LEADERSHIP INSTITUTE

OCTOBER 11-13

NASAA 2017

Portland, Oregon

HOSTED BY THE OREGON ARTS COMMISSION
Dear friends and colleagues,

Welcome to Portland! The Oregon Arts Commission is thrilled to share all that the City of Roses has to offer, from the Willamette and Columbia rivers to snowcapped Mount Hood and our creative and pioneering community spirit. It’s a beautiful time of year and we know your visit will be inspiring and refreshing!

During this Institute you’ll experience a range of incredible Oregonian talent, including a saxophonist who puts a new twist on modern jazz, our very own state poet laureate, singers with and without disabilities, some amazing kids from the BRAVO Youth Orchestras, and a world-class multilingual, multigenre swing band. We’ll also visit cultural venues ranging from theatres to museums to maker spaces. All of this reflects the diversity of Portland’s one-of-a-kind creative community.

The conference agenda emphasizes strategic communications, crisis leadership and building public will for the arts and culture. We’re especially pleased to share one of our state’s strategic initiatives – a collaboration with Arts Midwest and Metropolitan Group to make the arts a more valued and recognized part of everyday life.

You’ll find Portland to be a walkable, dynamic downtown with a truly cosmopolitan array of galleries, microbreweries, thriving performance spaces and active nightlife. Plus, we’re just two blocks from Powell’s City of Books, the world’s largest independent bookseller. Portland is also one of the 10 best food cities in America, so you’re sure to find great dining (and artisanal doughnuts!) around every corner.

Enjoy your visit, and once again, welcome!

Sincerely,

Brian Rogers
Executive Director, Oregon Arts Commission and Oregon Cultural Trust

Christopher Acebo
Chair, Oregon Arts Commission; Associate Artistic Director, Oregon Shakespeare Festival
## SCHEDULE at a glance

### WEDNESDAY, October 11

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<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>9:00 A.M.</td>
<td>NASAA Board Meeting</td>
<td>Oxford/Cambridge, 2nd Floor</td>
</tr>
<tr>
<td>1:00 – 6:00 P.M.</td>
<td>Leadership Institute Registration</td>
<td>Kent, Mezzanine Level</td>
</tr>
<tr>
<td>5:45 P.M.</td>
<td>Bus departures for Opening Reception</td>
<td>Meet at hotel front entrance.</td>
</tr>
<tr>
<td>6:00 – 8:00 P.M.</td>
<td>Opening Reception: Portland Art Museum</td>
<td>1219 SW Park Avenue, Portland, OR 97205</td>
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### THURSDAY, October 12

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:30 – 8:30 A.M.</td>
<td>Leadership Institute Registration</td>
<td>Kent, Mezzanine Level</td>
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<tr>
<td>9:00 – 10:30 A.M.</td>
<td>Opening Plenary &amp; Roll Call</td>
<td>Mayfair, Mezzanine Level</td>
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### FRIDAY, October 13

<table>
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<tr>
<th>Time</th>
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<tbody>
<tr>
<td>10:30 A.M. – NOON</td>
<td>Peer Sessions, Part I</td>
<td>Chairs and Council Members Windsor, 2nd Floor</td>
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<td></td>
<td>Executive Directors</td>
<td>Oxford/Cambridge, 2nd Floor</td>
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<tr>
<td></td>
<td>Deputy Directors</td>
<td>Brighton, 2nd Floor</td>
</tr>
<tr>
<td>NOON – 1:00 P.M.</td>
<td>Lunch</td>
<td>London Grill, Lower Level</td>
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</tbody>
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### Event Details

- **Agency Transformation:**
  - Quasi-Governmental Entities
  - Portland Center Stage
  - 128 NW 11th Avenue, Portland, OR 97209

- **Incubating Innovation:**
  - A Creative Maker Space
  - ADX Portland
  - 417 SE 11th Avenue, Portland, OR 97214

- **COMMUNICATIONS CLINICS**
  - Leading Effective DEI Dialogues
    - Windsor, 2nd Floor
  - Communications Choices that Build Public Will
    - Brighton, 2nd Floor
  - Effective Case Making in an Era of Political Polarization
    - Oxford/Cambridge, 2nd Floor

- **LEARNING EXPEDITIONS**
  - Community Media:
    - Empowerment through Access
    - Open Signal
      - 2766 NE Martin Luther King Jr. Boulevard, Portland, OR 97212
  - Agency Transformation:
    - Quasi-Governmental Entities
      - Portland Center Stage
      - 128 NW 11th Avenue, Portland, OR 97209
  - Incubating Innovation:
    - A Creative Maker Space
      - ADX Portland
      - 417 SE 11th Avenue, Portland, OR 97214
WEDNESDAY, OCTOBER 11

9:00 A.M. – 5:00 P.M.
NASAA BOARD MEETING
Oxford/Cambridge, 2nd Floor
NASAA members are invited to drop by.

1:00 – 6:00 P.M.
LEADERSHIP INSTITUTE REGISTRATION
Kent, Mezzanine Level

5:45 P.M.
BUS DEPARTURES FOR OPENING RECEPTION
Meet at the front entrance of the hotel to catch a ride to the Portland Art Museum.

6:00 – 8:00 P.M.
OPENING RECEPTION: PORTLAND ART MUSEUM
1219 SW Park Ave, Portland, OR 97205

Meet new colleagues and reconnect with longtime friends at the Portland Art Museum, the first public art museum in the Pacific Northwest. Its collection includes 42,000 pieces reflecting the history of creative expression from ancient times to today, including works by the First Nations of North America as well as contemporary art, Asian art and sculptural works. Jazz saxophone virtuoso Devin Phillips is the evening’s featured performer.

THURSDAY, OCTOBER 12

7:30 A.M. – 3:00 P.M.
LEADERSHIP INSTITUTE REGISTRATION
Kent, Mezzanine Level

7:30 – 8:30 A.M.
BREAKFAST
London Grill, Lower Level

9:00 – 10:30 A.M.
OPENING PLENARY & ROLL CALL
Mayfair, Mezzanine Level

Let your voice ring out in the annual Roll Call of the States!

The opening ceremonies include a welcome from Portland City Commissioner and cultural liaison Nick Fish and a reading from Oregon Poet Laureate Elizabeth Woody, a member of the Yakama and Navajo Nations. Also enjoy an uplifting performance from PHAME, a music ensemble that creates opportunities for people with and without disabilities to experience the joy of artistic expression through lifelong arts education and performance.

11:00 A.M. – NOON
PLENARY SESSION: CREATING CONNECTION & BUILDING PUBLIC WILL
Mayfair, Mezzanine Level

Research shows that most Americans value the arts and participate in them on a regular basis. Despite this broad engagement, the arts are too often portrayed as a nicety rather than a necessity. Can our field shift this perception and tap into more enduring support? Learn how Arts Midwest, Metropolitan Group and a growing cohort of cultural leaders in Oregon, California, Massachusetts, Minnesota and Michigan are using proven research and communications methods to build public will and make the arts a more recognized and valued part of everyday life. This session is sponsored by Arts Midwest through Creating Connection, a leadership initiative that Arts Midwest directs in connection with Metropolitan Group.

SPEAKERS:
Pam Breaux, CEO, NASAA
Eric Friedewald-Fishman, Founder, Metropolitan Group
Kevin Kirkpatrick, Senior Executive Vice President, Metropolitan Group

NOON – 1:00 P.M.
LUNCH
London Grill, Lower Level
THURSDAY, OCTOBER 12 (continued)

1:00 – 2:30 P.M.
COMMUNICATIONS CLINICS
Concurrent clinics build strategic communications skills that help you navigate your state’s policy environment today – and tomorrow.

Leading Effective DEI Dialogues
Windsor, 2nd Floor
State arts agencies are committed to advancing diversity, equity and inclusion (DEI). However, the success of those efforts hinges on how well your staff and board can engage allies, inspire commitment and ultimately compel action. This session empowers your agency’s DEI work by helping you to persuasively express the impact of DEI and to facilitate productive DEI conversations – and navigate common challenges – with a variety of stakeholder groups.

FACILITATOR:
Kelly Brown, Director, D5 Coalition

Communications Choices that Build Public Will
Brighton, 2nd Floor
The Creating Connection research reveals specific messages that do – and don’t! – activate support for the arts and culture. Drawing on those insights, this clinic pinpoints language and images that are proven to be effective with diverse constituencies. Dramatic “before and after” examples and critiques of common communication pitfalls illuminate how you can tell your agency’s story effectively. This session is sponsored by Arts Midwest through Creating Connection, a leadership initiative that Arts Midwest directs in collaboration with Metropolitan Group.

FACILITATORS:
David Fraher, President & CEO, Arts Midwest
Anne Romens, Program Director, Arts Midwest
Deb Vaughn, Arts Education Coordinator, Oregon Arts Commission

Effective Case Making in an Era of Political Polarization
Oxford/Cambridge, 2nd Floor
This clinic invites candid conversation about how the arts are perceived through different political lenses. The discussion draws on a recent poll of registered Republican voters that sheds new light on conservative views about government priorities, federal spending and the arts. A briefing on the findings serves as a springboard for conversation about how arts advocates can strategically frame our case to appeal to diverse points on the political spectrum.

FACILITATOR:
Pam Breaux, CEO, NASAA

SPEAKER:
Tony Fabrizio, Partner, Fabrizio, Lee & Associates

2:45 P.M.
BUS DEPARTURES FOR LEARNING EXPEDITIONS
Meet at the front entrance of the hotel to board a shuttle to the off-site Learning Expedition of your choice. Due to space restrictions, advance enrollment is required. Tickets (included in your registration packets) are required for bus boarding. Visit the registration desk to inquire about available space.

3:00 – 5:00 P.M.
LEARNING EXPEDITIONS
Learning expeditions tap into the creative assets of the Portland community while exploring the public value and transformative power of the arts.

Community Media: Empowerment through Access
Open Signal
2766 NE Martin Luther King Jr. Boulevard, Portland, OR 97212
The media arts play an increasingly powerful role in shaping society, influencing public opinion and catalyzing change. Open Signal is a dynamic laboratory for this work, using the arts and technology to explore new ideas around civic engagement and social impact. This session shows how Open Signal evolved from a 30-year-old public access channel into a state-of-the-art community media center that amplifies diverse voices, fosters creativity, nurtures youth development and increases civic engagement. Participants receive a tour of the facility and participate in an interactive media arts activity.

Agency Transformation: Quasi-Governmental Entities
Portland Center Stage
128 NW 11th Avenue, Portland, OR 97209
Government agencies hold a unique authority and imprimatur. They also have to cope with many procedural limitations and bureaucratic constraints! This session features three state agencies that became “quasi-governmental” entities to gain more agility. Join this expedition to discuss ways of reconceiving what it means to be a state agency. The session is hosted by The Armory, a facility dramatically transformed from a neglected fire hazard into a vibrant, Platinum LEED-Certified performance venue.

SPEAKERS:
Kelly Barsdate, Chief Program and Planning Officer, NASAA
Ben Brown, Chair, Alaska State Council on the Arts
Jeff Hampton, Vice President of Operations, Travel Oregon
Alison Watson, Programs Manager, Michigan Council for Arts & Cultural Affairs
Incubating Innovation: A Creative Maker Space

ADX Portland
417 SE 11th Avenue, Portland, OR 97214

Maker spaces are hotbeds of homegrown entrepreneurship – places where independent artists, tech mavens, designers and DIY-ers pool their resources to bring ideas into reality. The maker movement is reinventing small business models, offering new economic opportunities and using creativity to challenge old manufacturing norms. Yet few state arts agencies support such commercial spaces. Get an in-depth (and hands-on) look at this movement by visiting ADX Portland, a nationally prominent maker space.

EVENING
DINNER ON YOUR OWN
Portland is renowned for its “locavore” food scene, offering delicious options ranging from fine cuisine to comfy pub fare to 600+ food carts. Grab a restaurant guide (available at the NASAA registration table or concierge desk) and head out on the town.

FRIDAY, OCTOBER 13
7:30 – 8:00 A.M.
DAYBREAK ACTIVITIES
Energize your morning with one of these optional activities:

Guided Meditation
Oxford/Cambridge, 2nd Floor
Interested in reducing stress, increasing energy and boosting mental clarity? Start your day with a meditation to help focus and calm your mind. Everyone is welcome, regardless of experience.

Walkabout
Stretch your legs and get your circulation flowing while exploring the local neighborhood. This guided group walk follows a route accessible for all ages and abilities. Gather in the lobby at 7:25 for a 7:30 departure.

8:00 – 9:00 A.M.
BREAKFAST
London Grill, Lower Level

9:00 – 10:00 A.M.
PLEINRY SESSION:
NATIONAL ENDOWMENT FOR THE ARTS
Mayfair, Mezzanine Level
National Endowment for the Arts (NEA) Chairman Jane Chu joins the Leadership Institute to discuss the importance of the arts in America and reflect on how the NEA and the state arts agencies work in partnership to help communities thrive through the arts.

10:30 A.M. – NOON
PEER SESSIONS, PART I
Peer sessions offer staff and council members the opportunity to network and exchange ideas within job-alike groups. Agendas, developed by volunteer leaders from each group, are available at the registration desk or via the QR code at right.

NOON – 1:00 P.M.
LUNCH
London Grill, Lower Level

1:00 – 3:00 P.M.
PEER SESSIONS, PART II: CRISIS LEADERSHIP
Peer groups reconvene for facilitated sessions on the topic of crisis leadership. Drawing on the experiences of state arts agencies that have faced crises in recent years, these sessions offer practical guidance for leading and effectively communicating during times of acute uncertainty. The sessions are led by the Elevated Leadership Development Team, a trio of leadership coaches who specialize in public-sector work.

Chairs and Council Members
Windsor, 2nd Floor
FACILITATOR: Alexis Feringa

Executive Directors
Oxford/Cambridge, 2nd Floor

Deputy Directors
Brighton, 2nd Floor

FACILITATOR: Dwayne Rumber
FACILITATOR: Michael Perry
FRIDAY, OCTOBER 13 (continued)

3:15 P.M.  
BUS DEPARTURES FOR CLOSING SESSION
Meet at the front of the hotel to board a shuttle to the Winningstad Theatre.

3:30 – 5:00 P.M.  
CLOSING SESSION & PERFORMANCE
Winningstad Theatre
1111 SW Broadway, Portland, OR 97205

After some brief NASAA business, enjoy a sizzling performance by the internationally acclaimed, definition-defying Pink Martini. Founded by Portland native Thomas Lauderdale, this “little orchestra” was established to provide inspiring and inclusive soundtracks for political fundraisers and causes such as civil rights, affordable housing, libraries, education and parks. Today Pink Martini performs around the globe and has recorded in multiple languages, including French, Farsi, Armenian, Portuguese, Arabic, Turkish, Xhosa and English. The venue for this concert is the courtyard-style Winningstad Theatre, locally known as “the Winnie.” It’s part of the Portland 5 complex, which brings more than 1,000 music, theatre, dance and lecture performances to Portland each year.

LEADERSHIP INSTITUTE REGISTRATION
Our conference registration desk will be open on the Mezzanine Level during these hours:
• Wednesday, October 11
  1:00 – 6:00 P.M.
• Thursday, October 12
  7:30 A.M. – 3:00 P.M.

For assistance at other times, please visit the NASAA Staff Office located in the Regency Board Room on the 2nd Floor.

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 your badge, visit the Leadership Institute registration desk or ask a NASAA staff member for help.

BUSINESS SERVICES
The business center, located on the 2nd Floor, offers access to workstations and printers 24 hours a day. Contact the hotel front desk for assistance with additional services.

PHOTO CREDITS
Page 3 Rogers, Acebo: photos courtesy of Oregon Arts Commission
Page 9 Portland Center Stage at The Armory: photo by Uwe Schneider
Page 10 ADX Woodshop: photo by Nicole March
Page 11 Jane Chu: photo by Steve Peterson
Page 12 Pink Martini: photo by Steve Hornbecker
Page 19 Tilikum Crossing at Night: photo by Tony Webster
Dear friends,

What an honor it’s been to serve you as president of NASAA! I am so proud of all we’ve done in the last two years: hired a new CEO, ramped up our advocacy, created a new strategic plan and grown philanthropic support.

**NASAA turns 50 in 2018**, making this a perfect time to celebrate these successes. As state arts agencies evolve, we rely on NASAA more and more – to help us respond to crises while taking the long view, and to ground us in what’s tried and true, while helping us adapt to new trends and realities.

Whatever is happening, NASAA is always there for us, dedicated exclusively to state arts agencies. This, more than anything else, is why I personally give to NASAA. NASAA has been there for us for 50 years and I want it to be around for 50 more!

If you find yourself inspired or energized during this Leadership Institute, please take a moment to make a gift today: You can stop by the registration desk, give on-line at nasaa-arts.org or scan the QR code below.

As an extra bonus, the Windgate Foundation will match all gifts to NASAA made after October 1! Give today and double your impact.

Thanks for all you do, and thanks for your support. Your generosity strengthens us all.

Gary Gibbs, Ph.D.
Executive Director, Texas Commission on the Arts
President, NASAA
NASAA is honored to recognize the support of our generous donors. Your gifts support our advocacy, research, leadership training, and other programs and services that strengthen state arts agencies. Thank you!
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SAVE THE DATE!
Baltimore Is Excited To Welcome
the NASAA Assembly
November 1 - November 3, 2018

RICH IN HISTORY AND EAST COAST CHARM, Baltimore is easy to get to and easy to get around. Whether you’re strolling around the Inner Harbor or networking at NASAA Assembly 2018, you’ll find Baltimore a delightful waterfront city. Discover our renowned attractions, great restaurants, and historic neighborhoods while you’re in town.

Visit baltimore.org for more information or call 1.877.BALTIMORE.