

# National Assembly of State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

---

## State Arts Agency Arts Education Managers 2014 Professional Development Institute Proceedings

November 11 – 13, 2014  
New Orleans, Louisiana

### Transformation: The Role of State Arts Agencies in Arts Education

For more than 20 years, the National Endowment for the Arts (NEA) and the National Assembly of State Arts Agencies (NASAA) have supported an annual Professional Development Institute (PDI) for state arts agency arts education managers. The 2014 PDI was convened November 11-13, 2014, in New Orleans, Louisiana, with support from our host state arts agency, the Louisiana Office of Cultural Development, Division of the Arts.

This document summarizes the PDI and recaps the highlights of what was learned during our time together. Participants also used the hash tag **#aepdi2014** to share thoughts, reflections and experiences of this year's PDI on Instagram, Twitter, Facebook and other social media sites.

[PDI Speaker Biographies](#)

### PDI Objectives

The 2014 Professional Development Institute was designed to help state arts agency (SAA) arts education (AE) managers think about the current education landscape and reflect on the role of SAAs in that landscape. Attendees **strengthened targeted management skills** and **shared adaptable resources and strategies** in service of the guiding question:

*How can state arts agency arts education leaders use the tools uniquely available to them to transform arts education in their state?*

Building on themes from previous PDIs, such as effectively communicating the value of arts education and applying collective impact principles, the 2014 PDI outcomes were:

**OUTCOME 1: Gain tools for measuring the impact of SAA arts education work over time.**

**OUTCOME 2: Strengthen the ability of SAAs to participate in a collective impact process.**

In preparation for the PDI, all participants were encouraged to read the following articles and/or engage in reflection according to the materials provided below:

### **Foundational Readings / Prep Work:**

1. [How Can We Embrace a Learning for Improvement Mindset?](#)  
Grantmakers for Effective Organizations
2. [Visualizing Transformation Homework](#)  
Diana Green, Alabama State Council on the Arts
3. [The Role of Grantmakers in Collective Impact](#)  
(Pages 8-10)  
By Lori Bartczak  
From *Collective Insights on Collective Impact*  
*Stanford Social Innovation Review*

### **Optional Readings:**

1. [Four Essentials for Evaluation](#)  
Grantmakers for Effective Organizations
2. [Collective Impact](#)  
By John Kania and Mark Kramer  
*Stanford Social Innovation Review*, Winter 2011
3. [Disseminating Orphan Innovations](#)  
By Susan H. Evans and Peter Clarke  
*Stanford Social Innovation Review*, Winter 2011

### **Tuesday, November 11**

PDI 2014 began with a luncheon where new arts education managers and NEA Arts Education Director Ayanna Hudson were able to meet and share stories of inspirational and transformative arts education experiences in their lives. The luncheon was followed by an orientation for new managers, during which the five principles of collective impact were introduced in a creative movement icebreaker activity led by Diana Green, arts in education program manager, Alabama State Council on the Arts; and words of wisdom on making the most of the new-manager mentorship program were imparted by veteran mentors Jamie Dunlap, director of the Arts in Education Division, Pennsylvania State Council on the Arts, and Chuck Winkler, program administrator/education, Texas Commission on the Arts. The orientation also included a brief overview of the events of the PDI, and time for new managers and mentors to meet in person and get better acquainted with one another.

Following the new managers' orientation, Ayanna Hudson presented a brief introduction to the principles of collective impact for those who did not attend last year's Professional Development Institute, and as a refresher for those who did. Next, national partners gave updates about their arts education initiatives during an hour-long national partners' presentation. Presenters included Nancy Daugherty, National Endowment for the Arts, on behalf of Sandra Ruppert, Arts Education Partnership; Heather Ikemire, National Guild for Community Arts Education; Cathy Jensen, State Education Agency Directors of Arts Education; Kristen Engebretsen, Americans for the Arts; Rachel Goslins and Traci Slater-Rigaud, President's Committee on the Arts and the Humanities; Ethan Clark, National Parent Teacher Association; Laura Scanlan, National Endowment for the Arts, and Ayanna Hudson, National Endowment for the Arts.

The evening concluded with an opening reception at the George Rodrigue Studio in the French Quarter, where PDI participants had a chance to informally network while enjoying music by a trio of jazz students from the New Orleans Center for Creative Arts, and a presentation by Jacques Rodrigue on his father's retrospective exhibition in the gallery. The reception was cohosted by the George Rodrigue Foundation for the Arts and the Louisiana Partnership for the Arts.

### **Reference Materials:**

PowerPoint presentation:

- [Collective Impact](#) (Ayanna Hudson)

Video:

- [Rachel Goslins, President's Committee on the Arts and the Humanities](#)

PDFs / Documents / links:

- [Arts Education Partnership Resources](#)
- [National PTA Update](#)

### **Agenda Recap:**

**12:30 – 2:00 p.m.      New State Arts Agency Arts Education Managers Luncheon**

Ayanna Hudson, Arts Education Director, National Endowment for the Arts

**2:00 – 2:30 p.m.      Walk to conference hotel**

Chuck Winkler, Program Administrator/Education, Texas Commission on the Arts

**2:30 – 2:45 p.m.      Icebreakers and Introductions**

Diana Green, Arts in Education Program Manager, Alabama State Council on the Arts

- 2:45 – 3:00 p.m. PDI Overview / New Managers Mentorship Program Overview**  
Susan Oetgen, Professional Development Institute  
Manager, National Assembly of State Arts Agencies
- 3:00 – 3:15 p.m. The Role of the Mentor / Words of Wisdom from a Veteran Mentor (How to Make It Work)**  
Jamie Dunlap, Director of the Arts in Education Division,  
Pennsylvania Council on the Arts
- 3:15 – 3:20 p.m. Questions and Answers**
- 3:20– 3:30 p.m. New Manager and Mentor Time Together / Review Mentorship Agreement**
- 3:30 – 3:45 p.m. Break**
- 3:45 – 4:00 p.m. Introduction to the Collective Impact Model**  
Ayanna Hudson, Arts Education Director, National  
Endowment for the Arts
- 4:00 – 5:00 p.m. Updates from National Partners**  
Nancy Daugherty, National Endowment for the Arts, for  
Sandra Ruppert, Arts Education Partnership  
Heather Ikemire, National Guild for Community Arts  
Education  
Cathy Jensen, State Education Agency Directors of Arts  
Education  
Kristen Engebretsen, Americans for the Arts  
Traci Slater-Rigaud, President's Committee on the Arts  
and the Humanities  
Rachel Goslins, President's Committee on the Arts and the  
Humanities  
Ethan Clark, National Parent Teacher Association  
Laura Scanlan, National Endowment for the Arts  
Ayanna Hudson, National Endowment for the Arts
- 6:00 – 7:30 p.m. Opening Reception / Welcome**  
[George Rodrigue Studio](#)  
Jacques Rodrigue, Executive Director, George Rodrigue  
Foundation of the Arts  
Cosponsored by the George Rodrigue Foundation of the  
Arts and Louisiana Partnership for the Arts
- 8:00 – 9:00 p.m. Midwest Regional Meeting**

## Wednesday, November 12

The [Contemporary Arts Center New Orleans](#) provided an enriching setting for sessions that began with welcoming remarks by Freddi Evans, associate director of education and public programs at CACNO; local host Danny Belanger, director of arts education and outreach, Louisiana Division of the Arts; and Arts Education Working Group chair Alex Nelson, arts learning director, Arizona Commission on the Arts. Next on the agenda was Ayanna Hudson's opening keynote introducing one of the themes of the PDI: the transformative effect of collective impact through arts education. Her keynote was immediately followed by a moderated panel discussion with local New Orleans arts education partners. Carol Bebelles, executive director of Ashé Cultural Arts Center, and Echo Olander, executive director of KID smART, as well as two seventh graders from ARISE! Academy spoke about the arts and transformation in their own lives, prompted by questions such as:

- Considering how difficult it is to have a conversation about the content of what is happening in New Orleans schools without understanding the unique context here, what can you share briefly about the CONTEXT that we need to understand in order to launch this conversation on the CONTENT? How do you lead the conversation back to a focus on content?
- Within the complex environment here, what is New Orleans doing "right" to transform arts education?
- How do you leverage the power of partnerships for transformation? How does New Orleans implement collective impact?
- How are your organizations using the tools uniquely available to them to transform arts education?
- Are your organizations partners in the New Orleans Any Given Child initiative?

Following this moderated panel discussion, PDI attendees participated in a four-hour workshop led by Emily Wexler, program associate, Grantmakers for Effective Organizations. This session investigated how state arts agencies can approach learning and evaluation from a collaborative stance. Using Grantmakers for Effective Organizations's [principles for a continuous learning mind-set](#), the session included a discussion of participants' needs and challenges, grounding in a common language of evaluation, and featured examples of funders who have pursued an engaged approach to learning and evaluation (including examples from the SAA community). Attendees reflected on successes and pitfalls of their evaluation efforts and explored with their peers ways to bring more of a collaborative focus to their work. (See Foundational Readings / PDI Prep Work #1.)

Participants next investigated success from a state arts agency perspective during a creative workshop entitled Visualizing Transformation, led by Diana Green, arts in education program manager, Alabama State Council on the Arts. Each state arts agency arts education program manager was asked to come with one independent effort in mind—either already in place or in the planning phase—that would benefit

from the exploration of methods for tracking progress. (See Foundational Readings / PDI Prep Work #2.)

Subsequently, PDI participants broke out to investigate four examples of community arts education investments. Two groups stayed at the Contemporary Arts Center, where Freddi Evans led a panel on CACNO's Teaching Artist Institute and Kaycee Filson led a discussion on CACNO's Teens @ the CAC program. Two groups visited the Ogden Museum of Southern Art across the street, where education coordinator Ellen Balkin introduced some of the Ogden's arts education programs and such as the Early Childhood Enrichment program and Summer Teen Docent program. During these structured, interactive site visits, local partner program staff and teaching artists at each site provided an in-depth, participatory look at their community arts education work and its impact.

All of the participants came together again for a closing keynote given by NASAA CEO Jonathan Katz. Jonathan spoke on the topic of "Translating the Transformative Effects of Arts Education," offering insight into what *translation* means in the context of the work done by state arts agencies arts education leaders, as well as ideas about how to engage in effective translation with various constituents and stakeholders in arts education.

The final event of the day was a brief reflection exercise led by Arts Education Working Group chair Alex Nelson and cochair Deb Vaughn, which prompted PDI participants to consider and share take-aways from the day's events.

### **Reference Materials:**

PowerPoint presentation:

- [Learning Together](#) (Emily Wexler)
- [Teens@CAC](#) (Kaycee Filson)
- [Ogden Museum Education Presentation](#)
- [Ogden Museum Calliope Puppets Presentation](#)
- [Translating the Transformative Effects of Arts Education](#) (Jonathan Katz)

PDFs / Documents / Links:

- [Public Schools in New Orleans, 2014-15 School Year](#)
- [Session Observation Template](#)
- [Guidebook to Teen Programming at the CAC](#)

### **Agenda Recap:**

**7:45 – 8:45 a.m.**      **Mid Atlantic Regional Meeting  
New England Regional Meeting  
Southern Regional Meeting**

**9:15 – 9:25 a.m.**      **Overview of the Agenda / Welcome**  
Danny Belanger, Director of Arts Education and Outreach,  
Louisiana Division of the Arts

Freddi W. Evans, Associate Director of Education and Public Programs, Contemporary Arts Center New Orleans

Alexandra Nelson, Director of Arts Learning, Arizona Commission on the Arts

**9:25 – 10:15 a.m. Opening Keynote and Discussion**

Ayanna Hudson, Arts Education Director, National Endowment for the Arts

Carol Bebelle, Founder and Executive Director, [Ashé Cultural Arts Center](#)

Echo Olander, Executive Director, [KID smART Youth](#) from [ARISE Academy](#)

**10:15 – 10:30 a.m. Break**

**10:30 a.m. – 12:30 p.m. Learning Together**

Emily Wexler, Program Specialist, [Grantmakers for Effective Organizations](#)

**12:30 – 1:30 p.m. Lunch (provided)**

**1:30 – 2:30 p.m. Learning Together, continued**

Emily Wexler, Grantmakers for Effective Organizations

**2:30 – 2:45 p.m. Break**

**2:45 – 3:45 p.m. Visualizing Transformation**

Diana Green, Arts in Education Program Manager, Alabama State Council on the Arts

**3:45 – 5:00 p.m. Investigating Local Examples of Community Arts Education Investments**

Contemporary Arts Center New Orleans

- [Teaching Artist Institute](#)
- [Teens @ the CAC](#)

Ogden Museum of Southern Art

- [Early Childhood Enrichment Program](#)
- [Summer Teen Docent Program](#)

**Speakers:**

- Freddi W. Evans, Associate Director of Education and Public Programs, Contemporary Arts Center New Orleans
- Ellen Balkin, Educational Coordinator, Ogden Museum of Southern Art

- Carole Bebelles, Executive Director, Ashé Cultural Arts Center
- Sara Echaniz, Education Assistant, Ogden Museum of Southern Art
- Karen Konnerth, Puppeteer and Arts in Education Specialist, Calliope Puppets
- Karen Loyacano Gauthier, Reading Specialist, New Beginnings Charter School Network
- Kaycee Filson, Teaching Artist, Contemporary Arts Center New Orleans
- Echo Olander, Executive Director, KID smART
- Sonya Robinson, Director, Artist Corps New Orleans
- Mariana Sheppard, Manager of Education and Public Programs, Contemporary Arts Center New Orleans

- 5:00 – 5:30 p.m.      Translating the Transformative Effects of Arts Education**  
Jonathan Katz, CEO, National Assembly of State Arts Agencies
- 5:30 – 6:00 p.m.      Group Synthesis and Reflection**  
Arts Education Working Group Members
- 6:00 p.m.                Close**
- 6:30 – 7:30 p.m.      Mid-America Regional Meeting**
- 6:45 – 7:45 p.m.      Western Regional Meeting**

### **Thursday, November 13**

On Thursday, November 13, the final day of the PDI, participants convened at the [New Orleans Center for Creative Arts](#) (NOCCA), a New Orleans parish public school fully dedicated to the arts, thanks to a unique public/private partnership between the state of Louisiana and the nonprofit NOCCA Institute. Participants were welcomed by President/CEO Kyle Wedberg, cofounder Shirley Trusty Corey and NOCCA Institute Executive Director Sally Perry, who spoke during an opening panel about the inspiration and foundation for NOCCA's beginning, the models used in the school's development, its management structure and day-to-day operation, and where NOCCA is headed in the future.

Following the opening panel and a brief Q&A, PDI participants were invited to select one breakout group to attend in order to investigate a local example of school based arts education investment, in a deeper dive into one of three topics: arts integration, community connections or student centered success. The arts



integration group learned about the development of classroom content through the NOCCA curriculum and arts integration model, which is in its first year of implementation. After an introduction to the classroom content and curriculum, participants entered classrooms to observe the process. The community connections group explored the larger role NOCCA plays in New Orleans and how its presence has transformed the city and its people. The student-centered success group investigated questions such as: With NOCCA's recent transition to adding an academic school day, how are they evaluating success? What does success look like for NOCCA? What does student success look like, and how does the school work with state agencies tracking school success to see the complete picture of Louisiana schools?

When the full group reconvened after the breakout sessions, Deb Vaughn, arts education/Poetry Out Loud coordinator, Oregon Arts Commission, led PDI attendees through a final reflection activity that elicited answers to the guiding question, How can state arts agency arts education leaders use the tools uniquely available to them to transform arts education in their state? In this activity, attendees were encouraged to brainstorm ideas or lessons learned during the PDI that were then synthesized into seven categories of actionable steps that arts education leaders could take to move from idea into action back in their states.

The 2014 PDI adjourned at 12:15 p.m. Many state arts agency arts education managers subsequently attended NASAA Assembly 2014, which began immediately after the PDI at 1:00 p.m.

### **Reference Materials:**

PDFs / Documents / Links:

- [Student-Centered Success Evaluation and Assessment resources](#) (Richard Baker)
- [2014 PDI Synthesis](#)

### **Agenda Recap:**

**8:00 a.m. Meet in hotel lobby to board bus to New Orleans Center for Creative Arts (NOCCA)**

**8:30 – 8:45 a.m. Overview of the Agenda / Framing the Day**

**8:45 – 9:15 a.m. Introduction and Welcome  
Speakers:**

- [Shirley Trusty Corey](#), Cofounder, NOCCA; Former Executive Director, Arts Council of New Orleans
- [Sally Perry](#), Executive Director, The NOCCA Institute (head of foundation)
- [Kyle Wedberg](#), President/CEO, NOCCA (school principal)

**9:15 – 9:30 a.m. Break**

**9:30 – 10:30 a.m. Investigating a Local Example of School Based Arts Education Investment**

1. Arts Integration Group:

**Speakers:**

- Thomas Spreelin MacDonald, Ph.D., Chair of Humanities, NOCCA Academic Studio
- Kit Nelson, Ph.D., Chair of Integrated Sciences, NOCCA Academic Studio
- NOCCA Students

2. Community Connections Group:

**Speakers:**

- Sally Perry
- Shirley Trusty Corey

3. Student-Centered Success Group:

**Speakers:**

- Kyle Wedberg
- Jennie Guidry, College and Accountability, Student Services, NOCCA
- Richard A. Baker, Jr., Ph.D., Assistant Professor/Accountability Coordinator, College of Education, Arts and Humanities, Southern University and A&M College

**10:30 – 10:50 a.m. Report out from affinity groups**

**10:50 – 11:30 a.m. Debrief PDI, Closure and Reflection**