



ROCK AND ROLL
HALL OF FAME + MUSEUM™



MOVING AT THE SPEED OF SOUND

**REPORT TO
THE COMMUNITY**

We're thrilled.

The world is buzzing about the Rock and Roll Hall of Fame and Museum. More so than ever, Cleveland is being recognized for its deep rooted rock and roll history and thriving music scene, capped off by the Rock Hall – the world's only museum devoted to celebrating and preserving this music. We are equally excited about the exceptional support the museum is receiving from friends and donors like you.

Thank you! It is our pleasure to share this 2011 Report to the Community with you.

“We are the Rock and Roll Capital of the World.”

In the 1970s, Cleveland earned its title as the “Rock and Roll Capital of the World” and over the next four decades the entire community preached it. Now others are acknowledging it and putting our city in the international spotlight.

We feel this exciting energy. Attendance is strong and support from artists, donors, sponsors and the local community is the best it's been since the Rock Hall opened its doors to the public for the first time in 1995. Our award-winning education programs are reaching new states and countries, museum membership is growing faster than ever before, our free concerts are drawing record crowds and more often than not, special events are selling out quickly.

2011 will go down in Rock Hall history as a pivotal year. We completed two milestone projects that advance the museum's mission: a complete redesign and update of the museum's interior to tell the story of rock and roll better, improve way-finding and upgrade all audio and video; and the opening of the Library and Archives, the first of its kind in the world. Both developments will draw international tourists and music academics alike to Cleveland to learn firsthand how rock and roll has impacted our society. It's all part of the Rock Hall's mission to educate worldwide audiences about the history and continuing significance of this art form that we celebrate.

Museum attendance increased over the previous year. At the same time, our world-class educational and distance-learning programs, from the music therapy-based *Toddler Rock* to the videoconference technology of *On the Road*, brought record numbers of students of all ages to the Museum and reached out to new locations across the United States and in Canada, Mexico, Australia and England.

Our featured exhibits continued to draw visitors from near and far, boosting Northeast Ohio's economy. Even Bruce Springsteen came to Cleveland with friends and family to visit his *From Asbury Park to the Promised Land* exhibit on the last day it was open to the public, surprising about 40 fans

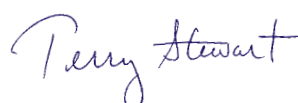
who were thoughtfully making their way through the exhibit. Weeks later, on May 13, 2011, we opened *Women Who Rock: Vision, Passion, Power*, the world's first exhibit celebrating the impact that women have had on rock and roll. People traveled great distances to experience the *Women Who Rock* exhibit the week it opened and to attend the *It's Only Rock and Roll* annual benefit. Just days later, Lady Gaga's famous meat dress arrived and brought hundreds of curious fans along with it. Over the summer, we opened the world's largest Beatles exhibit with artifacts representing each member of the band.

At home, a series of community festivals celebrated Greater Cleveland's ethnic diversity. The Summer in the City concert series featured local groups and popular indie headliners, including Das Racist, Fitz and the Tantrums, Free Energy, Murder by Death and Trans Am.

In short, the Rock and Roll Hall of Fame and Museum holds a unique place in the Greater Cleveland community and in the culture of multiple generations throughout the world. We appreciate your interest and are pleased to share a few highlights of 2011 through this Report to the Community.

With the strong support of our Board of Trustees and the Rock and Roll Hall of Fame Foundation, as well as generous civic organizations, corporations and individuals, we look forward to reaching new heights as we continue to carry out our mission of educating visitors, fans and scholars from around the world about the history and continuing significance of rock and roll music.

Sincerely,



Terry Stewart, *President and CEO*
Rock and Roll Hall of Fame and Museum

MISSION

The Rock and Roll Hall of Fame and Museum, Inc.

is the nonprofit organization that exists to educate visitors, fans and scholars from around the world about the history and continuing significance of rock and roll music.

It carries out this mission through its operation of a world-class museum that collects, preserves, exhibits and interprets this art form and through its library and archives as well as its educational activities.

WHAT PEOPLE ARE SAYING

**"It's a beacon that calls
visitors to Cleveland
from across the globe."**

— Chris Parker, Scene Magazine

**"The Rock and Roll Hall
of Fame and Museum,
a gleaming glass
pyramid on the shore
of Lake Erie, has
become a proud
symbol of this city."**

— Ben Sisario, the New York Times

**"Rock history comes
alive in Cleveland."**

— Andy Greene, Rolling Stone

"Cleveland ROCKS."

— Brooke Baldwin, CNN

WOMEN WHO ROCK: VISION, PASSION, POWER

The Rock Hall opened a ground-breaking and provocative new exhibit that illustrated the important roles women have played in rock and roll, from its inception through today. *Women Who Rock: Vision, Passion, Power* highlighted the flashpoints, the firsts, the best, the celebrated and sometimes the lesser-known women who moved rock and roll music and American culture forward.

The exhibit spotlighted more than 70 artists and filled two floors of the Museum. *Women Who Rock* featured artifacts, videos and a recording booth where visitors were encouraged to film a short story or moment of inspiration related to women in rock.

Opening weekend kicked off with the *It's Only Rock and Roll* annual benefit at Public Hall. Performers included Hall of Fame inductees Wanda Jackson, Mavis Staples and Darlene Love, plus Cyndi Lauper. The evening featured several impromptu collaborations, including Staples and Lauper alternating lines on the Band classic "The Weight," and Staples, Love and surprise guest Ronnie Spector providing background vocals on Lauper's classic "Girls Just Want to Have Fun." The event raised more than \$750,000. But that's not all. The exhibit inspired the PBS documentary *Women Who Rock* that aired on TV stations across the country and included footage from the Rock Hall benefit concert.



THE BEATLES

In late April, the museum unveiled a new, expanded Beatles exhibit as part of the Museum redesign. The exhibit features new artifacts, as well as a video element. Artifacts include the jacket that Ringo Starr wore in a promotional film the Beatles made for the single "Strawberry Fields Forever" in 1967, the Beatles drum head that was on the front of Starr's kit when the group first performed on *The Ed Sullivan Show* in 1964, a suit that George Harrison wore on the Beatles' 1966 U.S. tour, a jacket that Harrison wore to the premiere of *Yellow Submarine* in 1968 and a jacket that Paul McCartney wore in the movie *Help!* The exhibit also features John Lennon artifacts, including the handwritten lyrics to "Lucy in the Sky with Diamonds," "In My Life," "Beautiful Boy" and "(Just Like) Starting Over." In addition to the artifacts, the exhibit features video documentaries about each of the Beatles' albums.

TRAVELING EXHIBITS

The Rock Hall is currently traveling two blockbuster exhibits: *From Asbury Park to the Promised Land: the Life of Bruce Springsteen* and *Women Who Rock: Vision, Passion, Power*. The Springsteen exhibit opened at the National Constitution Center in Philadelphia in 2011, and *Women Who Rock* will open this September at the National Museum for Women in the Arts in Washington, D.C. Traveling exhibits bring the mission of the Rock Hall to key cities around the country, expanding our reach and generating new support for the Museum.



PHILADELPHIA



WASHINGTON, D.C.

MUSEUM REDESIGN

We've now completed the first major redesign of the Rock and Roll Hall of Fame's galleries and exhibits since our 1995 grand opening. The project began in the fall of 2010 and was completed this past November. The Museum's exhibits were rearranged to make better connections between rock's roots and its development. Visitor wayfinding has been improved. All of the audio, video and lighting installations were upgraded to state of the art, as were the interactive kiosks. Several new exhibits were added, including heavy metal, the Midwest rock scene and Cleveland's rock history. In addition, new interactive kiosks were installed on the Museum's second floor, and a new ticketing system and information desk were created in the main lobby.



Photographs courtesy of Westlake Reed Leskosky



The Rock and Roll Hall of Fame and Museum honors those who provided the significant support for the recent redesign of the Museum and to build and operate the new Library and Archives facility.

\$500,000 +

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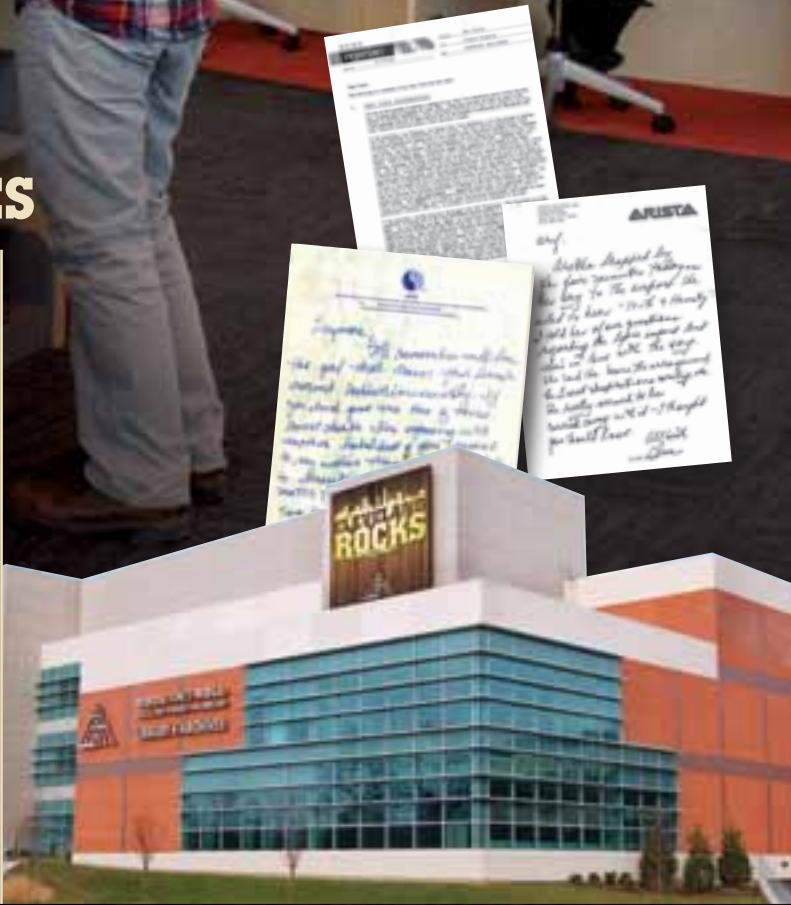
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LIBRARY AND ARCHIVES

In 2011, the Rock Hall focused on collecting and preparing library and archive materials for the January 2012 opening. The Library and Archives is now open to the public five days each week, free of charge. This unique place grants scholars and fans alike access to more than 200 archival collections, including the personal papers of performers, radio disc jockeys, photographers, journalists, critics, historians, poster artists, collectors, fans and fan clubs. The Rock Hall's archival collections include a wealth of music-business documents from record executives, artist managers, labels, historic venues, recording studios, specialists in stage design and lighting, and long-running concert tours. The collections also contain important individual items, such as personal letters penned by Aretha Franklin and Madonna; handwritten lyrics by Jimi Hendrix and LL Cool J; and rare concert recordings from CBGB in the 1970s. The Library and Archives houses a growing collection of books, and sound and video recordings. The state-of-the-art facility is housed in a four-story, 23,000-square-foot building located on the Metro Campus of Cuyahoga Community College in Cleveland, approximately two miles from the Museum.



AMERICAN MUSIC MASTERS®

The 16th annual celebration, *Lady Soul: The Life and Music of Aretha Franklin*, took place in November. Franklin, the first woman inducted into the Rock and Roll Hall of Fame, virtually created soul music and is one of the most accomplished vocalists and pianists of the last 50 years. The week of events included a stirring performance by the Blind Boys of Alabama, fascinating interviews with keyboardist Spooner Oldham, drummer Bernard Purdie and singer Cissy Houston, and an insightful lecture by Daphne Brooks of Princeton University. During the conference at the Museum, Franklin made a surprise visit to tour the exhibits with her family, thrilling visitors. U.S. Attorney General Eric Holder joined Franklin during her visit. The Museum pulled out all the stops for the final tribute concert at the beautiful State Theatre, where Case Western Reserve University awarded Franklin an honorary Doctor of Humane Letters degree. She took the stage with her family and for the rest of the night was referred to as "Dr. Franklin," as she watched the show.

The concert brought together Hall of Fame inductees Jerry Butler, Dennis Edwards, Ronald Isley and Spooner Oldham with a terrific group of performers who showcased Franklin's musical range in soul, gospel, jazz, pop and rock: Ms. Lauryn Hill, Chaka Khan, Twinkie Clark, Carla Cook, Cissy Houston, Kris Bowers, Mike Farris and Melinda Doolittle. This inspiring lineup could only happen at a Rock Hall event. Franklin was not planning to perform, but at the last minute she requested a piano and took the stage to perform a beautiful version of Leon Russell's "A Song for You," which she recorded in 1974 on *Let Me in Your Life*. She was joined by Butler, Edwards, Isley and Houston. They brought the house down.



LOOKING AHEAD

FRIENDS OF AMERICAN MUSIC MASTERS

Thank you to those who provided financial support for the week-long educational conference that featured lectures, interviews, workshops and films, culminating with a memorable all-star tribute concert.

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Bob Oborn
Matthew Ryan
Jenny Salisbury
John R. Sinnenberg

GRATEFUL DEAD EXHIBIT

The Rock and Roll Hall of Fame and Museum is proud to present a major exhibition devoted to a truly unique American rock and roll band, *Grateful Dead: The Long, Strange Trip*. Grateful Dead drummer Mickey Hart performed at a special exhibit opening party attended by Rock Hall members on Wednesday, April 11, 2012. The exhibit opened to the public on Thursday, April 12, as a part of the 2012 Rock and Roll Hall of Fame Induction week of events.

Grateful Dead: The Long, Strange Trip explores the band from a non-linear point of view. Individual sections within the exhibit are devoted to Grateful Dead as a recording group and a touring band, the fans who devotedly followed them, tapers and fellow travelers (people who were important to the band). It includes finished and working manuscripts for classic songs, handwritten notes from legendary taper Dick Latvala, artifacts from original sound designer Owsley "Bear" Stanley, and promoter Bill Graham's Father Time robe and Grateful Dead Hotline answering machine.



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17th Annual American Music Masters
October 22 - 27, 2012

EDUCATION PROGRAMS

Rockin' the Schools continues to serve thousands of K-12th grade students across Northeast Ohio. The Education department has expanded the curriculum to include new subject areas, and is continuing its commitment to the Cleveland Metropolitan School District. *On the Road* earned its fifth consecutive Teachers' Choice Award and reached new audiences in classrooms across the country and as far away as Australia through interactive videoconferencing technology. All totaled, the Rock Hall reached more than 30,000 students and teachers this year.

SUPPORT

The Rock and Roll Hall of Fame and Museum would like to thank those who provided leadership financial support for our educational activities in 2011.

- Helen Brach Foundation
- Cleveland Clinic
- Cuyahoga Arts & Culture
- Dominion
- Eaton Charitable Fund
- Harry K. Fox and Emma R. Fox Charitable Foundation
- Hillsdale Fund
- Martha Holden Jennings Foundation
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- PPG Industries
- Dennis & Kathy Roche
- Fred E. Scholl Charitable Foundation
- Target
- WEWS-TV

COMMUNITY OUTREACH

The Rock Hall's community programs are a celebration of Northeast Ohio's diversity. Five annual Community Festivals continue to grow, from the annual Dr. Martin Luther King Jr. free admission day to the Cleveland Metropolitan School District's *Rock Your World All-City Arts Festival*. Each year, the festivals bring thousands of people together to help them understand and appreciate the Rock Hall's mission and the range of cultures and musical styles it commemorates.

Toddler Rock turned 12 this year, having served more than 4,000 children since its inception. The Rock Hall's newest program, *Star Rockers* welcomes senior citizens to the museum for a series of hour-long music therapy sessions.



PUBLIC PROGRAMS

The Rock and Roll Hall of Fame's public-programs calendar was jam-packed with events in 2011 and early 2012, bringing an exciting and diverse cast of Inductees, musicians and producers to the Museum's Foster Theater to tell their stories in live interviews. The *Legends Series* presented musician and producer Alan Parsons, who talked about his work with the Beatles, Pink Floyd and the Alan Parsons Project, and bassist Peter Hook from Joy Division and New Order, who also performed a selection of songs.

Rock and Roll Night School kicked off the New Year with one of the most debated questions in rock and roll history, "What was the first Rock and Roll Record?" Terry Stewart hosted the evening and played many of the possibilities directly from the original records (on a turntable), including Fats Domino's "The Fat Man," Jackie Brenston's "Rocket 88," Bill Haley and His Comets' "Rock Around the Clock" and "Gonna Dance All Night" by Hardrock Gunter and the Pebbles.

The *Women Who Rock* exhibit was the focus of many of the Museum's programs over the last few months: Darlene Love sat down for a *Hall of Fame Series* interview in May; Ann and Nancy Wilson of Heart visited in August for an interview and a riveting acoustic performance, and Genya Ravan talked about her amazing career and the history of women in rock at the *Summer Teacher Institute* in June. Pop critic Ann Powers of NPR Music delivered the first Jane Scott Memorial Lecture in September on sexuality in rock. In February 2012, the

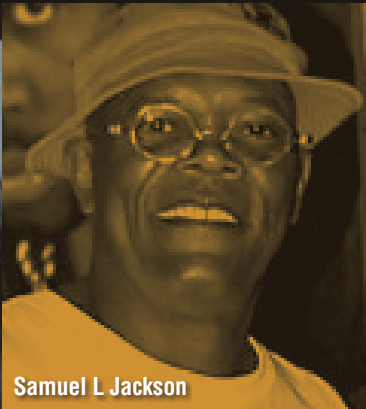
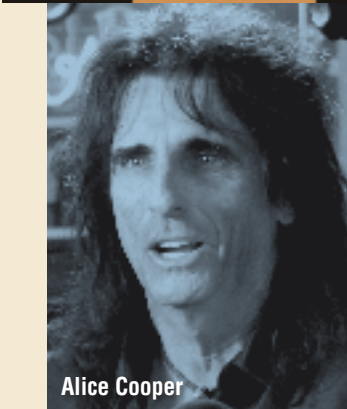
Museum celebrated Black History Month with *Ladies First: African-American Women Who Rock!* Programming included interviews, lectures, films and a concert featuring MShell Ndgeocello. The Education Department launched three new K-12 classes exploring the history of women in rock in the onsite *Rockin' the Schools* program and through distance learning in *On the Road*. These classes are already popular with students and will remain a permanent part of the curriculum. The monthly *Rock and Roll Night School* program featured a seven-part lecture series on the history of women in rock. We thank PNC for supporting these programs.

The *Hall of Fame Series* featured fascinating interviews with Smokey Robinson, George Clinton and record executives Jac Holzman and Joe Smith. The *Legends Series* brought Carl Palmer of Emerson, Lake and Palmer to the Foster Theater, and the "Cleveland Confidential" tour featuring legendary Cleveland punk rockers Cheetah Chrome (of the Dead Boys), Bob Pfeifer (of Human Switchboard), David Thomas (of Pere Ubu) and Mike Hudson (of the Pagans) made a memorable stop at the Museum.

In October, the Museum launched a new lecture series in collaboration with the American Musicological Society showcases the musicological work of the top scholars in the field in order to bring scholarly work to a broader audience. Professor Albin Zak of SUNY Albany discussed his new book, *I Don't Sound Like Nobody: Remaking Music in 1950s America*.

CELEBRITY SIGHTINGS

Rock and Roll Hall of Fame inductees **Steven Tyler** and **Joey Kramer** of Aerosmith • **Peter Hook**, co-founder of Joy Division and New Order • **Wiz Khalifa** • Rock and Roll Hall of Fame inductee **Bill Kreutzmann** of the Grateful Dead
Rock and Roll Hall of Fame inductee **Clem Burke** of Blondie
Hall of Fame inductee **Chrissie Hynde** • The Goo Goo Dolls
Summer in the City series performers **Deer Tick**, **Trans Am** and **Free Energy** • singer **Taylor Hicks** • **Coheed and Cambria**
Eagle “**Bones**” **Falconhawk** from the Aquabats • “Rapper’s Delight” bass player **Chip Shearin** • New Edition and Bell Biv DeVoe founder and member **Michael Bivins** • **Sylvia Poggioli**, senior European correspondent for NPR • singer/songwriter **Robyn** • **Jimmy Eat World** • country artist and actress **Reba McEntire** • Chicago rock band the **Plain White T’s** • Grammy Award-winning singer-songwriter **Amy Grant** • singer **Travis McCoy** • musician **Pete Wentz** of Fall Out Boy • the cast of *Million Dollar Quartet* • **Neon Trees** • **My Chemical Romance**.



The Rock and Roll Hall of Fame and Museum honors those who provided financial support for Induction Week 2012.

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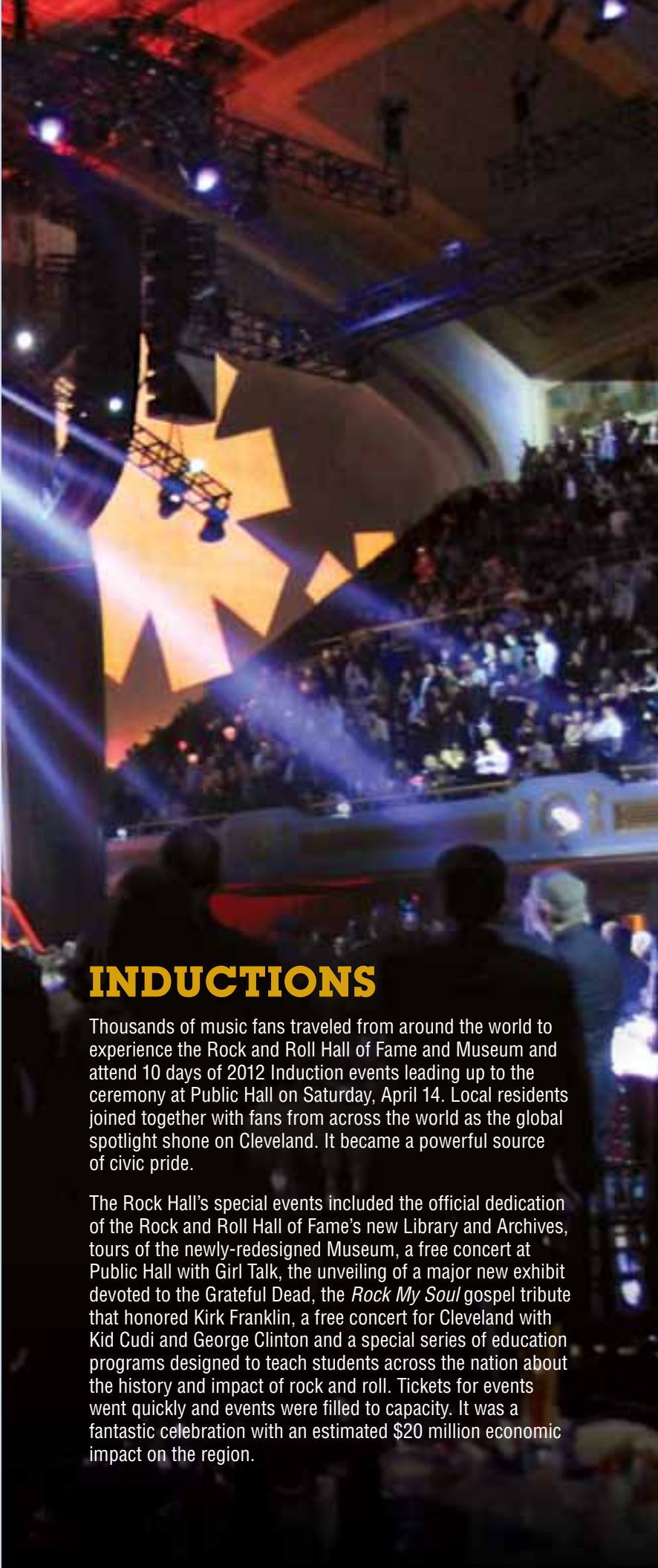
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INDUCTIONS

Thousands of music fans traveled from around the world to experience the Rock and Roll Hall of Fame and Museum and attend 10 days of 2012 Induction events leading up to the ceremony at Public Hall on Saturday, April 14. Local residents joined together with fans from across the world as the global spotlight shone on Cleveland. It became a powerful source of civic pride.

The Rock Hall’s special events included the official dedication of the Rock and Roll Hall of Fame’s new Library and Archives, tours of the newly-redesigned Museum, a free concert at Public Hall with Girl Talk, the unveiling of a major new exhibit devoted to the Grateful Dead, the *Rock My Soul* gospel tribute that honored Kirk Franklin, a free concert for Cleveland with Kid Cudi and George Clinton and a special series of education programs designed to teach students across the nation about the history and impact of rock and roll. Tickets for events went quickly and events were filled to capacity. It was a fantastic celebration with an estimated \$20 million economic impact on the region.

CONDENSED FINANCIAL INFORMATION

Amounts in thousands (000's) except percentage data and number of visitors.

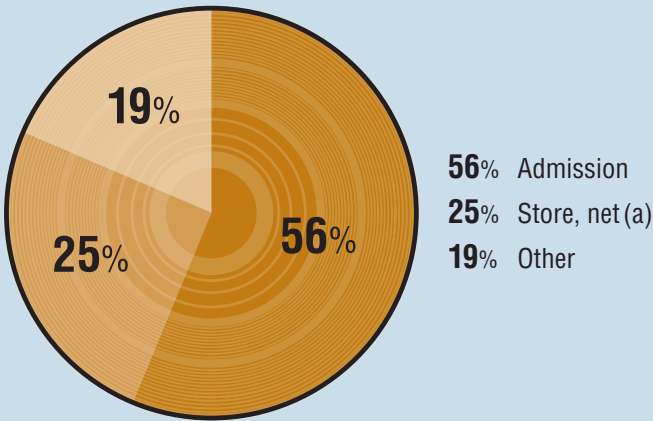
STATEMENT OF ACTIVITIES		Year Ended December 31	
		2011	2010
Revenues			
Earned (a)	\$	11,901	\$ 11,838
Contributed - Operating		4,469	4,563
Contributed - Capital Campaign		1,052	8,977
Contributed - Induction Ceremony		3,927	—
		21,349	25,378
Expenses (b)		17,086	15,799
Increase in net assets before interest and depreciation		4,263	9,579
Depreciation & Interest		2,802	2,691
Increase in net assets		\$1,461	\$ 6,888

STATEMENT OF FINANCIAL POSITION		December 31	
		2011	2010
ASSETS			
Cash and equivalents	\$	2,706	\$ 3,041
Funds designated for Induction Ceremony		3,584	619
Funds restricted for Capital Campaign		12,136	15,782
Board Designated Endowment Fund		5,569	4,642
Fixed assets, net		69,964	68,667
Other assets		5,685	6,122
Total assets		\$99,644	\$98,873
LIABILITIES AND NET ASSETS			
Liabilities			
Debt	\$	1,000	\$1,000
Other liabilities		3,944	4,634
Net Assets			
Unrestricted		26,909	19,992
Temporarily restricted		67,791	73,247
Total liabilities and net assets		\$99,644	\$98,873

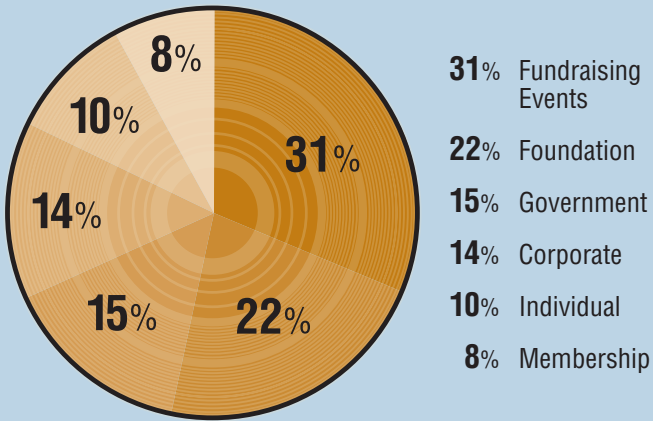
ATTENDANCE		Year Ended December 31	
		2011	2010
NUMBER OF VISITORS		460,600	452,100

a - Net of Museum store product costs b - Excludes depreciation and interest.

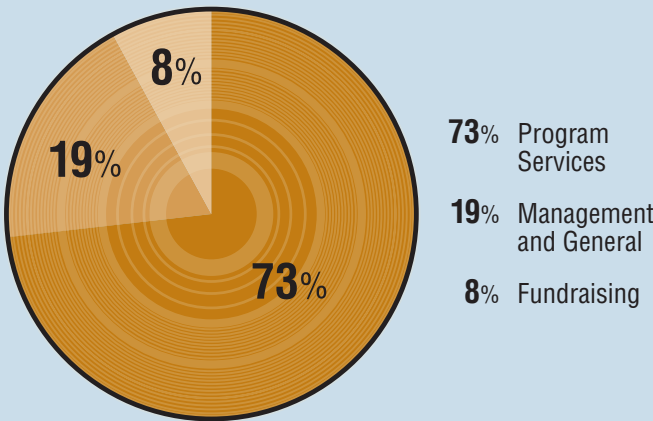
2011 EARNED OPERATING REVENUES



2011 CONTRIBUTED OPERATING REVENUES



2011 OPERATING EXPENSES



Photograph courtesy of Westlake Reed Leistikow

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Thank you, 2011 interns, and thank you, Gregg!



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