I am pleased to report that the Yale Alumni Chorus Foundation is in very good choral, outreach, and financial health. Our Board of Directors is actively engaged in managing the organization and moving YAC forward to significant choral experiences and worthwhile outreach opportunities. Our finance committee, assisted by the generosity of our members and friends, has continued to grow our endowment, the financial cornerstone of our future stability and continuing ability “to promote harmony through choral music, both at home and abroad…”

This year we partnered with the Yale Glee Club, the Yale School of Music, and the New Haven Festival of Arts and Ideas to undertake an inaugural International Choral Festival in New Haven in June. Choruses and conductors from around the world gathered on the Yale campus for a solid week of outstanding seminars, master classes, rehearsals, and performances. The Yale Alumni Chorus performed the closing concert at Woolsey Hall before a large and enthusiastic audience.

New friendships were formed, young singers saw the United States and Yale for the first time, and talented teachers and conductors shared their knowledge with attendees at seminars throughout the week. Planning is underway for a repeat performance in 2015. Sincere thanks to our esteemed conductor Jeffrey Douma for spearheading this event and to our own Matt Ringel for leading the YACF production team.

Regional domestic events continue to attract our members and are a source of new members. Building on the “Milton, MA” model, Chicago will host the Chorus early in 2013 as part of our preparation for a 15th anniversary tour to the Baltic States in July. We will perform in Tallinn, Estonia; Riga, Latvia; and Vilnius, Lithuania. Our program will include “Lux Aeterna” by the American Composer Morten Lauridsen and the world première of a piece commissioned by the YACF for this tour, “My Heart Sings” by Lithuanian composer Vytautas Miskinis under the baton of Jeffrey Douma. The tour will include outreach activities in each of the three cities we visit.

My three year term as President of the Yale Alumni Chorus will end in the Spring of 2013. It has been an honor to work with our very talented and committed Board and with Irma Garcia, who oversees our New Haven office and all aspects of our operations with grace and dedication. I am highly confident that YAC will continue to grow and thrive in its unique position as Yale’s Ambassadors of Song.

Sincerely,

Edward J. Greenberg, ’59
President
Yale Alumni Chorus Foundation
FROM THE TREASURER

2012 was another successful year for the Foundation in three major respects. Our operating margin was a positive $34,000, after taking into consideration an unexpected contribution from our International Choral Festival held in June. Expenses were well below 2011 levels. Finally, the value of our endowment fund increased considerably and stood at $610,000 at year’s end.

Dues and contributions increased slightly from $72,000 in 2011 to $76,000 in 2012. Income from grants was $14,000 last year compared to $5,000 in the prior year. The increase is largely due to grants associated with the International Choral Festival. Total 2012 Foundation income, excluding tour participation fees, was $90,000; the corresponding figure in 2011 was $72,000.

Operating expenses for the New Haven Office were considerably below 2011 levels—$79,000 against $121,000—primarily because we did not replace the director of operations who resigned late in 2011. Instead, we relied on the volunteer services of Al Atherton who generously donated his valuable accounting and finance support throughout the year.

The Foundation was able to contribute $21,000 to its outreach efforts last year, a 70% increase over the prior year; $5,000 of this increase resulted from the release of restricted funds and the balance was funded as a 2012 expense.

The Foundation’s balance sheet was strengthened considerably in 2012. Total assets increased from $680,000 at the start of the year to $934,000 on December 31. Of the $934,000, $360,000 is unrestricted and the remainder is restricted to specific purposes.

Year-end current liabilities were $175,000. However, $162,000 of that amount represents Baltic tour income received in 2012 but not paid to cover tour costs. Subtracting this amount leaves a balance of $13,000 in current liabilities compared to $10,000 at the end of 2011. The Foundation has no long-term liabilities.

In summary, our financial position is strong as we look to the challenges of 2013 and beyond.

Dennis Corcoran, ’59
Treasurer
Jeffrey Douma conducting final performance with the New Haven Symphony Orchestra
In 2012, we embarked on a bold new project to launch The Yale International Choral Festival. We turned to a vital part of our mission—to promote harmony through choral music at home. We brought the mission home to the Yale campus, organizing a full program in New Haven designed to share our culture with others and to foster friendship and understanding. Working together with the Yale School of Music and the Yale Glee Club, we had an amazing week packed with performances, symposia, master classes, rehearsals, meals and new friendships formed with singers across the globe.

The festival opened Tuesday June 19. 205 singers from across the years began to arrive for registration at Sprague Hall and an official welcome from Dean Robert Blocker, Ed Greenberg and Jeff Douma. That led right into a lecture from the remarkable Professor Yang Hongian on *The Development of Choral Music in China*. He directed the Central Conservatory of Music chorus in a series of fascinating demonstrations on Chinese rehearsal techniques and tuning. After lunch was a conducting master class featuring that chorus, and then a YAC rehearsal in Battell where they worked with us on “Half a Moon Climbs Up”, a Qinghai folk song. Commons was the site for all meals. That first evening was particularly memorable, kicking off with a “buddy” meet up pairing us with guests from China, Indonesia and South Africa, and featuring numerous outbreaks of song. The concert at Sprague that evening was Jeff Douma’s spectacular new group, Yale Choral Artists. A highlight of the contemporary program was William Bolcom’s *The Mask* with Erika Schroth on piano.

On Wednesday June 20, the temperature started to climb. Mercifully, we were able to escape the heat of Battell for rehearsals in the SSS building. Later that morning, the incomparable George Mxadana led an exuberant workshop on *Tribal Dances and Choral Music of South Africa* with the Imilonji Kantu Choral Society. The afternoon started with a conducting Masterclass led by Jeff Douma and Maggie Brooks with the Yale Choral Artists, while some attended an insightful talk by Nancy Yao Maasbach, Executive Director of the Yale-China Association. At the YAC rehearsal afterwards, Andre de Quadros and the Manado State University Chorus from Indonesia helped us (a lot!) with the words of *Janger*. And George Mxadana taught us TWO new songs in the space of 15 minutes! Complete with dance moves! (Western notation and rehearsals are apparently quite inefficient.) Late in the afternoon, we were blown away by the youthful energy of the Manado State University Choir live in concert. For one of the songs, they surrounded the audience and the overtones that emerged were unlike anything heard before at Sprague. After dinner, we enjoyed a second helping of great chorus: the powerhouse Central Conservatory of Music Chorus in a varied program of Chinese folk song and western classical and operatic favorites. Their stentorian first tenor awed our tenor section into stunned silence. That’s a feat.
Thursday the 21st was another jam-packed day. In the morning, Professor Martin Ennis shared new perspectives on Brahms’ *Ein deutsches Requiem* and he led a conducting Master Class in the afternoon. Others attended Yale Professor Sandra Sanneh’s lecture on the languages of South Africa. After a massive wide-screen photo with all 500+ choristers present on Beinecke Plaza, Martin joined our afternoon rehearsal to assist us with *I Was Glad*. A late afternoon concert by Imilonji Kantu received an ecstatic reception. After a quick dinner, many headed over to the Schubert Theater for Mark Morris Dance Group and Yale Choral Artists in a triple bill that culminated with one of his dance masterpieces, *Gloria*. 40 or so hardy souls kept the night going strong, heading over to Rosenfeld Hall for a late night *ischatimjiya* session with George Mxadana and the South Africans. There was some very festive singing, laughing, storytelling and dancing. Deep in the night, Tracey Ober crushed *Ride the Chariot* (initiated by yours truly a third too high and a fifth too fast, but she managed.) George and his group have been such great friends of YAC for a long time; it was wonderful to reconnect with them and sad to say goodbye.

On Friday, another part of the Yale International Choral Festival began: a symposium entitled *Choirs Transforming Our World* co-presented by the International Federation for Choral Music and the American Choral Directors Association. We were able to join professionals from across the choral world to hear about topics ranging from prison choirs to Bach to choirs and young people. Toni Liebman’s efforts enabled 25 regional schoolteachers to join the symposium, and also organized outreach activity for 30 YAC members with the youngsters of the New Haven Honors Choir. Our chorus had an intensive rehearsal at Woolsey, focusing on our entire concert program including Verdi’s *Hymn of the Nations* with the New Haven Symphony Orchestra and a wonderful tenor, Russell Thomas. Did I mention it was hot that day? The concert at Sprague that evening was the Cambridge Chamber Choir who brought clarity to a program of British composers ranging from 16th through 20th Century. Kati Hernandez produced a late night version of *Kati’s Kabaret* back at Hendrie, with memorable contributions from our Indonesian and British guests.

The symposium continued through Saturday, and YAC rehearsed the balance of its program. That evening, we had a very full Woolsey Hall for a program that included Songs from Yale (*The Greatest of These is Love; Shenandoah; Little Innocent Lamb; Raise Your Voices Here*); works we had prepared with each of our visiting choruses, including the Manado State University Choir in full regalia; and closing with orchestra with *A Dream and a Song, I Was Glad* and Verdi’s *Hymn of the Nations*. It was a terrific performance that capped a great week of singing. As an afterglow, we headed to the Peabody Museum for buffet, bar and celebration. Andre de Quadros gave a particularly moving talk about what this meant for his organization. Earlier in the day, Nick Agar-Johnson ’16 initiated an impromptu collection from among YAC attendees in order to help his chorus with some of their expenses, and was able to present them with a gift of $12,000.

After a morning breakfast in Commons on Sunday, the group bid their farewells. In all, it was an incredibly varied and fulfilling week of music, education, reunion and international exchange. Massive thanks go out to the tireless efforts of Jeff Douma, Sean Maher, Irma Garcia, Al Atherton, Lisa Kant and Ed Greenberg who all contributed vision and leadership to this initial effort. We established a great new institution that set high standards and can continue to grow in size, stature and influence in years to come. Reviews for the Festival were overwhelmingly positive, and tentative plans have been discussed for a second installation of the Yale International Choral Festival in 2015.
YAC performing at the final concert with the Manado State University Choir from Indonesia in the foreground

The Central Conservatory of Music Chorus from Beijing

Ed Greenberg leading an informal number at mealtime in Commons
OUTREACH

Toni Liebman, Chair

Committee Members: Roy Byrd ’67, Diana Deacon, Gene Dilks, Mary Sue Geiger, Alex Gunn ’58, Daniel Kim ’99, Nina Livingston, Batya Miller, Betsy Weber, Ray Williams ’66 MS

CONTINUATION OF PAST OUTREACH ACTIVITIES:

CASA DE SANTA ANA, the NGO which conducts valuable services at the Cidade de Deus in Rio de Janeiro, continues to keep YAC informed about the children’s choir, Grupo Vozes, which we founded in 2004. The project now has a more intergenerational feel with 22 youngsters and eight older women. Activities have broadened as well, and include studies and reflections on civil rights and citizenship and workshops in singing, percussion, and classical ballet. YAC donated $4,000 in December and also helped to fund a trip to the favela by Yale’s a cappella group, Out of the Blue. The group’s tour manager wrote: “No words can describe how moving this experience was…for the kids and for us…all the singing…all the smiling…and all the bonding despite linguistic and socioeconomic ‘barriers.’”

CHORAL BRIDGES, a collaboration between YAC and the Urban Voices project of the Metropolitan Opera Guild, has continued on a minimal level. Three YAC members have remained steadfast supporters of an MOG Choral Artist working at PS 98 in the Bronx. The new leadership at Urban Voices hopes to expand the project.

We continue to hear about the many musical activities spawned by our initial support of the first Musical Festival held by Casa Sito in Guatemala. No donation was sent this year, although we alerted all YAC members to the need for financial aid resulting from volcanic eruptions in Casa Sito’s catchment area.

NEW OUTREACH INITIATIVES:

YAC’s 2012 “tour” was to New Haven for the First Annual Yale International Choral Festival and our outreach activities took an unusual turn. We provided stipends totaling $2,500 to 26 music teachers from areas around Boston, New York City, and New Haven, all of whom expressed pure delight in having the opportunity to visit the Yale campus and take part and are looking forward to the Second YICF. Feedback included the following comments: “Very inspiring and motivating,” “Thank you; I loved the opportunity to network with fellow music educators; I especially loved the reminder of how choral singing can change lives; I was reminded how incredible it is to be a music educator!”

We also hosted members of the All City Honors Chorus for a singing session in Hendrie Hall with about 25 YAC singers. According to Director, “It was an amazing experiences for the children…to share music between the generations, to sing for each other, to sing together and to talk in such a candid way” about the impact of choral singing on our lives. The Yalies enjoyed the experience as well!

While at the YICF, members of the committee met with Micah Hendler, Yale ’12 who majored in Music and International Studies. He has put his knowledge together with his experiences conducting the Duke’s Men, organizing the Whiffenpoofs’ 2011 tour to the Middle East, and seven years’ participation with the internationally acclaimed Seeds of Peace to create the Jerusalem Youth Chorus. YAC made a donation of $2,500 to help Micah get the project up and running. Reports from Jerusalem indicate a successful beginning, with a choir of 30 Palestinian and Israeli youngsters, and the committee is contemplating additional donations to this very worthy cause.
MEMBERSHIP

Lisa Catapano-Friedman, ’73, Chair

Committee members: John Rouse ’72, Linus Travers ’58

The membership committee’s primary purpose is to encourage participation in and support for the Yale Alumni Chorus Foundation and its activities.

Over the past year we have:

- Examined our definition of membership, which has not always been clear and which has been variably applied. We are still in the process of defining who is eligible for membership, leaning toward the most inclusive definition. As a part of this endeavor, we are also trying to define the privileges and responsibilities of membership.
- Discussed how to attract younger singers, particularly those recently graduated members of the Yale Glee Club. We are also trying to determine how to keep those members engaged who have not recently been active.
- Observed that, clearly, we gain members in years we actively sing. The International Choral Festival in New Haven in 2012 and the upcoming tour to the Baltics have attracted several new members to our ranks. We need to continue to explore how to do this in subsequent years, and, particularly, to find ways that are less costly of time and money than some of our previous endeavors.

FINANCE

Alan Blanchard ’61 (Chair thru 6/30/12);
Dennis Corcoran, ’59, Chair

Committee members: Jim Kingsbury ’56,
Bill Couchman ’63, John Hanold ’64,
Eric Schweikert ’85

The YAC Endowment fund prospered in 2012. Included in our total assets of $934,000 is $610,000 held in our endowment fund. The balance at the start of the year for the endowment fund was $370,000. The Board authorized the transfer of $180,000 in surplus funds to the endowment; the remainder of the $240,000 increase in the value of the endowment came from strong investment returns. The Board elected to take no withdrawals from the Fund in 2012.

DEVELOPMENT

Frank Estes ’63, Griff Resor ’62, Co-Chairs

This year the Yale Alumni Chorus Foundation raised $110,900 through General Donations, Board Donations, and the Yale International Choral Festival. This was an increase of $36,800 from the prior year. Several factors contributed to this strong showing:

- We ran our first matching gift challenge. Thanks to the generous support of Jim & Sally Downey, Martin & Casey Fenton, Ed & Sue Greenberg, and Fred & Joan Pittman we were able to match increase giving dollar for dollar up to $15,000 of “new” money. Almost $20,000 of increased giving resulted from this challenge. This more than offset a decrease in giving by some members.
- Yale’s first International Choral Festival was held in New Haven in June, 2012. This was a big hit. Sponsor opportunities brought in another $29,900 from YAC members. An event that originally was planned to need funding from YAC finished in the black and provided net support to YAC. This surplus has been earmarked as seed money to launch the next Choral Festival in 2015.
Gifts from corporations, foundations, and churches brought in $18,225. A significant part supported the matching gift challenge. Corporate gifts came from YAC member matching gift programs. Church gifts were earmarked for Outreach to Casa de Santa Anna. These gifts reflect key relationships held by YAC members, not general corporate sponsorships or general foundation grants.

The number of donors to the Foundation Endowment increased in 2012, as did the total donated, $11,475. We hope this trend continues.

We are also pleased that our efforts to encourage members to make a planned gift have resulted in several individuals reporting that they have included a bequest to YAC in their estate plans either through their wills or by a donor designation of an IRA. Although we fervently hope that it will be many years before YAC receives funds from these gifts, their existence—much like that of our growing endowment—increases our confidence in the long-term financial vitality of YAC.

The process for the Annual Appeal remained the same as for 2010-2011. A letter was sent to all members and friends in November, 2011. About half of the donations were received by December 31, 2011. A team of 6 Captains and 30 Solicitors was organized to make follow-up contact with those who gave in prior years, but had not yet given for 2012. Many thanks to those who served as Solicitors & Captains.

The appeal of our mission as Ambassadors of Song remains strong. This is what enables our fund raising efforts to succeed. Thanks again to all of you who make this job worth doing.

NOMINATING

Ann E. Miller, Chair

Committee members: Board members – Bill Couchman ’63, Amy Rice ’92; Non-Board members – Ken Liebman ’56, Mande Mischler, Julianne Parolisi ’02

The Nominating Committee considered 22 names of current YACF members for nomination to the Board of Directors. There were two Directors whose final terms were expiring, and seven Directors who were eligible to serve another term. Ed Greenberg and Roberto Martinez will be leaving the Board, and the two new candidates nominated are Peggy Curchack and John Darrow, ’69.

The Directors who agreed to serve again are Mark Alberta, Al Atherton, Dennis Corcoran, Frank Estes, Ann Miller, Griff Resor, and Matt Ringel.

This year will be the first time we will ask the YACF Membership to vote electronically, and the dates will be different from years past in order to elect our new Directors well in advance of the Annual Meeting. The newly elected Directors will be presented at the Annual Meeting in April, 2013.
COMMUNICATIONS

Mike Moore ’62, Chair

Committee members: Dave Barnett ’78, Scott Calvert ’66, Bob Eggers ’73, Jere Johnston ’63, Toni Liebman, Roberto Martinez, Valerie Norton ’87, and Linus Travers ’58.

The communications committee continued publishing YACophony periodically and preparing the Annual Report. Style Guidelines were developed for use by writers of YACophony, Annual Report, and News and Notes.

Lines of responsibility between communications and technology are becoming fuzzy as technology preempts much communication with media like Facebook, Twitter, YAC website, etc. We continue to be alert for opportunities to communicate our mission and our activities.

TECHNOLOGY

Jere Johnston ’63, Roberto Martinez, Co-Chairs

Committee Members: David Barnett ’78, Scott Calvert ’66, Dennis Corcoran ’59, Henry Chan ’06, Robert Eggers ’73, Jefferson Freeman ’57, Rita Helfand ’83, Patricia Johnston, Biggie Moore ’62, Karen Schoenberger ’80, Eric Schweikert ’85.

An organization with almost 700 hundred members and 26 Board members spread around the country needs a variety of electronic tools to conduct Foundation business, keep the membership informed, and communicate with the public. The Technology Committee is charged with selecting and maintaining cost-effective tools for these purposes.

This year the committee:

• Expanded the Members Only section of www.yalealumnichorus.org to provide one central place to which members can turn for information about current activities and upcoming tours and events.
• Implemented an online payment system to make it easier to make donations to the Foundation or to pay for a variety of Foundation services.
• Upgraded the Electronic Board Room—an online workspace for the Foundation’s Board of Directors.
• Improved online storage and distribution of rehearsal recordings to make it easy for tour members to practice their music.
• Created Google calendars to inform the membership and various committees about upcoming events and deadlines.
• Created a 5-minute promo video for YAC built around the 2010 tour to Cuba.
• Conducted a survey of members to ascertain likely participation in the 2012 Yale International Choral Festival.
• Expanded the use of online photo albums to store and distribute tour photos. Members now have online access to the official tour photos and can select for download or professional printing photos from the last four tours.
GOVERNANCE

Conner Fay ’51, Charles Dilks ’63, Co-Chairs


The Governance Committee, with the support and insight of the Board of Directors, was actively involved in 2012 with the development of new policies. Policies were prepared for events including their approval, appointment of lead producer, preparation of budgets, approval of expenditures, and bookkeeping. A policy was also developed regarding Risk Assessment Management and Avoidance, especially for financial, medical, and political risks. Another Policy was adopted regarding Document Retention and Destruction, and the roles of the Treasurer and Chair of the Finance Committee were also clarified. Finally, the Nominating Committee was made a Standing Committee and its membership and responsibilities delineated.

FINANCIAL ASSISTANCE

Roberto Martinez, Lawrence R Krakoff ’59, Co-Chairs

Members: Laura Couchman ’79, Connor Fay ’51, Ken Liebman ’56, Ellen Marshall ’71, Amy Rice ’92, Irma Garcia (Staff)

The Financial Assistance Committee (FAC) is responsible for developing and administering all financial assistance programs that the Foundation may offer to achieve its mission. In particular, the FAC responds to the initiation and planning of each YAC tour by a) supervising the application process for financial assistance in coordination with tour producers and the tour application, b) setting policy for awards to successful applicants, and c) reviewing applications and making decisions on awards.

It had been decided in 2011 that financial assistance would not be offered for those attending the International Choral Festival held in New Haven CT in June, 2012. Planning for financial assistance for the July 2013 Baltic Tour was initiated through revision of the application form and coordinating schedule of deadline dates for mailing, receipt of applications, and preliminary review of any received applications through December 31, 2012. Final review and approval dates were set for 2013.

The Committee set an ambitious agenda for the forthcoming year:

• We will complete our review of applications and make recommendations to the Board for approval of applicants for financial assistance, Baltic Tour.
• As Roberto Martinez will complete his term as co-chair and transition to another role for YACF, Ellen Marshall, YACF Board member, will assume the Chair. Consideration of a new FA committee will be made by the Chair in consultation with current members of the committee and the Board.
• In the autumn of 2013, after evaluation of the Baltic Tour, a report to YACF Board will be made incorporating reviews provided by FA recipients. This will be valuable for planning FA activities for future tours.
• A summary of highlights written by FA recipients will be provided to YACophony for distribution to YAC members and interested parties.
• The FA committee will review current mechanisms for funding of applicants in order to arrive at initiatives to increase funding for future tours.
AUDIT
Jim Kingsbury, Chairman

Committee members: Brit Geiger ’68 and Marv Berenblum ’56

The Committee’s role was further expanded in 2012 to oversee the transactions in the Endowment Fund and the bank checking account. This was at the suggestion of the auditors and has been implemented by the Committee. In addition, the Committee spent additional time on the IRS Form 990.

NEW MUSIC
Ann E. Miller, Chair

Committee Members: Sherry Agar ’82, Sonya Baker ’87, Dan Bergfeld ’65, Roy Byrd ’67, Timothy DeWerff ’92, Jeff Douma, William Holding ’55.

Since the International Choral Festival was held in New Haven this year, the New Music Committee did not focus on a new commission for the calendar year 2012. Instead we thought about the future and as the idea of a YAC tour to Estonia, Latvia, and Lithuania emerged, we began to think about researching a composer from one of those countries to write our next commissioned piece.

With the help and recommendation of Classical Movements we identified a leading Lithuanian composer and choral director by the name of Vytautas Miskinis. Our committee listened to pieces he’s written and were favorably impressed. We each thought about and researched what we thought an appropriate text would be for this piece for 3-5 minutes duration.

After a lengthy search we identified a poem by the Indian poet, Rabindranath Tagore, called “My Heart Sings.” Its lyrics seem to suit YAC perfectly. The Yale Alumni Chorus will be premiering this piece in July of 2013 in Vilnius, Lithuania.

We all agreed on a fee of $4,000 for this commissioned piece, leaving a balance of $7,000 available for the New Music Committee.
Front row, left to right: Jere Johnston, Ed Greenberg, Bill Couchman, Roberto Martinez

Middle row L-R: Mark Alberta, Amy Rice, Lisa Catapano-Friedman, Matt Ringel, Toni Liebman, John Rouse, Ellen Marshall, Bob Bonds, Ann Miller, Ray Williams, Val Norton

Back Row, L-R: Al Blanchard, Eric Schweikert, Jim Kingsbury, Roy Byrd, John Rouse, Al Atherton, Charlie Dilks, Mike Biggie Moore, Ray Williams, Griff Resor, Val Norton

Absent: Bob Eggers, Dennis Corcoran
INDEPENDENT AUDITOR'S REPORT

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

I have audited the accompanying financial statements of the Yale Alumni Chorus Foundation, Inc. (a nonprofit organization) as of December 31, 2012 and 2011, which comprise the statement of financial position as of December 31, 2012 and 2011, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, I express no such opinion. An audit also includes evaluating the appropriateness of accounting principles used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Yale Alumni Chorus Foundation, Inc. as of December 31, 2012 and 2011, 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.

[Signature]

Albert J. Rusilowicz, CPA, LLC
Killingworth, Connecticut
June 28, 2013
### ASSETS

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### LIABILITIES AND NET ASSETS

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<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$934,295</td>
<td>679,880</td>
</tr>
</tbody>
</table>

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

## STATEMENT OF ACTIVITIES

For the Years Ended December 31, 2012 and 2011

<table>
<thead>
<tr>
<th>Support, Revenue and Other Gains:</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total 2012</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tour/event participation fees</td>
<td>$139,070</td>
<td>0</td>
<td>0</td>
<td>$139,070</td>
<td>$1,112,662</td>
<td>0</td>
<td>0</td>
<td>1,112,662</td>
</tr>
<tr>
<td>Contributions</td>
<td>55,410</td>
<td>53,716</td>
<td>1,350</td>
<td>110,476</td>
<td>43,722</td>
<td>49,496</td>
<td>9,400</td>
<td>102,826</td>
</tr>
<tr>
<td>Grants</td>
<td>13,625</td>
<td>0</td>
<td>0</td>
<td>13,625</td>
<td>4,825</td>
<td>5,000</td>
<td>0</td>
<td>9,825</td>
</tr>
<tr>
<td>Membership dues</td>
<td>21,075</td>
<td>0</td>
<td>0</td>
<td>21,075</td>
<td>28,175</td>
<td>0</td>
<td>0</td>
<td>28,175</td>
</tr>
<tr>
<td>Investment income</td>
<td>133</td>
<td>0</td>
<td>49,173</td>
<td>49,306</td>
<td>676</td>
<td>0</td>
<td>1,290</td>
<td>1,966</td>
</tr>
<tr>
<td>Other</td>
<td>9,068</td>
<td>0</td>
<td>9,066</td>
<td>9,066</td>
<td>6,358</td>
<td>0</td>
<td>0</td>
<td>6,358</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>47,855</td>
<td>(47,865)</td>
<td>0</td>
<td>0</td>
<td>46,636</td>
<td>(46,636)</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

| Total support, revenue and other gains | 286,244 | 5,853 | 50,523 | 342,620 | 1,243,094 | 7,860 | 10,890 | 1,261,644 |

## Expenses:

<table>
<thead>
<tr>
<th>Program services:</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total 2012</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tour/events and related expenses</td>
<td>152,070</td>
<td>0</td>
<td>0</td>
<td>152,070</td>
<td>1,060,363</td>
<td>0</td>
<td>0</td>
<td>1,060,363</td>
</tr>
<tr>
<td>Outreach grants and related expenses</td>
<td>21,265</td>
<td>0</td>
<td>0</td>
<td>21,265</td>
<td>12,620</td>
<td>0</td>
<td>0</td>
<td>12,620</td>
</tr>
<tr>
<td>Total program services</td>
<td>173,335</td>
<td>0</td>
<td>0</td>
<td>173,335</td>
<td>1,072,983</td>
<td>0</td>
<td>0</td>
<td>1,072,983</td>
</tr>
<tr>
<td>Management and general/core foundation</td>
<td>79,297</td>
<td>0</td>
<td>207</td>
<td>79,504</td>
<td>121,288</td>
<td>0</td>
<td>63</td>
<td>121,351</td>
</tr>
</tbody>
</table>

| Total expenses | 252,832 | 0 | 207 | 252,839 | 1,194,271 | 0 | 63 | 1,194,334 |

## Increase (decrease) in net assets

| Increase (decrease) in net assets | 33,812 | 5,853 | 50,316 | 89,781 | 48,823 | 7,860 | 10,627 | 67,310 |

## Net assets, beginning of year

| Net assets, beginning of year | 327,220 | 66,670 | 275,705 | 669,595 | 278,397 | 58,610 | 265,076 | 602,285 |

| Net assets, end of year | $360,832 | 72,523 | 326,021 | 759,376 | $327,220 | 66,670 | 275,705 | 669,595 |

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

STATEMENT OF CASH FLOWS

For the Years Ended December 31, 2012 and 2011

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Flows From Operating Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in net assets</td>
<td>$89,781</td>
<td>67,310</td>
</tr>
<tr>
<td>Adjustments to reconcile increase in net assets to net cash provided by operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(increase) decrease in operating assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(44,600)</td>
<td>2,158</td>
</tr>
<tr>
<td>Contributions receivable</td>
<td>0</td>
<td>1,200</td>
</tr>
<tr>
<td>Other receivables</td>
<td>722</td>
<td>(2,080)</td>
</tr>
<tr>
<td>Increase (decrease) in operating liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred tour participation fees</td>
<td>162,270</td>
<td>(251,102)</td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>(1,894)</td>
<td>(14,010)</td>
</tr>
<tr>
<td>Deferred membership dues</td>
<td>4,248</td>
<td>(4,500)</td>
</tr>
<tr>
<td><strong>Net cash used by operating activities</strong></td>
<td><strong>210,527</strong></td>
<td><strong>(201,033)</strong></td>
</tr>
</tbody>
</table>

Cash Flows From Investing Activities

| Net proceeds from sales/purchases of certificates of deposit | 0 | 177,227 |
| (increase) decrease in investments restricted to endowment | (239,905) | (91,920) |

**Net cash used by investing activities**

| (239,905) | 55,407 |

Net Increase (Decrease) in Cash and Cash Equivalents

| (29,378) | (115,626) |

Cash and Cash Equivalents, Beginning of Year

| 302,951 | 418,577 |

Cash and Cash Equivalents, End of Year

| $273,573 | 302,951 |

The accompanying notes are an integral part of these financial statements.
George Mxadana's Imolonji Kantu Choral Society from South Africa
YALE ALUMNI CHORUS FOUNDATION, INC.
NOTES TO FINANCIAL STATEMENTS
December 31, 2012 and 2011

Note 1—Summary of Significant Accounting Policies

Organization — The Yale Alumni Chorus Foundation, Inc. (the Foundation) was formed as a Connecticut nonstock corporation in 2002. The Foundation’s mission is to promote harmony through choral music, both at home and abroad, through performance, education, promotion of international choral events, and by supporting the creation of new choral music. The Foundation’s primary sources of support and revenue are tour/event participation fees, membership dues and contributions.

Basis 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. A portion of the unrestricted net assets have been designated for specific purposes by the Board of Directors as discussed in Note 2.

Temporarily Restricted — Temporarily restricted net assets represent contributions that have been 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 expend the income earned thereon.

Cash and Cash Equivalents — For purposes of the Statement of Cash Flows, the Foundation considers all highly liquid investments with an original maturity of three months or less to be cash equivalents, exclusive of cash-endowment, which is not available for operations. The Foundation’s deposits in financial institutions may, at times, exceed federal depository insurance limits. Management believes that the Foundation’s deposits are not subject to significant credit risk. Money market accounts and certificates of deposit have maturities in excess of three months and are, therefore, considered investments. They are presented at fair market value.

Investments — Investments in marketable securities with readily determinable fair values and all investments in debt securities are reported at their fair values in the Statement of Financial Position. Investment income, including realized and unrealized gains and losses, is included in the change in net assets in the accompanying Statement of Activities. As of December 31, 2012 and 2011, the Foundation’s investments were comprised of mutual fund holdings which had a fair value of $810,446 and $370,541 respectively.

(Continued)
Note 1-Summary of Significant Accounting Policies, Continued

Investments, continued – The fair value of the mutual fund investments are estimated based upon quoted market prices for the respective fund.

Investment return is summarized as follows:

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2012</th>
<th>December 31, 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest and dividend income</td>
<td>$11,372</td>
<td>$11,704</td>
</tr>
<tr>
<td>Unrealized gains (losses)</td>
<td>31,744</td>
<td>(1,050)</td>
</tr>
<tr>
<td>Realized gains (losses)</td>
<td>6,190</td>
<td>(8,688)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$49,306</strong></td>
<td><strong>1,986</strong></td>
</tr>
</tbody>
</table>

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.

Equipment – Equipment acquisitions and substantial improvements thereon that individually exceed $2,000 are capitalized at cost. The Foundation had no equipment meeting these criteria at December 31, 2012 and 2011.

Contributions – Unconditional contributions and nongovernmental 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, if material, 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 accounting 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 and Services—Donated assets are recognized at their estimated fair market value at the date of the donation. 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. During the years ended December 31, 2012 and 2011, no donated goods or services were recognized by the Foundation.

(Continued)
Note 1-Summary of Significant Accounting Policies, Continued

**Tour/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 related 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 Statement of Activities. Accordingly, certain costs have been allocated among the program and supporting services benefited.

**Income Taxes** – The Foundation is tax-exempt from Federal and State income taxes as a public charity under section 501 (c)(3) of the Internal Revenue Code.

Note 2-Board Designation of Net Assets

Unrestricted net assets include funds which have been designated by the Board of Directors for the purpose of the Foundation's Outreach and other programs as follows:

<table>
<thead>
<tr>
<th>Board Designation</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Releases</th>
<th>Ending Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outreach:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Casa de Santa Ana</td>
<td>$6,389</td>
<td>0</td>
<td>(1,653)</td>
<td>4,736</td>
</tr>
<tr>
<td>General Outreach</td>
<td>4,519</td>
<td>0</td>
<td>(3,400)</td>
<td>1,119</td>
</tr>
<tr>
<td></td>
<td>10,908</td>
<td>0</td>
<td>(5,053)</td>
<td>5,855</td>
</tr>
<tr>
<td>Financial Assistance</td>
<td>940</td>
<td></td>
<td>0</td>
<td>940</td>
</tr>
<tr>
<td>Board Designated for Endowment</td>
<td>105,093</td>
<td>180,000</td>
<td>0</td>
<td>285,093</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$116,941</strong></td>
<td><strong>180,000</strong></td>
<td><strong>(5,053)</strong></td>
<td><strong>291,888</strong></td>
</tr>
</tbody>
</table>

(Continued)
Note 2-Board Designation of Net Assets, Continued

<table>
<thead>
<tr>
<th>Board Designation</th>
<th>Year Ended December 31, 2011</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Beginning Balance</td>
<td>Additions</td>
<td>Releases</td>
<td>Ending Balance</td>
</tr>
<tr>
<td>Outreach:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Casa de Santa Ana</td>
<td>$6,389</td>
<td>0</td>
<td>0</td>
<td>6,389</td>
</tr>
<tr>
<td>General Outreach</td>
<td>4,813</td>
<td>0</td>
<td>(294)</td>
<td>4,519</td>
</tr>
<tr>
<td></td>
<td>11,202</td>
<td>0</td>
<td>(294)</td>
<td>10,908</td>
</tr>
<tr>
<td>Financial Assistance</td>
<td>29,640</td>
<td>0</td>
<td>(28,700)</td>
<td>940</td>
</tr>
<tr>
<td>Board Designated for Endowment</td>
<td>89,711</td>
<td>15,382</td>
<td>0</td>
<td>105,093</td>
</tr>
<tr>
<td></td>
<td>$130,553</td>
<td>15,382</td>
<td>(28,964)</td>
<td>116,941</td>
</tr>
</tbody>
</table>

Note 3-Temporarily Restricted Net Assets

Temporarily restricted net assets represent contributions that have been restricted by the donor either as to purpose or as to timing of the expenditure. During 2012 and 2011, received and released temporarily restricted net assets are as follows:

(Continued)
<table>
<thead>
<tr>
<th>Nature of Restriction</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Releases</th>
<th>Ending Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outreach:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Casa de Santa Ana</td>
<td>$1,447</td>
<td>1,150</td>
<td>(2,597)</td>
<td>0</td>
</tr>
<tr>
<td>Baltic Tour</td>
<td>0</td>
<td>900</td>
<td>0</td>
<td>900</td>
</tr>
<tr>
<td></td>
<td>1,447</td>
<td>2,050</td>
<td>(2,597)</td>
<td>900</td>
</tr>
<tr>
<td>Financial Assistance</td>
<td>6,675</td>
<td>1,720</td>
<td>0</td>
<td>8,395</td>
</tr>
<tr>
<td>Commissioning</td>
<td>11,000</td>
<td>0</td>
<td>0</td>
<td>11,000</td>
</tr>
<tr>
<td>Future Years Donations:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Appeal 2012</td>
<td>32,795</td>
<td>0</td>
<td>(32,795)</td>
<td>0</td>
</tr>
<tr>
<td>Annual Appeal 2013</td>
<td>0</td>
<td>38,140</td>
<td>(685)</td>
<td>37,475</td>
</tr>
<tr>
<td>2012 Int'l Choral Festival</td>
<td>14,753</td>
<td>0</td>
<td>0</td>
<td>14,753</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 66,670</td>
<td>41,910</td>
<td>0</td>
<td>72,523</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Nature of Restriction</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Releases</th>
<th>Ending Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outreach:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Casa de Santa Ana</td>
<td>$2,761</td>
<td>3,936</td>
<td>(5,250)</td>
<td>1,447</td>
</tr>
<tr>
<td>Power of Song Tour</td>
<td>2,592</td>
<td>0</td>
<td>(2,592)</td>
<td>0</td>
</tr>
<tr>
<td>General Outreach</td>
<td>705</td>
<td>0</td>
<td>(705)</td>
<td>0</td>
</tr>
<tr>
<td>Celebration Tour</td>
<td>2,525</td>
<td>850</td>
<td>(3,375)</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>8,584</td>
<td>4,786</td>
<td>(11,923)</td>
<td>1,447</td>
</tr>
<tr>
<td>Financial Assistance</td>
<td>4,560</td>
<td>2,115</td>
<td>0</td>
<td>6,675</td>
</tr>
<tr>
<td>Commissioning</td>
<td>12,000</td>
<td>0</td>
<td>(1,000)</td>
<td>11,000</td>
</tr>
<tr>
<td>Future Years Donations:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Appeal 2011</td>
<td>32,666</td>
<td>0</td>
<td>(32,666)</td>
<td>0</td>
</tr>
<tr>
<td>Annual Appeal 2012</td>
<td>0</td>
<td>32,795</td>
<td>0</td>
<td>32,795</td>
</tr>
<tr>
<td>2012 Int'l Choral Festival</td>
<td>0</td>
<td>14,800</td>
<td>(47)</td>
<td>14,753</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 58,810</td>
<td>54,496</td>
<td>(46,636)</td>
<td>88,670</td>
</tr>
</tbody>
</table>

(Continued)
Note 4-Permanently Restricted Net Assets

The Board of Directors established an endowment fund in 2006, the investment income from which will support the Foundation’s core operations, tours, financial assistance funding and outreach programs. Although unrestricted under Connecticut law, investment earnings and gains will be reinvested until such time as the investments reach a total market value of $500,000. Once the investments reach this target value, a spending policy will be implemented under which the investment income and gains will be used for the aforementioned purposes.

Note 5-Lease Commitments

The Foundation leases its office space under an operating lease which was entered into effective September 1, 2011 and which is scheduled to expire on August 31, 2013. Rent expense (which includes property taxes) totalled $11,690 and $10,970 for the years ended December 31, 2012 and 2011 respectively. Under the terms of the current lease, annual rental costs, excluding property taxes, will be $9,737 for the lease period ending August 31, 2013.

Note 6-Subsequent events

The Foundation has evaluated subsequent events from the period after December 31, 2012 through June 28, 2013, the date the financial statements were available to be issued.
The Foundation is grateful to all of the individuals and organizations that made gifts to support our mission & goals for 2012. Contributions for 2012 are listed below. Tour gifts are included in Tour results, not here.

Supporting Organizations:

Aetna Corporation
IBM Corporation
Microsoft Corporation
Coastal Community Foundation
Lincoln Financial Foundation
Mead Witter Foundation
Rossi Foundation
The Morris and Helen Messing Foundation
Church of St. Mary the Virgin, Chappaqua, NY
St. John-St. Matthew-Emanuel Lutheran Church, Brooklyn NY

Individual Gifts of $10,000 and above:

Edward & Susan Greenberg

Individual Gifts of $1,000 and above:

Sharon V. Agar and Richard P. Johnson
Alan Blanchard
Dennis and Marie Corcoran
Charlie & Gene Dilks
Dr. & Mrs. James L. Downey
Casey & Martin Fenton
Brit L. Geiger and Mary Sue Lindley
John & Pam Hanold
Ellen Marshall and Robert Arnold
Roberto R. Martinez, M.D.

Individual Gifts of $1,000 and above:

Mark E. Alberta
Al & Peggy Atherton
Robert & Lisa Catapano-Friedman
Mark & Peggy Curchack
Suelen Davidson
Mark R. Dollhopf
Conner and Evelyn Fay
William Flanders
Landa M. & Jefferson Freeman
Judith Glaeseman in honor of Stan Lamar
Jere and Pat Johnston
Jim Kingsbury
Stan & Margaret Lamar
Ann & Mike Moore
Pam & Griff Resor
Matthew L. Ringel
John Rouse
Eric Schweikert
Paul Sheehan
George & Mary Ann Weiler III
John (Jack) N. Williams

Individual Gifts of $500 and above:

William C. Bourke
David Campbell
Sarah Potter & Jonathan Clune
Richard Collins & Judith Reid

William R. Couchman
John S. Darrow
Diana Russell Deacon
Bob Eggers
Frank Estes
John and Avery Funkhouser
David F. Jaffe
Edmon R. Jennings
Lawrence and Roberta Krakoff
David Lauter
Ken & Toni Liebman
Ann E. Miller
Bart & Marnie Miller
Valerie Norton, Darrell Styner
Amy Rice
McKinney Russell
Karen Schoenberger
Dr. & Mrs. James A. E. Spencer
Margaret & Linus Travers

Individual Gifts of $250 and above:

Karen Anderson
William T. Baker
Susan and Marvin Berenblum
Robert Bonds
Christopher R. Cooke
Randall & Susan Doud
Katherine Edersheim
Frederick Gardner
Mark & Doris Greene
Rita F. Helfand
Judith S. & John F. Knutson
Thornton C. Leonora M. Lockwood
James McNeely
James Newby & Patrice Moore
Warner and Cheryl North
Paul & Beth Nyhus
Marisa Rogers
Roberta Williamson Seymour
Dr. William F. Streicker
William & Constance Tate III
Harold Weintraub and Mary Thomsen
Richard C. & Carla S. Wilde
Raymond S. Williams

All Other Individual Gifts:

Charles P. Allee
Cynthia & Ron Allison
Charles Banks
David Barnett
Elliott and Shirley Barske
Bob and Virginia Bartlett
The Rev. Dr. Thomas W. Bauer
Henry P. Becton, Jr.
Nicole Behrhorst
Terry Benson
C. Daniel Bergfeld
Allan Appel & Suzanne Boorsch
Margaret & Richard Bowen
Michelle J. Brazier

CONTRIBUTIONS TO THE YALE ALUMNI CHORUS FOUNDATION IN 2012
Credits:
Irma Garcia, Administrative Director • Pat Johnston, Photography • Jeffrey Douma, Musical Director • Peter Johnson, Design

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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.