The pandemic has been particularly hard for the young people we serve. Through surveys and conversations with students, we have learned that they have increased responsibilities at home, including taking on childcare and eldercare while parents work. Many are sacrificing their own educational time to support younger siblings with virtual learning. They are also helping translate for family members as they navigate life under COVID-19, including the healthcare and unemployment systems.

As this situation unfolds, it’s important to remember that creativity and culture are vital to our survival and to our thriving, both as individuals and communities. The arts and humanities help us process situations that are not easily understandable.

Through all the challenges, New Urban Arts remains committed to providing programs that allow students to develop their creative practice through access to art supplies, artists, and the resources to build community. I am grateful to our board, staff, volunteers, students, and donors—past and present—for all of their hard work to ensure that New Urban Arts is on solid footing to fulfill this commitment, even during a pandemic.

We have also been reckoning with the ongoing fight for racial justice in the United States and New Urban Arts’ place within it. We have both internal and external work to do. New Urban Arts has resolved to be more outspoken on social justice issues. The arts and humanities are vital to our survival and to our thriving, both as individuals and communities.

We have also been working to change organizational practices that undermine efforts to build a staff that reflects our youth. For instance, historically, volunteerism has served as an informal pathway to employment at New Urban Arts, making it easier for those with the free time and privilege to volunteer to get jobs here, leading to a disproportionately white staff. Thus, we are no longer considering past volunteer experience in hiring decisions. Furthermore, we no longer require job applicants to have college degrees. This is also why we have sought, over the past few years, to reduce our reliance on volunteers and provide healthcare to part-time employees.

We have also formed affinity groups, where staff members of color can support each other through the challenges that arise working on a predominantly white staff in a predominantly white sector, and where white staff members can work together to overcome their biases without burdening their coworkers of color.

As part of these efforts, in the coming year, our staff, board, and students are planning to:

- Reexamine and rewrite foundational documents, including our mission statement. Equitable access—to arts education and to learning environments that affirm young people’s agency—has long been a fundamental element of how we describe our work, but it’s never been reflected in our key documents, and it’s time for that to change.
- Redesign our volunteer trainings to ensure that they offer sufficient training around privilege, power, and bias.
- Build and formalize a relationship between our board of directors and the Studio Team Advisory Board, our youth advisory group.
- Embrace a community-centric fundraising model.

On a final note, I’d like to offer one more word of thanks to Tamara Kaplan, who worked her final day at New Urban Arts on December 20, 2019 after almost 20 years here. When we asked Tamara how she’d like to be recognized, she said that she’d prefer a small, private celebration, which we held in January 2020. However, we sneaky gav her New Urban Arts’ first ever lifetime achievement award, which we planned to present at the 2020 Annual Birthday Bash. This was our back-door way of giving her the big, public party that she deserves.

However, the event was cancelled due to the pandemic, meaning that Tamara got to go out on her own terms, which is exactly what I would hope for someone so amazing. No one has poured more time, energy, and love into New Urban Arts than Tamara. Every aspect of our work, from our programs to our staff culture, is her legacy. Everyone who believes in our work has what I would hope for someone so amazing. No one has poured more time, energy, and love into New Urban Arts than Tamara.

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Sincerely,

Daniel Schleifer
October 2020
2019-20 Milestones

JULY 2019 Gabby Hatch spent the summer with us as our operations and finance associ- ate while Finance and Operations Manager Tamara Kaplan took time off to teach ceramics at Interlochen in Michigan.

The Rhode Island State Council on the Arts (RISCA) and Rhode Island Foundation col- laborated to launch the Advancing Cultural Equity Workshop and Technical Assistance Program, and New Urban Arts was one of the participating organizations. The program focused on diversity, equity, and inclusion in arts and culture organizations with bud- gets under $1.5 million that primarily serve people of color. Board Chair Lois Harada, Interim Program Director Ashley Cavallaro, and Executive Director Daniel Schleifer attended three in-person workshops with the rest of the cohort, and we also received 1:1 technical assistance from Brea Heidelberg, professor of cultural management at Drexel University.

AUGUST 2019 Resident Artist Mentors Dana Hong and Kevin Harper completed their certificates in Restorative Justice from the Youth Restoration Project, as did Program Director Emily Ustach, who participated while on maternity leave.

SEPTEMBER 2019 RISCA launched a new Creative Workforce Development pro- gram, with Daniel Schleifer serving on the steering committee, along with representa- tives from AS220 and the Steel Yard. The program provides young artists who are not on a traditional college track with a profes- sional development course for self-employed artists, along with studio time, stipends, and transferrable college credit from Roger Williams University. The inaugural cohort included a number of alumni from New Urban Arts and AS220 Youth.

Taylor Jackson joined the team as our new youth engagement associate, and Addy Schuetz, former studio study buddy, joined us as our resident artist mentor in literary arts.

We welcomed four new members to our board of directors. Michaela Bland is a staff attorney at the Youth Advocacy Foundation. Corey Fontes serves as a vice president and audit manager for Bank of America. Jordan Seaberry is the co-director of power and possibility at the US Department of Arts and Culture. (The USDAC is a nonprofit arts advocacy organization unaffiliated with the federal government.) Aarav Sundaresh is a visual arts teacher at Classical High School in Providence, who had his first teaching experi- ence as an artist mentor at New Urban Arts.

In addition, three of our current board members took on new roles as officers. Lois Harada took over as chair from MaryLee Parlington, who termed off the board. Marcela Betancur became vice chair, taking over for Lois, and Pamela Laurenzo became secretary, taking over for Maria Cinini, who remains on the board.

OCTOBER 2019 Emily Ustach returned from maternity leave; at the same time, she was promoted from program direc- tor to deputy director. Ashley Cavallaro, who serves as interim program director in Emily’s absence, was promoted from youth programs manager to studio director. Later that month, Ashley was named Afterschool Program Director of the Year by the Rhode Island Afterschool Network, and she attended the National Guild for Community Arts Education conference in Austin, TX.

Jeanne Castillo-Lapiere joined the team as our new business manager, eventually taking over for Tamara Kaplan. In a unique arrangement, Jeanne overlapped with Tamara for two months, receiving extensive on-the-job training. Jeanne came to us with significant experience in program manage- ment, human resources, and operations.

NOVEMBER 2019 The Rhode Island Department of Education took over the Providence Public School District on November 1. Resident Artist Mentors Ian Coezens and Tom Van Buskirk, along with Interim Program Assistant Katie Gui, completed their certificates in Restorative Justice from the Youth Restoration Project.

The entire program staff participated in Mental Health First Aid trainings.

DECEMBER 2019 After nearly 20 years of service in various capacities, Tamara Kaplan left New Urban Arts to return to life as a full-time artist and arts educator.

Katie Gui also served last day as our interim program assistant.

JANUARY 2020 Sixty-four people joined us for a formal celebration in honor of Tamara Kaplan. New Urban Arts won the 2019 Dorry Award for 2019 Non-Profit / Community Organization of the Year (Arts).

FEBRUARY 2020 Enrollment in the programs at New Urban Arts’ storefront studio surpassed 800 students for the first time ever.

MARCH 2020 Resident Art Mentor in Fashion and Sewing Kevin Harper was hired in an additional capacity as our operations coordinator. In mid-March, as the COVID-19 pandemic hit Rhode Island, we quickly had to end in-person programs at both the studio and Central High School, moving our staff team and programs to virtual platforms.

APRIL 2020 We launched remote programs, with a multifaceted approach to engaging youth. We made phone calls home to check in on students and assess their and their families’ needs; we posted creative prompts on social media with a focus on materials that students could access at home, and we hosted virtual open studios through Google Classrooms. Most notably, we ran a campaign to deliver free art supplies to students at home. Partnering with Jerry’s Art-a-Rama and DASH Bicycle Delivery, we were able to deliver almost 250 art kits to students at home.

Taylor Jackson left New Urban Arts, but stays very close, as she was hired as the executive director of peer organization Providence CityArts for Youth.

MAY 2020 Charmaine Porter and Daniel Schleifer began serving on RISCA’s Investments in Arts and Culture (IAC) Restructure Working Group. As one of RISCA’s core initiatives, IAC provides annual operating support to arts and culture organizations across Rhode Island, and RISCA is restructuring the program to be consistent with their values of equity and access.

JUNE 2020 A Life After School Program Coordinator Mara O’Day left New Urban Arts after five years of service. Addy Schuetz took over on an interim basis until we can run a proper hiring process with in-person participation from New Urban Arts’ students.

847 Students
By March 2020, enrollment in the programs at New Urban Arts’ storefront studio surpassed 800 students for the first time ever.

20 Years!
After nearly 20 years of service in various capacities, Tamara Kaplan left New Urban Arts to return to life as a full-time artist and arts educator.
98% of students agreed or strongly agreed that they feel safe and supported at New Urban Arts.

95% of students agreed or strongly agreed that they have built strong, trusting relationships with peers and adults.

100% of students would recommend New Urban Arts to a friend.

**Programs**

**The Youth Mentorships in the Arts Program**, our core program, partners artist-mentors with small groups of high school students who develop powerful mentoring relationships through free yearlong after-school programs. Mentors foster self-discovery through community building and creative arts projects designed collaboratively with youth. Students also access the following services:

- **Studio Study Buddies** are academic tutors who provide homework help and test preparation.
- **The Gallery and Performance Program** includes three annual exhibitions of student artwork.
- **The Studio Advocate** is a Rhode Island College School of Social Work MSW candidate placed at New Urban Arts as a resource to students.
- **Vacation Week Workshops** take place during the week-long April school break and are facilitated by our Resident Artist Mentors.
- **A Life After School (ALAS)** is our post-secondary advising program, including our summer College Explorations program.
- **The Studio Team Advisory Board (STAB)**, akin to a student government, is a leadership development program serving about 15 students each year. Their duties include: advising staff and board, representing the organization publicly, orienting new students, selecting artist mentors, and organizing events.

**The Summer Art Internships** are a suite of summer enrichment programs that are designed to be accessible to low-income high school students. Students are offered a $400 stipend upon successful completion of the program, which combines best practices in art education, youth development, and summer learning. The two consistent offerings are: **The Summer Art Inquiry**, a thematic arts program in which students collectively explore a common theme through research, art-making, creative writing and personal inquiry, and **The Untitlement Project**, a program in which students interrogate relationships, selfhood, identity, stereotypes, gender, and body image through creative writing, conversation, and art-making.

**The NUA Knights Program** is a comprehensive after school and summer program located in Central High School. NUA Knights strives to create a greater sense of community and personalization for Central students by offering a variety of programs, many of which are run by Central staff and faculty.

**The Advanced coursework Network (ACN)**, is an opportunity for students to earn high school credit for work completed in courses approved by the RI Department of Education. At New Urban Arts, we have offered ACN classes in Music Production and Portfolio Development.

All Programs are free and open to high school students.

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**Flexibility and Fidelity**

Emily Ustach Reflects on New Urban Arts’ Success

Deputy Director Emily Ustach was a 2017-19 National Afterschool Matters Fellow. This competitive fellowship is hosted by the National Institute on Out-of-School Time at the Wellesley Centers for Women at Wellesley College. During her fellowship, she conducted research on why New Urban Arts has been so effective at engaging high school students, identifying a core practice, which she describes as “Flexibility and Fidelity.”

Her research was published as an article in the Summer 2020 edition of the Afterschool Matters Journal, which was, incidentally, the 40th anniversary edition. Her piece captures an essential element of what makes New Urban Arts so special, so we wanted to share this excerpt.

In a 2008 study, Lynda Okeke asked why middle school children dropped out of afterschool programs. She found that adolescents have different needs from elementary-aged children. They need programming that is focused or narrow in its offerings, that is faithful and consistent, and that is flexible in how participants engage (Okeke, 2008).… Arguably, there is tension between structure and fluidity, between fidelity and flexibility, and New Urban Arts embraces the challenge of building consistency into program design while maximizing flexibility for participants. Staff and volunteers are held to high standards related to program structure so that we can give participants an experience that feels relatively unstructured, offering freedom so they can choose how and when to participate. Through monthly trainings for volunteer mentors and weekly staff meetings, our staff and mentors support each other in being as consistent as possible in their interactions with participants. For example, we address participants by name, greeting them individually when they come in and saying goodbye when they leave, each and every day.

To take another example, mentors have to be responsible for setting limits in a drop-in art studio where participants direct their projects. The same participant or group can’t be the only ones using a specific material or equipment when other people also want to use it. However, mentors are flexible so that, if no one else is signed up, one young artist can spend the whole day using that material. This rule sounds very simple, but it requires a lot of discipline in an environment that, at first glance, appears amorphous.

Community and relationship building are also critical to maintaining physical and emotional safety in a drop-in studio. Where young people come and go throughout the program day, it is up to the mentors to get to know participants, starting with going out of their way to introduce themselves. As the year progresses and regular participants become familiar with mentors and the studio, they naturally form strong relationships with specific mentors. At this point, the mentors must stay open and accessible to new participants who want to work with them, while at the same time maintaining the relationships they have already built. Mentors and program staff reflect throughout the year on how to balance this dynamic, which can be a new experience for mentors whose background is in the arts and not in youth development or education.

Read the full article at: newurbanarts.org/flex
In 2019-20, NUA Knights programs were provided by 18 Central staff members, 11 community organizations, and three independent contractors who provided 35 different programs, including guitar club, weight training, student leadership, robotics, fashion and sewing design, cooking, art club, and more.

NUA Knights served fewer total students than in previous years; this is largely due to distance learning. Nevertheless, NUA Knights had 92 students participate in 30 or more sessions with 158 total students on track to reach the 30-session benchmark.

For a household of four with two children in Providence, this means an annual income of $44,955 or less.

**This reflects student enrollment through March 13th when New Urban Arts moved to remote learning. At that point we decided not to enroll new students in our virtual programs, focusing instead on supporting students who were already connected to the studio.**

We believe that all young people, no matter their place in society, should have the opportunity to become more creative and independent thinkers.

### 1,168 Students
Between our two program sites in Providence — The Youth Mentorship in the Arts program at 705 Westminster Street and the NUA Knights program at Central High School — we served 1,168 students.

### 60 Students
21 seniors, 18 underclassmen, and 23 alumni participated in the A Life After School (ALAS) Program during the year.

### The Youth We Serve

#### Youth Mentorship in the Arts
- 36% Hispanic/Latinx
- 27% African American/Black
- 19% Multiracial/Multiethnic
- 11% Caucasian/White
- 6% Asian American
- 1% Native American

#### NUA Knights
- 56% Hispanic/Latinx
- 27% African American/Black
- 17% Other

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### 2019-20 Financials

**INCOME**

- Government Grants $276,723
- Individual Contributions $229,328
- Foundation Grants $319,812
- Program & Artistic Salaries $200,407

**EXPENSES**

- Program Expenses $67,451
- Facilities $32,568
- Contract Services $63,470
- Operations Expenses $60,440
- Unrealized Gain/Loss on Investment $3,532
- Miscellaneous Income $3,020
- Development $7,294

**NOTE:** These Operating results are unaudited and will likely be adjusted during the audit process. These results do not include income or expenses from fiscal sponsorships, nor do they include funding received in 2019-20 with donor restrictions requiring us to expend the funds in 2020-21. Our audit is expected to be completed in November 2020 and will be made available on our website.
A New Chapter
Tamara Kaplan and Jeannie Castillo Lapierre talk about transitions

In 2019, New Urban Arts bid farewell to Tamara Kaplan after nearly 20 years of service to the organization. Tamara started at New Urban Arts as the program director; was interim executive director (twice!) and served most recently as our finance and operations director. Business Manager Jeannie Castillo joined New Urban Arts in October 2019. Significant planning and preparation went into Tamara’s departure, along with comprehensive training and onboarding for Jeannie. We recently asked the two of them to reflect on that transition and this new chapter for both of them and the organization.

Jeannie, what attracted you to New Urban Arts?

J: I came to learn about NUA when I was 16 through a former student! I met him through a summer camp and when we had to showcase our talents, I remember him making this amazing painting. When I asked him where he learned to do this, he said that he went to this place called New Urban Arts. So I already knew about NUA for a long time when this position opened up. I knew it was a place where making happened and that it supported young people in the community. And I wanted to know what it looked like inside.

Tamara, can you talk a bit about the Operations and Finance role you were in before you left?

T: It has evolved over the years, and began to take shape after I took on interim positions that required me to learn more about operations and finance. There's a power in understanding the history of an organization through the narrative of numbers. How can we make the numbers speak to us because we as artists and educators don't necessarily have that language? It's a whole other language, and learning it and being comfortable in it were hard.

What has the transition from Finance and Operations to Business Manager been like?

J: I feel so fortunate that I was able to right-seat-ride with Tamara for three months because I was given the “Tamara book” of how to do the things that I do. T: I was thinking about this and it was a gift to me to be able to give to the organization and to have those 3 months to sit there with Jeannie because I felt like I gained a friend and a colleague. I know the transition hasn't been easy. The amount of times I've fallen flat on my face and the amount of times someone was there and to say, “Okay, pick yourself up, let’s go, let’s figure it out.” There are not many places in the world that will allow you to grow in the way New Urban Arts does.

J: At New Urban Arts, we're not just allowing a space for young people to explore and learn and try and fail and try something else, but we practice that with our team members too. That was one of the lines in the advertisement for this position where I was like, I'm game. The line read, “will to learn.” I try to stretch my learning, and sometimes it’s hard, and other times I'm like, “I got that.” It's a mix of old school and new school, and that’s become my process.

What do you appreciate about your relationship with NUA right now?

J: I'm still developing my relationship with NUA. As I was starting to plant myself, COVID-19 happened. I still feel like a distant cousin, and that has been hard, but I know that that comes with time. There’s so much giving of time to come together and try to solve and get the work done because there's this passion for the work. It’s not like I’ve seen in other places where some people are invested and others aren’t. It feels like it’s a whole unit of people who care about the organization that are willing to say, “What can I lift off of your plate, and what do we need to do so that you feel comfortable?” It’s all about supporting one another and I appreciate that.

New Urban Arts is an opportunity to help me reach my artistic goals and try something new.
— 2020 Student Survey

New Urban Arts is really a special space for people to freely and boundlessly explore their artistic endeavors as well as a safe space to just hang out and feel at home after school.
— 2020 Student Survey

**Staff**
- Addy Schuetz, Resident Artist Mentor<br>- Ashley Cavallaro, Studio Director<br>- Charmaine Porter, Development Associate<br>- Dana Herp, Resident Artist Mentor<br>- Daniel Schleifer, Executive Director<br>- Eli Shalan, NUA Knights VISTA<br>- Emily Ustaich, Deputy Director<br>- Ian Coozen, Resident Artist Mentor<br>- Jeannie Castillo Lapierre, Business Manager

**Artists**
- Kevin Harper, Resident Artist Mentor<br>- Cara O’Day, A Life After School Coordinator<br>- Sophia Mackenzie, Director of Development<br>- Tamara Kaplan, Finance and Operations Director

**2019-20 People**

**Board of Directors**
- Tamara Kaplan, Former Executive Director (twice!) and served most recently as our Finance and Operations Director. Business Manager Jeannie Castillo joined New Urban Arts in October 2019. Significant planning and preparation went into Tamara’s departure, along with comprehensive training and onboarding for Jeannie. We recently asked the two of them to reflect on that transition and this new chapter for both of them and the organization.

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Our core afterschool program, Youth Mentorship in the Arts, will look very different than usual. In many ways, it will resemble our summer programs in that it will be more curriculum-driven. During a typical year, in the open-door, drop-in studio experience of the Youth Mentorship in the Arts program, learning is driven by young people’s creative impulses, as well as their relationships with peers and artist-mentors.

Instead, in 2020-21, resident artist-mentors will host a series of two-week art making workshops covering a variety of media including painting, drawing, printmaking, sewing, music production, and the literary arts. Students will have to pre-enroll so that we can deliver appropriate art supplies to them at home before workshops begin. In place of gallery exhibitions, we will share slide shows and videos with our community, so be sure to sign up for our e-news at: newurbanarts.org/enews

Remote Programs Begin
Tuesday, October 13, 2020

Annual Meeting of New Urban Arts’ Board of Directors (Virtual Event)
Thursday, October 29, 5:30-6:30pm

Fall Program Showcase (Virtual Event)
January 2021

Annual Birthday Bash
Friday, April 23, 2021

Spring Program Showcase
June 2021

Get Involved

Enroll as a Student anytime throughout the year by visiting our website to complete an online enrollment form:
newurbanarts.org/enroll

Become a Donor of tax-deductible art materials, equipment, or monetary gifts. Donate through Paypal online at:
bit.ly/NUA-Give

Review our art supply wishlist at:
bit.ly/nuawishlist

Become a Sponsor for exhibitions, performances, and our annual silent auction. Please contact Director of Development Sophia Mackenzie at sophia@newurbanarts.org for more Information.

Follow us! Keep track of all the latest developments by following us on social media at:
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Share New Urban Arts with friends who will connect with our mission.

2020-21 Key Dates

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The Year Ahead

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2020 Annual Campaign

As part of New Urban Arts’ racial and economic justice efforts, we are no longer listing donors by donation levels. If you have questions or concerns, please contact: Sophie@newurbanarts.org.

The Minerva Foundation

Cynthia M. Macarchal
M&K Schwartz Family Foundation
Sophie Mackenzie
Jane and Lillian Ricks
MacFarlane Corporation
Metcalf, Pugliese, and Wolfe

Aria Raof and Douglas Skin
Max Frelinghuysen Cthouse
Residential Properties, Ltd.
Lisa and David Rhodes
Jack and Sandy Richter
Ronald Eli Richter and Franklin Coplan

Cindy Rigby
Constance Ricasa in memory of Jeannine Ricasa
John and Lillian Ricasa
Clay Rockwell and Maya Rubinstein
Linda and David Rodgers
Heather Max and June Zayes
Steven Masson
Mary and Don McCune
Paul and Lisa McGill

Marta Riesenberg
Kendall Ross
Joe Furman and Ross Rosenman in honor of Daniel Schleifer and Johanna Walczak
Kathleen Roth and Julia Guittard
Jack and Harriet Roth
Nichols Rust-Platchk
Sebastian Roth and Carol Rose
Jeremy Sager and Paula Clements Sager, The Sager Family Foundation
Ellie Sadekman
Amanda Salerno and friends in memory of Tim Davis
Miracle Stallard and Ted McGuire
Nancy Safan and Jonathan Stein
Liz Samuels
Cathy Saunders
Art Gatto
Amy Parelman

Louise E. Chapman in honor of Warren Cohen
Deborah Forman
Ellen Starr and June 30, 2020. If you find any errors or omissions, we apologize and ask that you notify Sophie@newurbanarts.org.

COVER IMAGE: New Urban Arts in October 2020

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New Urban Arts 2020 Annual Campaign began on July 1, 2019 and concluded on June 30, 2020. If you or someone you know would like to be a part of New Urban Arts’ race and economic justice efforts, please visit sophie@newurbanarts.org.