



2011 ANNUAL REPORT



Celebrating 30 years

Mission Statement

The **All Stars Project, Inc.** (ASP) is a non-partisan, non-profit 501(c)(3) organization dedicated to promoting human development through the use of an innovative performance-based model.

The ASP creates outside-of-school, educational and performing arts activities for tens of thousands of poor and minority young people. It sponsors community and experimental theatre, develops leadership training and pursues volunteer initiatives that build and strengthen communities.

The ASP actively promotes supplementary education and the performance-learning model in academic and civic arenas.



Dear Friends,

At the All Stars, we often talk about the six Ps: poverty, pretending, performance, play, philanthropy, partnership. In the following pages, you'll see how these factors played out in our programs in 2011 to change the lives of tens of thousands of young people.

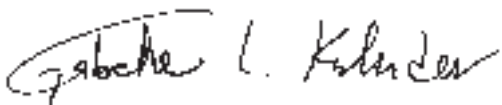
Whether you are an All Stars supporter, a youth participant, a volunteer, a staff member or a new friend of the All Stars Project, I hope you'll read this report and take satisfaction in what we accomplished during a time when so many non-profits are struggling.

And in recognition of the 30th anniversary year of the All Stars in 2011, I want to add one more P: **Progress.** In the 30 years since the All Stars was founded, we have come from obscurity to influence. All Stars was once a lone voice trying to sell the idea that to improve the lives of urban young people we needed to give them ways to develop. Now, 30 years later, that idea has caught fire.

The special report, *Let's Pretend: Solving the Education Crisis in America*, by our founders Dr. Fred Newman and Dr. Lenora Fulani, has become widely read and sparked discussions throughout 2011 in academia, among educators and policy makers at every level of government. When the city of Newark held an international peace conference, they asked All Stars Project of New Jersey to create a workshop: *The Performing Peace Workshop*. When President Barack Obama convened a national summit on youth employment, the White House asked All Stars participant Shaakirah Medford to speak about her growth and development. As you'll read in this report, we are partnering with Montclair State University to create the first academic program in afterschool development. You'll also read that the New York City Police Department is partnering with the All Stars to develop ways to help cops and kids interact more peacefully. And, you'll read about our expansion campaign to reach thousands more youth and families in Newark, New Jersey.

To me, these are all signs of progress. The developmental ideas pioneered by All Stars are being looked upon as very successful and very cutting edge. And more and more, All Stars is being asked to lead the way to a new future of development for all communities, rich and poor.

Thank you to all who helped to make this progress possible in 2011. Please continue to be a part of the All Stars Project. You are doing remarkable work.



Gabrielle L. Kurlander
President and CEO



All Stars Talent Show Network

The **All Stars Talent Show Network** (ASTSN) gave over 13,000 inner-city young people ages 5 to 25 opportunities to play and perform in weekend talent shows in 2011. ASTSN's 83 events and activities took place in neighborhood school auditoriums and civic spaces in New York, New Jersey, Chicago, the San Francisco Bay Area, and even in Uganda. Cheered on by an audience of over 6,500 family members and neighbors and 650 volunteers, ASTSN children helped create a new culture of development in some of the nation's most challenged communities.

Play

PLAY is fundamental to development and therefore to learning. But it's been stripped from the lives of today's children, especially inner-city kids. For 30 years, All Stars has pioneered ways to put developmental play back into the lives of the youth who need it most: those growing up in poor communities.



Development School for Youth

The **Development School for Youth (DSY)** puts young people ages 16 to 21 in business settings where they pretend their way to successful corporate experiences. In 2011, 235 students from over 100 inner-city schools nationwide partnered with caring professionals at over 60 companies, including D&B, Ernst & Young, FTI Consulting, JPMorgan, Latham & Watkins, MetLife, PSEG and Tiffany & Co. Classroom and workshop training and paid summer internships in New York, New Jersey, Chicago and the San Francisco Bay Area armed DSY's young people with the skills and confidence to succeed in workplace settings and face challenges in new ways.

Pretending

PRETENDING to be something other than who you are is a critical tool for growth. The DSY casts young people in business roles, and by pretending, our young executives learn how to learn. Last year, All Stars founders, Dr. Fred Newman and Dr. Lenora Fulani, authored *Let's Pretend: Solving the Education Crisis in America* to get the rest of the country thinking about how to use the power of pretending.



Castillo Theatre and Youth Onstage!

The **Castillo Theatre** opens a world of cutting-edge political theatre to the young people and adults of New York. Performances span the works of Heiner Müller and Fred Newman, the avant-garde, Black theatre, the American musical, vaudeville, choreo-poems, historical dramas, hip-hop and improvisational comedy. In 2011, more than 5,000 audience members attended Castillo Theatre productions.

Youth Onstage! (YO!) helps All Stars young people take the next step in performance. Taught by performing arts professionals, young people ages 13 to 21 perform in and produce plays that have something to say about the world and its future. In 2011, 102 inner-city youth participated in YO! program performances and activities; and 53 students graduated from the YO! Community Performance School.

2011 PRODUCTIONS

- *Mr. Hirsch Died Yesterday*
- *Shirley Chisholm: Catalyst for Change*
- *Young Playwrights from Castillo (Parts 1 & 2)*
- *License to Dream*
- Mario Fratti/Fred Newman Political Play Reading Series
- *The Proverbial Loons in Musical Improv Comedy at Castillo*
- *The Learning Play of Rabbi Levi-Yitzhok, Son of Sara, of Berditchev*
- *Puberty Rites*

Playing With Heiner Müller won the 2011 **AUDELCO Award for Excellence in Black Theatre for Outstanding Ensemble Performance**



UX

UX is a new kind of institution — a university-style community of development in New York and New Jersey for people of all ages and backgrounds. All UX workshops, courses and lectures are free — a partnership between people who want to grow and develop and guest artists, business professionals, community and educational leaders who want to give back. In 2011, 2,262 people attended four UX Opening Days in New York and 1,192 students (including 216 in New Jersey) attended 65 courses and workshops taught by 83 volunteer teachers. Popular workshops included *Becoming an Entrepreneur in Everyday Life*, *Dining Etiquette Around the World*, *Exploring Art for the Non-Artist*, *Improv for Everyone*, *Performing Beyond Diabetes*, and *Public Speaking*.

Performance

PERFORMANCE is the adult form of play, and it's central to All Stars. Performing isn't just something done on stage. We perform all day long. Teaching people to perform helps them to step outside of their lives and do something different.

Performance is developmental. That's the magic of All Stars.



Operation Conversation: Cops and Kids

Operation Conversation: Cops and Kids is breaking new ground using improvisation and performance workshops to build trust and communication between inner-city youth and police. This innovative program began in 2006 and officially became a part of the New York City Police Department's training of its officers in 2011. By year's end we had conducted 10 workshops with 67 officers and 104 inner-city youth. Program staff also partnered with key youth organizations working with at-risk teenagers including: JRIP (Juvenile Robbery Intervention Program) in Brownsville; PAL; Youth Link; Staten Island Youth Justice Center and Groundwork for Success.



Partnership

PARTNERSHIP between inner-city young people and interested and caring adults can change the world. For 30 years, All Stars has fostered partnerships, putting young people in contact with volunteers and philanthropic adults in ways that benefit everyone. Partnership is at the heart of performance and especially of improvisation. It's key to success on stage and in life.

All Stars Worldwide



Partnerships for and by youth are not limited by national boundaries. On March 26, 2011, **Hope for Youth-Uganda** held its first All Stars Talent Show Network event in Mpoma County, Uganda. Hope for Youth's founder, Peter Nsubuga, reported that their first All Stars event involved many children orphaned by AIDS. *"They marched around the surrounding communities singing songs and ended in a sports field where they moved around to form a star."*



A GENERATION OF

1981

All Stars Project
founded by
Dr. Fred Newman and
Dr. Lenora Fulani



1982

First All Stars
talent show
in the
South Bronx



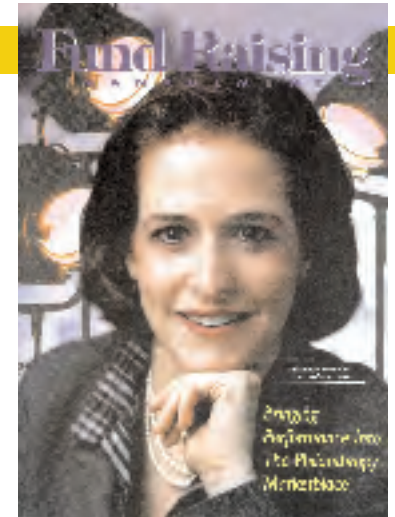
1983

Castillo Theatre
is founded



1990

Gabrielle L.
Kurlander
becomes
All Stars
president
and first
staff member



A New Approach to Engaging Poverty

The roots of the All Stars are in the streets and in the poorest communities. We began with a group of dedicated believers and volunteers and an innovative approach for developing young people. By foregoing government grants and forming partnerships between young people, volunteers, and generous individual supporters, All Stars has shown that poor communities can be transformed, and that everyone — not just the best and the brightest — can be developed.

Over the last three decades, All Stars has done the slow but steady grassroots organizing that has led to true development of young people and of the neighborhoods they live in. This work is bringing hope and progress to America's poorest neighborhoods and building stronger communities of developed learners.



Poverty

POVERTY impacts more than 16 million children in America. Young people growing up poor are not only deprived of basic necessities, they are also without opportunities to play, to create, to explore the world around them — to develop and grow. The wisdom of All Stars is to offer children (and adults) developmental activities, employing play, performance and pretending as tools for growth. Development plays a critical part in moving people away from poverty, because when people are developing they can see possibilities opening up for them. And they can learn how to learn, and how to re-create their lives.

E INNOVATION, DEVELOP

1992
All Stars
launches
street
performance
campaign



1994
President's Committee is
formed as a donor leadership
group to provide a financial
foundation and to lead growth
initiatives and expansion

1997
DSY launched
and later
named for
Joseph A.
Forgione, ASP
board member



1999
ASP of
New Jersey
is launched



2001
ASP signs a
contract to
purchase
new national
headquarters
on 42nd Street



DEVELOPMENT AND GROWTH

2002
ASP of
San Francisco
is launched



2004
Youth Onstage!
debuts



2007
ASP of Chicago
is launched



2008
Re-opening of
renovated center
on West 42nd
Street



2010
UX is
launched



2011
Operation
Conversation:
Cops and Kids
becomes
part of
NYPD officer
training



2001-2011 \$61.6 million raised

\$77.6 million
raised in total

All Stars Project of **NEW YORK**

A Message from Pamela A. Lewis, Vice President/Youth Programs, ASP

I came to New York in the mid-80s from the Midwest to be a performer and activist because it seemed like the place to go to change the world. When I found All Stars, I found a way to influence many, many young people.

New York is where All Stars began, and we continue to be the primary innovation center and proving ground for All Stars, nationally and even internationally. In New York, more than 900 amazing volunteers, generous supporters and visionary philanthropists help us offer the full range of All Stars programs. From our national headquarters on 42nd Street, we conducted outreach in Harlem, Crown Heights, Brownsville, Bedford Stuyvesant, and Washington Heights to touch over 10,000 young lives in 2011. We're building stronger, more hopeful communities throughout the five boroughs.

We work very closely with the All Stars teams in New Jersey, Chicago and the San Francisco Bay Area to offer our experience and benefit from their new insights. Opportunities to help young people develop are everywhere!



Pamela A. Lewis with All Stars youth



All Stars Project of **NEW JERSEY**



A Message from Gloria Strickland, Director, Development School for Youth, ASP of NJ

I always wanted to be an educator, but it became clear to me early on that there were problems in our approach to educating young people — we ignored true development! I got involved in All Stars precisely because it was going beyond the old ideas of how to teach children.

We're now into the second decade in Newark and we have such a strong team of volunteers — committed philanthropists, business, civic, and community leaders — and amazing young people. We offer the All Stars Talent Show Network, the Development School for Youth, and UX — our university-style development institution. We had more than 2,000 youth in our programs last year and we've begun to expand out of Newark into suburbs like Montclair and Orange.

We formed great partnerships with the Orange School District and other organizations, and we're really excited about collaborating with Montclair State University to further the academic study of developmental afterschool programs.

The biggest development of all was that we signed a lease on a 9,000 square foot space for the Scott Flamm Center for Afterschool Development that will make All Stars an exciting national source of new ideas about afterschool youth development.



ASP of NJ youth leader, Yvonna Wade (far right) with (from left to right): His Holiness the Dalai Lama; Robert A.F. "Tenzin" Thurman, Jey Tsong Kappa Professor of Indo-Tibetan Studies, Columbia University, president and co-founder of Tibet House US; Jody Williams, Nobel Peace Laureate



NEW JERSEY EXPANSION CAMPAIGN

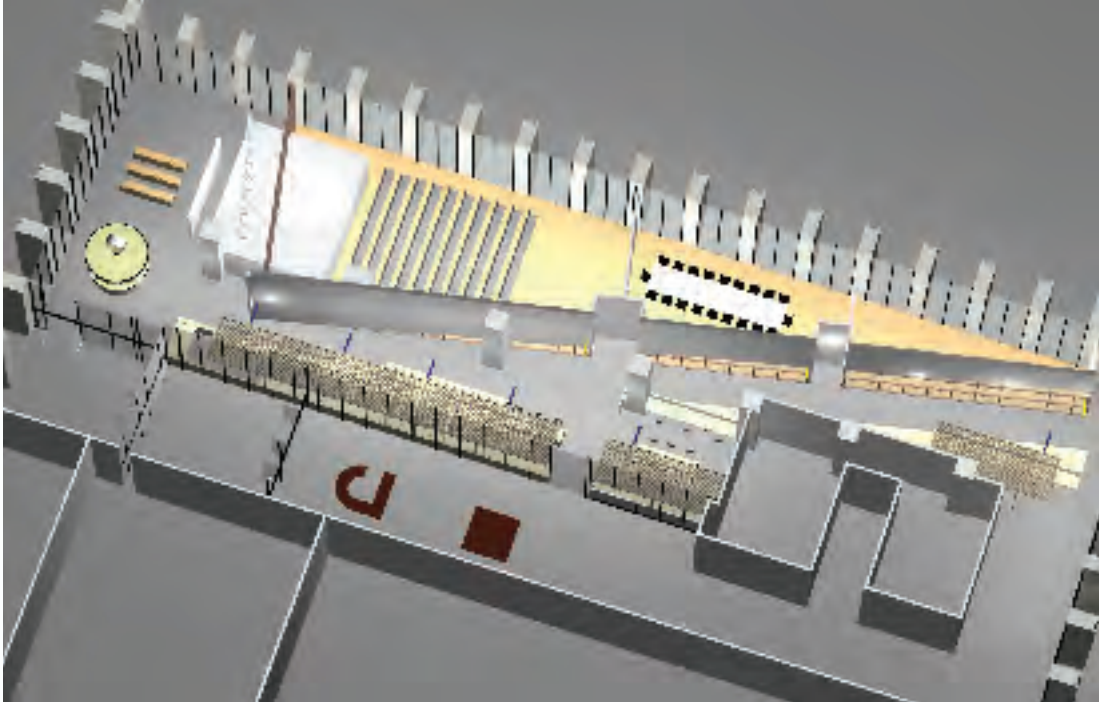
The campaign to take the All Stars Project in New Jersey to the next level of impact and influence saw great progress in 2011. Fundraising passed \$6 million towards the four-year (2010 to 2013) campaign goal of \$9.2 million, with the number of individual donors increasing to more than 550. The family and friends of Scott Flamm also continued to be deeply committed to the campaign's centerpiece project, the **Scott Flamm Center for Afterschool Development**, in remembrance of his dedication to developing inner-city youth.

In December, ASP signed a lease for 9,000 square feet of prime space in the heart of downtown Newark for the Flamm Center. Working pro-bono, preeminent architect and All Stars Project national board member, Douglas Balder completed a cutting-edge design, and the project moved on to the next phase of construction planning and build out. When it opens in early 2013, the Flamm Center will be an exciting new resource for Newark, and provide support for ongoing qualitative growth of the ASP's youth development programs in New Jersey, another key objective of the expansion campaign.

Progress also continued on the third key objective, the **Institute for the Study of Play**, a new ASP initiative to partner with academic institutions focusing on advancing the field of developmental afterschool and other innovative solutions to urban poverty and underdevelopment. Partnering with ASP's VP/Education Initiatives, Dr. Bonny Gildin, Montclair State University's School of Education and Human Services offered the country's first-ever course on innovations in afterschool, and students participated in fieldwork and semester-long internships with All Stars programs in Newark and New York City. The ISP will be headquartered at the Flamm Center and will be formally launched soon after the 2013 opening.



Scott Flamm
with All Stars
youth in 2004



Axonometric View - Center for Afterschool Development



The All Stars Project is a wonderful program, which connects Newark youth with opportunities that enable them to manifest their personal excellence by gaining invaluable exposure to career choices and professional development. We are grateful to the business community and all of the community partners whose support will expand the All Stars program in our city. I congratulate all of our youth who are shining today as Newark's All Stars.

— **Mayor Cory Booker**, Newark



Left to right: Steven W. Alesio, Jim Horton, Greg Falzon, Sue Davies, Bonny Gildin, Jennifer Rowland, Robert Ross, Gloria Strickland, Patti Clifford, Jeff Kronthal, Alvester Garnett

All Stars Project of the **SAN FRANCISCO BAY AREA**

A Message from Elouise Joseph, M.D., Program Manager, ASP of the San Francisco Bay Area

As one of 12 children, the mother of four, and a pediatrician, I have always been surrounded by young people. What excited me ten years ago was the possibility of bringing real change to the lives of inner-city youth in the poorest neighborhoods in the San Francisco Bay Area — Oakland, Visitation Valley, Bayview Hunter's Point and the Mission.

Last year we reached 1,000 young people with the All Stars Talent Show Network and the Development School for Youth programs. We also had incredibly dedicated and energetic volunteers who have built our grassroots support base to 1,000 donors committed to expanding programs for performance and development for youth.

This year, building on all that has come before, we will celebrate our tenth anniversary and step up the pace of growth in our programs to reach more young people throughout the Bay Area.



Elouise Joseph with All Stars volunteers



All Stars Project of CHICAGO

A Message from David Cherry, Director, ASP of Chicago

I grew up in the South Bronx in one of the most notorious neighborhoods in New York City, so when I saw what All Stars could do in New York, I knew I had to be a part of this remarkable movement. Here in Chicago, I have been amazed at the energy and dedication of our volunteers and the immediate support of Chicago's business and philanthropic community. The John D. and Catherine T. MacArthur Foundation provided seed funding, and philanthropists Gigi Pritzker and Michael Pucker created a Challenge Fund to further encourage individual investment and involvement. Those gifts got the All Stars Project of Chicago off the ground.

In just three years, thousands of young people from Chicago's South Side and West Side neighborhoods — and hundreds of volunteers from across the city — have put on dozens of All Stars Talent Show Network performances and workshops. With generous corporate mentors, we have duplicated the Development School for Youth (DSY) here as well.

The year 2011 began with our move to a new and larger office in the historic Monadnock Building in downtown Chicago. We formed partnerships with numerous community organizations including: South Side Y, St. Sabina Church, Chicago Children's Museum, the Black Star Project, and many others. With expanded space and donor support, we are poised for an extraordinary period of growth in 2012, and I encourage volunteers and supporters to become a part of giving young people opportunities for development.



David Cherry with All Stars youth



Endowment of Friendship

A Message from Christopher Street, Senior Vice President/Development and Operations, ASP

The All Stars has focused on private and individual giving instead of government funding for three decades because our philosophy is that giving is about more than dollars. The All Stars Project has created an 'endowment of friendship,' a unique private funding base that believes in innovation and is committed to true development for inner-city youth. This private support has allowed All Stars to be creative and take risks for the sake of young people and their communities.

And in an economic era when most other funding sources — especially public ones — are being dramatically cut back, the All Stars endowment of friendship has come through again and again, with record giving to help All Stars expand to four cities and extend the reach to more and more of our nation's most underdeveloped neighborhoods. In 2011, when many other organizations were struggling, All Stars philanthropists, including 2,550 new supporters, invested over \$7 million in inner-city young people.

Every successful charitable organization has a central core of donors who form the bedrock of financial support. For the All Stars Project, that core is the President's Committee (PC). The PC began in 1994 when four supporters agreed to give at least \$1,000 to underwrite our out-of-the-box programs. By 2011, the PC has grown to over 400 members nationally. They are an extraordinary group of caring citizens. I salute their growing commitment to youth and community development.



ASP of Chicago: (left to right) Cindy Pritzker, Rebecca Fyfe, Gigi Pritzker, Josephine Robinson, David Cherry, Gabrielle L. Kurlander, Lois Weisberg, Francie Comer



ASP of New Jersey: (left to right) Gloria Strickland, Barry Morris, Lucken Norzil, Alan Pereira, Doreen Duffy, Ambraya Gray, Christopher Watson, Chloe Tanis, Tanjela Vaden, Jennifer Rowland, Mark Herzhauser, Maria Morris

Philanthropy

PHILANTHROPY in its most effective form is more than ameliorating the immediate suffering of the poor. It's a commitment to fostering innovation in solutions to poverty and underdevelopment. All Stars has thrived — even in challenging economic times — by giving individual philanthropists the opportunity to invest in creative approaches to development for inner-city young people. Through All Stars, over 5,000 individual philanthropists nationwide, some of them wealthy and many not so wealthy, have donated close to \$80 million, and millions of hours of personal time to share their lives, their expertise, their workplace, and even their homes with some of our nation's most disadvantaged young people.



Front row, left to right: Helen Hunt, Hunter Hunt, Stephanie Hunt, Gary Gensler, Crystal Ferguson; back row, left to right: Jackie Salit, Gabrielle L. Kurlander, Christopher Street, Lenora Fulani, Jeanne Phillips.



Left to right: Charles Juntika, Jenny Zak, Antoine Joyce



ASP of SF Bay Area: Elouise Joseph (left) Drew Williamson (back row, third from left), Jim Day (back row, second from right), Joyce Dattner (front row, second from right) with All Stars youth leaders

Individual and Private Fund Donors

\$500,000

Anonymous

\$250,000-\$499,999

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\$1,000-\$4,999

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The Society for Racial Harmony



Ed Malmstrom (back row, right), co-head of public finance at Bank of America Merrill Lynch and long-time head of healthcare finance, with colleagues Jeff Kronthal (third from left) and Robert Barber (fourth from left), and All Stars youth performers

“I have been an All Star since 1998. I am proud to serve on the Board of Directors. In the last 10 years we have accomplished an extraordinary amount, from opening our center on 42nd Street in Manhattan to expanding the programs to New Jersey, Chicago and San Francisco. I want to see All Stars continue to increase its impact on young people, and the fact that the programs are 100% privately funded is very meaningful to me. I am proud to be an All Star.”

— **Ed Malmstrom**, Board member and philanthropist

The Society for Racial Harmony is a special grouping of supporters who have made a commitment to supporting the programs of the All Stars Project through their estate planning.

- | | |
|--------------------------|-----------------------|
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| Debra London | Agathe Wulkan |
| Edward C. Malmstrom | *deceased |

The sample legal language below is suitable for a general bequest: “I hereby give, devise, and bequeath to the All Stars Project, Inc. a not-for-profit corporation organized and existing under the laws of the State of New York, now having its principal place of business at 543 West 42nd Street, New York, NY 10036 [the sum of money] [_____ percentage of my estate], the [sum] [percentage] to be used for the All Stars’ general purposes.”

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\$1,000-\$4,999 (continued)

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As of March 28, 2012

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Statement of Revenue & Expenses

Year Ended December 31, 2011

Revenues, Gains and Other Support

Contributions	\$ 5,893,606
Program Revenue	211,761
Net Special Events Revenue	901,156
Interest and Dividends	20,685
Change in Value of Split-Interest Agreement	7,085
Other Revenues	1,594

Total Revenues, Gains and Other Support **\$ 7,035,887**

Expenses

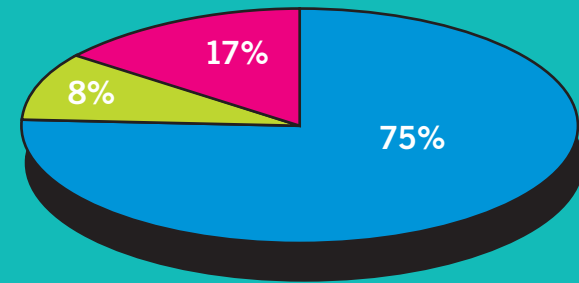
All Stars Talent Show Network	\$1,680,372
Development School for Youth	1,311,064
Castillo Theatre	891,836
Volunteerism and Education	773,362
Youth Onstage!	557,615
Management and General	566,110
Fundraising	1,214,659

Total Expenses **\$ 6,995,018**

Change in Net Assets **\$ 40,869**

Ratio of Program Services to Total Expenses 75%

EXPENSES



- PROGRAM SERVICES
- FUNDRAISING
- MANAGEMENT AND GENERAL

Statement of Financial Position

Year Ended December 31, 2011

Assets

Cash and Cash Equivalents	\$ 2,063,179
Certificate of Deposit	148,000
Investments	2,347,776
Contributions Receivable	597,858
Prepaid Expenses and Security Deposit	169,953
Beneficial Interest in Remainder Trust	205,829
Fixed Assets - Net	13,941,539

Total Assets **\$19,474,134**

Liabilities & Net Assets

Accounts Payable & Accrued Expenses	\$ 857,561
Capital Lease	10,650,000
Loan Payable	147,059

Total Liabilities **\$11,654,620**

Net Assets **7,819,514**

Total Liabilities & Net Assets **\$19,474,134**



For complete audited financials visit www.allstars.org



2011 All Stars national team



www.allstars.org

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