

Business Bash Agenda

October 22, 2020

Virtual Convening

4:00 – 5:15 PM Eastern

Don't miss NASAA's 2020 Business Bash! Join us for this final session in NASAA's virtual learning series, where we will conduct important annual business of the Assembly, salute outstanding leaders in our field, and celebrate together as a community. Be sure to [register](#) for this session to get log-in links and information. Here is the session agenda:

1. Welcome
2. Roll Call and Approvals
3. 2020 Treasurer's Report
4. 2020 Nominating Committee Report
5. Presentation of NASAA Leadership Awards
6. President and CEO Report and Salute

Additional On-line Resources

- [2020 Action Plan Highlights](#)
- NASAA 2020 Virtual Learning Series, [Shifting Policy and Practice: Insights and Actions for States](#)
- [NASAA Board of Directors](#)
- [NASAA Bylaws](#)

National Assembly of State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

Business Meeting Agenda **National Assembly of State Arts Agencies** *Thursday, October 22, 2020*

I. Roll Call and Approvals

- Agenda and Standing Rules
- [2019 Business Meeting Minutes](#)

II. 2020 Treasurer's Report

- [Planning and Budget Committee Motions](#)

III. 2020 Nominating Committee Report

- [Nominating Committee 2021 Slate Motion](#)

Standing Rules

1. NASAA's annual business session takes place Thursday, October 22 between 4:00 – 5:15 p.m. Eastern.
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 (Stephanie Conner, CM-TN) 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*, 12th 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

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

NASAA 2019 Business Session

Providence, Rhode Island
September 19-20, 2019

The session was called to order by NASAA Chair Benjamin Brown, chair of the Alaska State Council on the Arts, at 9:00 a.m. Eastern on Thursday, September 19, 2019.

Brown noted that business meeting materials were distributed to all voting members on September 3, 2019. Additional copies were available on site.

NASAA 1st Vice Chair Suzanne Wise, executive director of the Nebraska Arts Council, conducted the roll call. The following member agencies were present:

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

The following motions were presented and approved on September 19, 2019:

To approve the standing rules and agenda (passed by unanimous voice vote)

To approve the 2018 business session minutes (passed by unanimous voice vote)

The meeting was called into recess until Brown reconvened the business session at 3:30 p.m. on September 20. The following motions were then presented and approved:

To approve the 2020 Action Plan and 2020 budget (passed by unanimous voice vote)

To approve the Nominating Committee recommendation for one two-year term as NASAA chair (passed by unanimous voice vote):

Suzanne Wise, Executive Director, Nebraska Arts Council

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

- 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.

Brown thanked board members whose terms were ending and expressed appreciation for all members who served on NASAA's 2019 Planning & Budget, Governance, and Nominating committees.

The business session adjourned on Friday, September 20, 2019, at 5:00 p.m. Eastern.

National Assembly of State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

Planning & Budget Committee Report September 2020

Karen Paty (NASAA Treasurer / Committee Chair)
Karl Blischke (ED-PA), Vicki Bourns (ED-UT), Sue Gens (ED-MN), Michael Lange (ED-WY),
Omari Rush (CH-MI), Mary Margaret Schoenfeld (U.S. RAOS),
Searle Swedlund (CH-ND), Mack Wathen (CH-DE)

Although NASAA's annual planning is led by the Planning & Budget (P&B) Committee on the board's behalf, the entire membership gets involved in charting NASAA's course. This summer the committee received both qualitative and quantitative input to give our planning work good aim. We considered trends in the field and [questions members and advocates are asking](#) and secured suggestions and satisfaction feedback from 89 executive directors and council chairs during Nominating Committee [interviews](#). The committee also reviewed the results of our updated [Performance Metrics Dashboard](#) and carefully considered the unprecedented situation with which state arts agencies will be coping during the upcoming year.

Following our deliberations on this information, the P&B Committee is pleased to recommend approval of the enclosed budget and action plan for the new fiscal year starting October 1, 2020. We also urge approval of a recommendation to temporarily suspend annual dues escalations.

Fiscal Year 2021 Action Plan: Annual action plans are organized around the goals, objectives and values of NASAA's evergreen [strategic plan](#). This approach ensures that we stay on track with our long-term goals while also addressing current conditions in our daily activities.

Current conditions, of course, are in an acute state of flux for both state arts agencies and NASAA. Uncertainties about state budgets, the stability of the arts sector and the ongoing economic and health consequences of COVID-19 have disrupted plans for the past six months. That's likely to continue for the foreseeable future. The FY21 action plan therefore places a premium on flexibility, anticipating that NASAA will have to adapt to new member needs and operating conditions that emerge throughout the course of the year.

Despite these unknowns, member input over the summer of 2020 did provide clear signals about what state arts agencies want and how NASAA can help. In response, the enclosed FY21 action plan articulates these four key priorities:

- **Advocacy and elections:** The arts are vulnerable to budget cuts during recessions, so state arts agencies and NASAA will need to assert a compelling case for public funding. The action plan includes new research and fresh messages and advocacy tools attuned to today's political environment. NASAA also will lead efforts to increase federal support for the arts from the White House and Congress after the November elections.
- **Diversity, equity and inclusion (DEI):** NASAA will urge and equip state arts agencies to do more with DEI, especially in the area of grant-making systems. Through models, training and leadership by example, NASAA will help state arts agencies reduce individual and institutional biases. These activities are integrated across all four of

NASAA's goals and align with our recently revised [Policy Statement on Diversity, Equity and Inclusion](#).

- **Strategic adaptations:** This workplan will help state arts agencies navigate the ripple effects of a global pandemic, a recessionary economy and long-standing structural inequities. Research and professional development offerings will help members track new strategies for sustaining the arts, while consultations will further help state arts agencies address these realities in their policies, programs and practices.
- **Connection and support:** Having access to colleagues provides valuable information as well as a supportive community. To facilitate these connections, NASAA will expand virtual learning and year-round peer group dialogues in 2021.

The new work plan also reflects some strategic **operational adjustments**:

- NASAA will streamline some services to enable the highest use of our staff time: helping members cope with the unexpected.
- Because public health and state budget reductions will prevent many state arts agencies from traveling, NASAA is pivoting our 2021 Leadership Institute conference to a virtual format. Members will receive robust online professional development combined with more frequent virtual peer group dialogues.
- NASAA will continue providing remote work options to support staff health, flexibility and well-being. Staff travel will be scaled back to essential trips only, conditions permitting.
- NASAA will examine our physical office space needs to address new health and safety requirements as well as the continued likelihood of remote work.
- Central to NASAA's mission is keeping a vigorous presence in Washington, DC. As we have since March of this year, we will continue to find effective ways of staying visible while protecting the safety of our team and our partners.

Fiscal Year 2021 Budget: The committee reviewed NASAA's expenses and revenues for the past several years as well as steps NASAA took in 2020 to address revenue changes caused by COVID-19. Highlights of the proposed budget for FY21 include:

- Aroha Philanthropies recently approved a proposal from NASAA to support state arts agency creative aging programs. This multi-year initiative will provide \$1.46 million in grants to state arts agencies as well as multiple professional development and partnership activities. The FY21 portion of this \$2 million award increases NASAA's proposed budget to \$4.1 million for the coming year.
- Our federal revenue streams remain strong. NASAA will realize a portion of our CARES Act allocation in early FY21 and we qualify for our Paycheck Protection Program loan to be forgiven. Our cooperative agreement revenue is on the rise due to new projects we are undertaking on behalf of the Arts Endowment.
- NASAA expects FY21 to be the first of multiple difficult financial years for state governments and state arts agencies, and for NASAA by extension. Our defensive budgeting projects a 25% decline in member dues payments for FY21. We also are anticipating a contraction of individual contributions.
- Nevertheless, through solid foundation funding and some belt-tightening, we're pleased to propose a balanced budget. This will keep our operating reserve funds available for unexpected needs or future years.

Member dues: Recognizing that cuts to appropriations may present hardships for some states, the P&B Committee devoted special attention to the issue of member dues. The dues

plan approved unanimously by the membership for FY18-FY22 includes 2% escalations within each dues category every year. Such increases may make it more difficult for members to secure approval for dues payments in this environment. The committee therefore recommends that members be given the option to temporarily suspend annual escalations. The financial effects of this are reflected in the FY21 budget and will likely be spread across multiple fiscal years. Because many members have already made arrangements to pay FY21 dues, states could elect to suspend their dues escalations at any time between FY21 and FY23. NASAA will continue to be flexible in accommodating various payment mechanisms and timetables to meet the needs of individual members facing budget pressures.

Motions: Per NASAA's bylaws, annual plans require ratification by the full Assembly. Per tradition (and for extra transparency) we also include the annual budget in that action. The following committee motion carries the endorsement of the NASAA Board of Directors:

To approve the proposed fiscal year 2021 action plan and budget.

The following motion regarding dues also carries the Board's endorsement:

In consideration of significant budget pressures currently affecting state arts agencies, the Planning & Budget Committee moves that states be given the option of waiving annual 2% dues escalations for up to two years.

The P&B Committee extends our sincere thanks to the board, the Nominating Committee and the entire membership for its active engagement and insightful planning input during these challenging times. We know that state arts agencies are essential, and NASAA stands in solidarity with all 56 states and jurisdictions to support your work in 2021.

FISCAL YEAR 2021

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 articulate the specific steps NASAA will take each year to strengthen state arts agencies. Four key priorities will take center stage for NASAA in 2021. More details on these priority actions—and our other core/ongoing services—are available on the following pages.



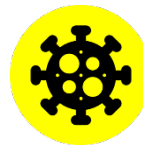
Advocacy and Elections

Given the uncertain forecast for state budgets, state arts agencies need to make a compelling case for public funding of the arts. NASAA will supply rigorous evidence, fresh messages and advocacy tools attuned to today's political environment. NASAA also will lead postelection efforts to welcome, educate and secure the support of federal policymakers, working in coalition with other advocates and within our state network.



Diversity, Equity and Inclusion

NASAA applauds the steps state arts agencies have taken toward greater equity—and we will urge and equip them to do more. Through models, training and leadership by example, NASAA will help state arts agencies reduce individual and institutional biases. These activities are integrated across all four of NASAA's goals and align with our [Policy Statement on Diversity, Equity and Inclusion](#).



Strategic Adaptations

A global pandemic, the recessionary economy and long-standing structural inequities all necessitate new solutions for sustaining the arts. NASAA's research and professional development services will help members stay abreast of new strategies, while custom consultations will further help state arts agencies address these realities in their policies, programs and practices.



Connection and Support

Connections with other state arts agencies and NASAA provide a wealth of information as well as a lifeline of support. NASAA will ramp up virtual learning and offer year-round peer group dialogues in 2021. Recognizing that the current environment will escalate the need for fast assistance, NASAA also will streamline some services to increase flexibility for the highest use of our staff time: helping members cope with the unexpected.

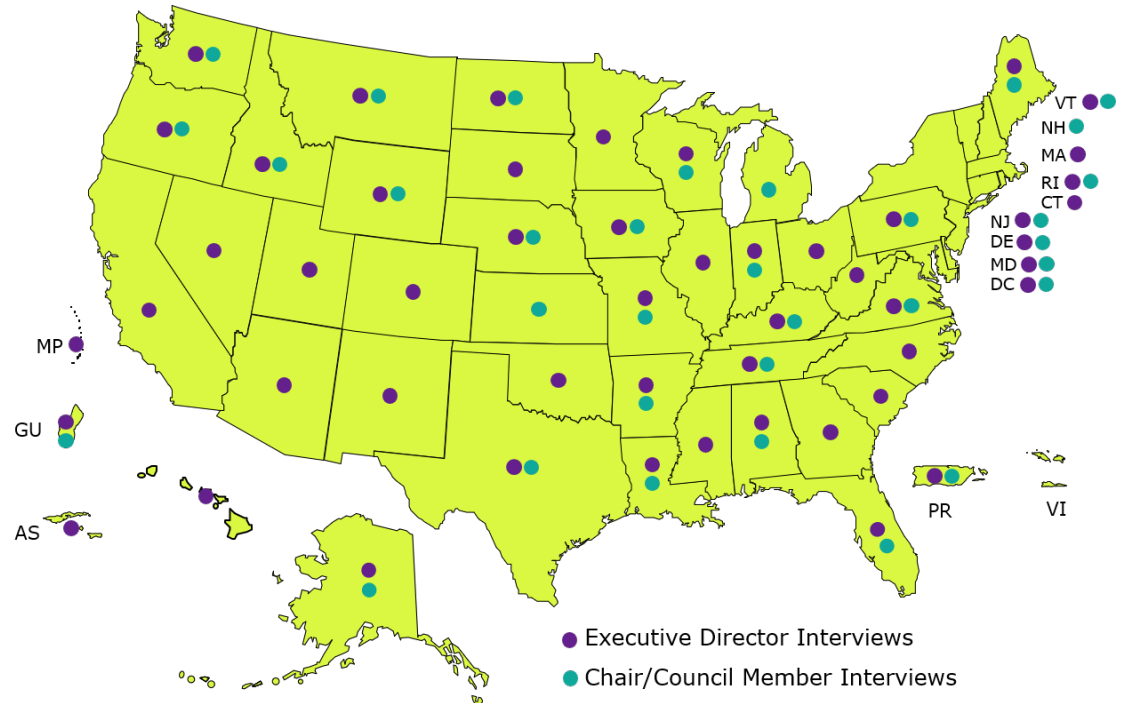
GENESIS OF THE ACTION PLAN

NASAA's action plans, built around the architecture of our [strategic plan](#), itemize the near-term actions we'll take to achieve our long-term goals. This approach 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 2021, we mined [questions members and advocates are asking](#) and secured feedback and planning input from 89 state and jurisdictional executive directors and council chairs during Nominating Committee interviews. We also listened carefully to peer group dialogues convened from April through July 2020. The [Planning & Budget Committee](#) and staff then developed the action plan for review by the [NASAA board of directors](#) (who hail from 23 states and jurisdictions) and the Assembly's voting membership.

Interviews and planning conversations devoted special focus to state arts agency needs in light of COVID-19, equity and advocacy.

Member Planning Input, Summer 2020



ACTION PLAN KEY








New or expanded activity for FY2021







Priority area for FY2021 (see Page 1)

GOAL I. ADVOCATE FOR STATE ARTS AGENCIES.





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

	1	Educate members of Congress about the public value of the arts and the National Endowment for the Arts.
	2	Advocate for the House and Senate appropriations committees, and Congress as a whole, to sustain Arts Endowment funding.
	3	Maintain the federal policy language reserving 40% of Arts Endowment grant funds for Partnership Agreements.
	4	Represent the interests of state arts agencies to the Arts Endowment on programmatic and policy issues, particularly around collaborative initiatives and preserving the flexibility of Partnership Agreement funds for state arts agencies.
	5	Issue timely advocacy alerts and mobilize members around calls to action.
	6	Produce federal arts funding talking points and fact sheets to support member advocacy on Capitol Hill.
	7	Participate in coalition advocacy efforts through the Cultural Advocacy Group.
 	8	Disseminate framing research and values-driven messaging tools that appeal across the political spectrum to assert government arts funding as a necessity, rather than a nicety.







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

 	1	Advocate for the arts within relief and recovery programs administered by federal agencies such as the Small Business Administration, the Department of Labor, the Economic Development Administration, the Federal Emergency Management Agency, etc.
 	2	Release a new guide to federal resources (beyond the Arts Endowment) that state arts agencies and their allies can tap to support creative placemaking and arts based community development initiatives. Conduct a workshop to support use of the new resource.

C. Strengthen state level advocacy practices.







 	1	Provide confidential, customized guidance to individual state arts agencies to manage legislative crises or develop new advocacy strategies.
	2	Monitor state legislation relating to the arts and alert members to key trends affecting state arts agencies.
	3	Supply talking points and customized “return on investment” fact sheets to support state level advocacy.
 	4	Propagate advocacy best practices through the Practical Advocate series and through online training for citizen advocacy groups, state arts agency council members and state arts agency grantees.
	5	Communicate regularly with members of the State Arts Action Network (SAAN) and consult with Americans for the Arts on shared advocacy activities and alignment between SAAN members and state arts agencies.

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





	1	Commission new research—in collaboration with Indiana University and the Western States Arts Federation and the Arts Endowment—to quantify how the arts contribute to postrecession economic recovery. Promote this research to key policy influencers such as the National Governors Association , the National Conference of State Legislatures , Chambers of Commerce and state networks of economic and community development leaders.
	2	Sustain ongoing consultation with the National Governors Association Center for Best Practices to elevate recognition of the arts as an economic development, entrepreneurship and rural development asset.
	3	Cooperate with rural coalition partners—including the Rural Policy Research Institute , Art of the Rural , the Center for Rural Strategies , First Peoples Fund and Springboard for the Arts —to promote the arts as an integral part of rural economic development policy.
	4	Partner with ArtPlace America to help state arts agencies develop equitable and inclusive placemaking practices.
	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 statewide networks of community development corporations.
	6	Partner with Aroha Philanthropies and organizations such as ADvancing States (the association of state departments on aging), the National Association of Area Agencies on Aging , the U.S. Administration for Community Living and other aging allies to provide support for state arts agency creative aging initiatives. Project components will include a new funding stream to provide grants to state arts agencies as well as grants and professional development opportunities. [Activity contingent upon finalizing foundation support.]
	7	Through the Education Commission of the States and the Arts Education Partnership (AEP), encourage the adoption of state policies and practices that strengthen arts learning. Chair the AEP Equity Working Group to embed diversity, equity and inclusion practices into the work of AEP and its partners.
	8	Consult with the University of Florida Arts in Medicine program to integrate the arts into its COVID-19 response recommendations and resources.
	9	Participate in the National Coalition for Arts' Preparedness and Emergency Response steering committee and circulate related resources on the topics of COVID-19 and readiness for other crises.
	10	Collaborate with NASAA members, the Arts Endowment and regional arts organizations to envision a new regional strategy to assist NASAA's territory/jurisdiction members.
	11	Represent state arts agencies in influential networks such as Grantmakers in the Arts , the American Academy of Arts and Sciences and others.

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	Furnish authoritative information on the structure of state arts agencies and the effects of shifts on state arts agency placement within state government.
	3	Provide data on state arts agency grant-making outlays as well as agency policies and guidelines.
	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	Collaborate with the Arts Endowment 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.
	6	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.
 	7	In cooperation with the Arts Endowment, analyze the distribution and impact of state and regional deployment of CARES Act arts relief funds.
	8	Contribute expertise and information to arts research initiatives (such as the National Center for Arts Research, the Cultural Research Network and projects led by the Arts Endowment, 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) among state arts agencies by:
			Promoting continued use of the Visualizing Equity in Grant Making service for all state arts agencies, providing grants analytics linked to state demographics and populations served;
			Initiating a new grant-making review service that invites state arts agencies to opt into an evaluation of their grant guidelines, adjudication criteria and award systems, and using assessment results to spur changes in state arts agency policy and practice to attain greater equity in how public arts resources are deployed; [Activity contingent upon securing foundation support.]
			Sharing models of DEI policies, assessment strategies and program development tools used by other networks.
			See Goal II, Objective D, and Goal III, Objective B, for DEI related professional development activities.
 		2	Showcase state arts agencies' program and policy ingenuity as well as exemplary practices through State to State, special reports and NASAA communications. Priority will be placed on programs that address DEI and strategic adaptations to systems of arts support following COVID-19.

	3	Curate and circulate research from non-NASAA sources that inform members about trends, data and evaluation methods relevant to the work of state arts agencies. Priority will be placed on research that addresses DEI and strategic adaptations to systems of arts support following COVID-19.
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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 online maps, data visualizations and interactive tools that facilitate state arts agency benchmarking and help members understand and communicate information. Expand NASAA's use of Policy Map to conduct analysis and data visualization to serve members and the Arts Endowment.
	3	Provide research consulting services to support individual members' strategic planning and evaluation efforts. [This is a fee-based custom service.]
	4	In cooperation with the Arts Endowment, 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	Deliver online professional development for state arts agency staff and council members. Priority content will focus on DEI (including antibias training and equity strategies), shifting support structures for the arts, and panpartisan advocacy. This work began in 2020 and will continue through 2021.
	2	Deliver a creative placemaking Virtual Convocation for state arts agency community development staff. The curriculum will focus on strategies for equitable community development and cross-sector collaborations.
	3	Cooperate with the Arts Endowment to deliver the online 2020 State Arts Agency Arts Education Managers Professional Development Institute (PDI) to help state arts agencies reimagine sustainable, equitable and resilient arts education systems. Develop the agenda and learning outcomes for the 2021 PDI.






WHERE'S THE 2021 LEADERSHIP INSTITUTE?

Recognizing that public health and state budget conditions will prevent many state arts agencies from attending in-person and out-of-state convenings, NASAA will pivot our 2021 conference to a virtual format. Members will receive robust **online professional development** (Goal II, Objectives D1-4) combined with frequent **virtual peer group dialogues** (Goal III, Objective B1) facilitated by NASAA. This pivot benefits members by:

- making learning opportunities **accessible to all**, regardless of ability to travel;
- providing **year-round** connections for **all peer groups** (rather than once at the end of 2021 for senior leaders only);
- allowing **greater flexibility** in NASAA staff time to respond to unexpected member needs.

NASAA has reserved limited funds in our budget to support a small in-person convening (perhaps for new executive directors) if conditions allow. The best deployment of these funds will be determined in the spring of 2021.






	4	Cooperate with the Arts Endowment to support virtual gatherings of state folk and traditional arts staffers in late 2020 and early 2021. Inform those convenings with a field survey addressing the demographics of the state folklife network.
	5	Convene newly appointed executive directors online to support their orientation and onboarding as well as to establish peer connections among new leaders in our field. The agenda will be tailored to the needs of the 2020/2021 cohort. See Goal III, Objective C for additional services targeted to agencies undergoing leadership transitions.
	6	Reposition NASAA's webinars into shorter and more agile "virtual briefing sessions" featuring timely topics, innovative state programs or new research.
	7	Commence planning for the next in-person Assembly.

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 timely e-mail messages, our monthly newsletter, Report to Councils and NASAA's social media channels.
	2	Maintain the currency and accessibility of the NASAA website.
	3	Maintain media monitoring systems to track coverage of state arts agencies, NASAA and the Arts Endowment.

B. Facilitate peer-to-peer networking.



	1	Coordinate year-round peer group conversations and networking for job-alike groups. Provide virtual platforms, coordinate logistics and recruit volunteers to lead peer-driven discussions.
	2	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.
	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;
		Supporting a listserv and online resource hub for the People of Color Affinity Group ;
		Elevating DEI leadership in the state arts agency field by presenting NASAA's inaugural DEI awards;
		Continuing a mentorship program for state arts agency staff and council members of color;
		Supporting the Arts Education Working Group's Diversity, Equity and Inclusion + Access Committee and its linkages to the arts education peer group as a whole;
		Infusing discussions about DEI into dialogues among all peer groups.

	4	In cooperation with the Arts Endowment, maintain orientation and mentorship systems for new arts education managers.
	5	Participate in quarterly conference calls of community development coordinators.

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	Support newly appointed executive directors by: <div>Conducting onboarding calls,</div> <div>Tailoring follow-up resources to new directors' near-term priorities,</div> <div>Maintaining continuity of contact through regular check-in communications,</div> <div>Coordinating peer-to-peer welcome calls and support networks.</div>
	3	Offer video conference briefings/presentations about NASAA services for state arts agency council meetings.
	4	Institute year-round communications from the NASAA board to the membership at large.

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	Engage state arts agencies in NASAA's annual action planning through the Planning & Budget Committee and ongoing member feedback loops.
	4	Engage the membership in NASAA's fund development through the involvement of the board, the Development Committee and donors.
	5	Involve the board and membership in NASAA's financial oversight through participation in the Audit Committee.
	6	Market NASAA's convenings to achieve 100% member participation in virtual professional development.
	7	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 Arts Endowment Partnership grant and cooperative agreement support for NASAA.
	3	Implement the fourth year of NASAA's FY2018-2022 dues plan with a temporary suspension of annual 2% escalations. Prepare the next plan for membership approval.
	4	Secure foundation funding for NASAA's work, with special attention to opportunities for support of NASAA's advocacy, diversity and leadership development programs.
	5	Encourage individual giving to NASAA by engaging our donor base and sustaining the Annual Fund and Signature Society programs.

B. Develop NASAA's human resources.

	1	Dedicate time and resources to staff professional development that supports staff growth and productivity, strengthening the delivery of services.
	2	Embody NASAA's diversity, equity and inclusion principles in our recruitment practices and organizational culture.
	3	Adopt policies and management practices that intentionally foster staff morale, cohesion and well-being in a virtual work environment.
	4	Conduct personnel evaluations in alignment with NASAA's annual work plans and employee performance standards.

C. Improve NASAA's operations and technology.

	1	Complete the system transition and training for Salesforce. Develop new procedures to maintain the currency of NASAA's membership contact data.
	2	Use technology to support remote work and enhance connectivity between staff and members.
	3	Manage NASAA's administrative systems and physical plant to support staff productivity and effective service delivery to members.





HOW ARE NASAA OPERATIONS CHANGING?


While **ensuring continuity of service to members**, NASAA also must safeguard the health of NASAA's staff, board and membership—and must economize in anticipation of reduced revenues. To this end, we'll make judicious management adjustments:

- Board **meetings and other convenings will be conducted virtually** until public health and financial conditions shift.
- NASAA will continue **remote work** options to support staff health, flexibility and well-being.
- We will **scale back travel** to essential trips only.
- NASAA will **examine our physical office space needs** in light of new health and safety requirements as well as an expanded remote workforce.

Central to NASAA's mission is **maintaining a vigorous presence in the nation's capital**. We will continue to find effective ways of doing that while protecting the safety of our team and our partners.

	4	In anticipation of reopening NASAA's office (as of this writing, slated for January 2021), develop policies and procedures to protect staff health and comply with COVID-19 workplace guidelines.
	5	Assess NASAA's future physical space needs and alternatives in light of COVID-19 requirements and a growth in remote working.
	6	Maintain NASAA's accountability standards, federal reporting, internal controls and risk management procedures.

D. Evaluate our work and learn from the results.

	1	Continue internal management protocols (including frequent staff dialogues, intentional project planning and leadership-check-ins) that align day-to-day activities with strategic priorities while also catalyzing tactical adjustments as conditions change.
	2	Use reflective practice methods to drive improvement of NASAA's programs and services. Record lessons learned from NASAA's COVID-19 adaptations so those insights can be applied to future management decisions.
	3	Report to the membership through Action Plan Highlights that summarize NASAA's progress and recent accomplishments.
	4	Conduct phone interviews (in conjunction with the Nominating Committee process) of every state and jurisdiction to collect feedback on member satisfaction and member needs. Use the information to shape NASAA's action planning.
	5	Use website analytics, social media metrics and e-mail delivery data to guide NASAA's communications.
	6	Track information requests and mine the data to inform NASAA's research services and technical assistance.
	7	Monitor NASAA's organizational performance metrics as indicators of management fitness.
	8	Conduct an annual financial and compliance audit to maintain high standards of accountability.
	9	Conduct an annual employee survey to monitor staff satisfaction and working conditions. Adopt management practices that respond to staff concerns and foster a productive, rewarding workplace.

NASAA FY2021 Budget Summary

(October 1, 2020 - September 30, 2021)

<u>REVENUE</u>	<u>FY 2021 BUDGET</u>
STATE MEMBERSHIP DUES	\$ 650,000
NEA GRANT	\$ 801,900
NEA RESEARCH CONTRACT	\$ 305,700
NEA ARTS EDUCATION CONTRACT	\$ 139,350
NEA FOLK & TRADITIONAL ARTS CONTRACT	\$ 42,000
CORPORATE & FOUNDATION CONTRIBUTIONS:	
AROHA CREATIVE AGING GRANT, PHASE II	\$ 1,732,000
ARTPLACE AMERICA GRANT	\$ 203,710
OTHER / FORD FOUNDATION	\$ 150,000
INDIVIDUAL CONTRIBUTIONS	\$ 75,000
OTHER INCOME	\$ 30,000
TOTAL	\$ 4,129,660
<u>EXPENSES</u>	
SALARIES	\$ 1,292,620
BENEFITS	\$ 325,000
SUBTOTAL	\$ 1,617,620
RENT / STORAGE	\$ 198,040
EQUIPMENT LEASE / MAINTENANCE / SOFTWARE	\$ 63,500
INSURANCE / TAXES / BANK & LICENSE FEES	\$ 21,650
ACCOUNTING / AUDIT	\$ 52,500
DEPRECIATION	\$ 40,250
SUPPLIES	\$ 2,000
PUBLICATIONS / DUES / PARTNERSHIPS	\$ 10,800
PHONE / INTERNET / WEB HOSTING	\$ 27,250
PRINTING / COPYING / SHIPPING	\$ 9,300
OUTSIDE PROFESSIONAL SERVICES	\$ 126,750
COOPERATIVE AGREEMENT DIRECT COSTS	\$ 186,600
AROHA CREATIVE AGING, PHASE II DIRECT COSTS	\$ 1,589,000
ARTPLACE AMERICA DIRECT COSTS	\$ 73,200
BUILDING PUBLIC WILL DIRECT COSTS	\$ 42,200
ANNUAL MEETING / ONLINE LEARNING SERIES DIRECT COSTS	\$ 34,000
SUBTOTAL	\$ 2,477,040
STAFF TRAVEL	\$ 12,500
MEMBER TRAVEL	\$ 22,500
SUBTOTAL	\$ 35,000
TOTAL EXPENSES	\$ 4,129,660
TOTAL REVENUE	\$ 4,129,660
REVENUE / (EXPENSES)	0

National Assembly of State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

2020 Nominating Committee Report

Tatiana Gant (ED-MT), Chair

Patrick Baker (ED-SD), Cheryl Castille (ED-LA), Chris Cathers (ED-KY), Joshua Davis (ED-IL), Carla Du Pree (CM-MD), Michael Faison (ED-ID), Karen Mittelman (ED-VT), Randall Rosenbaum (ED-RI), Ken Skrzysz (ED-MD), Allison Tratner (ED-NJ), Julie Vigeland (Former CH-OR), Alison Watson (ED-MI)

It is with pleasure that the Nominating Committee presents its recommendations for fiscal year 2021 directors.

For three-year terms on the board of directors:

- Ruben Alvarez, Commissioner, Arizona Commission on the Arts
- Donna Collins, Executive Director, Ohio Arts Council*
- LaVon Bracy Davis, Chair, Florida Division of Cultural Affairs
- Abigail Gómez, Chair, Virginia Commission on the Arts
- Lorén Spears, Council Member, Rhode Island State Council on the Arts
- Julie Vigeland, Former Chair, Oregon Arts Commission*

*These board members will continue their 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 October 22, 2020.

* * * * *

The Nominating Committee reports that during our 89 conversations, state arts agencies expressed strong support for NASAA. Members also gave thoughtful, constructive feedback on what they need in 2021 to help address issues related to the pandemic, racial inequities and budget reductions. These are extraordinary times, with many unprecedented challenges and opportunities. This year's committee focused on nominating people of color, people under age 50 and people from underrepresented states. As always, there were many more qualified candidates for board service than there were available seats. While this makes the committee's decisions difficult, it's also wonderful that there is such a strong pipeline of leaders wanting to serve NASAA and the field. Please review the full report of [2020 Nominating Committee Interview Findings](#).

On behalf of the membership, the committee acknowledges and thanks departing board members **Cyndy Andrus (MT)**, **Ben Brown (AK)**, **Karen Paty (GA)**, **Nola Ruth (MO)** and **Mary Margaret Schoenfeld** for their exceptional service to NASAA and to the field.

These board members will continue their terms in FY2021:

Eduardo Arosemena-Muñoz, Chair

Institute of Puerto Rican Culture
Guaynabo, PR
(Board term 2019-2021)

Karl Blischke, Executive Director

Pennsylvania Council on the Arts
Harrisburg, PA
(Board term 2020-2022)

Mary V. Bordeaux, Vice President of Programs and Operations

First Peoples Fund
Rapid City, SD
(Board term 2020-2021)

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)

Karen Hanan, Executive Director

Washington State Arts Commission
Olympia, WA
(Board term 2020-2022)

Lisa Hoffman, Executive Director

Alliance of Artists Communities
Providence, RI
(Board term 2018-2020)

Gene Meneray, Council Member

Louisiana State Arts Council
New Orleans, LA
(Board term 2020-2022)

Ivonne Chand O'Neal, Principal

Muse Research
Silver Spring, MD
(Board term 2020-2021)

Omari Rush, Chair

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

Amber Sharples, Executive Director

Oklahoma Arts Council
Oklahoma City, OK
(Board term 2017-2022)

John Strickland, Chair

West Virginia Commission on the Arts
Chapelston, WV
(Board term 2016-2021)

Suzanne Wise, Executive Director

Nebraska Arts Council
Omaha, NE
(Board term 2015-2021)

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

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Nominee Bios

Ruben Alvarez is cofounder and managing partner of Molera Alvarez, LLC, a government relations and public affairs firm based in Phoenix. Molera Alvarez represents a wide range of Fortune 500 companies, nonprofit groups and governmental entities. Prior to forming Molera Alvarez in 2003, Alvarez worked in the State of Arizona's executive branch for 12 years. Notable is his role as the governor's policy advisor for Mexico and Hispanic affairs. Before becoming policy advisor, Alvarez also served as the governor's director of the Office of Equal Opportunity, where he implemented and oversaw outreach efforts to develop greater communication between state agencies and underrepresented communities to disseminate information on contracting and employment opportunities.

LaVon Bracy Davis currently serves as the senior director of community programming for the Dr. Phillips Center for the Performing Arts in Orlando, Florida. She has been with this nonprofit since 2008, starting with the design and community engagement teams prior to its opening in 2011. During her tenure, she has been part of significant milestones such as groundbreaking, grand opening in 2014, groundbreaking on phase 2 in 2017 and the pending opening of an acoustic hall in fall 2020. Davis's key contributions there include leading the diversification of community programming and the production of free concerts, events and educational experiences. Davis holds a bachelor of fine arts degree in theatre arts with a concentration in acting from Howard University and a juris doctor from Florida Agricultural and Mechanical University, College of Law.

Abigail Gómez is a Latinx visual artist, teaching artist, arts advocate, and the owner and artist at Pretty Girl Painting, a fine art and mural painting business in Virginia's Shenandoah Valley. She has a B.F.A. from Virginia Tech and an M.F.A. in painting from the Academy of Art University in San Francisco. She teaches art classes and workshops, and is an adjunct art professor at Shenandoah University. She also facilitates international community mural projects in the United States, the Dominican Republic and Cuba. Gómez founded Arte Libre VA, a nonprofit arts organization that empowers Latinx, Black, and youth of color through equitable access to quality arts education and programming. She is the chair of the Virginia Commission for the Arts and chair of Commission's IDEA Committee. Nationally, she serves as cochair of NASAA's People of Color Affinity Group and is a committee member of the Arts Administrators of Color Network's Cousin's Regime.

Lorén Spears Narragansett, executive director of Tomaquag Museum, has been an educator for 25 years and has served as adjunct faculty at Brown University and at University of Rhode Island. She shares her cultural knowledge and traditional arts learned through her family with the public through museum programs. She has written curriculum, poetry, and narratives published in a variety of publications and recently coedited a new edition of *A Key into the Language of America* by Roger Williams. Spears works to empower Native youth and to educate the public on Native history, culture, the environment and the arts. She was appointed by Gov. Gina Raimondo to serve on the board of the Rhode Island State Council on the Arts and the Rhode Island Historical Records Advisory Board, and serves on many other boards including The Pell Center's Story in the Public Square and South County Tourism Council.