 2005 were:

- Church of Saint Mary the Virgin
- Merrill Lynch
- Microsoft Corporation
- The Justus Pearson Humanitarian Trust

Membership dues and voluntary contributions to the Foundation from Members and friends in 2005 are listed below:

**Individual Gifts of $5,000 and above:**

Sharon V. Agar and Richard P. Johnson
Casey and Martin Fenton
William B. and Judith K. Holding
William D. and Elizabeth J. Weber

**Individual Gifts of $2,500 and above:**

Conner and Evelyn Fay
Howard K. Thompson, Jr., M.D.
Brit L. Geiger and Mary Sue Lindley

**Individual Gifts of $1,000 and above:**

Allan Appel and Suzanne Boorsch
Marvin B. and Susan Berenblum
Scott and Kori Calvert
David W. Clark, Jr.
Richard B. Collins and Judith Reid
Dr. and Mrs. Richard B. Davis
Dr. and Mrs. James L. Downey
William and Susan Flanders
Charlene and Tom Giannetti
Lawrence R. and Roberta Y. Krakoff
George W. Mead
Warner and Cheryl North
McKinney H. Russell
James and Joyce Spencer
Linus and Margaret Travers

**Individual Gifts of $500 and above:**

Suellen Davidson
Timothy J. DeWerff
R. Anthony and Marjorie Elson
Landa M. and Jefferson Freeman
Edward J. and Susan M. Greenberg
Rita F. Helfand, MD
Kenneth W. and Toni Liebman
Ellen R. Marshall and Robert Arnold
Ann E. Miller
Barton H. Miller
Harold P. Weintraub and Mary H. Thomsen
Murray Wheeler, Jr.
Raymond S. Williams
Joanne Wilson
All Other Contributions

Tom & Carol Aikenhead
Mark R. Alberts
William R. Albrecht
Charles P. Allee
Kenneth & Elizabeth Allen
Ronald Alessio Allison
Douglas V. and Merriol Almond
Anonymous
John G. and Ann L. Arscott
Elizabeth Astrachan
Allan G. and Margaret P. Atherton
Conant and Judith Atwood
Elizabeth Jaffe Barek
Marla Schar Barner
William M. Barnard
David Barnett
Elliott and Shirley Barske
Robert H. Bartlett
Bruce & Lolly Barton
John W. Bauer
The Rev. Dr. Thomas W. Bauer
Henry Becton, Jr.
Tricia Bell
Terry Benson
William E. Benson
Charles F. Booth and Marjorie Morris
William C. Bourke
Martin J. Brennan III
Regina Broderick
Elizabeth W. Bruner
Bob Burnett
David Campbell
Robert S. Catsanos-Friedman
Rosalynd Chirenka, Ph.D.
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Robert S. Catsanos-Friedman
Rosalynd Chirenka, Ph.D.
The Yale Alumni Chorus Foundation, Inc. is a 501 (c)(3) organization, a Member-based public charity dedicated to enhancement of the choral arts. We welcome as Members and/or Donors all who would support our Mission.

The Foundation has made every reasonable effort to assure the accuracy of the material contained in this Report. Any errors or omissions are unintentional and are the responsibility of the Secretary of the Foundation.