2015 LEADERSHIP INSTITUTE

OCTOBER 7-9, 2015 • SALT LAKE CITY, UTAH

HOSTED BY THE UTAH DIVISION OF ARTS & MUSEUMS
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Use a QR code scanner on your smartphone or tablet to access more information about Leadership Institute agendas, speakers and artists. This tech tool conserves paper—happy news for the planet as well as for NASAA's budget. If you don’t have a QR reader, visit your app store for options.

Cover art: Plan-C Triptych (detail), by Bonnie Phillips, courtesy Utah Division of Arts & Museums Fine Art Collection
Dear colleagues,

The Utah Division of Arts & Museums and the Department of Heritage & Arts welcome you to Salt Lake City! As the country’s first state arts agency, we are very proud to host the NASAA 2015 Leadership Institute. We are excited to share the best of what Salt Lake City has to offer, from the beautiful mountains surrounding us to the thriving arts and culture scene.

During this Institute you will experience a wide range of Utah’s artistic treasures, including a world-class dance company and a Grammy-nominated group of young musicians. You will hear the sounds of Polynesia and Latin America right in the middle of Salt Lake City. These artists reflect the diversity of Utah’s culture and are a living testament to the state’s rich heritage.

We are especially excited to share one of our banner programs with state arts agencies across the nation. The Change Leader program has reshaped how our state works with key players in arts organizations, as well as artists and community leaders. You will get a glimpse of the Change Leader program throughout this leadership conference. We are honored to have NASAA recognize this program, which also has been adopted in Colorado and Idaho.

The 2015 Institute takes place in the heart of Salt Lake City, a downtown that blends an intimate, walkable feel with a cosmopolitan array of traditional and contemporary galleries, busy performance spaces, inviting restaurants and bustling nightlife. Having been voted one of America’s Five New Foodie Cities last year, you are sure to find fine dining around every corner.

We hope you will take some time to look around and find our small city has a big arts community led by an ambitious vision, much like those who originally came here to make it their home. Enjoy your visit, and once again, welcome!

Sincerely,

[Signature]

Kirsten Darrington
Assistant Director
Utah Division of Arts & Museums

Julie Fisher
Executive Director
Department of Heritage & Arts
LEADERSHIP

AGENDA AT A GLANCE

WEDNESDAY, October 7

9:30 a.m. – 4:00 p.m.  
**NASAA Board Meeting**  
*Olympus Room*

1:00 – 5:00 p.m.  
**Leadership Institute Registration**  
*Lobby (near check-in desk)*

6:15 p.m.  
**Bus departures for opening reception**  
Meet outside the Little America Hotel main entrance, on the far side of the porte cochère.

6:30 – 8:30 p.m.  
**Opening Reception**  
*Utah Museum of Fine Arts*  
Buses return to the hotel at approximately 8:30 p.m.

THURSDAY, October 8

7:30 – 8:30 a.m.  
**Breakfast**  
*Grand Ballroom A*

7:30 – 9:00 a.m.  
**Leadership Institute Registration**  
*Grand Ballroom Foyer*

9:00 – 10:15 a.m.  
**Welcome & Roll Call**  
*Grand Ballroom B & C*

10:30 – 11:45 a.m.  
**Plenary Discussion: State Arts Agency Change**  
*Grand Ballroom B & C*

12:00 – 1:00 p.m.  
**Networking Luncheon**  
*Grand Ballroom A*

1:30 – 3:30 p.m.  
**Peer Sessions: Leading Change & Meeting Resistance**  
Chairs and Council Members – *Arizona Room*  
Executive Directors – *Wyoming Room*  
Deputy Directors – *Idaho Room*
3:45 – 5:30 p.m. **Peer Sessions: Open Conversations**
Chairs and Council Members – *Arizona Room*
Executive Directors – *Wyoming Room*
Deputy Directors – *Idaho Room*

**Evening**
Dinner on your own in Salt Lake City

**FRIDAY, October 9**

8:00 – 9:00 a.m. **Breakfast**
*Grand Ballroom A*

9:00 – 10:30 a.m. **Concurrent Sessions**
CAN-flict: Elegant Conflict in Times of Change – *Arizona Room*
Mindful Leadership – *Snowbasin Room*
Innovation Insights from Improv Theatre – *Wyoming Room*

11:00 a.m. – 12:00 p.m. **Plenary Discussion: National Endowment for the Arts**
*Grand Ballroom B & C*

12:00 – 1:00 p.m. **Networking Luncheon**
*Grand Ballroom A*

1:30 – 3:00 p.m. **Concurrent Sessions**
New Audiences, New Expectations – *Wyoming Room*
Building Public Will – *Arizona Room*
Inclusive Leadership – *Idaho Room*

3:15 p.m. **Bus departures for closing session**
Meet outside the Little America Hotel main entrance, on the far side of the porte cochère.

3:45 – 5:30 p.m. **Institute Wrap-up**
*Rose Wagner Performing Arts Center*
Buses return to the hotel at approximately 5:30 p.m.
WEDNESDAY, October 7

9:30 A.M. – 4:00 P.M.
NASAA Board Meeting
Olympus Room
All NASAA members are invited to drop by.

1:00 – 5:00 P.M.
Leadership Institute Registration
Lobby (near check-in desk)

6:15 P.M.
Bus departures for opening reception
Meet outside the Little America Hotel main entrance, on the far side of the porte cochère.

6:30 – 8:30 P.M.
Opening Reception
Utah Museum of Fine Arts
410 Campus Center Drive
Reconnect with colleagues and explore exhibits featuring the works of contemporary creators as well as more than 5,000 years of art history. Your NASAA Leadership Institute name badge gains you admission to a special exhibition, The British Passion for Landscape. The featured performer is Caleb Chapman’s Crescent Super Band. Photo by Earl Cahill

THURSDAY, October 8

7:30 – 8:30 A.M.
Breakfast
Grand Ballroom A

7:30 – 9:00 A.M.
Leadership Institute Registration
Grand Ballroom Foyer

9:00 – 10:15 A.M.
Welcome & Roll Call
Grand Ballroom B & C
Let your voice be heard during the annual roll call of the states, a joyous NASAA tradition! The opening ceremonies include warm welcomes from our Utah hosts as well as the singers and dancers of Island Time II, celebrating the cultures of Utah’s diverse
Polynesian communities, which took root in the state starting in the 1800s.

10:30 – 11:45 A.M.
Plenary Discussion: State Arts Agency Change
Grand Ballroom B & C
What are the most significant transformations occurring among state arts agencies today? What do you hope to do differently in the future? Share your innovations, ideas and aspirations in this whole-group dialogue about state arts agency change.

Moderators: Pam Breaux, CEO, NASAA
Kelly Barsdate, Chief Program and Planning Officer, NASAA

12:00 – 1:00 P.M.
Networking Luncheon
Grand Ballroom A
Network and enjoy the acoustic sounds of Salt Lake City’s Lark & Spur.

Meet Our Conference Illustrator
ALECE BIRNBACH
Alece Birnbach is the founder of the Graphic Recording Studio, which produces live visualizations for meetings and special events. Alece uses active listening, annotation and illustration techniques to capture the themes and ideas of convenings in real time, as discussions are occurring. Her work supports participants’ learning and helps groups to build consensus and shared visions. Adding to her visual artist skills, Alece has 20 years of corporate experience as an advertising art director and commercial illustrator.
THURSDAY, continued

1:30 – 3:30 P.M.
Peer Sessions: Leading Change & Meeting Resistance

Institute participants gather in job-alike groups during this time. Each session, facilitated by a certified Change Leader instructor, invites you to explore your own attitudes toward change and to consider how you can lead transformation efforts and address various kinds of resistance.

Chairs & Council Members - Arizona Room
Executive Directors - Wyoming Room
Deputy Directors - Idaho Room

3:45 – 5:30 P.M.
Peer Sessions: Open Conversations

After a quick break, groups reconvene for peer-directed discussions about topics of current interest. Agendas are developed by volunteer leaders for each group.

Chairs & Council Members - Arizona Room
Executive Directors - Wyoming Room
Deputy Directors - Idaho Room

FRIDAY, October 9

8:00 – 9:00 A.M.
Breakfast
Grand Ballroom A

9:00 – 10:30 A.M.
Concurrent Sessions

Morning sessions emphasize skills essential to leading change and innovation efforts.

CAN-flict: Elegant Conflict in Times of Change
Arizona Room

They say that the only constant is change, and you can bet on one additional constant —conflict. Conflict is a signal that something is trying to emerge within an evolving system. For public-sector leaders committed to incorporating diverse perspectives, conflict offers an opportunity to embrace the kernel of truth in even the most unskillful transmission. This session offers practical conflict diagnosis and resolution techniques useful at the office, in the board room, in public meetings . . . and perhaps even around your own kitchen table.

Facilitator: Leigh Marz, Marz Consulting

TRAX Light Rail to nearby dining and nightlife hot spots.

EVENING

Dinner on your own in Salt Lake City

Salt Lake City offers a delicious array of restaurants, clubs and pubs. Walk or ride the TRAX Light Rail to nearby dining and nightlife hot spots.
Mindful Leadership

Snowbasin Room

Recent neuroscience research shows that mindfulness and meditation have powerful effects on productivity, health and well-being. These practices have gained traction in many sectors, including health care, education, Fortune 500 companies and professional sports. Of particular interest is the role of mindfulness in strengthening executive functions such as decision making, planning, problem solving, time management and regulating emotions. How can these skills help us to lead and manage change skillfully? What are the applied benefits of this approach? And what can the public arts sector gain from it? Join this session to explore the principles and practices of mindful leadership.

Facilitator: Laura Smith, Chief Advancement Officer, NASAA

Innovation Insights from Improv Theatre

Wyoming Room

The state arts agency environment is increasingly unpredictable, making adaptability and thinking on your feet more important than ever. Even when you have time to plan for change, superior listening, communication and collaboration skills are critical to any innovation effort. Improv theatre is a powerful vehicle for building fluency in all of these essential skills. Contrary to popular misconceptions, improv abilities are not innate, and are not just for comedians. Everyone can learn—and benefit from—these creative techniques. Develop your own skills in this (participatory!) workshop.

Facilitator: John Windmueller, WIT@Work Director, Washington Improv Theater

11:00 A.M. – 12:00 P.M.

Plenary Discussion: National Endowment for the Arts

Grand Ballroom B & C

National Endowment for the Arts Chairman Jane Chu joins the Leadership Institute to reflect on the agency’s 50th anniversary and to share her thoughts about the federal-state partnership and the future of the arts in America. Bring your questions for the chairman to this discussion.

Moderator: Pam Breaux, CEO, NASAA

Please silence your phone during all sessions.
**LEADERSHIP SESSIONS & EVENTS**

**FRIDAY, continued**

**12:00 – 1:00 P.M.**

**Networking Luncheon**

*Grand Ballroom A*

Chat with colleagues and enjoy the Tejano-Mex and Latin sounds of Rio Bravo.

**1:30 – 3:00 P.M.**

**Concurrent Sessions**

Afternoon sessions explore major trends important to the future success of state arts agencies and their constituents.

**New Audiences, New Expectations**

*Wyoming Room*

The behaviors of U.S. cultural consumers continue to change, reflecting demographic shifts, acute competition for leisure time and technology that fundamentally alters the way we interact with our world. This session mines Culture Track, the largest national tracking study focused on the attitudes and behaviors of U.S. cultural consumers. It offers insights into audience expectations and motivations and how cultural organizations are responding. Developed by LaPlaca Cohen, Culture Track is the product of more than a decade of research and dedication to producing actionable insights that can help cultural organizations build powerful connections with their audiences.

**Presenter:** Allison Channing Jones, Strategist, LaPlaca Cohen

**Facilitator:** Ryan Stubbs, Research Director, NASAA

**Building Public Will**

*Arizona Room*

Building Public Will for Arts and Culture is a new initiative to make arts and culture a more recognized, valued and expected part of everyday life. Led by Arts Midwest with assistance from Metropolitan Group, this project uses a combination of research, communications and engagement methods to identify what matters most to the public and to reveal the relationship between those values and the arts. Join this session to learn the fundamentals of building public will and to discuss
early insights from the initiative and what its findings suggest about how to increase popular support for arts and culture.

Presenter: David Fraher, President & CEO, Arts Midwest

**Inclusive Leadership**

*Idaho Room*

Diversity, inclusion, equity—all are critical issues for the arts field. How can state arts agencies address the needs of changing communities through our own policies and practices? How can we, as public agencies, lead by example? The Western States Arts Federation (WESTAF) serves as your resource for this discussion, which draws on WESTAF’s 15-year-long Multicultural Initiative as well as the experiences, insights and ideas of session participants.

Presenter: Chrissy Deal, Program Associate, Western States Arts Federation

**3:15 P.M.**

**Bus departures for closing session**

Meet outside the Little America Hotel main entrance, on the far side of the porte cochère.

**3:45 – 5:30 P.M.**

**Institute Wrap-up**

*Rose Wagner Performing Arts Center 138 West, 300 South*

Refreshments and cool jazz from the Hot Club of Zion await you at the Rose Wagner Performing Arts Center. Along with some (brief!) NASAA business and reflections on the past two days, the acclaimed Ririe-Woodbury Dance Company offers a special performance to conclude the Leadership Institute. Buses return to the Little America Hotel after the program.
Meeting Sites

Unless otherwise indicated, all meetings take place at:

The Little America Hotel - Salt Lake City
500 South Main Street
Salt Lake City, Utah 84101
801-596-5700

Registration

The Leadership Institute registration desk is open in the hotel main lobby on Wednesday, October 7, from 1:00 - 5:00 p.m. On Thursday, October 8, the registration desk is open in the Grand Ballroom reception area from 7:30 - 9:00 a.m. If you miss registration, please ask a NASAA staff member for help or stop by the NASAA office in the Casper Room.

Badges

Your name badge is your “admission ticket” to Leadership Institute sessions and special events, so please wear it at all conference functions. If you lose or misplace your badge, ask a NASAA staff member for help.

Badges with a star sticker indicate a first-time attendee. Please help us welcome all newcomers to our Leadership Institute community!

Business Services

The Little America Hotel concierge offers assistance with printing, copying, faxing and shipping services. A boarding pass printing station is adjacent to the lobby.

Documentation

Please be aware that NASAA uses a variety of media (including photography, illustrations, and video and audio recordings) to capture conference proceedings. NASAA may disseminate selected material, images or recordings for documentation, education and promotional purposes.

Program Design: John Foster, badpeoplegoodthings.com

Program Layout: Lauren Benson, Benson Projects LLC
SPONSORS & ACKNOWLEDGMENTS

Utah Department of Heritage & Arts
Utah Division of Arts & Museums
Windgate Charitable Foundation

SPECIAL THANKS

ARTS CONSULTING GROUP

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MODERN WEST FINE ART
Diane Stewart

Ririe-Woodbury Dance Company
Arts Midwest
Western States Arts Federation (WESTAF)

The work of NASAA and state arts agencies is strengthened in many ways through partnership with the National Endowment for the Arts.
THANK YOU!

These generous individuals and organizations make NASAA’s work possible through their support.

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Jeanette Sias
Marcia Neuhaus Speck
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Paul B. Stavros
Susan Steinhauer and Daniel Greenberg
Suzette Surkamer

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In honor of Susan S. Landis, made by Mr. and Mrs. Samuel A. Winans
In honor of Bill Mandicott for his dedication and service, made by Barbara Bershon
In honor of the NASAA staff, made by Pam Breaux

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In honor of the Ohio Arts Council staff, made by Mary Campbell-Zopf
In honor of the Ohio Arts Council staff, made by Julie Henahan
In honor of Neely Portera, made by Rebecca T. Quinn
In honor of Pablo Pua’a, a pig who loves art more than most people, made by Benjamin Brown
In honor of Rebecca T. Quinn, made by Elaine W. Johnson
In honor of Rebecca T. Quinn, made by Lisa and Andy Weil
In honor of Nola Ruth’s leadership with the Missouri Arts Council, made by Marie Hunter
In honor of Will Sellers, made by Rebecca T. Quinn
In honor of Laura Smith, made by Patricia Bizzell
In honor of Kris Tucker, Former Executive Director, ArtsWA, made by Chris D’Arcy
In memory of Bonnie Bernholz, Former Chair of the Alaska State Council on the Arts, made by Timothy Wilson
In memory of Rebecca Blunk, made by Cassandra Mason
In memory of Royal Nebeker, Oregon Arts Commissioner 2006-2013, made by Chris D’Arcy
In memory of George Rodrigue, made by Pam Breaux
In recognition of Theresa Colvin, Executive Director, and all the staff of the Maryland State Arts Council, made by Bill Mandicott

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This list acknowledges 2014 and 2015 contributions. The number after each name identifies the number of years giving, and the categories reflect the most recent level of giving.
Dear friends,

Thank you for attending this Leadership Institute. Gatherings like this remind me how important our state arts agency community is to my work in Texas. I get to hear what’s going on in other states, learn from others’ experiences and talk through challenges. I’m also reminded that there are people across the country invested in my success—and that I’m never alone, whether I’m coping with trouble or making the most of a new opportunity.

Having a supportive community is one of many reasons I value NASAA—and one of the many reasons I make a personal gift each year. Many of you also support NASAA, and I thank you for your generosity and dedication.

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You can make your gift at the registration desk, on-line at [www.nasaa-arts.org](http://www.nasaa-arts.org), or by scanning the QR code below.

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Gary Gibbs, Ph.D.
Executive Director, Texas Commission on the Arts
1st Vice President, NASAA
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