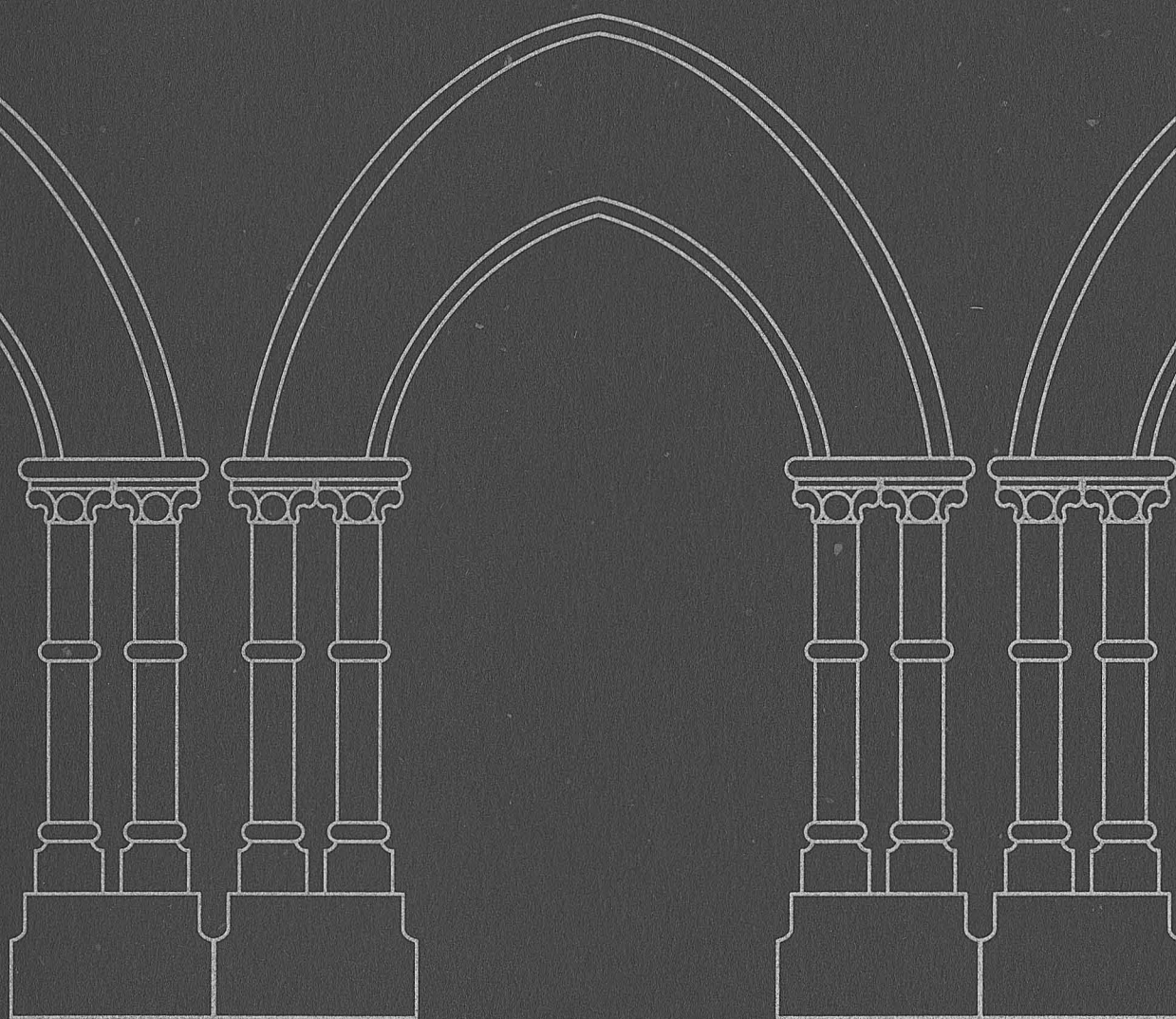
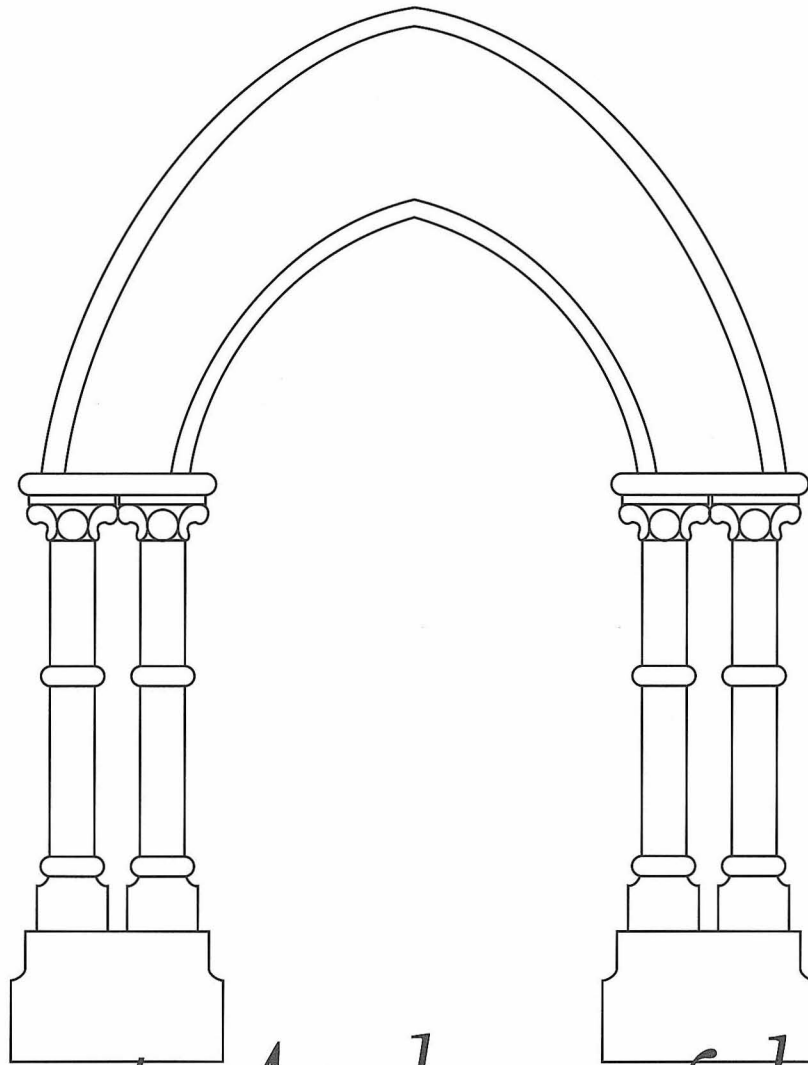

Annual Report
1993



Pennsylvania Academy of the Fine Arts

Annual Report
1993



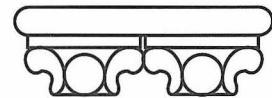
Pennsylvania Academy of the Fine Arts

from the retiring chairman of the board

2



PHOTOGRAPHER, WILL BROWN



. . . a year of change

DEAR FRIENDS,

The 1992/93 fiscal year was one of transition for the Pennsylvania Academy. The year was marked by a series of actions taken by the Trustees to reduce expenses, concentrate on core programs and reaffirm our commitment to our primary mission of education in both the School and Museum.

The Academy School had a successful year in the certificate and new MFA course programs. A total of 275 undergraduate students were enrolled for the year and 15 new students entered the two-year MFA program. Sixty-three students were graduated with certificates and thirteen completed the Academy's first Master of Fine Arts degree.

In the Museum, nearly 10,000 school children from the greater Delaware Valley in grades K through 12, participated in the Museum Visit educational outreach programs. Many of these were disadvantaged children from inner city schools.

An interim president, Dorothy M. Brown, Ed.D., was appointed during the year, and was charged with developing and implementing cost containment and budget reduction programs. Because of her accomplishments and leadership, and an aggressive year-end fundraising effort highlighted by a \$500,000 challenge grant from The Foundation for New Era Philanthropy and a most heartening response by our Trustees, we finished the year with a balanced budget for the first time in several years.

I believe that the Academy has turned the corner and is beginning to successfully address the issues and problems which have recently challenged us. As I conclude my tenure of Chairman, I want to thank all who have been so loyal and generous, especially during some tough times. I feel confident that we will continue on the path of progress with determination and optimism.

Sincerely,



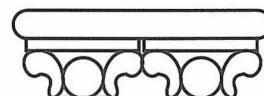
Harold A. Sorgenti
Chairman, Board of Trustees 1986 - 1993

f r o m t h e i n t e r i m p r e s i d e n t

4



PHOTOGRAPHER, SUSAN WINTERS



. . . new initiatives

DEAR FRIENDS,

My year here at the Pennsylvania Academy has been one of great challenge and personal excitement. I feel proud that I can also claim it as a year of accomplishment and professional satisfaction.

On taking the post of Interim President in January 1993, we faced a year of tough decisions and transition. I was charged with the task of developing and implementing a cost containment and budget reduction program and working with the Board of Trustees, defining a near term strategy for restructuring institution debt.

Through the efforts of many, including a Board of Trustees who believe in the importance of this venerable institution, and our new Vice President of Finance, we achieved our primary goals:

- Operating costs have been reduced by nearly \$1 million over FY92/93;
- A new acting Vice President of Development was hired in April, 1993;
- Cost centers and staff were streamlined to focus on the institution's core educational mission;
- A new planning process was initiated to better plan and budget annual operations;
- And, to ensure that the plans and budgets are followed and maintained, strict new cost control procedures and budget management systems have been introduced.

These efforts, in conjunction with successful fundraising, in turn have led to our realizing the goal of achieving a balanced operating budget for the first time in several years.

Many challenges remain, as they do for most artistic and cultural institutions these days. Continued vigilance is called for in financial matters, the overall debt must be restructured and eliminated, and new audiences must be developed if the Pennsylvania Academy is to remain vital in its third century of service.

I shall look upon the opportunity that I have had to help the Pennsylvania Academy as one of the highlights of my career. The Academy is truly a "Treasure" which warrants the protection and support given it by you, its friends, donors, and membership.

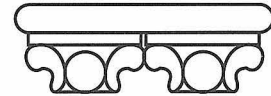
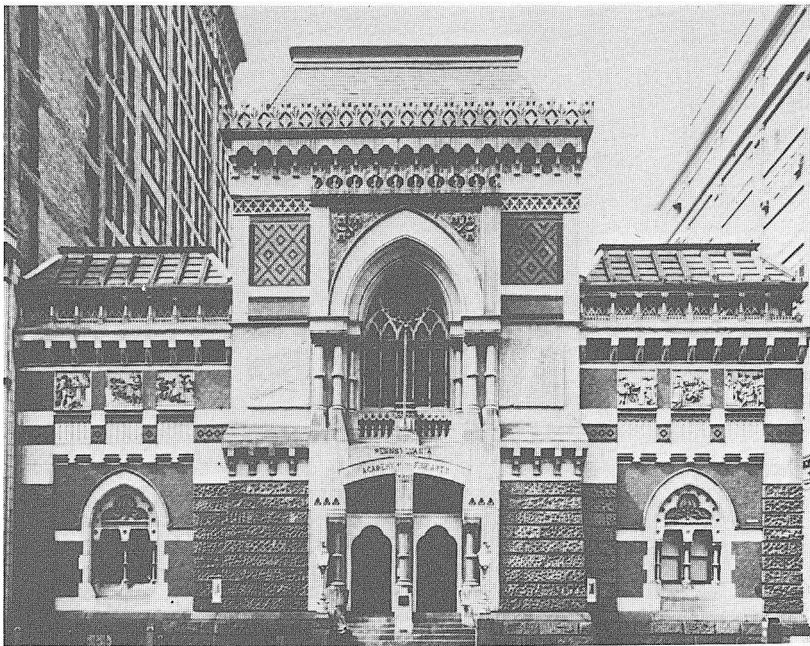
Sincerely,



Dorothy M. Brown, Ed.D.
Interim President

f r o m t h e i n c o m i n g c h a i r m a n o f t h e b o a r d

6



. . . unique challenge

DEAR FRIENDS,

On January 1, 1994, I assumed the Chairmanship of the Board of Trustees of the Pennsylvania Academy of the Fine Arts. I take that responsibility gladly, yet with the very real understanding of the multiple challenges that we must successfully address to restore the Pennsylvania Academy to its historical birthright as the pre-eminent institution of American art in Philadelphia and the nation.

Today in this country, our Academy is most unique: we are at once one of the best schools of fine art and, a museum with one of the finest collections of American art, especially 18th and 19th century, in the nation. We must turn that uniqueness to our advantage.

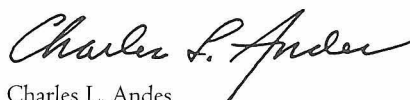
To that end, the Board of Trustees, working closely with Gresham Riley, our newly elected President who joined the Academy in January 1994, and senior staff will be re-examining all aspects of our operations and implementing new marketing strategies for both our School and Museum.

Also in January 1994, the Horace Pippin "I Tell My Heart" exhibition opened and will run through April 17, 1994. The Horace Pippin exhibition, which was developed by our Museum staff, will go on national tour following its premier here. Our ability to attract an audience for the exhibition should be a good indicator as to where we are as we begin our marketing initiatives.

The Museum, which was recently renamed The Museum of American Art, will close for refurbishing and system renovations during the summer of 1994, immediately following the Student Show. When it re-opens in the early fall of 1994, the Museum will offer new and interesting educational experiences not only for the student, but for the whole family.

There is a lot to do in the months ahead and some of it may be difficult. I look forward to working with our Trustees, new President, management team and our many supporters. Together we can get it done.

Sincerely,

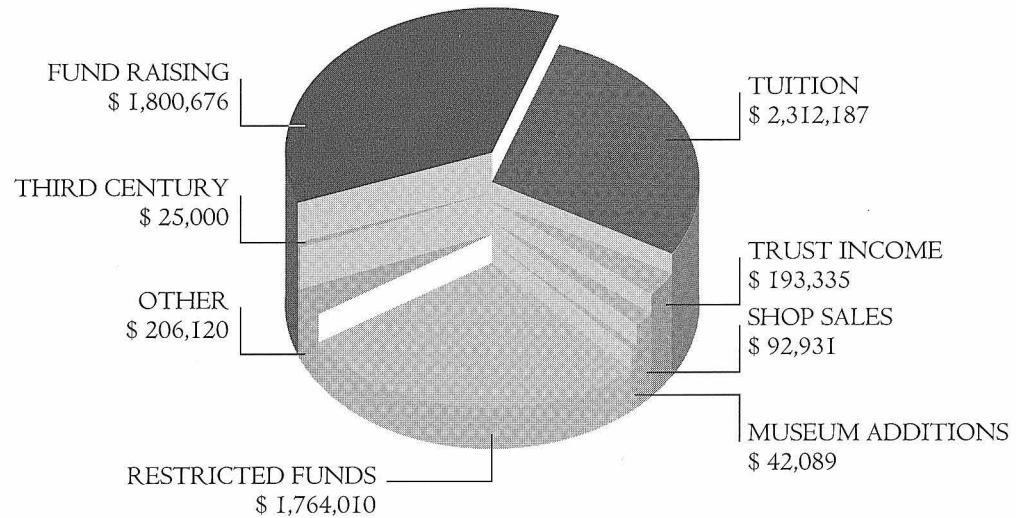


Charles L. Andes

Chairman, Board of Trustees 1994 -1996

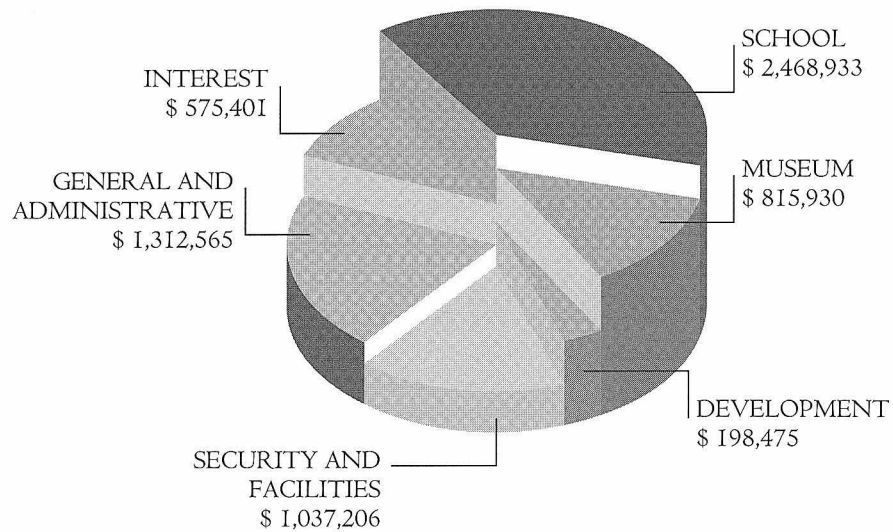
Revenues

Total \$ 6,436,348



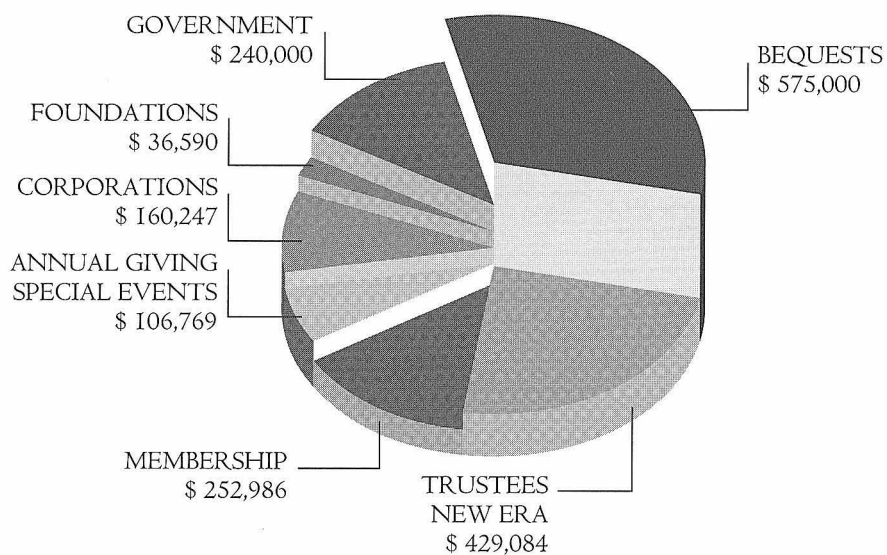
Expenses

Total \$ 6,408,510



Support

Total \$ 1,800,676



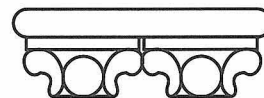
FINANCIAL INFORMATION AS OF JULY 31, 1993

SUPPORT & REVENUE

Unrestricted Gifts and Grants	\$1,800,676
Trust Income	193,335
Tuition and Fees	2,312,187
Net Sales	92,930
Museum Admissions	42,089
Restricted Fund Support	1,764,010
Other Income	206,120
TOTAL SUPPORT AND REVENUE	\$6,411,347

OPERATING EXPENSES

School	\$2,468,933
Museum	815,930
Development	198,475
Security and Facilities	1,037,206
G & A	1,312,565
Interest	575,401
TOTAL OPERATING EXPENSES	\$6,408,510
TRANSFER	\$25,000
EXCESS REVENUE OVER EXPENSE	\$27,837



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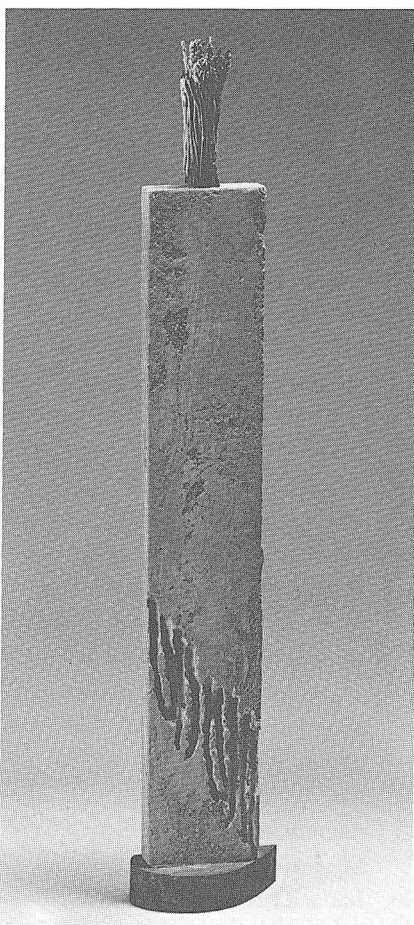
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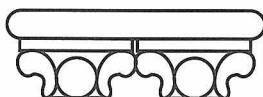
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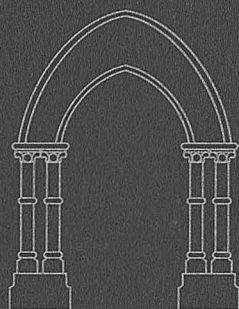
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