

# National Assembly of State Arts Agencies

## KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

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### Planning & Budget Committee Report

March 2016 Meeting Synopsis

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NASAA's Planning & Budget (P&B) Committee met in March of 2016. The committee recapped the modular structure of [NASAA's strategic plan](#):

- NASAA's over-arching **strategic plan** contains our mission, values and long-range goals and objectives for the work NASAA does on behalf of state arts agencies.
- The strategic plan is supplemented with **annual action plans**. Mirroring the goal and objective architecture of the strategic plan, action plans itemize activities used each year to work toward NASAA's long-term goals. An operational budget is developed in tandem with the action plan.
- **Accomplishments** for each goal and objective are reported to the board, P&B and the membership twice yearly.

This combination allows NASAA to keep focused on our long term aims while staying nimble enough to adapt to unforeseen problems, seize new opportunities or adjust to lessons learned.

NASAA last conducted a comprehensive strategic planning process in 2010 and 2011. The plan was ratified by the membership in 2012, and the board affirmed its currency in 2014. Satisfaction with NASAA's plan and services is generally high. However, the board requested during the recent CEO transition process that the strategic plan be revisited soon. With Pam Breaux on board, the P&B Committee concurred that now is a good time to consider our goals and assess NASAA's strategic position, potential opportunities and priorities for serving the membership.

The committee developed a strategic planning timetable and process outline to share with the NASAA board. This approach includes consideration of the changing environment; multiple points of involvement for the board and the membership; and opportunities for strategic outreach to outside informants and strategic allies. The committee also discussed the desired outcomes of the planning process and provided high-level guidance for the planning effort:

#### **I. What does NASAA's next strategic plan—or the strategic planning process—need to accomplish?**

- A. Identify what matters most to members
  - B. Bear the stamp of NASAA's new leadership
  - C. Engage and educate members (especially newcomers)
  - D. Engage the wider universe, beyond members, affecting NASAA and state arts agencies.
- For instance:
- Regional arts organizations
  - Community planning sector (civic planning, transportation or infrastructure groups)

- "Arts and..." entities. This may include numerous other sectors such as health, military, travel, tourism, economic development, design, etc.
- Current—and prospective—NASAA donors, contributors and funders
- E. Be a lunch-pad for earned income
- F. Define NASAA's voice as a respectful champion and thought leader for—and beyond—our membership

## **II. What key issues or questions should the plan or the process address?**

- A. What is our path forward with a new President and Congress?
- B. How can NASAA advance diversity, inclusion and equity work for both state arts agencies and NASAA?
- C. What is NASAA's place in the cultural advocacy ecosystem? How should we relate to other arts advocacy organizations and agendas?
- D. What is NASAA's place in the larger public policy ecosystem? How can we better encourage the inclusion or influence of the arts in education and economic development policy?

## **III. What principles or sensibilities should define NASAA's planning approach?**

- A. Reflect our members' needs and interests
- B. Include multiple voices and perspectives
- C. Retain commitment to political respect and NASAA's trademark "pan-partisan" approach
- D. Be both fearless and pragmatic
- E. Achieve transparency to members and other key stakeholders (use technology for this)
- F. Recognize where our members are today, but lead them where they need to go tomorrow
- G. Adhere to high standards for planning as defined by state arts agencies and the NEA
- H. Be efficient and realistic about capacity and funds that can be devoted to planning without compromising ongoing services