

National Assembly of State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

Business Meeting Materials

September 19 and 20, 2019
Providence, Rhode Island

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National Assembly of State Arts Agencies

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Business Meeting Agenda **National Assembly of State Arts Agencies** *Thursday and Friday, September 19 and 20, 2019*

Thursday

- I. Call to Order
- II. Roll Call
- III. Approvals
- IV. Welcomes
- V. CEO Report

Friday

- VI. Chair's Report
- VII. Treasurer's Report
- VIII. Nominating Committee Report
- IX. Other Business
- X. Adjourn

Standing Rules

1. NASAA's annual business sessions take place Thursday, September 19 at 9:00 a.m. and Friday, September 20, at 3:30 p.m.
2. Members participating shall be established by roll call and reported to the chair.
3. The Assembly membership consists of the state and jurisdictional arts agencies, represented by the chair and/or executive director of each constituent agency. The member representatives may designate an acting chair or acting executive director for purposes of voting. The NASAA chief advancement officer (Laura Smith) or secretary of the Assembly (Omari Rush, CH-MI) must be notified of any such designations prior to the beginning of the business session.
4. Each member agency of the Assembly is entitled to one vote.
5. Members wishing to speak or ask questions shall be recognized by the chair.
6. The chair may establish a time limit for discussion on any question, and may choose to limit discussion on any question to voting members.
7. The rules of *Robert's Rules of Order, Newly Revised*, 11th edition, shall govern the sessions in all cases to which they are applicable and in which they are not inconsistent with the bylaws of the Assembly and the Standing Rules.
8. Questions about the business sessions or standing rules should be directed to NASAA chief advancement officer [Laura Smith](#).

National Assembly of State Arts Agencies

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NASAA 2018 Business Session

Baltimore, Maryland
November 1 & 3, 2018

The session was called to order by NASAA Chair Benjamin Brown, chair of the Alaska State Council on the Arts, at 1:00 p.m. Eastern on Thursday, November 1, 2018.

Maryland Department of Business and Economic Development Deputy Secretary Ben Wu and Maryland First Lady Yumi Hogan greeted attendees, welcomed them to Maryland, and spoke about the value of the arts in state and local economies.

Brown noted that business meeting materials were distributed to all voting members on September 28, 2018. Additional copies were available on site.

NASAA Secretary Loie Fecteau, executive director of New Mexico Arts, conducted the roll call. The following member agencies were present:

Alabama State Council on the Arts	Minnesota State Arts Board
Alaska State Council on the Arts	Mississippi Arts Commission
American Samoa Council on Arts, Culture and Humanities	Missouri Arts Council
Arizona Commission on the Arts	Montana Arts Council
Arkansas Arts Council	Nebraska Arts Council
California Arts Council	Nevada Arts Council
Colorado Creative Industries	New Hampshire State Council on the Arts
Connecticut Office of the Arts	New Jersey State Council on the Arts
Delaware Division of the Arts	New Mexico Arts
DC Commission on the Arts and Humanities	New York State Council on the Arts
Florida Division of Cultural Affairs	North Carolina Arts Council
Georgia Council for the Arts	North Dakota Council on the Arts
Guam Council on the Arts & Humanities Agency	Ohio Arts Council
Hawai'i State Foundation on Culture and the Arts	Oklahoma Arts Council
Idaho Commission on the Arts	Oregon Arts Commission
Illinois Arts Council Agency	Pennsylvania Council on the Arts
Indiana Arts Commission	Rhode Island State Council on the Arts
Institute of Puerto Rican Culture	South Carolina Arts Commission
Iowa Arts Council	South Dakota Arts Council
Kansas Creative Arts Industries Commission	Tennessee Arts Commission
Kentucky Arts Council	Texas Commission on the Arts
Louisiana Division of the Arts	Utah Division of Arts & Museums
Maine Arts Commission	Vermont Arts Council
Maryland State Arts Council	Virginia Commission for the Arts
Massachusetts Cultural Council	Washington State Arts Commission (ArtsWA)
Michigan Council for Arts and Cultural Affairs	West Virginia Department of Arts, Culture and History
	Wisconsin Arts Board
	Wyoming Arts Council

The following motions were presented and approved on November 1, 2018:

To approve the agenda (passed by unanimous voice vote)

To approve the 2017 business session minutes (passed by unanimous voice vote)

The meeting was called into recess until Brown reconvened the business session at 11:00 a.m. on November 3, 2018. The following motions were then presented and approved:

To approve the 2019 Action Plan and 2019 budget (passed by unanimous voice vote)

To approve the Nominating Committee slate for three-year terms on the NASAA board of directors (passed by unanimous voice vote):

Eduardo Arosemana, Chair, Institute of Puerto Rican Culture
Carla Du Pree, Council Member, Maryland State Arts Council
Michael Faison, Executive Director, Idaho Commission on the Arts
Monica Guzman, Former Chair, Guam Council on the Arts & Humanities Agency*
Karen Paty, Executive Director, Georgia Council for the Arts*
Omari Rush, Chair, Michigan Council for Arts and Cultural Affairs*
John Strickland, Chair, West Virginia Commission on the Arts*

*These board members will continue their service for a second three-year term.

Brown thanked board members whose terms were ending and expressed appreciation for all members who served on NASAA's 2018 Planning & Budget, Governance, and Nominating committees.

The business session adjourned on Saturday, November 3, 2018 at 12:49 p.m. Eastern.

National Assembly of State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

Planning & Budget Committee Report

August 2019

Ken May (Former ED-SC, NASAA Treasurer)
Karl Blischke (ED-PA), Karen Hanan (ED-WA), Julie Richard (ED-ME), Omari Rush (CH-MI),
Nola Ruth (CM-MO), George Tzougros (ED-WI), Mack Wathen (CH-DE)

The Planning & Budget (P&B) Committee spent the summer developing NASAA's fiscal year 2020 budget and action plan. The committee conducted a wide-ranging review of state arts agency needs, considering specific NASAA programs and services that will be timely for the year ahead. The committee also examined NASAA's budget and resources available to support our association's work.

Although NASAA planning is led by the P&B Committee on the board's behalf, the entire membership gets involved. This summer the committee received both qualitative and quantitative input to give the action plan good aim. We:

- considered trends in the field and [questions members and advocates are asking](#),
- secured planning suggestions and service feedback from 98 executive directors and council chairs during Nominating Committee [interviews](#), and
- reflected on the result of our updated [Performance Metrics Dashboard](#) and the [State Arts Agency Vital Statistics](#) poll, which harvested information from 50 states and jurisdictions.

Fiscal Year 2020 Action Plan: Annual action plans are organized around the goals, objectives and values of NASAA's evergreen [strategic plan](#). This approach ensures that our long-term goals rudder our daily activities. The committee considered current services the membership wants us to continue, as well as new work that we should pursue next year. We determined that four top priorities first designated in 2019 should extend into 2020:

- **Advocacy:** Although we've made good progress in growing support for the National Endowment for the Arts (NEA) in Congress, federal arts funding is by no means secure in this political climate. It will require proactive relationship-building and adept work across the aisle to sustain support heading into 2020 elections. The action plan therefore retains federal advocacy as a priority. We'll also assist members with state-level advocacy by providing tools, data, best practices and training as well as by advising state-level citizen advocacy groups (and assisting states that lack them).
- **DEI:** We assigned special attention to diversity, equity and inclusion (DEI) activities. We dedicated member interview questions to this topic; devoted time to it during our staff and committee deliberations; and received Governance Committee input, as well. The resulting action plan reflects this emphasis, with DEI highlighted as a top priority and numerous DEI services infused throughout NASAA's four goal areas.
- **Leadership transitions:** Leadership turnover continues to affect many states. Facilitating the success of new appointees is an important component of this workplan.
- **State arts agency innovation:** NASAA will inspire and inform new programmatic approaches among state and jurisdictional arts agencies. Our next action plan includes

many cross-sector partnerships as well as an emphasis on emergency readiness, DEI, creative aging and creative placemaking.

Fiscal Year 2020 Budget: The committee reviewed NASAA's expenses and revenues for the past six years, noting the roles that various funding sources play in helping us attain our long-term objective of diversifying NASAA's budget. We examined extensive line-item details for anticipated FY2020 income and expenses. The budget summary is attached (following the action plan) and reflects:

- **No NASAA conference revenue or expenses** are included for FY2020. Both Assembly 2020 and the 2020 Arts Education Managers Professional Development Institute (PDI) will be held in October 2020, after the start of our FY2021.
- The research portion of our NEA **cooperative agreement** will increase by \$50,000 for a new project: creating maps of federal, state and private arts funding that illustrate the importance of public sector support in the arts ecosystem. The arts education portion of the cooperative agreement will increase by \$15,000 to strengthen our delivery of the PDI for arts education managers.
- The recently-received **Aroha** and **ArtPlace America** grants represent major new funding—and new work activity—for NASAA. A good portion of the ArtPlace funding will be realized in FY2021, in conjunction with Assembly 2020.
- Significant costs will be incurred for upgrading and migrating our **member database** to a new platform, but most of those will be capitalized and are therefore not included in this budget.

The budget contains revenues we have reasonable confidence in securing, but we certainly are seeking more. Some activities in the action plan have been flagged as "contingent" upon additional funding. When new dollars are secured, we'll add them to future budget reports.

Motion

The P&B Committee and the NASAA Board of Directors recommend membership approval of the following action plan and budget. Both the committee and the full board have approved the documents and bring this motion to the floor:

To approve the proposed fiscal year 2020 action plan and budget.

We request the membership's consideration of this motion during our September 20, 2019 business meeting. Per NASAA bylaws, a membership vote is required to ratify an annual plan. But per NASAA tradition (for full transparency), we request member approval of annual budgets, too.

The P&B Committee extends our sincere thanks to the board, the Nominating Committee and the entire membership for your active engagement and generous planning input throughout the year. We look forward to a fruitful 2020 for NASAA and state arts agencies.

FISCAL YEAR 2020

ACTION PLAN

National Assembly of
State Arts Agencies

NASAA's [Strategic Plan](#) charts NASAA's long-term course. It asserts why state arts agencies (SAAs) matter to America, the goals we'll attain and the values that govern our decisions. Annual action plans zoom in on the specific steps NASAA will take each year to strengthen state arts agencies. We begin by highlighting four key priorities for NASAA in 2020. Complete details on these priority actions—and all core/ongoing services—are available starting on the next page.



Advocacy

NASAA plays a key leadership role in equipping state arts agencies to secure support in a complex and contentious political climate that will intensify as the 2020 elections approach. In the year ahead NASAA will provide federal advocacy leadership, address messaging that works across the political spectrum, and propagate best practices in state level advocacy.

Diversity, Equity and Inclusion (DEI)

Our field has made tremendous strides in advancing DEI—and we have further still to go. This action plan offers services that help members translate principles into *action*, and widens our DEI scope to include more tribal, rural and low-income perspectives. These activities are integrated across all four of NASAA's goals and align with our [DEI values and policy goals](#).

Leadership Transitions

We continue to see high turnover rates among state arts agency executives. (More than half of state arts agencies are led by executives with less than four years of experience.) NASAA will support these new leaders, orient them to public service and equip them to succeed in meeting the unique demands of our field.

State Arts Agency Innovation

NASAA helps state arts agencies to imagine new program and service strategies. The FY2020 action plan emphasizes cross-sector work, DEI, creative aging and creative placemaking. Because so few state arts agencies have disaster plans in place, emergency readiness will be an additional area of emphasis.

ORIGINS OF THE ACTION PLAN

NASAA's action plans, built around the architecture of our strategic plan, itemize the near-term steps needed each year to achieve our long-term goals. This approach—combined with ongoing evaluation and performance measurement—ensures that NASAA's day-to-day priorities align with our strategic vision. It also gives us the agility to adjust to emerging needs, new opportunities and unforeseen constraints.

A member-driven process guides the development of NASAA action plans. For fiscal year 2020, we mined [questions members and advocates are asking](#) and secured feedback from 98 executive directors and council chairs during Nominating Committee interviews. We also examined the results of our [Performance Metrics Dashboard](#) and [State Arts Agency Vital Statistics](#) poll. Taking this input into account, the [Planning & Budget Committee](#) develops the action plan for the [NASAA board of directors](#) (representing 21 states and jurisdictions) before the full membership votes to ratify it.

Summer 2019 Member Interviews



ACTION PLAN KEY

- + New activity for FY2020
- ↔ Expanded activity for FY2020
- ★ Activity related to a thematic priority for FY2020

- ◆ Supplemental service offered on a fee basis
All other member services are included in annual dues.
- +\$ Activity contingent on securing supplemental/private funds

GOAL I. ADVOCATE FOR STATE ARTS AGENCIES.

A. Advocate for a robust and well-funded National Endowment for the Arts (NEA).

	1	Educate members of Congress about the public value of the arts and the NEA.
	2	Encourage the House and Senate Appropriations Committees, and Congress as a whole, to sustain NEA funding.
	3	Maintain the federal policy language reserving 40% of NEA grant funds for Partnership Agreements.
	4	Protect the flexibility of Partnership Agreement funds for state arts agencies in the NEA's implementation of the 40% set-aside.
	5	Maintain regular communications and positive working relationships between NASAA and NEA leaders.
	6	Represent the interests of state arts agencies to the NEA on programmatic and policy issues, particularly around collaborative initiatives and federal expectations of states.
	7	Issue timely advocacy alerts and mobilize members around calls to action.
	8	Produce federal arts funding talking points and fact sheets to support member advocacy on Capitol Hill.
	9	Participate in coalition arts advocacy efforts through the Cultural Advocacy Group.
	10	Conduct fresh message framing research on the value proposition for federal and state arts funding, to appeal across the political spectrum.

B. Develop other federal resources and relationships beneficial to state arts agencies.

	1	Collaborate with NASAA members, the NEA and regional arts organizations to envision a new regional strategy to assist NASAA's territory/jurisdiction members.
	2	Develop a guide to federal resources (beyond the NEA) that state arts agencies and their allies can tap to support creative placemaking and arts based community development initiatives.

C. Strengthen state level advocacy practices.

	1	Monitor state legislation relating to the arts and alert members to key trends affecting state arts agencies.		
	2	Produce talking points, fact sheets and visual materials promoting the return on investment of state arts funding.		
	3	Propagate advocacy best practices among state arts agency council members, state arts agency grantees and citizen advocacy groups by: <table border="1" data-bbox="464 1263 1894 1383"> <tr> <td>Continuing the Practical Advocate series, which offers quick, accessible advocacy tips</td> </tr> <tr> <td>Issuing guidance on specific advocacy strategies, especially developing legislative caucuses and engaging council members in advocacy efforts</td> </tr> </table>	Continuing the Practical Advocate series, which offers quick, accessible advocacy tips	Issuing guidance on specific advocacy strategies, especially developing legislative caucuses and engaging council members in advocacy efforts
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		Providing advocacy training workshops/keynotes to state arts agency constituents. Promote this service. Advising state arts agencies seeking to start or rejuvenate citizen advocacy groups
	4	Communicate regularly with members of the State Arts Action Network (SAAN) and collaborate with Americans for the Arts on shared priorities and joint meetings between SAAN and state arts agencies.
	5	Promote advocacy tools and the public value of state arts agencies through NASAA's website and social media channels. Encourage public participation in state arts advocacy through NASAA's Act Now! page.
	6	Provide confidential, customized guidance to individual state arts agencies to develop new advocacy strategies or manage legislative crises.

D. Foster cross-sector support and strategic partnerships to benefit state arts agencies.

	1	Communicate the value and visibility of the arts and state arts agencies through Capitol Hill briefings and other strategic communications outlets influential to policymakers.
	2	Promote the research completed with the National Governors Association (NGA) and the NEA to elevate the value of the arts as a rural development asset.
	3	Collaborate with the rural coalition partners (including the Rural Policy Research Institute, Art of the Rural, the Center for Rural Strategies, First Peoples Fund, the National Consortium for Creative Placemaking, and Springboard for the Arts) to promote the arts as an integral part of rural economic development policy.
	4	Partner with ArtPlace America to equip state arts agencies to be key partners in equitable creative placemaking endeavors nationwide.
	5	Collaborate with the National Alliance of Community Economic Development Associations to facilitate connections between state arts agencies and their community development counterparts, such as state housing finance agencies and statewide networks of community development corporations.
	6	Represent state arts agencies on a cross-sector task force (convened by the NEA) to examine the effects of the arts in the prevention, management, and recovery process of substance use disorders.
	7	Establish an information-exchange relationship with the National Association of Counties.
 	8	Deepen NASAA's relationship with Aroha Philanthropies toward the goal of creating a new funding stream to support state arts agencies' creative aging programs. If successful in securing funds, create grant guidelines and systems to distribute resources to members.
	9	Through the Arts Education Partnership (AEP) and the Education Commission of the States, encourage the adoption of state policies and practices that strengthen arts learning. Provide leadership for the AEP Equity Working Group.
	10	Represent NASAA and state arts agencies through the American Academy of Arts and Sciences.
	11	Represent state arts agencies at other key meetings of arts and/or government leaders.

GOAL II. HONE THE KNOWLEDGE AND SKILLS OF STATE ARTS AGENCIES.

A. Supply authoritative facts about state arts agencies.

	1	Supply timely and comprehensive information about state arts agency budget trends, revenue sources and dedicated/supplemental revenue streams.
	2	Supply authoritative information on the structure and operations of state arts agencies, including staffing, compensation and agency placement.
	3	Provide data on state arts agency grant-making outlays as well as the agency policies and guidelines that shape those investments.
	4	Maintain public clearinghouses of seminal state arts agency policy documents, such as strategic plans, authorizing statutes and the Interactive Database of State Creative Economy Studies.
+	5	Produce state-by-state maps of federal, state and private arts funding that illustrate the distinctive role fulfilled by public funding within the arts ecosystem.
	6	In cooperation with the NEA, supply data about state arts agencies and provide information support services that assist the NEA State & Regional Office and other NEA divisions.
	7	Contribute expertise and information to arts research initiatives (such as the National Center for Arts Research, the Cultural Research Steering Committee and projects led by the NEA, regional arts organizations, Americans for the Arts, Grantmakers in the Arts, etc.) around topics of importance to state arts agencies.

B. Catalyze state arts agency innovation, improvement and change.

★	+	1	Harness the power of research to advance diversity, equity and inclusion (DEI) policies and practices among state arts agencies by:
			Conducting case studies of program or policy changes being tackled by state arts agencies
			Showcasing examples of how state arts agencies are tailoring services to rural, tribal remote and low-income communities
			Promoting continued use of the Visualizing Equity in Grant Making dashboards for all state arts agencies, providing grants analytics linked to state demographics and populations served
			Developing state arts agency self-assessment checklists to help members reduce bias in grant-making practices
			Sharing models of DEI strategies and evaluation tools used by other networks
★			Providing guidance to state arts agencies collecting underserved beneficiary data for Final Descriptive Reports
		2	Showcase state arts agencies' program and policy ingenuity through the State to State column (and its on-line database), research reports, social media and other communications channels.

★	3	Highlight best practices around state arts agency innovation and timely topics of interest to state arts agencies, such as:
		creative aging
		creative placemaking
		emergency readiness planning
		strategies for supporting arts activity that falls outside the traditional 501(c)(3) business model
	strategies to engage the public in citizen-driven planning or decision making	
★	4	Curate and circulate research resources that inform members about trends and program innovations relevant to the work of state arts agencies. Implement the communications vehicle(s) needed to share this information efficiently with the field.
	5	Monitor national networks (such as the National Center for Creative Aging, Grantmakers in the Arts, Americans for the Arts, the National Coalition for Arts' Preparedness and Emergency Response, and others) to share resources relevant to state arts agency program design.

C. Facilitate members' use of information for planning, decision making and case making.

★	1	Fulfill member information requests, providing prompt and customized responses to state arts agency inquiries.
	2	Develop and promote on-line maps, data visualizations and interactive tools that facilitate the understanding and communication of information about state arts agencies.
	3	Conduct a pilot project to improve the integrated geographic analysis of state arts agency, regional arts organization and NEA direct grants through a PolicyMap platform.
	4	Collaborate with the NEA Office of Research & Analysis to visualize state level employment and GDP data from the U.S. Bureau of Economic Analysis's Arts and Cultural Production Satellite Account.
	5	Promote exemplary performance measurement and program evaluation practices.
	6	Provide research and facilitation consulting services to support individual members' strategic planning and evaluation efforts.
	7	Offer enhanced benchmarking reports that provide multistate comparisons of key agency metrics.
	8	In cooperation with the NEA, provide technical assistance and documentation to help states and regions fulfill federal reporting requirements.

D. Deliver educational programs that boost members' knowledge and leadership skills.

★	1	Develop the programming for the Assembly 2020, convening in San Juan, Puerto Rico, to engage a full complement of state arts agency staff and volunteer leaders in meaningful learning experiences. Attune the program to state arts agencies' DEI goals, the unique opportunities offered by the host community and the needs of newcomers as well as veterans in our field.
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	2	Design an immersive creative placemaking learning program, offered in conjunction with Assembly 2020, to enhance the knowledge and skills state arts agency community development coordinators (CDCs). Engage the CDC network in the design of the program and tailor the curriculum to their learning needs.
	3	Cooperate with the NEA to develop the agenda for a national gathering of state folklife and traditional arts staffers, to be conducted at Assembly 2020.
	4	Cooperate with the NEA to convene a 2019 State Arts Agency Arts Education Managers Professional Development Institute (PDI) that addresses arts education within rural, remote and tribal community contexts. Develop the agenda and learning outcomes for the 2020 PDI.
	5	Convene a State Arts Agency Executive Directors Boot Camp for newly appointed directors, with an agenda tailored to the needs of the 2020 cohort. (See Goal III, Objective C for additional services targeted to agencies undergoing leadership transitions.)
	6	Complete site selection for the 2021 Leadership Institute.
	7	Conduct site selection for the 2022 Assembly.
	8	Convene quarterly webinars to brief members on timely issues or new research.
	9	Serve as the fiscal agent for the 2020 Mid Atlantic Teaching Artists Conference, co-convened by state arts agencies in that region.

GOAL III. CONNECT STATE ARTS AGENCIES.

A. Keep state arts agencies informed through timely, relevant and accessible communications.

1	Distribute systematic communications to members through targeted e-mail messaging and NASAA's social media channels.
2	Maintain the currency and accessibility of the NASAA website.
3	Continue to grow NASAA's social media following, with a premium on audiences useful for advocacy. Increase interaction through NASAA's social media channels by promoting Facebook discussion and using event/issue hashtags.
4	Assess the structure, delivery and effectiveness of the NASAA Notes newsletter and related communications vehicles. Retool vehicles as needed to optimize the timely delivery of information to members.
5	Maintain media monitoring systems to track press coverage of state arts agencies, NASAA and the NEA.

B. Facilitate peer-to-peer networking.

1	Maintain listservs to facilitate rapid information sharing for state arts agency executive directors, deputy directors, arts education managers, grants officers, public information officers, community arts managers, traditional arts managers, accessibility coordinators and other interest groups.
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	2	Coordinate volunteers from the field to lead job-alike peer sessions at upcoming conferences.
★	3	Cultivate a state arts agency community of practice around DEI by:
		Sustaining an affinity group for state arts agency staff and council members of color
	Continuing a mentorship program for state arts agency staff and council members of color	
	+	Convening discussion forums around key topics, such as coping with backlash or diversifying appointments to your council
+	Pooling information about facilitators, speakers and consultants that state arts agencies have engaged to assist their DEI efforts	
	4	In cooperation with the NEA, maintain orientation and mentorship systems for new arts education managers.
	5	Participate in quarterly conference calls of community development coordinators. Attend the annual CDC retreat and serve as the fiscal agent for that gathering.
+	6	Provide virtual networking to allow state and regional grants officers a forum to discuss data collection methods, federal reporting practices and use of grants data for planning and evaluation purposes.

C. Promote the understanding and use of NASAA services.

	1	Initiate outreach to all 56 member agencies throughout the year, with an emphasis on states that use NASAA services less frequently.
+	2	Institute year-round communications from the NASAA board to the membership at large.
★	3	Support newly appointed executive directors by:
		Conducting onboarding phone calls
		Distributing advocacy tools and guidance on how to access NASAA resources
		Tailoring NASAA's resources to new directors' near-term priorities
		↔
+	Coordinating peer-to-peer welcome calls and support networks	
	4	Reach out to state arts agency chairs and council members by:
		Issuing regular editions of Report to Councils
		Promoting the For Council Members section of NASAA's website
		Distributing welcome materials to new chairs
		Offering video conferencing briefings/presentations for state arts agency council meetings
		◆

	5	Collaborate with regional arts organizations (RAOs) and their state members to orient new RAO leaders to NASAA and state arts agencies.
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D. Engage members in the governance, planning and advocacy work of the Assembly.

	1	Sustain a member-driven governance model, reaching out to every member state and jurisdiction through NASAA's annual nominations process to recruit leadership for NASAA's board.
	2	Cultivate a robust pipeline of state arts agency candidates for future NASAA leadership roles, with an emphasis on racial/ethnic, geographic, age, gender and political diversity.
	3	Recognize outstanding executive directors and volunteer leaders through awards at Assembly 2020.
	4	Engage the membership in NASAA's annual action planning through the Planning & Budget Committee and ongoing feedback loops.
	5	Engage the membership in NASAA's fund development through the involvement of the board, the Development Committee and donors.
	6	Involve the board and membership in NASAA's financial oversight through participation in the Audit Committee.
	7	Assertively market NASAA's convenings to achieve 100% member participation in conferences.
	8	Monitor member engagement in NASAA by tracking volunteer service, event attendance, use of information services, donations and in-kind contributions.

GOAL IV. BUILD NASAA'S CAPACITY.

A. Develop and diversify NASAA's revenues.

	1	Manage NASAA's financial assets and cash flow for short- and long-term stability.
	2	Sustain NEA Partnership grant and cooperative agreement support for NASAA.
	3	Implement the third year of NASAA's FY2018-2022 dues plan (approved by the membership in 2016).
	4	Secure contributed support for Assembly 2020 and the 2021 Leadership Institute. Pursue strategies for securing paid sponsorships in addition to raising grant funds and individual contributions.
	5	Expand foundation and corporate funding for NASAA's work, with special attention to opportunities for support of NASAA's advocacy, diversity and leadership development programs.
	6	Grow individual giving to NASAA by expanding the donor base and increasing major gifts.
	7	Market existing services available on a fee basis, to support near-term revenue growth and ensure that members and partners understand what NASAA offers.
	8	Secure resources to capitalize NASAA's new business plan for earned income services.

B. Develop NASAA's human resources.

	1	Continually adjust staff responsibilities and workflows for optimal productivity and alignment with NASAA's strategic plan.
	2	Dedicate time and resources to staff professional development that supports staff growth and productivity, strengthening the delivery of services to members.
★	3	Embody NASAA's diversity, equity and inclusion principles in our recruitment practices and organizational culture.
	4	Convene regular supervisors' meetings to support consistent implementation of personnel policies and develop new strategies for promoting staff productivity and well-being.
	5	Conduct personnel evaluation in harmony with NASAA's annual work plans and performance standards.
	6	Promote NASAA's fellowship/internship program.

C. Improve NASAA's operations and technology.

	1	Implement a platform transition to upgrade NASAA's membership database.
↔	2	Complete upgrades (begun in 2019) of NASAA's core information technology systems: hardware, software, network, phones, video conferencing systems, etc.
	3	Continue training staff in use of the WordPress web content management system to distribute the workload of website updates.
	4	Implement a social media management/monitoring system to support the coordination of NASAA's social communications.
	5	Manage NASAA's administrative systems and physical plant to support staff productivity and effective service delivery to members.
	6	Maintain NASAA's accountability standards, federal reporting, internal controls and risk management procedures.

D. Evaluate our work and learn from the results.

	1	Report to the membership twice yearly through Action Plan Highlights that summarize NASAA's progress and recent accomplishments.
	2	Maintain NASAA's performance metrics and State Arts Agency Vital Statistics dashboards. Report the results to NASAA's Planning & Budget Committee and the membership, and use the findings to inform action planning.
	3	Use website analytics, social media metrics and e-mail delivery data to guide NASAA's communications decisions.
	4	Monitor information requests and mine the data to inform NASAA's research services and technical assistance.
	5	Use formal evaluation and reflective practice to drive continual improvement of NASAA's programs and services.
	6	Conduct an annual financial and compliance audit to maintain high standards of accountability.
	7	Conduct an annual employee survey to monitor issues relating to staff satisfaction, well-being and office culture.

NASAA FY2020 Budget Summary

(October 1, 2019 - September 30, 2020)

<u>REVENUE</u>	<u>FY 2020 BUDGET</u>
STATE MEMBERSHIP DUES	\$ 821,710
NEA GRANT	\$ 765,000
NEA RESEARCH CONTRACT	\$ 260,700
NEA ARTS EDUCATION CONTRACT	\$ 127,720
NEA FOLK & TRADITIONAL ARTS CONTRACT	\$ 5,000
CORPORATE & FOUNDATION CONTRIBUTIONS:	
AROHA CREATIVE AGING GRANT	\$ 54,200
ARTPLACE AMERICA GRANT	\$ 185,000
OTHER	\$ 85,000
INDIVIDUAL CONTRIBUTIONS	\$ 100,000
MID ATLANTIC TEACHING ARTISTS CONFERENCE	\$ 50,050
OTHER INCOME	\$ 45,000
TOTAL	\$ 2,499,380
 <u>EXPENSES</u>	
SALARIES	\$ 1,248,675
BENEFITS	\$ 315,000
SUBTOTAL	\$ 1,563,675
RENT / STORAGE	\$ 194,350
EQUIPMENT LEASE / MAINTENANCE / SOFTWARE	\$ 55,560
INSURANCE / TAXES / BANK & LICENSE FEES	\$ 20,900
ACCOUNTING / AUDIT	\$ 51,500
DEPRECIATION	\$ 26,500
SUPPLIES	\$ 3,500
PUBLICATIONS / DUES / PARTNERSHIPS	\$ 8,500
PHONE / INTERNET / WEB HOSTING	\$ 23,500
PRINTING / COPYING / SHIPPING	\$ 11,000
OUTSIDE PROFESSIONAL SERVICES	\$ 124,075
COOPERATIVE AGREEMENT DIRECT COSTS	\$ 131,170
AROHA CREATIVE AGING DIRECT COSTS	\$ 10,000
ARTPLACE AMERICA DIRECT COSTS	\$ 143,000
MID ATLANTIC TEACHING ARTISTS DIRECT COSTS	\$ 46,650
SUBTOTAL	\$ 850,205
STAFF TRAVEL	\$ 25,500
MEMBER TRAVEL	\$ 60,000
SUBTOTAL	\$ 85,500
TOTAL EXPENSES	\$ 2,499,380
TOTAL REVENUE	\$ 2,499,380
REVENUE / (EXPENSES)	\$ 0

Approved by the NASAA Board of Directors August 19, 2019.

2019 Nominating Committee Report

Tatiana Gant (ED-MT), Chair
Patrick Baker (ED-SD), Roger Brooks (CH-NH), Cheryl Castille (ED-LA),
Donna Collins (ED-OH), Michael Donovan (ED-MO),
Carla Du Pree (CM-MD), Allison Tratner (ED-NJ),
Julie Vigeland (Former CH-OR)

It is with pleasure that the Nominating Committee presents its recommendations for FY2020 chair and directors.

For Chair, serving one two-year term:

- Suzanne Wise, Executive Director, Nebraska Arts Council

For three-year terms on the Board of Directors:

- Karl Blischke, Executive Director, Pennsylvania Council on the Arts
- Karen Hanan, Executive Director, Washington State Arts Commission
- Gene Meneray, Council Member, Louisiana Division of the Arts
- Amber Sharples, Executive Director, Oklahoma Arts Council*

*This board member will continue her service for a second term.

According to NASAA bylaws, the committee will present these recommendations to the membership for approval during the business meeting on Friday, September 20, 2019.

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The Nominating Committee reports that during our 98 conversations, the membership expressed robust support for NASAA. There were many excellent candidates for board service this year, and we would have liked to consider more names. There is a strong leadership pipeline for national board service, and NASAA looks forward to engaging future leaders. As always, the committee considered the nomination of board members who are eligible for a second term along with new voices. We also considered balances of diversity, gender, agency roles, tenure and geography, as well as specific perspectives and skills needed on the NASAA board at this time. Please review the full report on the [2019 Nominating Committee Interview Findings](#).

On behalf of the membership, the committee acknowledges and thanks departing board members **Garbo Hearne (AR)**, **Ken May (SC)** and **Sandy Shaughnessy (FL)** for their exceptional service to NASAA and to the field.

These board members will continue their terms in 2020:

Cyndy Andrus, Chair
Montana Arts Council
Bozeman, MT
(Board term 2015-2020)

Ben Brown, Chair
Aaska State Council on the Arts
Juneau, AK
(Board term 2012-2020)

Donna Collins, Executive Director
Ohio Arts Council
Columbus, OH
(Board term 2018-2020)

Stephanie Conner, Council Member
Tennessee Arts Commission
Nashville, TN
(Board term 2015-2020)

María López De León, President & CEO
National Association of Latino Arts and
Cultures
San Antonio, TX
(Board term 2018-2020)

Carla Du Pree, Council Member
Maryland State Council on the Arts
Baltimore, MD
(Board term 2019-2021)

Michael Faison, Executive Director
Idaho Commission on the Arts
Boise, ID
(Board term 2019-2021)

Monica Guzman, Former Chair
Guam Council on the Arts & Humanities
Mangilao, Guam
(Board term 2016-2021)

Lisa Hoffman, Executive Director
Alliance of Artists Communities
Providence, RI
(Board term 2018-2020)

Karen Paty, Executive Director
Georgia Council for the Arts
Atlanta, GA
(Board term 2016-2021)

Omari Rush, Chair
Michigan Council for Arts and Cultural
Affairs
Detroit, MI
(Board term 2016-2021)

**Nola Ruth, Council Member and
Former Chair**
Missouri Arts Council
Columbia, MO
(Board term 2015-2020)

**Mary Margaret Schoenfeld, National
Coordinator**
U.S. Regional Arts Organizations
Arlington, VA
(Board term 2018-2020)

John Strickland, Chair
West Virginia Commission on the Arts
Charelston, WV
Board term 2016-2021

Julie Vigeland, Former Chair
Oregon Arts Commission
Portland, OR
(Board term 2018-2020)

The committee thanks everyone who participated in the nominating process this year. Your service to your state arts agencies and to NASAA is deeply appreciated.

Nominee Bios

Karl Blischke has held a variety of senior-level, public positions and has more than 16 years of hands-on experience, and overall managerial responsibility, promoting vibrant and prosperous communities through cultural and economic development. In Pennsylvania, Karl was part of the Pennsylvania Council on the Arts, directing its Arts in Education and Pennsylvania Partners in the Arts programs, which provide unprecedented access to arts funding and technical assistance for the creative industry in the commonwealth's 67 counties. In Florida, Karl joined the Governor's Office of Tourism, Trade and Economic Development, where he was responsible for promoting job creation and community development in the state's rural communities, and directing programs aimed at increasing access to capital for small businesses. Following this work, Karl was named Director of Strategic Business Development for the Florida Department of Economic Opportunity, focusing on the state's efforts to diversify its economy and business attraction, expansion and retention.

Karen Hanan is a senior executive with 20+ years of success providing leadership and managerial direction to state and regional arts service and presenting organizations. She was appointed Executive Director of ArtsWA by Governor Jay Inslee in 2014. As the agency's head, Karen's role is to grow the organization's capacity, services and potential for positively impacting the arts field, arts in education and the State. Previously, Karen was Executive Director of Arts Northwest, the regional service organization for performing arts organizations, arts presenters, artists, agents and associated organizations. During her tenure there, Karen was the driving force in re-positioning the non-profit for growth, artistic vitality, profitability and a commitment to mission. She achieved this through effective planning, vision, partnership building and operational savvy. Karen oversaw the doubling of the organization's membership and its budget. Prior to her tenure with Arts Northwest, Karen was the founder and Executive Director of the Juan de Fuca Festival of the Arts. She is a well-respected member of a number of industry organizations, and sits on several Boards of Directors. She enjoys opportunities to be a speaker, panelist or event participant where the focus is an arts-related topic, or the creative economy.

Gene Meneray is Co-Founder of The Ella Project, a pro bono legal, business development, and cultural advocacy organization. A native New Orleanian and graduate of Tulane University, Gene worked for more than a decade as Director of Artist Services at the Arts Council of New Orleans. He has also worked for Thomas Mann Design and for Young Aspirations/Young Artists (YAYA). He has served multiple times as a grant reviewer for the National Endowment for the Arts and the Louisiana Division of the Arts, and as a juror for the New Orleans Jazz & Heritage Festival, Festival Internationale de Louisiane, and numerous other art shows and festivals. From 2011-2017, he taught Arts Business in the Graduate School at the University of New Orleans Arts Administration program. He has been a panelist and moderator for events including the World Cultural Economic Forum, American Bar Association Conference on Pro Bono, the Music Cities Summit in Toronto, and the Sociable City Summit. Gene is also the Director of the Louisiana Crafts Guild, and serves on the Louisiana State Arts Council. He lives in the Carrollton neighborhood of New Orleans with his wife Elizabeth, a family law attorney and volunteer DJ on WWOZ, and son Campbell.

Amber Sharples is executive director of the Oklahoma Arts Council, having been on staff with the agency since 2006. Originally hired as visual arts director, she was promoted to

assistant director in 2011. In that position, she spearheaded the agency's strategic planning process, managed staff evaluations, and developed policies and procedures. During her stint as visual arts director, her efforts earned the agency a grant for assessing the conservation needs of the Oklahoma state capitol and the capitol artwork. Prior to working for the Arts Council, she served in the public affairs office at the U.S.-Mexico Foundation for Culture in Mexico City. Sharples holds a master of arts in art history from the University of Oklahoma and a graduate certificate in museum collections management and care from The George Washington University.