

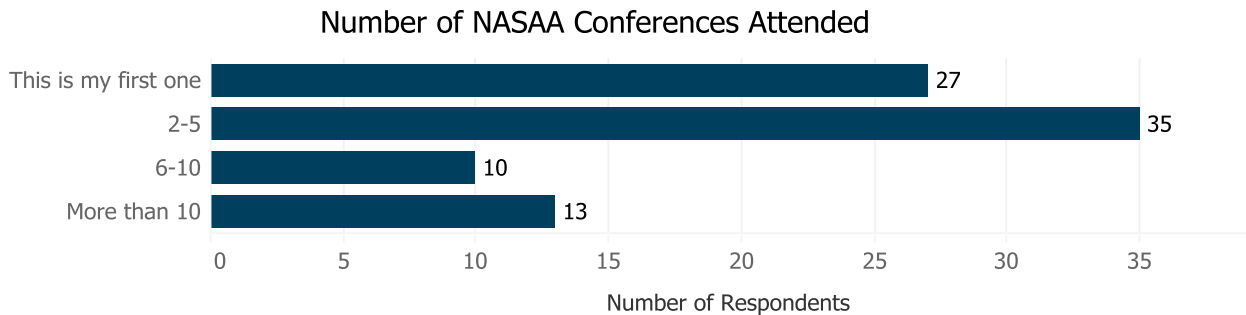
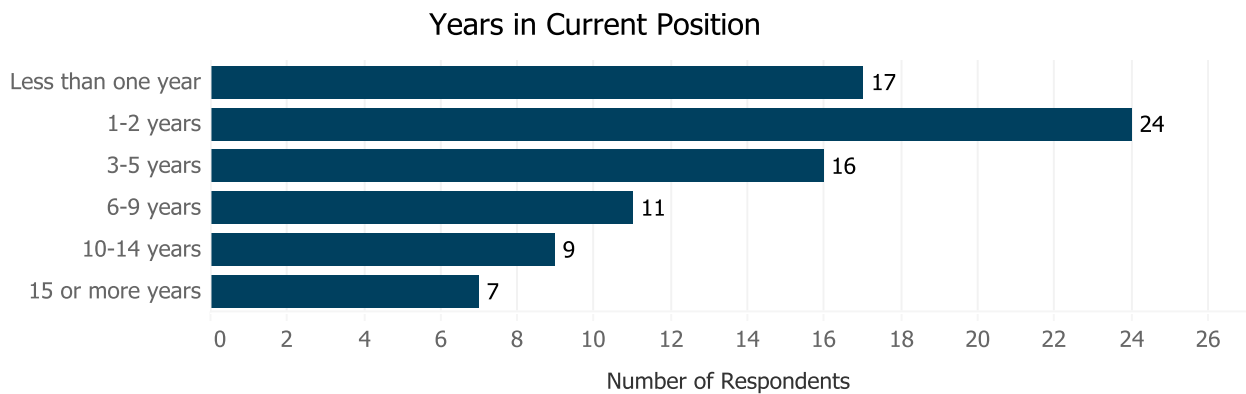
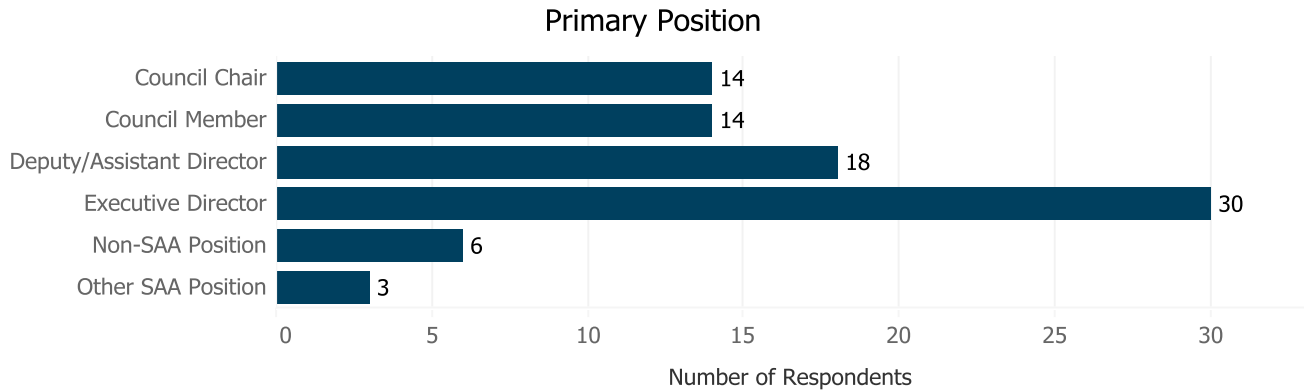


## **2017 Leadership Institute Evaluation Summary October 11-13 | Portland, Oregon**

The National Assembly of State Arts Agencies (NASAA) convened the 2017 Leadership Institute in Portland, Oregon, October 11-13. 124 participants attended the meeting, 112 of whom signed up for a peer group session. Executive directors made up 42% of all peer group registrants, council chairs and members 37%, and deputy directors 21%.

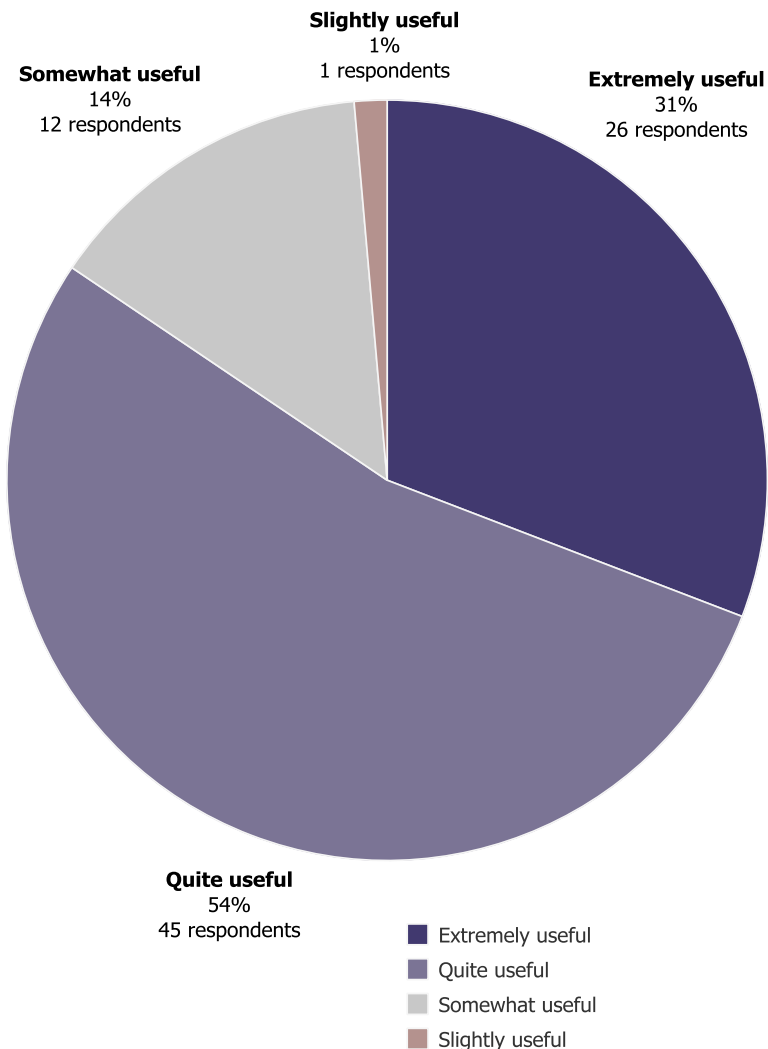
As a measure of attendees' experiences and to better plan future meetings, NASAA distributed paper and electronic copies of an evaluation questionnaire to participants during the closing plenary session. From both the on-line and paper methods, a total of 85 questionnaires were completed, with 79 of the respondents identifying themselves as members. This yielded an overall response rate of 67% and a member response rate of 71% (counting peer group registrants).

This report contains the key results of the evaluation in cross-tabulations, as well as a complete list of all comments.

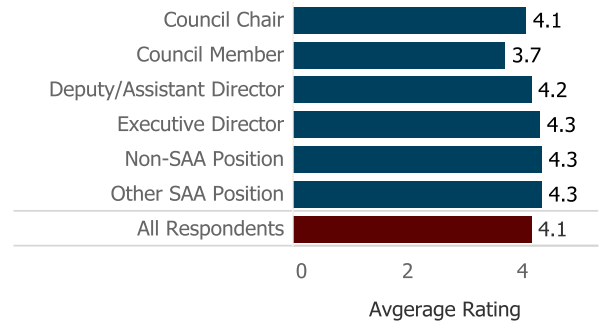


In keeping with the evaluation results of last year's Assembly, a significant portion of respondents are new to the NASAA family. About half of all respondents have been in their current position 2 years or less. 35% of respondents were executive directors, 33% were either council chairs or council members, and 21% were deputy directors. This was the first NASAA Leadership Institute or Assembly for almost one-third of the respondents.

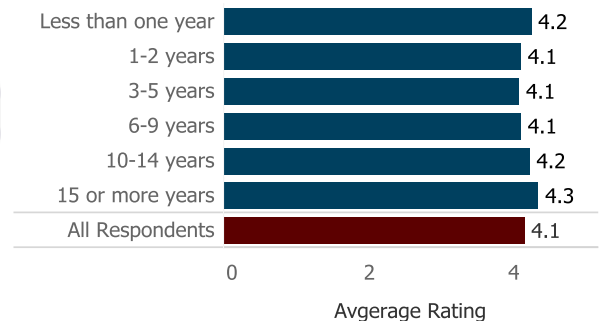
## Overall Conference Ratings



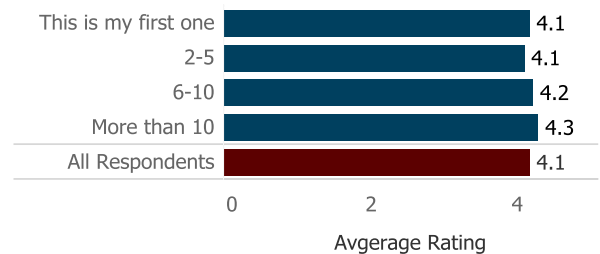
### Rating by Position



### Rating by Tenure

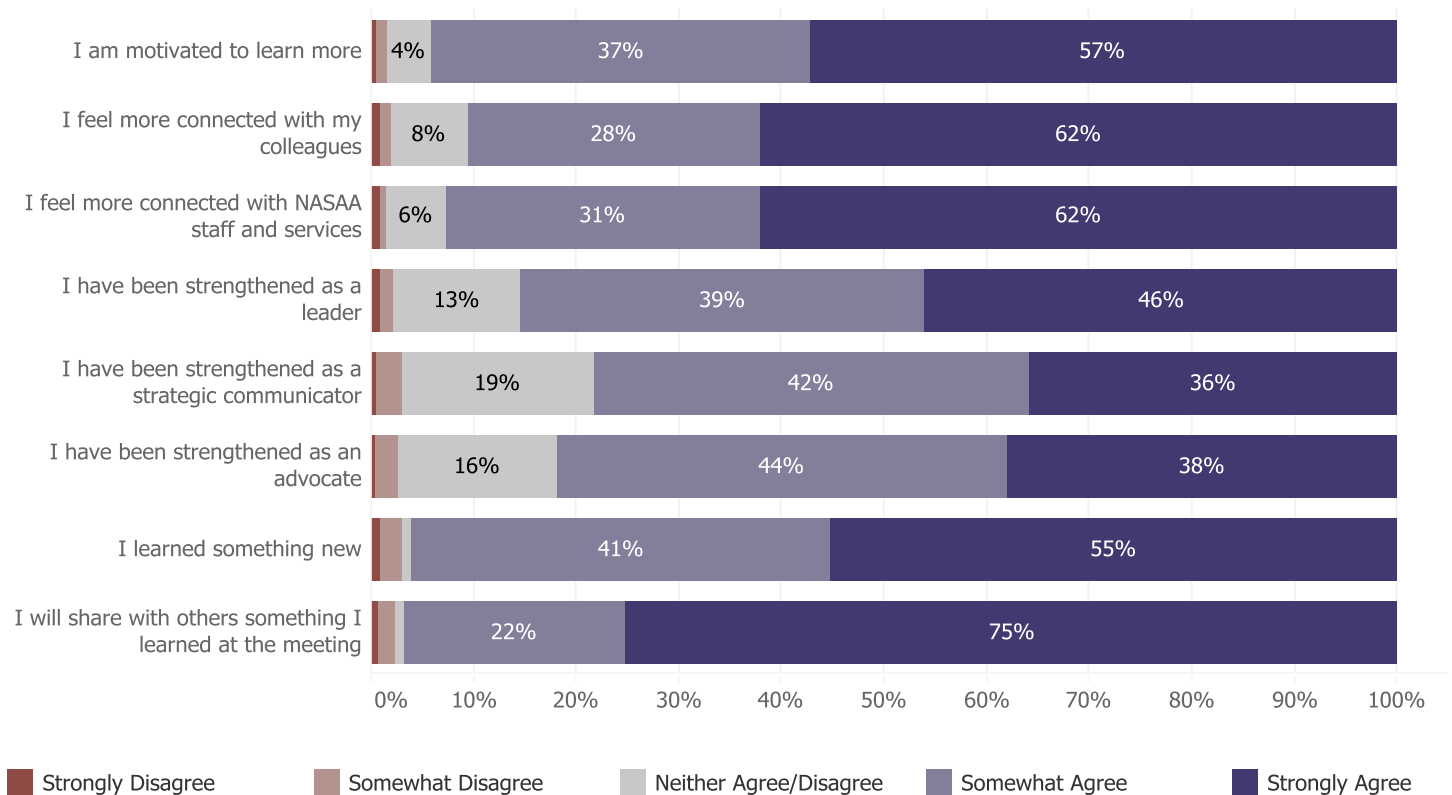


### Rating by Number of Meetings



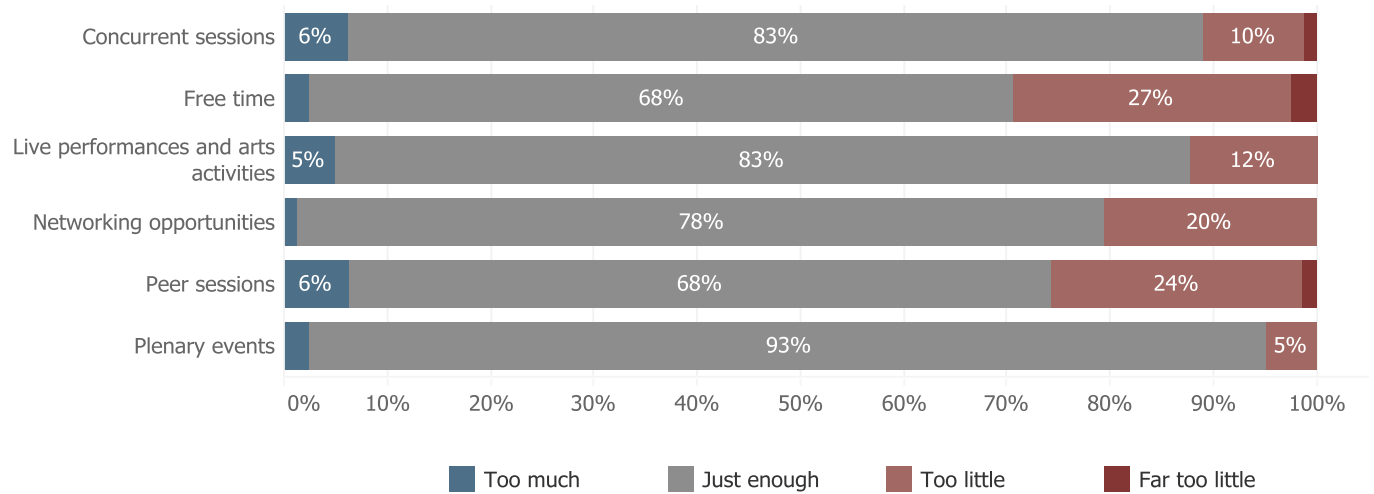
The average overall rating by respondents was 4.1. Only one survey participant responded that the Leadership Institute was only slightly useful, and no respondents rated the meeting as not useful. When looking at respondent characteristics, the average ratings by position, tenure and meeting attendance vary only slightly. The exception is council members, who reported an average rating of 3.7, slightly lower than the overall average.

## Personal Statements

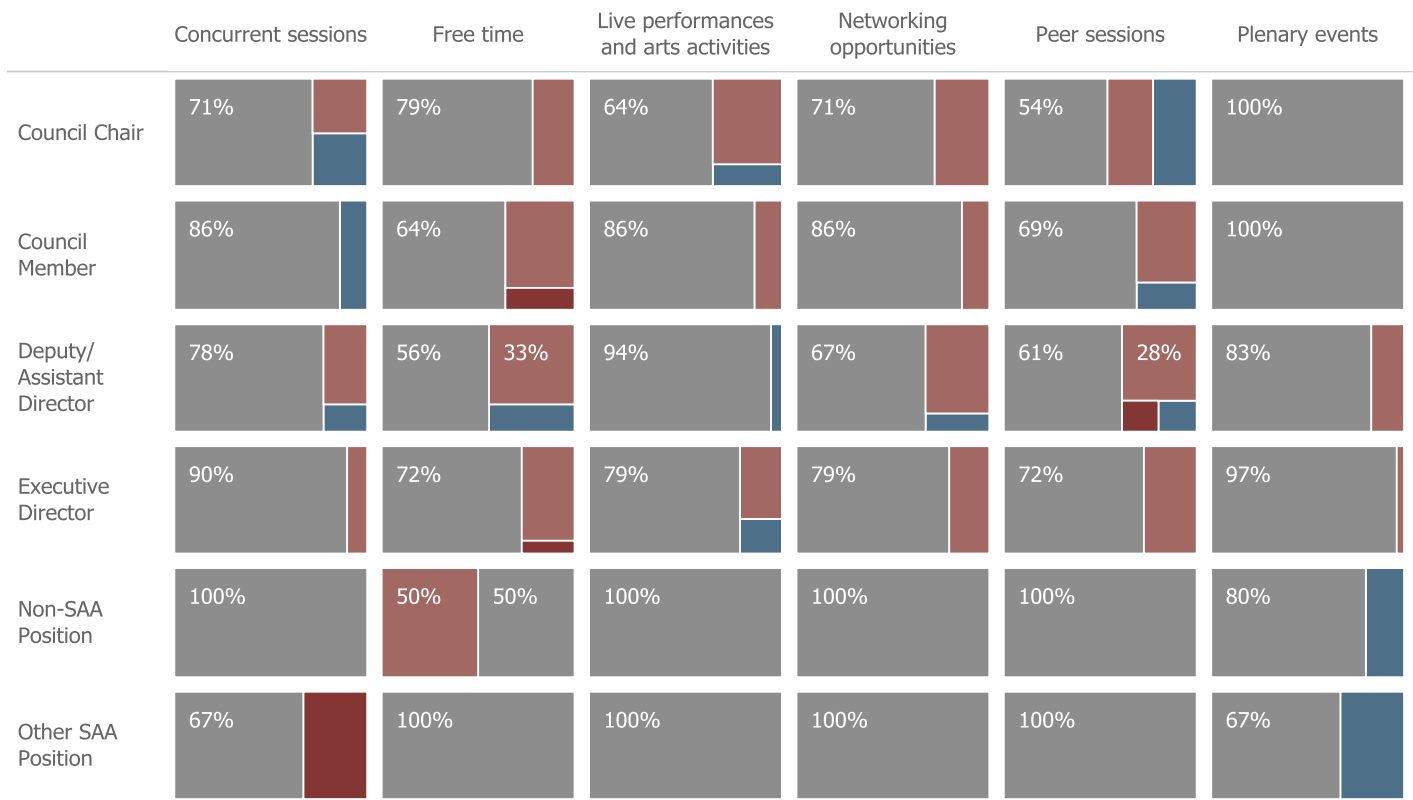


Personal statements assess the internal changes attendees perceived during the conference. 75% of respondents strongly agree, and 22% somewhat agree, that they will share something they learned at the meeting with others. Statements about feeling strengthened as a strategic communicator and advocate received the lowest ratings, though 78% and 82% of respondents strongly or somewhat agreed with both, respectively. 93% of respondents feel more connected with NASAA staff and services, which is 13% higher than Assembly 2016 respondents (accounting only for those in leadership positions). The difference is even greater when looking those who strongly agree they feel more connected to NASAA: 62% in 2017, 44% in 2016, and 54% in 2015.

## Time Allotment

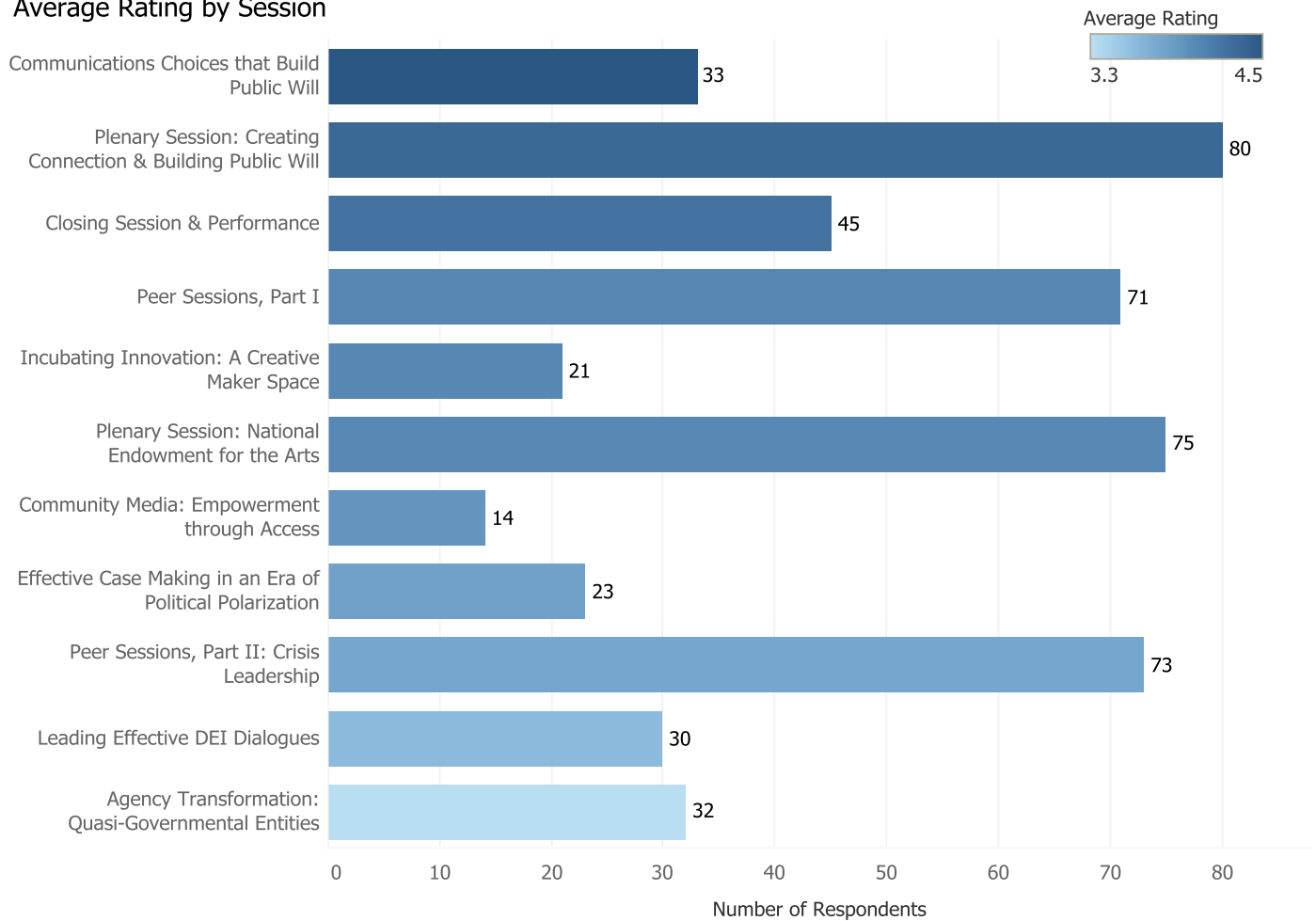


## Time Allotment by Position



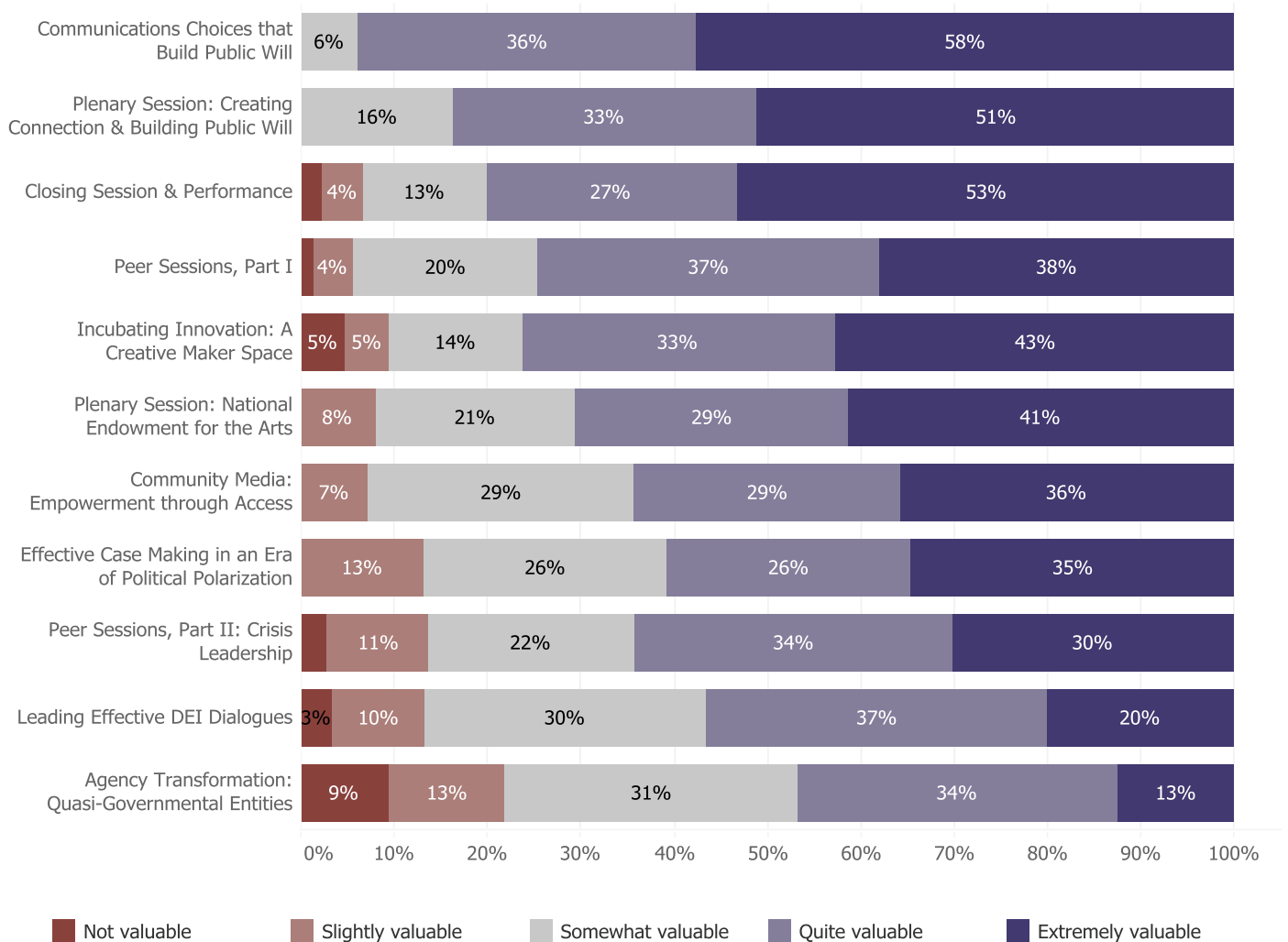
The majority of respondents indicated that there was "just enough" time spent on all activities. Almost one-third of respondents wanted more free time, and about a quarter of respondents wanted more time in peer sessions. Broken down by position, there do not seem to be pronounced differences between council members and chairs, executive directors, and deputy directors.

## Average Rating by Session



The Building Public Will content was rated highly on average by respondents. Respondents rated Peer Sessions, Part II: Crisis Leadership; DEI Dialogues; and Agency Transformation less favorably, though the lowest session average rating was 3.3 on a scale from 1 to 5. Respondents rated the Closing Plenary Session highly, though fewer rated and attended this session than other plenaries. Please see write-in comments for individual feedback on specific sessions.

## Full Ratings by Session

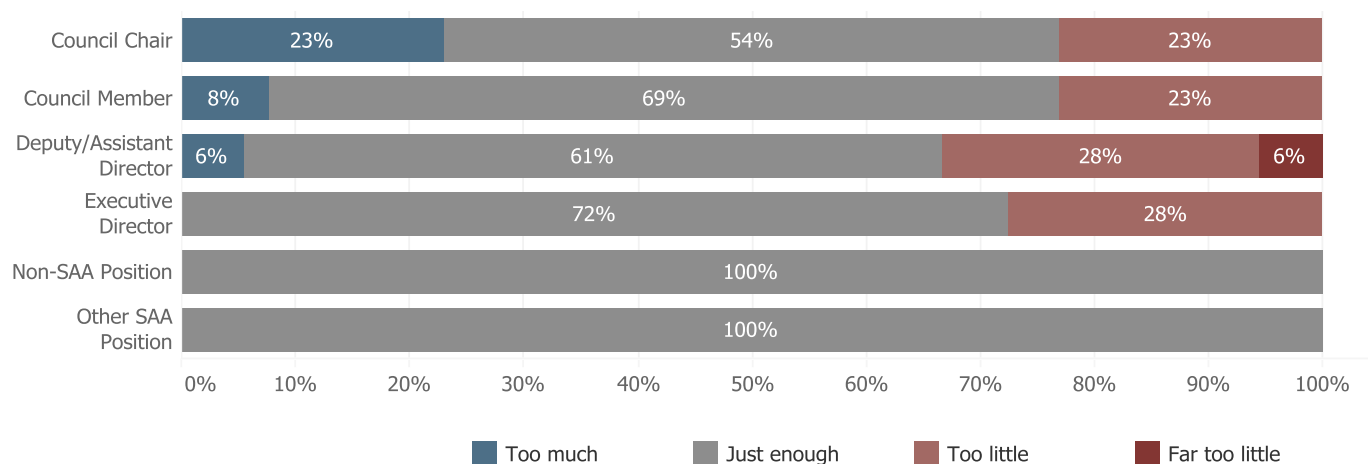


All respondents found the content from the two Building Public Will sessions at least somewhat valuable; the majority found it extremely valuable. Peer Session, Part I and the Closing Plenary Session were also rated very highly, with 80% and 75% reporting quite or extremely valuable, respectively. More than 50% of respondents thought that the Agency Transformation session was somewhat valuable or less.

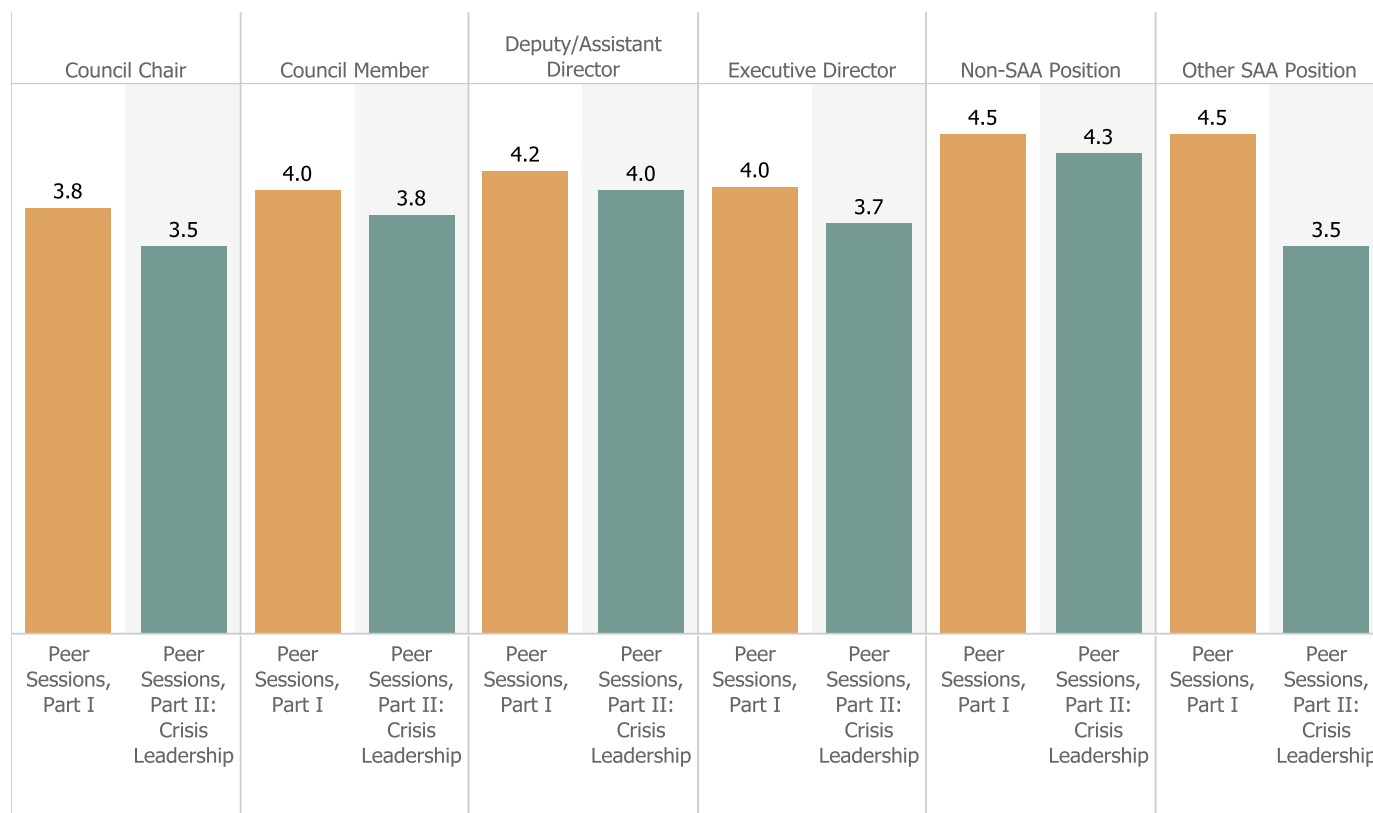
## Session Ratings by Position and Tenure

	Average Rating											
	2.0 5.0											
	Council Chair	Council Member	Deputy/Assistant Director	Executive Director	Non-SAA Position	Other SAA Position	Less than one year	1-2 years	3-5 years	6-9 years	10-14 years	15 or more years
Communications Choices that Build Public Will	4.4	4.3	4.6	4.6	5.0	4.0	4.5	4.6	4.4	4.8	4.3	4.5
Plenary Session: Creating Connection & Building Public Will	4.5	4.0	4.3	4.4	4.8	4.0	4.5	4.5	4.3	4.1	4.2	4.3
Closing Session & Performance	4.2	4.1	4.4	4.3	5.0	3.7	4.5	4.2	4.4	4.1	4.3	4.0
Peer Sessions, Part I	3.8	4.0	4.2	4.0	4.5	4.5	4.1	3.9	3.8	3.9	4.8	4.3
Incubating Innovation: A Creative Maker Space	4.3	4.0	4.3	3.7		5.0	4.2	4.8	4.5	2.5	3.3	5.0
Plenary Session: National Endowment for the Arts	4.3	3.8	4.1	4.0	4.7	4.0	4.5	4.0	3.7	3.6	4.2	4.3
Community Media: Empowerment through Access	5.0	4.0	4.2	3.5	3.0		4.5	4.0	3.0	3.0	4.0	5.0
Effective Case Making in an Era of Political Polarization	4.5	3.0	4.3	3.9	4.0	2.0	4.0	3.8	3.7	3.7	3.5	4.3
Peer Sessions, Part II: Crisis Leadership	3.5	3.8	4.0	3.7	4.3	3.5	3.8	3.9	3.9	3.5	3.8	3.5
Leading Effective DEI Dialogues	4.5	3.3	4.0	3.3	4.0		3.8	3.5	3.2	3.0	3.7	4.7
Agency Transformation: Quasi-Governmental Entities	2.8	2.3	3.8	3.3	4.0	5.0	3.3	3.3	2.2	3.7	4.5	4.0

## Peer Session Time Allotment



## Peer Session Ratings



Just as many council chairs thought peer sessions took up too much time as too little time. 34% of deputy directors felt that there was too little time spent in peer sessions. Across the board, Peer Session, Part I, was rated higher than Peer Session, Part II. A few respondents expanded on reasons for this in the comments section—some thought the presentation was not well done or tailored to state arts agencies, but a few respondents wrote they found the crisis content valuable and questioned whether their agency was prepared for a crisis.



- The Chinese symbol for crisis is danger and opportunity. *(executive director)*
- Wish I had gone to concurrent session, but Deputy did. *(executive director)*
- Within the bigger context - our state agency is doing very well. *(executive director)*
- Connections made with specific colleagues around specific issues or programs I can follow up on. *(executive director)*
- Connection with people and purpose. *(executive director)*
- Strategic direction, available resources, connections to peers. *(executive director)*
- Crisis Communication discussion. Great facilitator for Ex Dir Session. *(executive director)*
- Face-to-face networking, having new/more opportunities to listen to colleagues and learn what matters most in their communities, and gaining new tools and perspectives for strengthening advocacy. *(non-SAA)*
- How committed State arts leaders are to transformative work. *(non-SAA)*
- Strengthening advocacy skills. *(other SAA)*
- I found the level of engagement and critical thinking of the attendees to be very high. I think it fostered an effective peer learning environment. *(non-SAA)*

### **Sessions and Plenaries**

- "Agency Transformation: Quasi-Government Entities" Commission speakers' stories were interesting. Wish the Tourism perspective could have included collaborative initiatives between arts and tourism. *(council chair)*
- The concurrent sessions did not have enough time. *(council chair)*
- Attended the closing plenary session but didn't relate to it as a valuable session. It was extremely enjoyable, though. *(council member)*
- While crisis management is important, it was not a particularly valuable session for me as I have extensive experience in that field. I also think that there could have been another topic that would have been more valuable to participants, e.g. councilor-ED relationships, interaction, support. I was not able to attend the closing session but would have enjoyed it I know! *(council member)*
- Crisis communications workshop felt a little "phoned in," mechanical. I expected the session on DEI dialogues to be more about how to lead those dialogues with sensitivity, but it dealt more with general DEI issues, rather than the conversations themselves. *(executive director)*
- I thought the DEI session was a bit too introductory for SAA [state arts agency] leaders. I felt as though she had taken her starting point from the foundation world, rather than our world where our work has always been rooted firmly in access and equity. We all have much work to do, no doubt, and DEI sessions are incredibly important but I wish this one had acknowledged the basic guiding principles of SAAs and used that as a starting point so that we could have gone a bit deeper. *(executive director)*
- I was heavily involved in planning and delivering the Creating Connection content, so it seems unfair to vote on how well that went. :) *(non-SAA)*

### **Plenary Session: Creating Connection & Building Public Will** (mostly from the "General Take-away" responses)

- "Building Public Will Plenary" continues to reinforce the reframing of the arts for nurturing creativity and innovation. As a facilitator of the creative process I was happy

to learn of this alliance 4 years ago at New Orleans conference. Good to hear it's being adopted as path forward. Terrific tie in with "Communication Choices that Build Public Will" session by Creating Connection. Research and creative entry points succinct.

*(council chair)*

- Building Public Will. *(council chair)*
- Building public will for the arts. *(council chair)*
- Making public will part of our strategic plan. *(council chair)*
- Building public will. *(council chair)*
- The public will information. I wanted more. *(council chair)*
- The discussions on changing or guiding public will. *(council member)*
- The sessions about creating public will and creative communication were valuable, provided usable examples, and had tips for implementing new strategies right away and for in the future. *(deputy director)*
- How the arts can be used and re-framed and displayed to change public perceptions and attitudes. *(deputy director)*
- Public will framing. *(deputy director)*
- The connections made and insight into Creating Connection and Building Public Will. *(non-SAA)*

## **Peer Sessions**

- The best thing for me was the chance to meet and discuss issues with my peers. *(council chair)*
- Chair Peer Session, Part 1 comprised mostly of new Chairs presented a disconnect personally. Appreciate the mentoring of experienced to those less experienced. Must share that the comment that alluded to the fact that we needed to speak up because names were being recorded was off putting rather than inspirational...interesting leadership style. *(council chair)*
- Friday peer session - too much sitting, too little interaction. *(council chair)*
- Move peer sessions to the first day. Allows stronger networking during the dinners/free time. *(deputy director)*
- More structure in the peer sessions. Part I was primarily people complaining and Part II was clearly a revamp of a training that wasn't tailored to the arts and would have been more applicable to specific cultural institutions like museums. *(deputy director)*
- The peer session could have been more effective with more directed conversation. *(deputy director)*
- Wish the peer sessions were first so that we met/networked with our peers before the end of the conference. Would be especially helpful for those that are new. More time with peers in a unstructured format. *(deputy director)*
- Peer sessions and connecting with others. Plenaries and breakout sessions were good, and built on each other, but it is always valuable to convene with those in similar positions to make connections. *(deputy director)*
- I would have liked more small group discussion time in the Peer Sessions part 1 - an additional 15 minutes. We had just begun discussing identified issues and it was time to move on. *(executive director)*

### **Plenary Session: National Endowment for the Arts**

- Plenary Session: NEA inspirational. Would like to have learned more specifically plans to promote arts' creativity and innovation on a national level. *(council chair)*
- While Jane Chu was interesting, she shared nothing with us except what she had done over the past year. *(council member)*
- The shared experiences and concerns among ED's. Jane Chu's review of her site visits around the nation - she's so inspiring. *(executive director)*

### **Criticisms**

- More round table discussions on issues of advocacy and management. *(council chair)*
- I found there was too much politicizing of the arts at this conference. *(council chair)*
- Preconference gathering for first timers. *(council chair)*
- Small rooms other than plenary sessions. *(council chair)*
- There was not enough time between sessions. Having the opportunity to be in a session on leadership with our other agency person, instead of just peer, would be useful. *(council chair)*
- Conference Location. Please consider the meeting rooms and space in the future. The conference hotel's session room. Configurations were truly uncomfortable. Session rooms for concurrent and peer were uncomfortable and crowded. Layout was awkward as some could not see the screen due to obstructions and the temperature was either too warm or cold. This makes focusing an issue. I also think NASAA should include a mentorship program for first time attendees. *(council member)*
- Nothing comes to mind right now. *(council member)*
- I would have liked a session that described the differences in how councils around the country are organized and how councilors participate. I also found it strange that nowhere that I could find on the information promoting the conference did it say where the conference was taking place other than in Portland. We were told to make reservations at the Benson but not that the conference was taking place there. As I was not staying at the Benson, I found it difficult to plan my transportation to and from the conference until I finally called to ask where the meetings were to be held. *(council member)*
- Little more time to get places due to slow elevators. *(council member)*
- A bit more introductory to each other at the museum reception. *(council member)*
- Boring speeches. *(council member)*
- A peer session early on would have been helpful to make connections for those of us new to the leadership conference. *(deputy director)*
- No suggestions at this time. *(deputy director)*
- I think that when people get their breakfast and then their coffee and are seated in the opening plenary that they are ready to get right into substance. Having the roll call and the welcome speeches and then performers kick it off meant that we did not get onto substance until 11 am. Several of us found that frustrating. I wonder how a roll call over lunch when we are all together and having conversations would work?! Each state could get up and make their min-speech and we would not lose precious plenary time. Still the same fun interaction but done in a way that gives more time for real program content.

Just a thought...Either way I would have the greetings from our hosts / elected leaders and then get right into the program. People come to the LI ready to learn! *(executive director)*

- I was disappointed in this year's conference. I was excited about the topics going in but found the delivery to be lacking. The speakers chosen did not know their audiences or were completely irrelevant. I am rethinking our membership in NASAA. *(executive director)*
- Less sit and get, more engaged learning. *(executive director)*
- Can't think of anything. Well Done! *(executive director)*
- I cannot think of anything. *(non-SAA)*
- Always need more time...so much packed into a short timeline. *(other SAA)*

### **General Kudos**

- NASAA resources and understanding of organization. Thank you! *(council member)*
- This conference was very valuable and I'll plan to attend next year. *(executive director)*
- Thank you, NASAA team. Great gathering. *(executive director)*
- It was great! The NASAA team was friendly, helpful, and all around fabulous, and you all made for an incredibly welcoming environment. There was careful attention to breaks, snacks, and all the other little comfort amenities that can make long days of learning and networking more manageable. Thank you! *(non-SAA)*