

October 19-21, 2011



NATIONAL ASSEMBLY OF STATE ARTS AGENCIES
2011 LEADERSHIP INSTITUTE

★ ★ ★ OCTOBER 19-21, 2011, CHARLESTON, WEST VIRGINIA ★ ★ ★

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	Wednesday, October 19	Thursday, October 20	Friday, October 21
7:00 a.m.	NASAA Board Meeting 8:00 a.m. – 4:30 p.m.		
8:00 a.m.		Buffet Breakfast 7:30 – 9:00 a.m.	Buffet Breakfast 7:30 – 9:00 a.m.
9:00 a.m.		Welcome and Roll Call Charleston Civic Center, Little Theater 9:00 – 10:15 a.m.	Executive Director Peer Session Pre-Meeting 8:00 – 9:00 a.m.
10:00 a.m.		The Future of SAAs: Part I 10:30 a.m. – 12:00 noon	Peer Sessions 9:00 a.m. – 12:15 p.m.
11:00 a.m.			
Noon		Luncheon 12:15 – 1:15 p.m.	Luncheon and Business Meeting 12:30 – 1:45 p.m.
1:00 p.m.		Plenary Roundtable 1:30 – 2:30 p.m.	
2:00 p.m.			Leadership Workshops 2:00 – 3:30 p.m.
3:00 p.m.		The Future of SAAs: Part II 2:45 – 4:15 p.m.	
4:00 p.m.		Prelude to Art Walk 4:30 – 5:00 p.m.	Closing Keynote and Artist Performance 3:45 – 5:00 p.m.
5:00 p.m.			
6:00 p.m.	Opening Reception, Dinner West Virginia Governor's Mansion, Culture Center 6:00 p.m.	Barbecue Dinner/Downtown Art Walk Festivities 6:00 – 8:30 p.m.	Closing Reception Clay Center for the Arts and Sciences 6:30 – 8:30 p.m.
7:00 p.m.			
8:00 p.m.			
9:00 p.m.			

Unless otherwise noted, all events take place at the Charleston Marriott Town Center.

Welcome to the 2011 NASAA Leadership Institute in Charleston, West Virginia!



It is my pleasure to greet each of you on this, NASAA's first visit to the Mountain State. On behalf of our arts community and government leaders, I hope you are energized by the strong programs that are offered during the day and delighted by the West Virginia-inspired events during the evenings.

Across our country, we are faced with the challenge of growing the arts in our communities and our schools. In times like these, creative minds will lead the way, finding answers to solve problems with innovative ideas and resourceful planning. The sessions that are set for this

Leadership Institute give us the opportunity to share ideas, discuss new approaches and build a network of leaders who can help each other.

Here in West Virginia, we have a vibrant and creative arts community. Throughout the time you are in Charleston, we will showcase some of that talent. You will enjoy samplings of our state's musical diversity at the Culture Center and the Clay Center. You will get to meet some of our local artists at the Art Walk. And everywhere, we hope you find that West Virginia hospitality is second to none, an art all to itself.

Randall Reid-Smith
Commissioner
West Virginia Division of Culture and History



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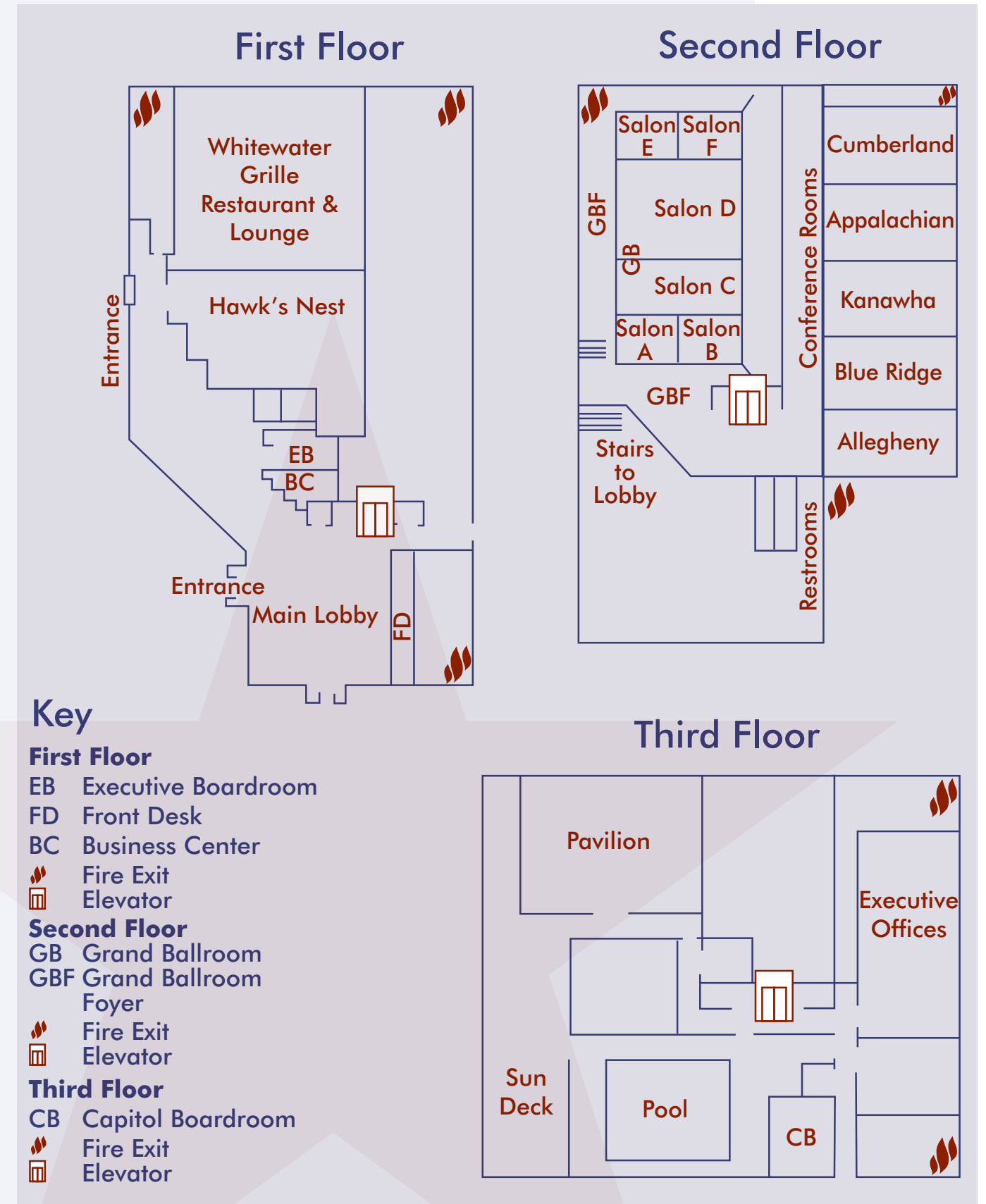
★ ★ ★ SPONSORS ★ ★ ★



2011 NASAA LEADERSHIP INSTITUTE

★ ★ ★ FLOOR PLAN ★ ★ ★

CHARLESTON MARRIOTT TOWN CENTER



OCTOBER 19-21, CHARLESTON, WEST VIRGINIA



Unless otherwise noted, all events take place at the Charleston Marriott Town Center.

5:30 p.m. We encourage you to take the trolley service as it shuttles from the Marriott to the Governor's Mansion and Culture Center, with the last trip back to the Marriott at 9:30 p.m.

Enjoy a short, two-block walk to the Civic Center. Exit the front doors of the Marriott, turn right onto Lee Street, walk to the end of the block and turn left on Clendenin Street. The Civic Center is on your right.

★ ★ ★ AGENDA ★ ★ ★

Tuesday, October 18

1:00 – 5:00 p.m.

NASAA Executive Committee Meeting
Appalachian Room, 2nd Floor

Wednesday, October 19

8:00 a.m. – 4:30 p.m.

NASAA Board Meeting
Grand Ballroom, Salons E-F, 2nd Floor

1:00 – 5:00 p.m.

Leadership Institute Registration
Grand Ballroom Foyer, 2nd Floor

6:00 p.m.

Leadership Institute Opening Reception
West Virginia Governor's Mansion, West Virginia Culture Center

Thursday, October 20

7:30 – 9:00 a.m.

Buffet Breakfast
The Pavilion, 3rd Floor

7:30 – 9:00 a.m.

Leadership Institute Registration
Grand Ballroom Foyer, 2nd Floor

9:00 – 10:15 a.m.

Welcome and Roll Call
Charleston Civic Center, Little Theater

10:30 a.m. – 12:00 noon

The Future of SAAs: Part I
Facilitated dialogue sessions
Cumberland-Appalachian Rooms, 2nd Floor
Kanawha-Blue Ridge Rooms, 2nd Floor
Grand Ballroom, Salons E-F, 2nd Floor

12:15 – 1:15 p.m.

Luncheon
The Pavilion, 3rd Floor

1:30 – 2:30 p.m.

Plenary Roundtable
Grand Ballroom, Salons A-D, 2nd Floor
Lori Grange (Pew Center on the States)
Paula Kerger (PBS)
Celinda Lake (Lake Research Partners)
Andrew Taylor (Bolz Center for Arts Administration)

2:45 – 4:15 p.m.

The Future of SAAs: Part II

Topical dialogue sessions:

- Economic Development
Cumberland-Appalachian Rooms, 2nd Floor
- How Political Movements Succeed
Kanawha-Blue Ridge Rooms, 2nd Floor
- SAA Grant Making: What's Next?
Grand Ballroom, Salons E-F, 2nd Floor

4:30 – 5:00 p.m.

Prelude to Art Walk

Grand Ballroom, Salons A-D, 2nd Floor

6:00 – 8:30 p.m.

Barbecue Dinner / Downtown Art Walk Festivities

Look for the Art Walk map in your goody bag for information regarding venue, location and other details.

Friday, October 21

7:30 – 9:00 a.m.

Buffet Breakfast

Grand Ballroom, Salons C-D, 2nd Floor

8:00 – 9:00 a.m.

Executive Director Peer Session Pre-Meeting

Grand Ballroom, Salons A-B, 2nd Floor

9:00 a.m. – 12:15 p.m.

Peer Sessions

Chairs / Council Members
Cumberland-Appalachian Rooms, 2nd Floor
Executive Directors
Grand Ballroom, Salons A-B, 2nd Floor
Deputy / Assistant Directors
Grand Ballroom, Salons E-F, 2nd Floor

12:30 – 1:45 p.m.

Luncheon and Business Meeting

Grand Ballroom, Salons C-D, 2nd Floor

2:00 – 3:30 p.m.

Leadership Workshops

- Media Relations in Tough Times
Cumberland-Appalachian Rooms, 2nd Floor
- Taking Stock of Arts Advocacy
Grand Ballroom, Salons A-B, 2nd Floor
- Public Sector Problem Solving
Grand Ballroom, Salons E-F, 2nd Floor

3:45 – 5:00 p.m.

Closing Keynote and Performance by Grammy

Award-Winning Singer Kathy Mattea

Grand Ballroom, Salons C-D, 2nd Floor

6:30 – 8:30 p.m.

Closing Reception

Clay Center for the Arts and Sciences of West Virginia



Please silence your cell phone during all sessions.

5:30 p.m. Trolley service shuttles from the Marriott to the downtown Art Walk festivities, with the last trip back to the Marriott at 8:30 p.m.


6:00 p.m. Trolley service shuttles from the Marriott to the Clay Center, with the last trip back to the Marriott at 8:45 p.m.

★ ★ ★ SESSIONS ★ ★ ★

Enjoy a short, two-block walk to the Civic Center. Exit the front doors of the Marriott, turn right onto Lee Street, walk to the end of the block and turn left on Clendenin Street. The Civic Center is on your right.

SPEAKERS & FACILITATORS

See the Speaker and Facilitator Biographies guide (available at the registration desk) for information on session leaders.

 Unless otherwise noted, all events take place at the Charleston Marriott Town Center.

Thursday, October 20

**Welcome and Roll Call
9:00 – 10:15 a.m.**

Charleston Civic Center, Little Theater

The Leadership Institute’s opening ceremonies welcome you to West Virginia and set the stage for the day’s discussions. Join in the rousing roll call of the states, hear greetings from West Virginia Governor Earl Ray Tomblin and Senator Joe Manchin, and get energized by Charleston’s Capital High VIPs.

**The Future of State Arts Agencies: Part I
10:30 a.m. – Noon**

Leadership Institute sessions begin by sparking discussion and debate about the future of state arts agencies. After taking stock of our current circumstances, you will be challenged to look ahead and consider: How can state arts agencies strengthen their standing with citizens and state government? What kinds of change will our agencies initiate next? What challenges and opportunities will result? Whose support do we need, and how will we secure it? Three concurrent sessions, all organized around the same questions, facilitate active dialogue. Choose any room in which space is available.

Cumberland-Appalachian Rooms, 2nd Floor

Facilitator: Mary Campbell-Zopf, Ohio Arts Council

Kanawha-Blue Ridge Rooms, 2nd Floor

Facilitator: Barbara Schaffer Bacon, Animating Democracy/Americans for the Arts

Grand Ballroom, Salons E-F, 2nd Floor

Facilitator: Holly Sidford, Helicon Collaborative

**Plenary Roundtable
1:30 – 2:30 p.m.**

Grand Ballroom, Salons A-D, 2nd Floor

A team of guest experts in the fields of the arts, the media, public policy and politics join the Institute throughout the day on Thursday. This plenary session harvests their diverse perspectives on the forces—economic, governmental, societal and cultural—that are shaping the climate for public support of the arts in America. Guest experts include Lori Grange (deputy director of the Pew Center on the States), Paula Kerger (president of PBS), Celinda Lake (president of Lake Research Partners) and Andrew Taylor (director of the Bolz Center for Arts Administration) in a round-robin interview facilitated by Jonathan Katz (NASAA CEO).



Lori Grange



Celinda Lake



Paula Kerger



Andrew Taylor

**The Future of State Arts Agencies: Part II
2:45 – 4:15 p.m.**

Choose from one of three concurrent sessions on specific topics relating to the future of public support for the arts.

Economic Development

Cumberland-Appalachian Rooms, 2nd Floor

Arguments about the economic benefits of the arts are a cornerstone of state arts agencies’ case for support. Deeper linkages between the arts and economic development are growing, too: creative economy initiatives are proliferating, several states have passed legislation relating to the creative industries, and 10 state arts agencies now operate within economic development or tourism departments. How have these trends affected our field? What relationships are proving most beneficial, or most challenging? How much emphasis should we place on this aspect of our public value? Join this session for a candid exchange of views.

Facilitator: Mary Margaret Schoenfeld, U.S. Regional Arts Organizations

How Political Movements Succeed

Kanawha-Blue Ridge Rooms, 2nd Floor

Why do causes succeed or fail? What makes a movement—such as the civil rights movement, environmental stewardship or breast cancer awareness—gain supporters or lose ground? Tapping lessons learned from other sectors, this session explores how the arts can harness public will and increase our ranks of supporters. Guest experts Lori Grange (Pew Center on the States) and Celinda Lake (Lake Research Partners) join the discussion.


Facilitator: Jonathan Katz, NASAA

SAA Grant Making: What’s Next?

Grand Ballroom, Salons E-F, 2nd Floor

Although nongrant services have expanded in recent years, the vast majority of state arts agency budgets remain devoted to grants. Ninety percent of state arts agencies currently provide operating support awards. Eighty percent provide funds directly to artists. Should these kinds of investments continue? Should we use our grant dollars for something different? Or perhaps stop giving grants altogether? This session invites you to wrestle with these questions and imagine how your funding might best be used in light of changing budgetary, cultural and political realities. Bring your bright ideas, sacred cows and “I always wished I could . . .” items to this open dialogue.

Facilitator: Kelly J. Barsdate, NASAA

 Please silence your cell phone during all sessions.

Entering Charleston, West Virginia



SPEAKERS & FACILITATORS

See the Speaker and Facilitator Biographies guide (available at the registration desk) for information on session leaders.



Please silence your cell phone during all sessions.



Kathy Mattea

Friday, October 21

Peer Sessions

Peer group meetings offer a special occasion to network and trade ideas with colleagues who share similar roles in other states. Agendas, coordinated and led by volunteers from each group, are available at the registration desk.

9:00 a.m. – 12:15 p.m. Chairs / Council Members
Cumberland-Appalachian Rooms, 2nd Floor

8:00 a.m. – 12:15 p.m.* Executive Directors
Grand Ballroom, Salons A-B, 2nd Floor

*This session is restricted to state arts agencies only until 9:00 a.m.

9:00 a.m. – 12:15 p.m. Deputy / Assistant Directors
Grand Ballroom, Salons E-F, 2nd Floor

Leadership Workshops

2:00 – 3:30 p.m.

Choose from one of three concurrent sessions designed to enhance your portfolio of public sector leadership skills.

Media Relations in Tough Times

Cumberland-Appalachian Rooms, 2nd Floor

Media relations pose some special challenges for state arts agency leaders. Our messages are complex, and our positions within government complicate our communications choices. This workshop explores how state arts agency leaders—despite such hurdles—can foster constructive media coverage of public funding issues. Topics include telling the story you want and need to tell, contending with aggressive or biased reporters, and negotiating crisis communications situations.

Facilitator: Robert Lynch, Americans for the Arts

Taking Stock of Arts Advocacy

Grand Ballroom, Salons A-B, 2nd Floor

This workshop uses provocative quotes and ideas from a recent *Stanford Social Innovation Review* article, “The Elusive Craft of Evaluating Advocacy,” to spark a discussion of arts advocacy. Together, session participants reflect on their individual experiences in navigating state-level politics, consider the nature of advocacy, and generate ideas for addressing the challenges the arts will face in the future.

Facilitator: Philip Horn, Pennsylvania Council on the Arts

Public Sector Problem Solving

Grand Ballroom, Salons E-F, 2nd Floor

This session offers a strategic problem-solving paradigm applicable to a variety of thorny leadership challenges, including those you may encounter with programs, politics or people. Using current examples from Leadership Institute participants, this workshop demonstrates how you can map and diagnose obstacles, assess possible solutions, and lead colleagues and constituents through a successful change process.

Facilitator: Jonathan Katz, NASAA

Closing Keynote and Artist Performance

3:45 – 5:00 p.m.

Grand Ballroom, Salons C-D, 2nd Floor

Our wrap-up session begins with reflections from NASAA CEO Jonathan Katz on the 2011 Leadership Institute, the public purpose of state arts agencies and the future of public support for the arts in America. Then we welcome Kathy Mattea, Grammy Award-winning singer and Charleston native, as our closing keynote artist.

★ ★ ★ SPECIAL EVENTS ★ ★ ★

NASAA and the West Virginia Division of Culture and History graciously invite you to special events sure to inspire and delight you.

Wednesday, October 19

Opening Reception

West Virginia Governor’s Mansion, West Virginia Culture Center

Governor Earl Ray Tomblin welcomes NASAA Leadership Institute participants for a reception at the West Virginia Governor’s Mansion. Guests then stroll to the nearby West Virginia Culture Center to enjoy dinner and entertainment in the Great Hall and a performance at the West Virginia State Theater. The West Virginia State Museum Shop, featuring works by juried artists and artisans from the state, is open for the evening.

→ **5:30 p.m.** We encourage you to take the trolley service as it continues to shuttle from the Marriott to the Governor’s Mansion and Culture Center, with the last trip back to the Marriott at 9:30 p.m.

Thursday, October 20

Prelude to Art Walk

Grand Ballroom, Salons A-D, 2nd Floor

Join Mark Davis and Amanda Jane Miller (see Artists section, page 11) as they delight us with a preview of some of the entertainment that you will encounter this evening during the Art Walk in downtown Charleston.

Barbecue Dinner / Art Walk Festivities

Downtown Charleston

Leadership Institute guests are treated to local music, art exhibits and visits to specialty shops during Art Walk in downtown Charleston, just a few blocks from the conference hotel. Enjoy a barbecue buffet, visit with some of the area’s popular artists, and stroll to art galleries, a locally owned bookstore, and clothing shops. While you’re here, the West Virginia Division of Culture and History has a variety of outdoor arts activities in store. Look for the Art Walk map in your goody bag for information regarding venue, location and other details.

→ **5:30 p.m.** Trolley service shuttles from the Marriott to the downtown Art Walk festivities, with the last trip back to the Marriott at 8:30 p.m.

Friday, October 21

Closing Reception

Clay Center for the Arts and Sciences of West Virginia

The West Virginia Symphony, with guest cellist Julie Albers, plays for Leadership Institute guests at the Clay Center for the Arts and Sciences. The spacious Clay Center houses performing arts, visual arts and sciences under one roof and is one of only a few of its kind in the country.

→ **6:00 p.m.** Trolley service shuttles from the Marriott to the Clay Center, with the last trip back to the Marriott at 8:45 p.m.



Clay Center for the Arts and Sciences of West Virginia

★ ★ ★ ARTISTS ★ ★ ★

Featured performances by West Virginia artists throughout the Charleston community share West Virginia's diverse traditions and contemporary cultural assets.

Wednesday, October 19

Opening Reception

West Virginia Governor's Mansion, West Virginia Culture Center

TDF: The Dueling Fiddlers

TDF presents a bold new genre, violin rock, where classical training combines with sizzling energy and TDF's improvisational, multistyle approach to live performance. Adam DeGraff, who plays with Pianafiddle, has performed for millions of concertgoers throughout his career. Russell Fallstad was a founding member of the critically acclaimed Fry Street String Quartet.

Appalachian Children's Chorus

The Appalachian Children's Chorus consists of 180 children in seven choirs across West Virginia. Named the Official State Children's Chorus of West Virginia, the choir has performed nationally and internationally, including at Carnegie Hall, the National Cathedral in Washington, D.C., and Disney World's Epcot Center.

Ryan Hardiman

Ryan Hardiman is a singer, actor and graphic designer who performs in theatres in West Virginia and Kentucky. He won the West Virginia Symphony Orchestra's Symphony Idol contest and continues to perform frequently with the symphony.

Bobby Taylor

A fourth-generation West Virginia fiddler, Bobby Taylor plays several styles of old-time and contest fiddling. He won the 2010 Vandalia Award, West Virginia's highest folklife honor given by the West Virginia Division of Culture and History. Taylor presents historical showcases on fiddle styles with his old-time band, Kanawha Tradition.

Matt Jones

Matt Jones is a country music singer/novice songwriter from Shady Spring, West Virginia. While recording his debut album, *Too Country*, Jones worked with some of the best-known and respected songwriters and musicians in Nashville.

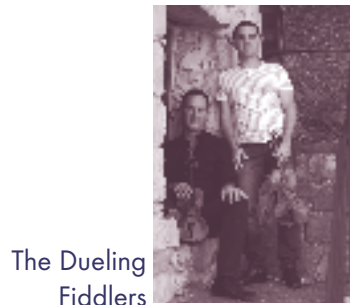
Thursday, October 20

Art Walk

Downtown Charleston

Steve Himes and The Blue Notes

The Blue Notes play jazz and blues in the style of great organ trios along with Brazilian, funk, hip-hop and other modern styles. The band released its debut CD, *The Blue Notes*, in 2005 and *Out of The Blue* in 2007.



The Dueling Fiddlers



Appalachian Children's Chorus



Ryan Hardiman



Bobby Taylor



Matt Jones



Steve Himes

Mark Davis

Mark Davis is a percussionist and singer well known to rock and pop audiences around West Virginia. Davis's first solo CD, *Kente Quilt*, is a musical blend of his experiences in Appalachia and Africa.

The No Pants Players

The No Pants Players share a love for the beveled edge of improvisational comedy. The fast-paced nature of their performance forces each member of the troupe to rely upon the abilities and instincts of fellow players.

Amanda Jane's Street Spectacular

Amanda Jane's Street Spectacular brings the theater to the street and the street to the theater by incorporating fire spinning, pantomime and vaudeville into performances rooted in traditional Middle Eastern hand drumming and belly dance.

Rob Cleland

Rob Cleland was born and raised in Charleston, West Virginia. He studied art at West Virginia University and the Art Institute of Pittsburgh. He primarily works in printmaking and painting, and his artwork is exhibited in several local galleries in Charleston.

Friday, October 21

Closing Keynote and Artist Performance

Marriott Hotel, Grand Ballroom, Salons C-D, 2nd Floor

Kathy Mattea, Keynote Artist

Kathy Mattea, born in South Charleston, West Virginia, is a Grammy award-winning country music and bluegrass singer. Since 1983, she has recorded 17 albums and charted more than 30 singles on Billboard and Hot Country Songs charts. Raised in a mining family and sensitive to mining concerns, Kathy's 2008 album *Coal* gives voice to the emotional, physical, economic and political issues inherent in mining, as well as to people's close connections with each other and with the land. Renowned as one of Nashville's most spiritual singers, she is both critically and commercially acclaimed for her blend of vocal warmth, courage and power.

Closing Reception

Clay Center for the Arts and Sciences of West Virginia

West Virginia Symphony Orchestra

Grant Cooper, Artistic Director and Conductor

Guest Artist Julie Albers, Cello

The West Virginia Symphony Orchestra is the state's premier performing arts organization, presenting more than 50 concerts annually. Programs include the Capitol Conference Center Symphonic, ZMM Pops, and City National Bank Family Discovery Concert Series; performances by the Montclair String Quartet; and a nationally award-winning education program. Guest cellist Julie Albers is recognized for her superlative artistry, her charismatic and radiant performing style, and her intense musicianship. She was awarded the Grand Prize at the XIII International Competition for Young Musicians in Douai, France, and has performed in recital and with orchestras in the United States, Europe,



Mark Davis



The No Pants Players



Amanda Jane's Street Spectacular



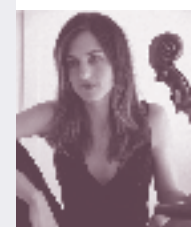
Rob Cleland



Kathy Mattea



West Virginia Symphony Orchestra



Cellist Julie Albers

★ ★ ★ **GENERAL INFORMATION** ★ ★ ★

Korea, Taiwan and New Zealand.

Name Badges

Your name badge is your “admission ticket” to conference sessions and special events. Be sure to wear it at all conference functions. If you lose or misplace your badge, contact a NASAA staff person. Ribbons attached to name badges are identified below.

Yellow: NASAA Staff

Black: NASAA Board

Blue: Host, West Virginia Division of Culture and History

Red: Speakers, panelists and facilitators

Maroon: Donors

Purple: Sponsors

Star Sticker: Name badges with a star sticker indicate a first-time attendee. Please help us welcome all newcomers to our Leadership Institute community.

Meeting Sites

Unless otherwise indicated, all meetings take place at the following locations:

Charleston Marriott Town Center

200 Lee Street, E., Charleston, West Virginia 25301-1508
Phone: 304-345-6500; Fax: 304-353-3722; Toll-free: 800-228-9290

Charleston Civic Center — Little Theater

200 Civic Center Dr., Charleston, West Virginia 25301-1508
Phone: 304-345-1500

Registration Hours

The NASAA Registration desk is available at the Marriott Grand Ballroom Foyer (2nd floor).

Wednesday, October 19, 1:00 p.m. – 5:00 p.m.

Thursday, October 20, 7:30 a.m. – 9:00 a.m.

If you miss registration, please ask NASAA staff for assistance.

Breakfast Reminder

The NASAA discounted group room rate of \$105 per night (excluding taxes) includes a buffet breakfast for each registered participant of the Leadership Institute.

Join your colleagues for the buffet breakfasts on Thursday, October 20, in The Pavilion, 3rd Floor, from 7:30 – 9:00 a.m.; and on Friday, October 21, in the Grand Ballroom, Salons C-D, 2nd Floor, from 7:30 – 9:00 a.m.

For any other days that you will be staying at the Marriott, the buffet breakfast is available at the Whitewater Grille Restaurant & Lounge as follows:

- Sunday, 7:00 a.m. – 1:30 p.m.
- Monday - Friday, 6:30 – 10:00 a.m.
- Saturday, 7:00 – 11:30 a.m.

NASAA Computer Room

Allegheny Room, 2nd Floor

Desktop PCs with Internet access are available for use on a limited, space-available basis. Computer Room hours are:

Thursday, October 20, 7:30 a.m. – 5:30 p.m.

Friday, October 21, 7:30 a.m. – 5:30 p.m.

Dress

Business casual is appropriate for all NASAA Leadership Institute events, including all evening events. Please keep in mind that hotel conference rooms and other venues may be cooler than you prefer, so bring along a blazer or other cover.

Charleston Weather

Charleston’s temperate climate makes for a great atmosphere for visitors, with average highs of 70° F and lows around 40° F for the month of October. Humidity ranges around 71%. Precipitation may occur, so you’ll want to be prepared for rain and drizzle.

★ ★ ★ **PHOTO CREDITS** ★ ★ ★

Cover	Tyler Evert, West Virginia Department of Culture and History (WVDCH)
Page 1	Courtesy of WVDCH
Pages 4-5	Tyler Evert, WVDCH
Pages 6-7	Entering Charleston: Tyler Evert, WVDCH
Page 8	Kathy Mattea: James Minchen
Page 9	Clay Center: Courtesy of Charleston West Virginia Convention and Visitors Bureau
Page 10	WV artist photos: Courtesy of WVDCH
Page 11	Kathy Mattea: James Minchen Other artist photos: Courtesy of WVDCH
Page 15	Courtesy of John Bracey, Bobby Kadis Sandy Shaughnessy: Roy Lett
Cover Design Layout	John Foster, Bad People Good Things LLC Lauren Benson, Benson Design LLC



★ ★ ★ **THANK YOU!** ★ ★ ★

A very special thanks to supporters of NASAA's 2011 Annual Fund.

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\$1,000+

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NASAA is grateful to all the individuals who make our work possible. You can make a gift at the registration desk or on-line (www.nasaa-arts.org), or by responding to a letter you'll receive in the mail. **Thank you!**



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