

Business Bash Agenda

October 28, 2021

Virtual Convening

4:00 – 5:00 PM Eastern

Don't miss NASAA's 2021 Business Bash! Join us for this final session in NASAA's virtual learning series, where we will conduct important annual business of the Assembly, celebrate together as a community and see an incredible performance. 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. 2021 Treasurer's Report
4. 2021 Nominating Committee Report
5. Chair Report: NASAA Highlights and Passing the Baton
6. President and CEO Report: State of the States
7. Artist Performance: Pablo Sanhueza and the Kansas City Latin Jazz

Additional On-line Resources

- [2021 Action Plan Highlights](#)
- [NASAA 2021 Virtual Learning Series](#)
- [Information Services Summary](#)
- [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 28, 2021*

I. Roll Call and Approvals

- Agenda and Standing Rules
- [2020 Business Meeting Minutes](#)

II. 2021 Treasurer's Report

- [Planning and Budget Committee Motions](#)

III. 2021 Nominating Committee Report

- [Nominating Committee 2022 Slate Motion](#)

Standing Rules

1. NASAA's annual business session takes place Thursday, October 28 between 4:00 – 5:00 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 (Julie Vigeland, Former CH-OR) 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 2020 Business Session

Virtual Convening

October 22, 2020

The session was called to order by NASAA Chair Suzanne Wise, executive director of the Nebraska Arts Council, at 4:15 p.m. Eastern on Thursday, October 22, 2020.

Wise noted that business meeting materials were distributed to all voting members on October 7, 2020. The following member agencies were present:

Alabama State Council on the Arts	Nebraska Arts Council
Alaska State Council on the Arts	New Hampshire State Council on the Arts
Arizona Commission on the Arts	New Jersey State Council on the Arts
Arkansas Arts Council	New Mexico Arts
California Arts Council	North Dakota Council on the Arts
Colorado Creative Industries	Ohio Arts Council
Delaware Division of the Arts	Oklahoma Arts Council
Florida Division of Cultural Affairs	Oregon Arts Commission
Georgia Council for the Arts	Pennsylvania Council on the Arts
Idaho Commission on the Arts	Rhode Island State Council on the Arts
Illinois Arts Council Agency	Texas Commission on the Arts
Indiana Arts Commission	Utah Division of Arts & Museums
Louisiana Division of the Arts	Virginia Commission for the Arts
Maryland State Arts Council	Washington State Arts Commission (ArtsWA)
Michigan Council for Arts and Cultural Affairs	West Virginia Department of Arts, Culture and History
Minnesota State Arts Board	Wisconsin Arts Board
Mississippi Arts Commission	Wyoming Arts Council
Missouri Arts Council	
Montana Arts Council	

The following motions were presented and approved:

To approve the agenda (passed by unanimous voice vote)

To approve the 2019 business session minutes (passed by unanimous voice vote)

To approve the Action Plan and budget for FY2021 (passed by unanimous voice vote)

To temporarily suspend NASAA dues escalations (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):

- 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 for the Arts
- Lorén Spears, Council Member, Rhode Island State Council on the Arts
- Julie Vigeland, Former Chair, Oregon Arts Commission*

*These board members continue their service for a second term.

Wise thanked board members whose terms were ending. She also thanked all members who served on NASAA's 2020 Planning & Budget, Governance, and Nominating committees.

The business session adjourned on Thursday, October 22, 2020, at 5:15 p.m. Eastern.

National Assembly of State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

Planning & Budget Committee Report

October 2021

Amber Sharples (OK, NASAA Treasurer / Committee Chair)
Karl Blischke (PA), Vicki Bourns (UT), Donna Collins (OH), Christian Gaines (WESTAF),
Sue Gens (MN), Elliot Knight (AL), Omari Rush (MI), Liz Shapiro (CT),
Lorén Spears (RI), Searle Swedlund (ND)

The Planning & Budget Committee worked over the summer to develop a budget and action plan for FY2022. We considered issues critical to state arts agencies' and NASAA's operating environment. We examined the financial resources available to support our important work with and for state arts agencies, and we discussed NASAA programs and services that can be supportive to members during these difficult times.

Although NASAA planning is led by the Planning & Budget Committee on the board's behalf, the entire membership provides input. Feedback channels included:

- numerous [information requests](#) from members and advocates, indicating topics of interest and needed assistance,
- [Nominating Committee interviews](#) conducted with 90 state arts agency leaders,
- the results of our updated [Performance Metrics Dashboard](#), and
- comments gleaned from year-round peer group convenings.

Based on its deliberations, the committee is recommending two motions to the NASAA membership.

Motion #1: To approve the proposed FY2022 action plan and budget.

NASAA bylaws require the members of the Assembly to approve a new plan. For full transparency, our tradition is to request member approval of both our annual action plan and our annual budget.

The FY2022 action plan articulates four top priorities:

- **Advocacy:** to strengthen federal and state case-making
- **Equity:** activities to support members' and NASAA's efforts
- **Recovery:** helping state arts agencies adapt to the ongoing effects of the COVID-19 pandemic
- **Community:** convening members for learning and mutual support

New and expanded activities are being proposed in all four of these priority areas, along with the continuation of our core services and collaborations in the policy, research and communications realms. Public health conditions permitting, 2022 will

mark the return of an in-person Assembly in Kansas City, Missouri. NASAA's office will operate on a hybrid model that blends remote and on-site work to maintain continuity of services to members while supporting staff wellbeing.

Due to conservative budget management and additional pandemic relief funds, NASAA is entering FY2022 in a strong financial position. We ended FY2021 with a surplus, and we'll dedicate a portion of those funds to FY2022 action plan priorities and use the remainder to bolster our reserves. The National Endowment for the Arts has requested NASAA's help in conducting more collaborative activities, so our cooperative agreement funding has increased, accordingly. NASAA's creative aging partnership with Aroha Philanthropies will enter into its second year. On the expense side, we will realize significant savings from a renegotiation of NASAA's office lease.

Motion #2: To extend the current dues plan for one more year, keeping member dues rates for 2023 level with 2022 rates.

NASAA follows a longstanding principle of keeping dues predictable and providing lead-time before any changes are made, to ensure that members can plan ahead. Our standard vehicle for achieving this is a multi-year dues plan.

NASAA's current dues plan, approved unanimously by the membership for FY2018-2022, includes 2% escalations within each dues category every year. Last fall, as a COVID-19 accommodation, the membership approved a policy that offers states the option of temporarily suspending their annual 2% escalations for up to two years. Many states have taken advantage of this escalation opt-out, which can be applied to 2021, 2022 or 2023 dues.

Given the ongoing budget uncertainties affecting state arts agencies, the committee recommends that FY2022 dues rates be extended through FY2023, effectively extending the current dues plan for one additional year. The escalation freeze would remain in effect. In the meantime, NASAA would convene a Dues Task Force to formulate a new multi-year dues plan to begin in FY2024. This plan would be presented for a membership vote in the fall of 2022, thus giving state arts agencies more than a year to plan for any changes.

This motion comes to the membership with the endorsement of the NASAA board.

The Planning & Budget Committee extends our sincere appreciation to the board, the Nominating Committee and the entire membership for its active engagement and insightful planning input. Your work is essential, and NASAA stands in solidarity with all 56 states and jurisdictions to support you in 2022.

NASAA FY2022 Budget Summary

(October 1, 2021 - September 30, 2022)





<u>REVENUE</u>	<u>FY 2022 BUDGET</u>
STATE MEMBERSHIP DUES	\$ 860,000
NEA GRANTS	\$ 865,000
NEA RESEARCH CONTRACT	\$ 316,700
NEA ARTS EDUCATION CONTRACT	\$ 145,000
NEA FOLK & TRADITIONAL ARTS CONTRACT	\$ 118,500
CORPORATE & FOUNDATION CONTRIBUTIONS:	
AROHA CREATIVE AGING GRANT, PHASE II	\$ 268,000
FORD FOUNDATION (FY21) / OTHER (FY22)	\$ 120,000
INDIVIDUAL CONTRIBUTIONS	\$ 80,000
MID ATLANTIC TEACHING ARTISTS CONVENING	\$ 52,500
ANNUAL MEETING CONTRIBUTIONS	\$ 190,000
ANNUAL MEETING REGISTRATIONS	\$ 110,000
OTHER INCOME	<u>\$ 75,000</u>
	REVENUE \$ 3,200,700
ASSETS to be released from donor restrictions	<u>\$ 342,650</u>
TOTAL REVENUE and OTHER SUPPORT	\$ 3,543,350
<u>EXPENSES</u>	
SALARIES	\$ 1,370,500
BENEFITS	<u>\$ 376,000</u>
	SUBTOTAL \$ 1,746,500
RENT / STORAGE	\$ 131,270
EQUIPMENT LEASE / MAINTENANCE / SOFTWARE	\$ 71,065
INSURANCE / TAXES / BANK & LICENSE FEES	\$ 21,500
ACCOUNTING / AUDIT	\$ 53,300
DEPRECIATION	\$ 35,000
SUPPLIES	\$ 2,250
PUBLICATIONS / DUES / PARTNERSHIPS	\$ 15,240
PHONE / INTERNET / WEB HOSTING	\$ 27,250
PRINTING / COPYING / SHIPPING	\$ 8,500
OUTSIDE PROFESSIONAL SERVICES	\$ 278,000
COOPERATIVE AGREEMENT DIRECT COSTS	\$ 253,750
AROHA CREATIVE AGING, PHASE II DIRECT COSTS	\$ 484,400
MID ATLANTIC TEACHING ARTISTS DIRECT COSTS	\$ 48,825
NEW FOUNDATION PROJECT(S) DIRECT COSTS	\$ 80,000
ANNUAL MEETING DIRECT COSTS	\$ 300,000
ONLINE LEARNING SERIES DIRECT COSTS	<u>\$ 21,000</u>
	SUBTOTAL \$ 1,831,350
MEMBER TRAVEL	\$ 90,000
STAFF TRAVEL	<u>\$ 50,500</u>
	SUBTOTAL \$ 140,500
	EXPENSES \$ 3,718,350
OPERATING REVENUE / (EXPENSES)	\$ (517,650)
REVENUE/(EXPENSES) Including Funds to be Released	<u>\$ (175,000)</u>
OPERATING RESERVE FUNDS	\$ 175,000
REVENUE / (EXPENSES)	0

FISCAL YEAR 2022

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 fiscal year 2022 (October 1, 2021 – September 30, 2022). More details on these priority actions—and our other core/ongoing services—are available on the following pages.

 <h3>Advocacy</h3> <p>When federal pandemic relief ends, many states will need to negotiate competing fiscal and political pressures, putting discretionary spending at risk. NASAA will help state arts agencies and advocates make a compelling case for the arts as a necessary investment of public funds. We'll ramp up communications to key policy audiences, providing rigorous evidence and messages proven to appeal across the political spectrum.</p>	 <h3>Equity</h3> <p>NASAA will equip state arts agencies to navigate the policy and practice—and politics—of equity. Through models, training and leadership by example, NASAA will help state arts agencies reduce individual and institutional biases and make the arts more accessible to all. These activities are integrated across all four of NASAA's goals and propel our work toward greater diversity, equity and inclusion.</p>	 <h3>Recovery</h3> <p>As we all navigate the myriad effects of COVID-19, NASAA will support state arts agency efforts to rebuild the arts sector and contribute to community and economic recovery. We'll serve as a clearinghouse for models of creative strategies being adopted by states and will highlight cross-sector collaborations that demonstrate the benefits of including the arts in comprehensive recovery efforts.</p>	 <h3>Community</h3> <p>Connections with other state arts agencies and NASAA provide a wealth of information as well as a lifeline of support. To bolster the state arts agency community, NASAA will continue our virtual learning and year-round peer group dialogues. 2022 also will mark the return of physical convenings when members gather in person for NASAA Assembly 2022.</p>
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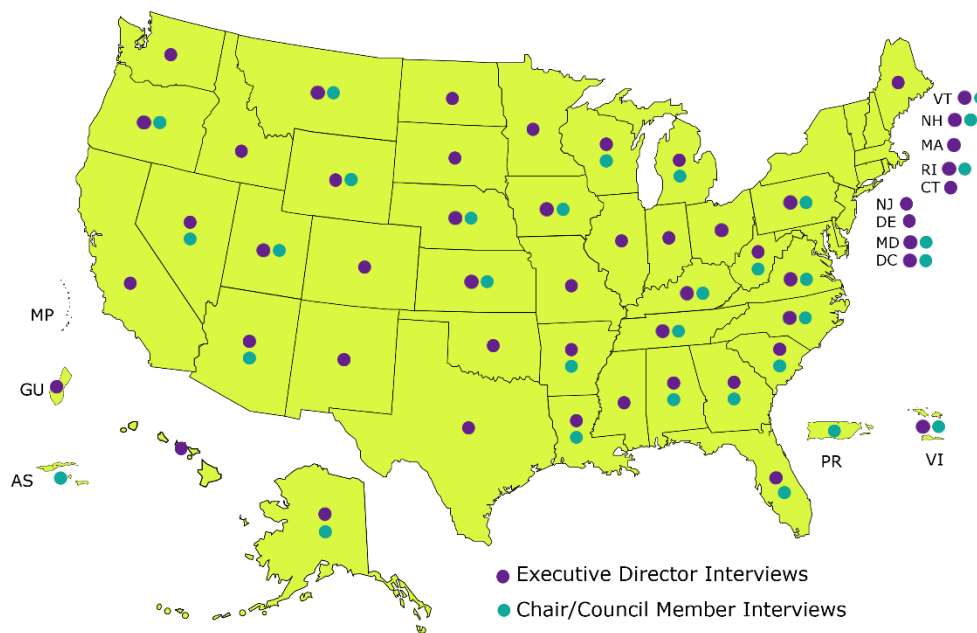
GENESIS OF THE ACTION PLAN

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. We mined [questions members and advocates are asking](#) and secured feedback and planning input from 90 state and jurisdictional arts agency executive directors and council chairs during Nominating Committee [interviews](#). We also listened carefully to peer group dialogues convened from October 2020 through July 2021. The [Planning & Budget Committee](#) and staff then developed the action plan for review by the [NASAA board of directors](#) (who hail from 18 states and jurisdictions) and the Assembly's voting membership.

Interviews and planning conversations devoted special focus to state arts agency needs in light of economic recovery, equity and advocacy.

Member Planning Input, Summer 2021



ACTION PLAN KEY





+ New or expanded activity for FY2022






Priority area for FY2022 (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 grow Arts Endowment funding.
	3	Maintain the federal policy language reserving 40% of Arts Endowment grant funds for state and regional Partnership Agreements.
	4	Develop effective working partnerships with new Arts Endowment leadership, including a new chair.
	5	Represent the interests of state arts agencies to the Arts Endowment on programmatic and policy issues, particularly around collaborative initiatives, equity work, and preserving the flexibility of Partnership Agreement funds for state arts agencies.
	6	Issue timely advocacy alerts and mobilize members around calls to action.
	7	Produce federal arts funding talking points and fact sheets to support member advocacy on Capitol Hill.
	8	Participate in inclusive federal coalition advocacy efforts, including the Cultural Advocacy Group.
	9	Facilitate purposeful contacts that deepen advocacy relationships with key appropriators. Collaborate with state arts agencies to identify persuasive advocates from selected districts and coordinate meetings with members of Congress and Capitol Hill staff. Equip advocates to educate lawmakers about current arts priorities and adapt lessons learned from advocacy messaging research.







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

	1	Alert members to recovery programs and relevant resources administered by federal agencies such as the Small Business Administration, the Department of Labor, the Economic Development Administration, the Department of Education, etc.
	2	Promote program and policy models of how state governments and state arts agencies are deploying federal relief funds to support the creative industries and foster economic and community recovery through the arts.
	3	Collaborate with the U.S. Department of Housing and Urban Development (HUD) to raise awareness of the arts in community development. Help state arts agencies understand how HUD resources can be harnessed for community development work that foregrounds the arts.
	4	Update the Creative Placemaking Public Resources Guide to reflect the latest information on federal resources that can be harnessed to support the arts in community development.

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 trends affecting state arts agencies.
	3	Through tools, training and systematic communications, help advocates deploy research based advocacy messaging strategies that appeal across the political spectrum.
	4	Supply talking points, public investment maps and customized return-on-investment fact sheets to support state level advocacy.
 	5	Propagate advocacy best practices through NASAA's Practical Advocate series and through training for citizen advocacy groups, state arts agency council members and state arts agency grantees.
 	6	Communicate regularly with state arts advocacy organizations. Consult with advocacy network leaders, state arts agencies and regional arts organizations to identify ways that NASAA can assist state advocates. Consult with state arts agencies when providing individualized assistance to state-level advocacy groups.




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

 	1	Increase communications with influential state policy networks such as the National Governors Association , the National Conference of State Legislatures , and policy leaders in the economic development, community development and health sectors. Craft communications to elevate research evidence about the community and economic recovery benefits of the arts.
	2	Collaborate with the National Alliance of Community Economic Development Associations to promote the arts in community development and to educate state arts agencies about community development financing structures.
	3	Confer with Americans for the Arts, Smart Growth America and other allied groups to identify and share information about arts opportunities in new infrastructure efforts.
	4	Partner with Aroha Philanthropies and organizations such as the National Council on Aging , ADvancing States (the association of state departments on aging), the National Association of Area Agencies on Aging , private funding prospects and other aging allies to raise awareness about creative aging and connect state arts agencies to potential partners.
	5	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.
 	6	Expand NASAA's research collaborations to provide credible evidence state arts agencies and advocates can cite to embed the arts across public policy and position the arts as a necessary investment of government resources.
	7	Elevate strategies state arts agencies are using to develop cross-sector resources and relationships to empower their state-level work.



	8	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.
	9	Represent state arts agencies with Grantmakers in the Arts , the American Academy of Arts and Sciences and other influential networks.







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	Secure fresh information on state arts agency compensation, staffing and agency demographics. Provide benchmarking services and trend overviews to help state arts agencies make the case for more human resources.
	4	Provide data on state arts agency grant-making outlays (the distribution and impact of grants made with state and federal funds) as well as the guidelines and grant-making policies that shape those investments.
	5	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.
	6	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.
	7	Produce state-by-state maps of federal and state arts funding that illustrate the importance of the federal-state partnership in achieving broad geographic reach.
 +	8	In cooperation with the Arts Endowment, analyze the distribution and impact of federal relief funds administered by states and regions.
	9	Contribute expertise and information to arts research initiatives (led by the National Center for Arts Research, the Cultural Research Network, the Arts Endowment, regional arts organizations, Americans for the Arts, Grantmakers in the Arts and independent scholars) 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:
+ 		Enhance the Visualizing Equity in Grant Making service to incorporate new geographic detail, improved product packaging and public-facing versions of the data (at the direction of member states);

		<p>Launch the Equitable Grant-making Assessment Pilot Project (a.k.a. the Equity GAP Project) to demonstrate how state arts agencies can examine and improve the practices, policies and procedures used to distribute grant funds [activity contingent upon securing outside support];</p> <p>Share models of DEI programs, tools and research adopted by state arts agencies and other networks;</p> <p>Provide examples and guidance for strategies state arts agencies can use to engage tribal communities;</p> <p>See Goal II, Objective D, and Goal III, Objective B, for DEI related professional development activities.</p>
		2 Advance state arts agency creative aging practices through continued funding from Aroha Philanthropies and the Leveraging State Investments in Creative Aging initiative. Provide ongoing support for NASAA's grantee cohort. Propagate best practices for sustained and socially engaged arts learning for older adults.
 		3 Showcase state arts agencies' program and policy ingenuity as well as exemplary practices through State to State and special reports. Priority will be placed on strategic adaptations in the wake of COVID-19, including: <ul style="list-style-type: none"> Grant programs and services that advance DEI; Models for responsive operating support; Models for supporting individual artists.
 		4 Curate and circulate research from non-NASAA sources to inform members about trends, data and evaluation methods relevant to the work of state arts agencies. Priority will be placed on information applicable to advocacy, recovery and resilience in the wake of COVID-19.

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 Promote online maps, data visualizations and interactive tools that facilitate state arts agency benchmarking and help members understand and communicate information.
 		3 Collect and circulate examples of state arts agency DEI plans and related metrics or benchmarks, to inform state arts agency DEI action planning.
		4 Conduct Research Briefings that acquaint members with NASAA research products and help members use the information at the state level.
		5 Provide research consulting services to support individual members' strategic planning and evaluation efforts. [This is a fee-based custom service.] Update NASAA's business practices for promoting and delivering these services to states.
 		6 Assess reporting data that state arts agencies currently are collecting from their grantees, including demographic information relevant to measuring equity progress. Collaborate with state arts agencies to relay state and regional input to the Arts Endowment to inform future federal reporting requirements.
		7 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	Plan, promote and present an engaging NASAA Assembly 2022 conference in Kansas City, Missouri. Provide learning and networking opportunities relevant to state arts agency staff and council members. Priority agenda topics will include DEI, postpandemic recovery and advocacy.
	2	Deliver anti-bias training sessions tailored for state arts agency executive staff, general staff and council members. These sessions will address fundamental skills for avoiding unconscious bias plus practical tips for reducing bias in the everyday work of state arts agencies.
	3	Provide educational programming to help state arts agencies recognize how structural racism can affect government systems within which state arts agencies operate. Collaborate with experts on government operations and equity work to design and deliver these trainings.
	4	Deliver year-round online professional development for state arts agency staff and council members. Sessions will be designed to complement the NASAA Assembly 2022 convening.
	5	Cooperate with the Arts Endowment to present the 2022 State Arts Agency Arts Education Managers Professional Development Institute .
	6	Cooperate with the Arts Endowment to present a best practices workshop for folk arts partnership programs in winter 2021 as well as a folk and traditional arts managers convening in conjunction with NASAA Assembly 2022.
	7	Help state arts agency community development directors self-organize for a preconference gathering in conjunction with NASAA Assembly 2022.
	8	Convene a second virtual Creative Aging Institute (CAI) for all state arts agencies and their creative aging partners. With the support of Aroha Philanthropies, this professional development event deepens knowledge of creative aging and prepares participants to combat ageism and be effective creative aging champions.
	9	Serve as the managing partner for the 2022 Mid Atlantic Teaching Artist Retreat, an event sponsored by Mid Atlantic states to provide professional development opportunities and elevate teaching artistry in the region.
	10	Assess and, where applicable, apply best practices in convening hybrid events that include a mixture of on-site and remote participants.
	11	Commence planning for the NASAA 2023 Leadership Institute.

NASAA CONVENINGS IN 2022



Many members expressed sorrow about suspending in-person gatherings during the pandemic. Public health conditions permitting, NASAA will resume face-to-face convenings in 2022. Planned convenings include NASAA board meetings as well as **NASAA Assembly 2022**, to be held in Kansas City, Missouri, in the fall. Please plan to join us!







Knowing that state arts agencies have come to value digital connections, NASAA will continue to provide **year-round virtual learning and peer group meetings** via videoconference. These mechanisms will keep state arts agencies in touch and provide accessible learning and networking opportunities.

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, Legislative Alerts 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:
		Sustain an affinity group for state arts agency staff and council members of color;
		Support a listserv and online resource hub for the People of Color Affinity Group;
		Convene "Equity Strategy Think Tanks" to harvest insights about specific equity challenges, such as addressing constituent pushback or making a case for more diverse council appointments;
		Convene executive and deputy directors for joint leadership development training that focuses on organizational development, staffing and internal conflicts arising around DEI;
		Elevate DEI leadership in the state arts agency field by presenting NASAA's DEI awards;
		Restart a mentorship program for state arts agency staff and council members of color;
		Support the Arts Education Working Group's Diversity, Equity and Inclusion + Access Committee and its linkages to the arts education peer group as a whole;
		Infuse discussions about DEI into dialogues among all state arts agency peer groups.
 	4	Establish a "Red State Caucus" to serve as an affinity group for convening state arts agency leaders operating in conservative political environments. Facilitate dialogue on issues such as advocacy positioning strategies, framing equity work, cultivating conservative arts champions and other topics of timely interest to caucus members. Establish a link between the caucus and the NASAA board of directors.
	5	In cooperation with the Arts Endowment, maintain orientation and mentorship systems for new arts education managers.

	6	In cooperation with the Arts Endowment, develop a program to support state level mentorships between veteran folk arts managers and newcomers to the traditional arts field.
	7	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:
		Conduct onboarding calls to provide orientations to NASAA;
		Tailor follow-up resources to new directors' near-term priorities;
		Maintain continuity of contact through regular check-in communications;
		Convene new directors to support their learning and foster peer connections. The 2022 New Executive Directors Boot Camp agenda will be tailored to the needs of the 2021-2022 cohort.
	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.
	5	Achieve greater cohesion for NASAA's visual identity by refreshing our logo and aligning our website, reports and collateral materials to updated style guidelines.

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	Convene an Awards Task Force to review nominations for NASAA's 2022 Distinguished Public Service and Gary Young leadership awards.
	6	Convene a Dues Task Force of state arts agency representatives to develop NASAA's next five-year plan for membership dues.
	7	Involve the board and membership in NASAA's financial oversight through participation in the Audit Committee.
	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 Arts Endowment Partnership grant and cooperative agreement support for NASAA.
	3	Implement the fifth 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 Supporters programs.
	6	Opportunistically realize earned income through consulting contracts or partnerships that align with NASAA's core mission and services.

B. Develop NASAA's human resources.

	1	Provide staff professional development that supports service delivery, staff growth and productivity.
	2	Embody NASAA's diversity, equity and inclusion principles in our recruitment practices and organizational culture. Specific activities in 2022 will include:
		Conducting an equity audit of NASAA's internal policies and practices;
		Revising job descriptions, performance standards and performance reviews to include DEI objectives.
	3	Adopt policies and management practices that intentionally foster staff morale, cohesion and well-being.
	4	Conduct personnel evaluations in alignment with NASAA's annual work plans and employee performance standards.

C. Improve NASAA's operations and technology.

	1	Continue to evolve NASAA's personnel and management procedures to incorporate a hybrid mixture of on-site and remote work.
	2	Continue system implementation and training for our Salesforce association management system. Maintain the currency of NASAA's membership contact data.
	3	Improve NASAA's operational technology to support productivity and member services. Assess NASAA's videoconferencing systems, remote work tools and telephone solutions.
	4	Identify and test an online community networking platform for members, to provide connectivity beyond the NASAA listservs.

	5	Assess functional needs and database platforms for upgrading NASAA's research systems to operate on the cloud and provide more advanced data processing capabilities.
	6	Manage NASAA's administrative systems and physical plant to support staff productivity and effective service delivery to members.
	7	Comply with government requirements and demonstrate exemplary practices relating to workplace health and prevention of pandemic recurrence.
	8	Maintain NASAA's accountability standards, federal reporting, internal controls and risk management procedures.

D. Evaluate our work and learn from the results.

	1	Assess NASAA's evergreen strategic plan for currency and relevance to evolving state arts agency and NASAA needs. Determine the scope of revisions required and develop a plan for undertaking those revisions.
	2	Report to the membership through Action Plan Highlights that summarize NASAA's progress and recent accomplishments.
	3	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.
	4	Use website analytics, social media metrics and e-mail delivery data to guide NASAA's communications.
	5	Track information requests and mine the data to inform NASAA's research services and technical assistance.
	6	Monitor NASAA's organizational performance metrics as indicators of management fitness.
	7	Conduct an annual financial and compliance audit to maintain high standards of accountability.
	8	Conduct an annual employee survey to monitor staff satisfaction and working conditions. Adopt management practices that respond to staff concerns.

National Assembly of State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

2021 Nominating Committee Report

Michael Donovan (ED-MO), Chair
Patrick Baker (ED-SD), Chris Cathers (ED-KY), Sean Chandler (CM-MT), Joshua Davis-Ruperto (ED-IL), LaVon Bracy Davis (CH-FL), Carla Du Pree (Former CM-MD), Abigail Gómez (Former CH-VA), David Greenham (ED-ME), Tony Manfredi (ED-NV), Gene Meneray (CM-LA), Andrea Noble (ED-AK), Patrick Ralston (ED-AR), David Slattery (DD-MA), Suzanne Wise (ED-NE)

It is with pleasure that the Nominating Committee presents its recommendations for NASAA's fiscal year 2022 board chair and directors.

For chair, serving one two-year term:

- Omari Rush, Former Chair, Michigan Council for Arts and Cultural Affairs

For three-year terms on the board of directors:

- Eduardo Arosemena-Muñoz, Chair, Institute of Puerto Rican Culture*
- Alice Bioff, Council Member, Alaska State Council on the Arts
- Michael Bobbitt, Executive Director, Mass Cultural Council
- Carla Du Pree, Former Council Member, Maryland State Arts Council*
- Michael Faison, Executive Director, Idaho Commission on the Arts*
- Sue Gens, Executive Director, Minnesota State Arts Board

*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 Thursday, October 28, 2021.

* * * * *

The Nominating Committee reports that during our 90 conversations, state arts agencies expressed strong support for NASAA. Members gave considered, helpful feedback on what they need in 2022 to address efforts related to advocacy; diversity, equity and inclusion; research that demonstrates the value and impact of the arts; and adapting to post-COVID-19 and reopening challenges. This year's committee focused on nominating people of color, people under age 50 and executive directors. As usual, there were many more qualified candidates for board service than there were available seats, which makes the committee's decisions difficult. However, the good news is that there is a strong pipeline of leaders wanting to serve NASAA and the field. Please review the full report in the [2021 Nominating Committee Interview Findings](#).

On behalf of the membership, the committee acknowledges and thanks departing board members **Stephanie Conner (TN)**, **Monica Guzman (Guam)** and **John Strickland (WV)** for their exceptional service to NASAA and to the field.

These board members will continue their terms in 2022:

Ruben Alvarez, Commissioner

Arizona Commission on the Arts
Phoenix, AZ
(Board term 2021-2023)

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
(At-large board term 2020-2023)*

Donna Collins, Executive Director

Ohio Arts Council
Columbus, OH
(Board term 2018-2023)

LaVon Bracy Davis, Chair

Florida Division of Cultural Affairs
Orlando, FL
(Board term 2021-2023)

María López De León, President & CEO

National Association of Latino Arts and Cultures
San Antonio, TX
(At-large board term 2018-2022)

Christian Gaines, Executive Director

Western States Arts Federation
Denver, CO
(At-large board term 2021-2022)

Abigail Gómez, Former Chair

Virginia Commission for the Arts
Winchester, VA
(Board term 2021-2023)

Karen Hanan, Executive Director

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

Lisa Hoffman, Executive Director

Alliance of Artists Communities
Providence, RI
(At-large board term 2018-2022)

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
(At-large board term 2020-2023)*

Amber Sharples, Executive Director

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

Lorén Spears, Council Member

Rhode Island State Council on the Arts
Providence, RI
(Board term 2021-2023)

Julie Vigeland, Former Chair

Oregon Arts Commission
Portland, OR
(Board term 2018-2023)

Suzanne Wise, Executive Director

Nebraska Arts Council
Omaha, NE
(Board term 2015-2022)

*Pending the board's election of its at-large members, scheduled for October 28, 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

Alice Bioff is from Koyuk, Alaska, and has worked since March 2010 in the Community Planning and Development Department of Kawerak, an Alaska Native regional tribal consortium. As the business planning specialist, she is a resource partner connecting small businesses with programs that offer technical assistance in small-business development to the residents of the 16 communities of the Bering Strait region. Bioff has worked for native nonprofit organizations for more than 25 years since attaining her B.A. in rural development from the University of Alaska, Fairbanks. In addition to her experience, Bioff is the founder and owner of Naataq Gear and brings with her the experience of owning her own business as an apparel design manufacturer. With her Inupiaq values close at heart, Bioff is a strong supporter of small-business development that supports the diverse economic landscape in the state of Alaska.

Michael J. Bobbitt, theatre director, choreographer and playwright, joined the Mass Cultural Council as executive director in February 2021, becoming the highest-ranking cultural official in Massachusetts. Previously he served as the artistic director of the New Repertory Theatre in Watertown, Massachusetts, and of the Adventure Theatre-MTC in Maryland. While in Maryland Bobbitt led the organization to be a respected theatre/training company in the D.C. region, as well as a nationally influential professional Theatre for Young Audiences. Bobbitt trained in nonprofit arts management at Harvard Business School's Strategic Perspectives in Nonprofit Management, The National Arts Strategies Chief Executive Program, and Cornell University's Diversity and Inclusion Certification Program. He has served as an associate professor of theatre at both the Boston Conservatory at Berklee and Howard University, and has volunteered on numerous nonprofit boards, including Non-Profit Village, Maryland Citizens for the Arts, Leadership Montgomery, Weissberg Foundation, Watertown Public Art Commission and ArtsBoston. In 2021 he was selected to join artEquity's second cohort of the BIPOC Leadership Circle.

Sue Gens is executive director of the Minnesota State Arts Board, a state agency that works to ensure that all Minnesotans have the opportunity to participate in the arts. She joined the agency in 2001, serving as director of communication and government relations, and interim executive director, before becoming executive director in 2008. Before joining the Arts Board, Gens was director of external relations for the Hubert H. Humphrey Institute of Public Affairs at the University of Minnesota (Twin Cities); and director of development for United Arts, a federated fundraising organization for small and midsized arts organizations in the Minneapolis-Saint Paul metropolitan area. Gens has worked in the Twin Cities nonprofit and public sectors for 30 years; has held management, public relations, marketing or development positions at the Children's Theatre Company, Minnesota Orchestra, The Saint Paul Chamber Orchestra, COMPAS and the Women's Theatre Project; and has served as a volunteer, consultant or board member with a variety of nonprofit organizations. She is a graduate of Minnesota State University Moorhead, with degrees in music and arts administration.