

National Assembly of State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

State Arts Agency Arts Education Managers 2016 Professional Development Institute

September 13 – 15, 2016
Grand Rapids, Michigan

Proceedings

For more than 20 years, the National Endowment for the Arts (NEA) and the National Assembly of State Arts Agencies (NASAA) have supported the Professional Development Institute (PDI) for state arts agency (SAA) arts education managers. The PDI provides meaningful leadership development and technical assistance for this diverse field. Arts education managers become knowledgeable leaders in their field thanks to their participation in a peer network that new and seasoned arts education managers alike find invaluable.

The 2016 PDI took place September 13 – 15, 2016, in Grand Rapids, Michigan, in partnership with the Michigan Council for Arts & Cultural Affairs. Arts education leaders participated in a range of professional development activities at venues that are unique to the Grand Rapids arts and cultural community and that demonstrate innovative arts education programming.

The purpose of this year's PDI was to support the development of arts education managers as champions of diversity, equity, access and inclusion practices within their agencies, their states and the larger arts sector by defining these concepts as they apply to lifelong learning in individual states and gaining tools for talking about these concepts with diverse constituents. This document summarizes the PDI and highlights what was learned during our time together.

[PDI 2016 Speaker and Artist Biographies](#)

Guiding Question & Outcomes

PDI attendees strengthened targeted management skills and shared adaptable resources and strategies in service of the guiding question:

How can our efforts to characterize inclusion, diversity, equity and access (IDEA) in arts learning support our development as champions for these practices within our agencies, states and the larger arts sector?

Building on themes from previous PDIs, such as building knowledge and skills related to collective impact approaches, effectively communicating the value of arts education, and positioning state arts education leaders as drivers of change, the 2016 PDI outcomes were:

- **OUTCOME: Articulate an actionable, applicable and evolving model of IDEA for lifelong arts learning in our individual states.**
- **OUTCOME: Gain tools for talking about IDEA from the perspective of an influencer.**

Tuesday, September 13, 2016

The 2016 PDI began with a New Managers Luncheon, which offered an opportunity for nine SAA arts education managers in their first year of service to meet with NEA Arts Education Director Ayanna Hudson to share stories of inspirational and transformative arts education experiences in their lives.

Following the luncheon, all PDI participants met for a half-hour "meet and greet" at the Urban Institute of Contemporary Art prior to beginning of the PDI. The conference officially began with remarks by John Bracey, executive director of the Michigan Council for Arts & Cultural Affairs; Miranda Krajniak, executive director of the Urban Institute for Contemporary Arts, and Pam Breaux, CEO of NASAA. John Bracey welcomed SAA arts education managers to Michigan, and highlighted the importance of arts education within the broad mission of Michigan Council for Arts & Affairs's work. Pam Breaux spoke about NASAA's commitment to promoting and strengthening diversity, equity, access and inclusion on behalf of its members, and within its leadership, including its board of directors. She spoke about the particular importance of this work within the context of NASAA's upcoming strategic planning process.

Carmen Morgan, founder and director of artEquity, led a two-and-a-half hour in-service workshop entitled "Beyond Diversity: Practicing Equity and Inclusion," which began with an overview of the PDI guiding question and learning outcomes, the workshop agenda and a read-through of group agreements intended to prepare participants for honest dialogue during the workshop and throughout the PDI. Participants were preassigned to small groups at separate tables, per Carmen's request to the Arts Education Working Group (AEWG) to organize participants into groups as diverse as possible. Carmen invited SAA arts education managers to introduce themselves to others in their table group, and then others elsewhere in the room, by stating (a) where they were born, (b) their preferred gender pronoun and the reason it's preferred, (c) their racial identification and why they identify this way, and (d) one thing people would be surprised to know about them. Following these introductions, Carmen facilitated an exercise called "Yes, No, Maybe" in which the groups were instructed to come to an agreement (yes or no) on four different statements related to diversity, equity, access and arts education. Tables shared their experiences of coming to their agreements, and many tables were not able to always arrive at consensus, either yes or no, about the statements. After a short break, Carmen offered discussion on approaches to difference (exclusionary approach, colorblind approach, multicultural approach, cultural competency approach, diversity approach, social justice approach) and invited participants to reflect in their small groups on their personal and agency approaches to difference. Next Carmen gave a short presentation on organizational stages of diversity and inclusion, and encouraged participants to learn more about "white fragility." The workshop concluded with a recitation of the "Valuing Diversity vs. Moving toward Inclusion" table included in the resource packet Carmen provided.

PDI participants were then invited to take a short break to explore the ArtPrize installations on other floors of the Urban Institute for Contemporary Arts and enjoy an informal reception prior to the final events of the day.

Ayanna Hudson gave keynote remarks on the personal and professional value she places on meaningful practices of diversity, equity, access and inclusion in arts education. She shared stories about her personal experiences confronting discrimination and "outsiderness" as an arts education leader, which required her to act with courage. She urged PDI participants to find courage in their own personal and professional roles in order to "lean in to" the discomfort and vulnerability that this work entails.

To conclude the program for the day, Girls Rock! Grand Rapids gave a short performance featuring two all-girls rock bands who participate in their program at the Cook Center, which is an organization supported by the Michigan Council for Arts & Cultural Affairs.

Reference Materials:

- [artEquity Guidelines for Using artEquity Resources](#)
- [artEquity PDI Equity, Diversity, Inclusion Scan survey results](#)
- [Beyond Diversity: Practicing Equity and Inclusion resource packet](#)

Agenda Recap:

- 12:00 – 1:30 p.m.** **New Arts Education Managers Luncheon** with Ayanna Hudson, Arts Education Director, National Endowment for the Arts
San Chez A Tapas Bistro
38 Fulton Street
- 1:30 – 2:00 p.m.** **Gather & Greet**
Urban Institute for Contemporary Arts (UICA)
2 W. Fulton Street, Art Commons
- 2:00 – 2:15 p.m.** **Remarks** by Pam Breaux, CEO, National Assembly of State Arts Agencies
Urban Institute for Contemporary Arts
- 2:15 – 5:30 p.m.** **Beyond Diversity: Practicing Equity and Inclusion**
Urban Institute for Contemporary Arts
- Facilitator:** Carmen Morgan, Founder and Director, artEquity
Cofacilitators: Arts Education Working Group (AEWG) members
- 5:45 – 7:15 p.m.** **Opening Reception & Keynote**
Urban Institute for Contemporary Arts
- Ayanna Hudson, Arts Education Director, National Endowment for the Arts
- Girls Rock! Grand Rapids, performers
- Emcees:** Chad Swan-Badgero, Arts Education Program Manager, Michigan Council for Arts & Cultural Affairs; Chuck Winkler, Program Administrator/Education, Texas Commission on the Arts

Wednesday, September 14, 2016

The second day of the PDI took place at the West Michigan Center for Arts & Technology (WMCAT) and featured a two-part Design Thinking workshop led by WMCAT's social enterprise staff, Adam Weiler and Kirk Eklund. After a brief welcome and overview of the day's agenda, PDI participants reconvened into the same groups they had been in for Tuesday's session with Carmen Morgan and engaged in an activity called "How Are You

Really," to reflect on and communicate take-aways from the previous day that could be brought forward into Wednesday's work. Participants were then invited to explore Design Thinking as a tool by putting it directly into practice. Partners paired up to interview each other and use Design Thinking as the framework to redesign each other's morning routines. After a share-out of some of the design solutions, the WMCAT facilitators guided PDI participants through a process of eliciting, grouping and narrowing down three to five hot issues around diversity, equity, access and inclusion that they experienced within their agencies. Before the participants broke for lunch, volunteers were asked to be interviewed on these topics as part of the next segment of the workshop.

After lunch, PDI attendees reconvened to apply what they had learned in the morning session to work in their own agencies. Small groups were formed around the "interview" volunteer, and attendees were able to practice their empathy interview skills while teasing out design ideas for resolving the issue or solving the problem that the interviewee related. Many iterations of a guided design process yielded final 2-minute presentations from each group showcasing the design solution they had created for the interviewee to consider. All attendees were able to share feedback on the design presentations in terms of "good stuff," "questions that came up," "what needs to change" and "new ideas." After a very brief summary and final photo, the WMCAT Design Thinking workshop concluded.



Reference Materials:

- Pre-reading 1: [IDEO Shopping Cart Project](#)
- Pre-reading 2: [Design Thinking – What Is That?](#)
- Pre-reading 3: [Design Thinking for Social Inclusion](#)
- Pre-reading 4: [Introduction to Design Thinking Process Guide](#)
- Pre-reading 5: [Billion Dollar Interviews](#)
- [WMCAT 90-minute Design Challenge worksheet](#)
- [WMCAT Your Pocket-Sized Companion to Bringing Great Ideas to Life with Design Thinking](#)
- [Empathy to Insight Working Group Prototypes with feedback](#)

Agenda Recap:

- 9:00 a.m. – 9:15 a.m. Welcome & Introductions**
West Michigan Center for Arts and Technology (WMCAT)
98 Fulton Street E, #202
- 9:15 a.m. – 12:00 p.m. IDEA in Action (Part One): Design Thinking as a
Framework for Advancing Inclusion, Diversity, Equity
and Access**
WMCAT
- Facilitators:** Adam Weiler, Director of Social Enterprise,
WMCAT; Kirk Eklund, Manager of Social Enterprise, WMCAT;
Jason Kehrner, Managing Director, NewNorth Center for Design
and Business
- 12:00 – 1:30 p.m. Lunch on your own**
- 1:30 – 5:30 p.m. IDEA in Action (Part Two): From Empathy to Insight**
WMCAT
- Facilitators:** Adam Weiler, Director of Social Enterprise,
WMCAT; Kirk Eklund, Manager of Social Enterprise, WMCAT;
Jason Kehrner, Managing Director, NewNorth Center for Design
and Business
- 6:00 – 8:00 p.m. Arts in Education Week Celebration (optional)**
Grand Rapids Brewing Company
1 Ionia Avenue SW

Thursday, September 15, 2016

The final PDI sessions took place at the Grand Rapids Civic Theatre & School of Theatre Arts, and opened with a working breakfast over which the six regions met in groups to discuss regional concerns, especially as they pertained to the topic and guiding question of the PDI.

All PDI attendees then participated in a panel discussion moderated by Ayanna Hudson that explored diversity, equity, access and inclusion policy and practice in the Michigan arts education landscape. Panelists responded in the moment to the same set of questions that PDI participants answered via survey several weeks before gathering in Grand Rapids. After panelists gave their responses, survey results reflecting the responses of many in the audience were projected on a large screen for further comment from audience, panelists and moderator alike.

After the panel, participants were invited to take time to reflect alone, in pairs or in small groups, by responding to writing prompts that were provided, by exploring art materials (such as coloring books) that were provided, or by journaling independently. After about 30 minutes of independent work, participants came back together as a full group for a final circle of one-word reflections on the conference. Thanks to Arts Education Working Group members and National Endowment for the Arts partners for their planning, and to attendees for their full participation in the PDI.

Reference Materials:

- [Survey Says? Exploring the Michigan Arts Education Landscape Results](#)
- [Survey Says? Exploring the Michigan Arts Education Landscape Essay Responses](#)
- [Closing Reflection Questions](#)
- [Closing Reflection Notes](#)

Agenda Recap:

- 8:30 – 9:45 a.m.** **SAA Working Breakfast: Regional Meetings** (breakfast provided)
Grand Rapids Civic Theatre & School of Theatre Arts
30 Division Avenue N, Lower Lobby
- 9:45 – 10:45 a.m.** **Survey Says? Exploring the Michigan Arts Education Network**
Grand Rapids Civic Theatre & School of Theatre Arts
30 Division Avenue N, Majestic Room
- Ana Luisa Cardona, Arts Education Specialist, Michigan Arts Education Instruction and Assessment Project
Andre Dowell, Chief Programming Officer, Sphinx Organization
Chad Swan-Badgero, Arts Education Program Manager, Michigan Council for Arts & Cultural Affairs
Daniel Williams, Executive Director, West Michigan Center for Arts and Technology
- Moderator:** Ayanna Hudson, Arts Education Director, National Endowment for the Arts
- 11:00 a.m. – 12:00 p.m.** **Closing & Reflection**
Grand Rapids Civic Theatre & School of Theatre Arts
- 12:00 p.m.** PDI ends

Friday, September 16, 2016

Arts education managers met as a peer group during NASAA Assembly 2016. At this meeting, arts education managers deepened the conversation on diversity, equity, access and inclusion in arts learning with participating national partners by exploring the PDI 2016 guiding question in a World Café dialogue format. Small groups self-selected by topic area (e.g., early childhood arts education, lifelong learning, teaching artist rosters, grant policy and guidelines, etc.) and traveled together through a circuit of six conversations hosted at six different tables by a national-partner table host. As the groups progressed from table to table, they carried with them their conversations, entering into new dialogue with each table host, who served as a link to ideas and knowledge explored by preceding groups. Participants reconvened to share and reflect on the results of the group dialogues.

Reference Materials:

- [NASAA State Policies & Programs Addressing Diversity](#) (August 2016)
- [Arts Education Managers Peer Session Notes](#)

Agenda Recap:

8:30 – 10:30 a.m.

NASAA Arts Education Peer Group Meeting
Amway Grand Plaza Hotel

World Café Dialogue with National Partners

Jane Best, Executive Director, Arts Education Partnership
Beth Bienvenu, Accessibility Director, National Endowment for
the Arts

Cathy Jensen, Fine Arts Content Specialist, Utah State Office of
Education (SEADAE representative)

Susan Oetgen, Professional Development Institute Manager,
National Assembly of State Arts Agencies

Traci Slater-Rigaud, Director, National Arts and Humanities
Youth Program Awards, President's Committee on the Arts
and the Humanities

Lauren Tuzzolino, Accessibility Specialist, National Endowment
for the Arts

Moderators: AEWG members