

NASAA NATIONAL ASSEMBLY of STATE ARTS AGENCIES

Knowledge ▲ Representation ▲ Community

NASAA Board of Directors Hybrid Meeting

Wednesday, September 21, 2022
10:00 a.m. – 4:00 p.m. Central
Kansas City Marriott Downtown
12th Street Meeting Room, Main Level
Kansas City, MO 64105

Zoom Call Instructions

Link:

<https://us06web.zoom.us/j/8721089080?pwd=OFM2aXBVREx6b25JaXMrbjRsWmF1UT09>

Call-in number: +1 301 715 8592 US

Meeting ID: 872 108 9080

Passcode: 177130

Agenda

- | | |
|---|-------------------|
| I. Call to Order | 10:00 a.m. |
| Land acknowledgement
<i>Action: Approve/amend September 21 agenda</i>
<i>Action: Approve/amend August 25 minutes</i>
<i>Action: Accept the consent agenda materials</i> <ul style="list-style-type: none">• FY22 Action Plan Highlights• Information Services Summary | |
| II. Creative Aging Update (partner report) | 10:40 a.m. |
| Ellen Michelson, Founder and President, E.A. Michelson Philanthropy
Teresa Bonner, Executive Director, E.A. Michelson Philanthropy | |
| III. National Endowment for the Arts (partner report) | 11:00 a.m. |
| Michael Orlove, National Endowment for the Arts
Lara Holman Garritano, National Endowment for the Arts | |
| IV. President and CEO Report | 11:30 a.m. |
| LUNCH (Skyline Meeting Room, 20 th Floor) | 12:00 p.m. |
| V. Legislative Counsel Report | 1:00 p.m. |

VI. DEI Discussion	1:30 p.m.
VII. NASAA Equity Audit Overview Team Dynamics will present this session.	2:00 p.m.
Break	3:00 p.m.
VIII. FY23 Elections and Appointments <i>Action: Approve the recommended FY23 at-large board member slate</i> <i>Action: Approve the recommended FY23 officers slate (pending the membership approval of FY23 directors on Saturday, September 24th)</i> <i>Action: Approve the recommended FY23 committee assignments</i>	3:15 p.m.
IX. NASAA Reports <i>Development Committee</i> <i>Treasurer's Report</i>	3:25 p.m.
X. New Business	3:40 p.m.
XI. Executive Session <i>Review of President and CEO</i>	3:42 p.m.
XII. Adjourn	4:00 p.m.
*Board photo. The suggested attire is business casual.	
Board Dinner Skyline Meeting Room, 20 th Floor, Kansas City Marriott Downtown	7:00 p.m.

Materials

1. [NASAA Board of Directors August 25 Board Meeting Minutes](#)
2. [Prioritizing Equity at NASAA \(draft\)](#)
3. [Policy Status Report](#)
4. [FY22 DEI Activities List](#)
5. [FY23 recommended slate for at-large board members](#)
6. [FY23 recommended slate for officers](#)
7. [FY23 recommended committee assignments](#)

Consent Agenda Materials

8. [Development Committee Report](#)
9. [Action Plan Highlights](#)
10. [Information Services Summary](#)

NASAA NATIONAL ASSEMBLY of STATE ARTS AGENCIES

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NASAA Board of Directors Meeting

August 25, 2022

Board, Present

Omari Rush (Former CH-MI), Chair
Carla Du Pree (Former Vice Chair-MD), 1st Vice Chair
Donna Collins (ED-OH), Secretary
Suzanne Wise (ED-NE), Immediate Past Chair
Ruben Alvarez (Special Advisor-AZ)
Karl Blischke (ED-PA)
Michael Bobbitt (ED-MA)
Mary Bordeaux (CH-SD and Faculty, Museum Studies, Institute of American Indian Arts)

María López De León (President and CEO-NALAC)
Michael Faison (ED-ID)
Christian Gaines (ED-WESTAF)
Sue Gens (ED-MN)
Abigail Gómez (Former CH-VA)
Lisa Hoffman (ED-Alliance of Artists Communities)
Gene Meneray (CM-LA)
Ivonne Chand O'Neal (Principal-MUSE Research)
Lorén Spears (CM-RI)

Board, Absent

Julie Vigeland (Former CH-OR), 2nd Vice Chair
Amber Sharples (ED-OK), Treasurer
Alice Bioff (CM-AK)
LaVon Bracy Davis (CH-FL)
Karen Hanan (ED-WA)

Staff, Present

Pam Breaux, President and CEO
Kelly Barsdate, Chief Program and Planning Officer
Feby Emelio, Executive Associate to the Chief Program and Planning Officer
Eric Giles, Learning Services Director
Kelly Liu, Grants Data Associate
Sylvia Prickett, Chief Operating Officer

Nakyung Rhee, Research Associate
Laura Smith, Chief Advancement Officer
Sue Struve, Communications Manager
Ryan Stubbs, Senior Director of Research
Marisa Summers, Assistant to the President and Board Administrator
Declan Wicks, Research Associate

I. Call to Order and Announcements

Omari Rush called the meeting to order at 3:32 p.m. Eastern. He welcomed the board to the meeting and offered a land acknowledgement. Omari also thanked the board for their involvement in the CEO annual review.

Pam Breaux announced state arts agency (SAA) leadership transitions since April 2022. Jonathan Moscone was appointed executive director of the California Arts Council in April, Jeff Bell was appointed executive director of the North Carolina Arts Council in June, Lynne McCormack was appointed executive director of the Rhode Island State Council on the Arts in July and Allison Wong was appointed executive director of the Hawai'i State Foundation on Culture and the Arts in August.

II. Approvals

Omari asked if there were changes to the agenda or the minutes, and there were none.

Motion: To approve the August 2022 agenda (Ruben Alvarez)
The motion was seconded by Michael Faison and approved unanimously.

Motion: To approve the April 2022 minutes (Donna Collins)
The motion was seconded by Michael Faison and approved unanimously.

III. Nominating Committee Report

Abigail Gómez gave the Nominating Committee Report for Michael Donovan, the committee chair, who was unable to attend the board meeting. The committee conducted 83 executive director and chair interviews from 52 member agencies. Members were asked what NASAA services are most useful or important to them; what they think states need in the year ahead; and how NASAA can help with state level advocacy and efforts to advance diversity, equity and inclusion (DEI). Additionally, the committee asked for recommendations on who should serve on the NASAA board and why. NASAA's Governance Committee asked the Nominating Committee to prioritize diverse candidates, which this year included people of color; people under 50; people from the South; people from the U.S. Territories; and people with federal political relationships, strong advocacy skills and diversity of thought across the political spectrum. The committees' efforts were successful, as seven people who submitted applications for board service represented the aspects of diversity suggested by the Governance Committee.

Abigail reported that the member interviews were shared with the Planning & Budget Committee and informed NASAA's action plan for fiscal year 2023. The interview findings revealed several themes:

- Most member states reported using NASAA in the past year, which reflects high rates of engagement.
- The most useful NASAA services were:
 - **Research:** Members appreciate access to reliable data, information to support advocacy and equity related work and customized support that helps states with specific needs.
 - **Professional development opportunities:** Members needs are specialized, and generic training from other sources does not always work.
 - **NASAA's advocacy role in securing federal support for the arts from Congress:** Members rely on NASAA to be nonpartisan, to help facilitate passage of a budget for the National Endowment for the Arts (NEA) and to advocate for the portion of the NEA's budget that goes to states.

Members are also grateful for NASAA's communications and praised staff for being accessible and responsive, especially for time-sensitive matters.

Abigail stated that there were several qualified board candidates, however there was more interest than there are available seats. Current board members Karl Blischke, Karen Hanan and Gene Meneray are eligible and have been nominated for a second term. The slate also includes three new members who represent Black, Indigenous or Southern communities. All nominees have been contacted and are excited to serve.

Abigail expressed her thanks to the Nominating Committee for their hard work and careful deliberations.

Motion: To endorse the member based nominations for directors (committee)
The motion was approved unanimously.

IV. Planning & Budget Committee Report

Sue Gens gave the Planning & Budget Committee report. Sue reported that the committee had three items on its docket for the summer: finalizing the strategic plan, managing the action plan and overseeing the FY2023 budget.

Sue reminded the board of the February 2022 board meeting strategic plan discussion. The consensus was that the existing plan was a good foundation, however, a few adjustments were needed to address the rapidly changing environment caused by the pandemic and the political climate. The new strategic plan reflects these changes with a focus on advocacy messaging and a more explicit articulation of NASAA's DEI commitment, which recognizes that states will have diverse approaches to this important work.

Motion: To endorse the revised strategic plan (committee)

The motion was approved unanimously.

Sue noted that the strategic plan is a high-level document that sets NASAA's values and long-term direction. The action plan is a short-term document which guides NASAA's activities over a period of 12 months. The FY2023 action plan includes core services as well as three timely themes informed by member interviews: advocacy, equity and resilience. It also flags priority products and services that NASAA will ensure receive attention even if other plans need to shift due to a changing environment.

Motion: To endorse the FY2023 action plan (committee)

The motion was approved unanimously.

Sue reported that for the past several years, NASAA's budgets have been larger than normal due to funding from special projects with foundation partners such as Ford, ArtPlace and E.A. Michelson Philanthropies (formerly Aroha Philanthropy). Although funding conversations about new opportunities are underway and we're hopeful about their outcomes, for now the committee is presenting a conservative operating budget that includes only those revenue streams that are secure.

NASAA's partnership grant from the NEA will increase and NASAA will utilize the remainder of our American Rescue Plan (ARP) funds. Dues are projected to be stable for FY2023. To cut down on costs, NASAA is planning to downsize its office footprint, resulting in a substantial rent savings. Last year the board authorized use of \$175,000 in operating reserves for strategic projects. Not all of the funds authorized will be spent in FY2022. The FY2023 budget proposes to use \$50,000 of the reserves to cover the second year of NASAA's equity audit.

Sue thanked the committee for their hard work.

Omari inquired about the decrease in travel expenses. Pam responded that while there will be a leadership convening in 2023, it will not take place until FY2024. Sylvia shared that NASAA will not have an executive directors boot camp in FY2023, and staff travel has been limited.

Motion: To endorse the FY2023 budget (committee)

The motion was approved unanimously.

V. Due Task Force Report

Suzanne Wise thanked the Dues Task Force committee members for their service. NASAA's current dues plan extends through FY2023, which ends September 30, 2023. This year's task force was established to consider and discuss any issues surrounding dues and make recommendations for FY2024 and beyond.

NASAA's overarching principles are to ensure that dues are predictable, transparent and equitable. Task force members agreed that there was no compelling reason to change the current plan and that the entire membership should be polled to be sure to give members an opportunity to weigh in.

The task force developed background information describing the current structure, noting that the task force was inclined toward recommending a continuation of the plan, and fielded a brief survey asking executive directors if NASAA's dues system was useful. All but 10 of NASAA's 56 members (82%), provided feedback and the field was overwhelmingly supportive of extending the current dues structure.

Additionally, the task force discussed the time line for continuing the dues plan. To assist 19 states with biennium budgets, the task force agreed on a four-year plan, which was also supported by the executive directors. The Dues Task Force unanimously recommends an extension of the current dues plan for a period of four years, FY2024 – FY2027, to include annual 2% increases in the dues amounts.

Motion: To endorse the extension of the current dues plan for a period of four years (FY2024-FY2027 to include an annual 2% increase in the dues amounts (committee)

The motion was approved unanimously.

VI. Governance Committee Report

Pam Breaux gave the Governance Committee report. The Governance Committee met in May to develop the FY2023 slate of at-large directors, review FY2022 mid-year DEI activities and future plans, and conduct a preliminary discussion of NASAA's bylaws.

At-large board members are an integral part of NASAA's board and bring important perspectives from outside state arts agencies to the table. The committee nominated Lisa Hoffman and María López De León for a third two-year term and Christian Gaines for a second two-year term. Lisa, María and Christian have accepted the nominations. At-large directors are elected by the NASAA board of directors, and the election will take place during the September board meeting.

The committee reviewed NASAA's FY2022 DEI work. A few high-level examples include:

- launched and administered an Equity Gap Project in collaboration with the Ohio Arts Council
- updated every staff job description to chronicle DEI related tasks
- conducted extensive anti-bias trainings as well as equity-focused facilitation trainings for NASAA staff
- conducted extensive anti-bias trainings for SAAs

Moving forward, NASAA will conduct an organizational equity review, represent SAAs in the Grantmakers in the Arts Cultural Policy Action Lab and review our bylaws as a component of the internal equity audit.

Pam thanked the committee for the considerable amount of work completed this year.

VII. Audit Committee Report

Michael Faison thanked the Audit Committee for their service. He noted that the committee's FY2022 work included considering whether NASAA should continue working with the current auditor, SB & Company, or change audit firms. Six firms, including SB & Company, were sent RFPs for NASAA's annual audit and tax services. Of the six, three submitted proposals. Committee members considered the proposals carefully and agreed unanimously to accept the

SB & Company proposal, since the committee, NASAA's board, and NASAA staff have been satisfied with their work.

The committee also had an extended conversation about whether, and how often, NASAA should rotate audit firms or engagement partners. While there are no requirements for nonprofits to rotate audit firms or engagement partners, many consider it best practice to rotate firms or engagement partners every five to seven years. The committee agreed that for the next request for proposal and review cycle, SB & Company should not be invited to respond. The committee recommends that NASAA's independent auditor be reviewed and that audit firms or engagement partners be changed every five to seven years.

Christian asked if the recommendations suggested by the committee are the first in NASAA's history. Sylvia responded that she is not aware of previous similar recommendations.

Motion: To endorse the Audit Committee's recommendation that NASAA's independent auditor be reviewed, and that the audit partners or audit firms be changed every five to seven years (committee)

The motion was approved unanimously.

VIII. President and CEO Report

Culture Wars

Pam thanked the board for the informative discussion during the spring board meeting centered around the potential of escalating culture wars and the impact on the arts or state arts agencies. Informed by board observations and the Nominating Committee interviews, NASAA has crafted a four-part approach to addressing culture wars:

1. A conversation during the Assembly 2022 Executive Director Peer Group session will focus on how culture wars issues are showing up in states as well as the challenges SAAs are facing.
2. A panel discussion featuring a cohort of Republican political colleagues will provide guidance on how SAA leaders can manage culture war related threats.
3. A "red state" affinity group will be launched as a safe space for red-state EDs to convene and exchange challenges and solutions.
4. A conversation for all executive directors will discuss how SAAs can support each other while working in challenging environments.

NASAA Equity Audit

Pam reported that Team Dynamics was hired to conduct NASAA's upcoming equity audit. Team Dynamics will present its approach and expected work plan for the equity audit during the September board meeting. Components will include:

- evaluation of bylaws and employee policies
- evaluation of board committee structures and practices
- evaluation of human resources functions, operation structures and practices
- evaluation of program structures and practices
- evaluation of communications structures and practices
- evaluation of fundraising structures and practices
- a pay equity audit

NASAA staff will be interviewed by Team Dynamics and given the opportunity to provide feedback as well as participate in regular equity audit project check-ins. There will be opportunities for the board to participate as well.

Pam stated that the three main deliverables of the equity audit are a comprehensive equity audit report, an implementation plan, and training and support for implementation of the recommendations.

Local Arts Agencies

Pam shared an update related to the spring discussion on the relationship between local arts agencies (LAAs) and Americans for the Arts (AFTA). While complex dialogues continue to unfold, there is new discussion of the possibility of LAAs and AFTA moving forward together. NASAA is a supportive colleague and advisor but has no agenda of our own in these discussions other than to hope that LAAs are ultimately well supported as an important part of the public arts funding ecosystem. Based on discussions during the spring Executive Committee meeting, language was crafted to provide guidance relative to this position.

Pam reported on her August 15 meeting at AFTA with Nolen Bivens, president and CEO, and Daniel Fitzmaurice, chief of staff. AFTA is continuing its work on internal realignment. AFTA understands that rebuilding and building relationships is based on trust and will take time. Pam noted that AFTA wants to work significantly in the advocacy space, not as the sole leader, but as a supporter in a larger advocacy community. AFTA understands that state arts advocates exist on a continuum of needs and capacities, and hopes to be of service to them moving forward.

Pam will continue to be in dialogue with the Creative States Coalition (CSC) and AFTA about their progress.

Carla Du Pree asked if the CSC has yet to determine its resources. Pam responded that the CSC is beginning to develop resources.

Omari inquired about the possibility of NASAA creating board talking points about equity, similar to the LAA language and perhaps based on the new strategic plan. Pam responded in the affirmative.

Messaging to Policymakers

The National Conference of State Legislatures (NCSL) published an article in its State Legislatures Magazine that embraced the arts as a bipartisan issue and recognized arts and culture as a means to enhance the quality of life, attract tourists and workers, and bolster economies. NASAA collaborated with NCSL to make that article possible. NASAA also has been collaborating with the National League of Cities on a series of blog posts about the value of the arts in community resilience and public health. These types of collaborations are designed to elevate a positive message about the arts to policymakers.

IX. Federal Legislative Report

Isaac Brown reported that Congress is in summer recess. Prior to the recess, the focus of advocacy was working with the House and Senate to receive the highest appropriation possible for the National Endowment for the Arts NEA. The budgeting process was delayed by controversial components of the Inflation Reduction Act, which dominated the legislative landscape.

Isaac expects Congress to pass a continuing resolution next month, to extend current funding levels until after the midterm elections. Additionally, it is important to be mindful that at the staff level, the negotiations around fiscal appropriation bills are still taking place. So ongoing advocacy is needed despite a continuing resolution, since decisions about the ultimate funding level for the NEA will certainly be discussed in the interim.

Two figures are being considered for the NEA budget for FY2023: the House has recommended \$207 million and the Senate proposed \$195 million. Especially with the razor-thin majorities right now, both chambers recommending NEA increases continues to be a great sign about the bipartisan support that the Arts Endowment receives. The challenge will be to make a strong case for the higher figure. States should tell the story of what those funds could achieve at the state level.

Omari asked if the NEA is expected to articulate what it would do with an increase in funding. Isaac responded in the affirmative. Agencies submit detailed budget justifications that Congress takes very seriously.

X. Regional Arts Organizations Report

Christian Gaines reported that the new cochairs for the U.S. Regional Arts Organizations (RAOs) are Todd Stein of Mid-America Arts Alliance and Torrie Allen of Arts Midwest. US RAO recently launched a new website, <https://usregionalarts.org/>, which will provide a visual and informational overview of RAO work. The RAOs are thrilled to sponsor and support Assembly 2022 and hope they will be invited to support future Assemblies.

As a collective, the RAOs will support the CSC with unrestricted funding over a period of three years. The RAOs also launched a National Leaders of Color program, which is an extension of Western State Arts Federation's Emerging Leaders of Color program.

Karl Blischke inquired about the CSC funding structure. Christian responded the funding will provide operating support totalling \$270,000 over three years, contributed by all the regions, and will include an increase each year. The CSC will provide a brief report at the end of each funding cycle describing the funding impact and plans for the following year.

XI. New Business

Omari stated that the next board meeting will be hybrid (in-person and virtual) and will take place on Wednesday, September 21, during Assembly 2022, followed by a board dinner.

XII. Adjourn

Omari adjourned the meeting at 5:28 p.m. Eastern.



WHY IS NASAA PRIORITIZING EQUITY?

The public sector bears a special responsibility to help *all* communities thrive through the arts.

NASAA exists to strengthen state and jurisdictional arts agencies; this includes support for members in upholding their public policy purpose to help *all* communities thrive through the arts. Accordingly, diversity, equity and inclusion (DEI) are bedrock values and action commitments for NASAA. We commit to a culture of ongoing learning, reflection and concrete actions to achieve:

- Diverse, equitable and inclusive programs and practices at state arts agencies
- Diverse, equitable and inclusive governance, programs, practices and management at NASAA.

Recognizing that there is no single way to advance equity, NASAA provides models and guidance to help state arts agencies advance DEI in a variety of political settings. NASAA prioritizes grantmaking equity in particular, elevating strategies that states and jurisdictions can use to make public arts funding more responsive and accessible.

Part of how NASAA embodies our DEI values is by recognizing and respecting differences that exist among state arts agencies. Although the commitment to helping all communities thrive is universally shared, each state and jurisdiction needs the freedom to tailor its tactics to its own geography, demographics, authorizing environment and operating realities. No universal formula will succeed everywhere. NASAA therefore offers a range of methods for advancing DEI.

Listening and learning are critical elements of our DEI leadership approach. We listen and we learn from our members, and they listen and learn from us. This continual cycle of communication is foundational to advancing the work; it allows for our collective work to evolve, be relevant and put into practice by SAAs and by NASAA.

September 2, 2022



NASAA Policy Review Schedule (September 2022 Update)

Policy	Status
Accounting and Financial Policies and Procedures	NASAA's accounting and financial policies and procedures were reviewed and approved in July 2016. The FY 2022 management review of the policies and procedures produced changes that are technical in nature. No referrals to the Audit Committee are required.
Authorized Spokespeople Policy	NASAA's authorized spokesperson policy was reviewed and approved in 2017. In FY 2022 this policy review was deferred to be incorporated within NASAA's upcoming equity audit.
Bylaws of the National Assembly of State Arts Agencies	NASAA's bylaws were reviewed and updated in 2017. In FY 2022, the Governance Committee jump started a new review of the bylaws. A holistic review of the document will be a component of NASAA's upcoming equity audit.
Confidentiality Policy	NASAA's confidentiality policy was reviewed and approved in 2017. The policy will be reviewed within the upcoming equity audit.
Conflict of Interest & Intermediate Sanctions Policy	NASAA's conflict of interest & intermediate sanctions policy was reviewed and approved in 2017. The policy will be reviewed within the upcoming equity audit.

Diversity, Equity and Inclusion Policy Statement	NASAA's DEI policy statement was reviewed and updated in 2020. The statement is scheduled to be reviewed again in 2023, and we plan to incorporate the review within our upcoming equity audit.
Document Retention Policy	NASAA's document retention policy was reviewed and approved in 2016. The 2022 management review produced no changes.
Dues Policy for Members	NASAA's dues policy, a four-year plan, was reviewed and updated in FY 2022 by the dues task force. NASAA members are expected to adopt the policy on September 24, 2022. The policy is next scheduled to be reviewed again in FY 2026.
Employee Handbook	The Employee Handbook was updated in 2016. During 2021 it received a legal review by NASAA's attorney (a nonprofit specialist) and technical amendments by management. A holistic review of the handbook will be conducted as a component of NASAA's equity audit.
Governance Committee Protocols for At-Large Nominations to the Board	NASAA's Governance Committee protocols for at-large nominations were reviewed by the Governance Committee in 2018. In January 2021, NASAA's President and CEO reviewed the protocols and recommended no changes. The protocols are scheduled to be reviewed again in 2024.
Investment Policy	NASAA's Investment Policy was developed and approved in 2016. The policy was scheduled to be reviewed again in FY22 and will now take place in FY23.

Nominating Committee Protocols for Nominations to the Board	NASAA's Nominating Committee protocols for nominations to the board were reviewed and adopted in 2018 by the Governance Committee and Board. In January 2021 they were reviewed by the President/CEO and CAO, who determined that no further review was necessary at the time. The protocols are scheduled to be reviewed again in September 2024.
Political Activities Policy	NASAA's political activities policy was reviewed and approved in 2017. The policy will be reviewed during our upcoming equity audit.
Prohibition Against Gratuities	NASAA's prohibition against gratuities policy was reviewed and approved in 2017. The policy review will be reviewed during our upcoming equity audit.
Reserve Policy	NASAA's reserve policy was developed and approved in 2015. The policy was scheduled to be reviewed in FY22 and will now take place in FY23.
Roles and Responsibilities of NASAA's Board of Directors	NASAA's board of directors roles and responsibilities document was reviewed by the Governance Committee in 2021; no amendments were made. In March 2022, the committee amended the document's board giving requirements. The board then adopted the committee's recommendations in April 2022. The document will next be reviewed as a component of our upcoming equity audit.
Whistleblower Policy	NASAA's Whistleblower Policy was reviewed and approved in 2017. The policy will next be reviewed as a component of our upcoming equity audit.

Diversity, Equity and Inclusion Activities September 2022 Update

NASAA updates and publishes its diversity, equity and inclusion (DEI) activities list annually to provide transparency about efforts to advance this critical work. In direct response to member needs and [NASAA's Policy Statement on Diversity, Equity and Inclusion](#), our efforts span the breadth of NASAA's programmatic, policy and management portfolios.

This document is comprised of two components: (1) fiscal year 2022 DEI activities and (2) an archive of activities undertaken from FY2016 through FY2021. FY2022 activities are categorized as follows:

- a. Empower State Arts Agencies to Advance Diversity, Equity and Inclusion
- b. Achieve Diversity, Equity and Inclusion within NASAA's Governance and Management Portfolios
- c. Promote Diversity, Equity and Inclusion through Strategic Partnerships

FY2022

a. Empower State Arts Agencies to Advance Diversity, Equity and Inclusion

- a Elevated DEI leadership in state arts agencies (SAAs) by adjudicating NASAA's second DEI Agency and Individual Award.

- a NASAA [answered numerous questions about DEI](#) from members. Many **information requests** centered on equitable grant-making strategies (especially for operating support), panel practices and benchmarking.

- a NASAA **completed an arts funding ecosystem analysis** for the California Arts Council. This analysis, focusing on systems of support for BIPOC (Black, Indigenous and/or people of color) organizations, is part of a [comprehensive evaluation effort](#) designed to assess the SAAs' funding

systems through a race equity lens.

a NASAA **completed the Equity GAP Project** in collaboration with the Ohio Arts Council. This pilot demonstrated how a state arts agency can assess—and ultimately reduce—obstacles to public funding experienced by rural, BIPOC, disabled and low-income communities.

a NASAA hosted an **Equitable Operating Support Jam Session** to share strategies state arts agencies have used to reduce obstacles to funding for underserved groups. The session featured three state arts agencies. Follow-up resources featured guidelines and program links for 13 agencies, all of whom have made recent policy shifts.

a NASAA's [legislative scanning](#) tracks **bills pertaining to DEI and the arts**. We also monitor bills relevant to critical race theory, to assess how they affect the operating environment for SAAs.

a NASAA promoted our [Visualizing Equity in Grant Making data service suite](#) as well as our [Rural Equity](#), [Economic Equity](#) and [Race Equity benchmarks](#).

a NASAA showcased [19 unique DEI initiatives](#) launched by SAAs. This included the [People's Markets Program](#) in Kansas, Rhode Island's [grant guidelines revisions](#), Maryland's [Indigenous Land Acknowledgement Project](#), the Virgin Islands' [Madras trademark](#), Delaware's [Arts Equity Innovation Incubator](#), [artist workforce strategies](#) from California and Colorado, and Massachusetts' [Racial Equity Plan](#), among others.

a NASAA **highlighted rural investment strategies** by showcasing programs from [Idaho](#), [Oregon and West Virginia](#), [Minnesota](#), [Oklahoma and Tennessee](#), all of which were designed to promote rural equity and increase access to arts resources underserved geographies. We also updated our interactive dashboard showing [data on rural grant making](#) by SAAs.

a NASAA **featured DEI resources** in every edition of Notes. Topics included funding strategies, workforce diversity, monument removal, accessibility design, and research on the needs and perceptions of BIPOC community members.

a NASAA **compiled an inventory of the grant application and final report questions asked by all states and regions**. We analyzed the results with a particular focus on questions being asked about applicant/community demographics and strategies applicants are adopting to address DEI and engage underserved communities. The results will inform subsequent field conversations about data collections challenges and opportunities.

a NASAA staff conducted customized sessions on equity in grantmaking for **SAA boards** or council task forces in Oregon, Pennsylvania and Virginia.

a Addressed DEI issues through the **2022 Virtual Learning Series**. The [Diversifying and Empowering the Pipeline webinar](#) focused on how SAAs can further strengthen and diversify their leadership pipelines. A [session on the American Communities Project](#) showed how research is helping to break down stereotypes and lift up the nuanced demographic realities of rural America. And [Partnering with State Departments of Education](#) featured efforts that SAAs are making to alleviate learning loss in low income and rural communities.

a Numerous **peer group activities** revolved around DEI. Virtual gatherings of executive directors, deputy directors, folk arts managers, arts education managers, grants officers and community development coordinators explored issues relating to grant making equity and accessibility, among other topics.

a NASAA **hosted a two-part webinar on SAA relationships with teaching artists**. This webinar (and [related research resources](#)) explored ways that SAAs can collaborate with teaching artists to make arts learning more equitable.

a NASAA completed a comprehensive [anti-bias training program](#). The training for staff and councils helped members develop a deeper understanding of their own identities and equipped them to ask the right questions to support inclusive workplaces, interactions, programs and services.

a Promoting equity was a central design tenet of **Assembly 2022**. The agenda included sessions on grant-making equity, facilitating DEI efforts among nonprofit arts groups, rural equity issues, best practices for accessibility, intercultural competence for teaching artists and more. The program also celebrated the creative achievements of many BIPOC artists.

a The **State Arts Agency Arts Education Managers Professional Development Institute (PDI) continued to explore inclusion, diversity, equity and access** with an emphasis on increasing and sustaining equity in arts education, post pandemic. PDI convenings took place online in the fall of 2021 and in person at Assembly 2022.

a In **partnership with the National Endowment for the Arts (NEA) and the American Folklore Society, NASAA offered the online workshops “Centering Equity in our Practice” and “Equitable Grantmaking” to a new cohort of state arts agency folk arts program managers**. The workshops were part of a 7-session professional development series and considered equitable practice and dismantling structural inequities within the field. Recordings of all sessions will be available for future viewing.

a The Folk & Traditional Arts Preconference, held prior to Assembly 2022, was infused with discussions important to diversity, equity and inclusion. Sessions included an intersectional examination of where program managers exercise power and influence in their lives and work; a sharing of strategies and resources to help prepare communities to welcome climate migrants, refugees or immigrants; and an interrogation of the accepted “best practices” of the field from the viewpoints of equity, impact and sustainability.

a Instituted the **second iteration of NASAA’s DEI mentorship program** for state arts agency staff and council members of color.

a Supported the efforts of the **SAA People of Color Affinity Group**. This year the staff supported leadership from the field and conducted planning for quarterly group convenings. The affinity group leadership consists of cochairs and an advisor representing SAA staff and council members.

b. Achieve Diversity, Equity and Inclusion within NASAA's Governance and Management Portfolios

b NASAA **revised our strategic plan, and many of the changes focus on NASAA's priority commitment to equity**. We highlighted the DEI values that guide our work and incorporated an explicit commitment to DEI action planning as a cross-cutting objective. We also are recommending language emphasizing NASAA's inclusive, nonpartisan and nonjudgmental approach to equity.

b Embedded DEI into NASAA's FY23 **action planning**. Actions and services relating to equity, in particular, appear across all four of NASAA's strategic goals.

b The Governance Committee continued to **lead NASAA's board involvement in DEI**. FY2022 activities included a revision of the NASAA board giving policy to reduce barriers for board participation and development of a board demographic survey to better advance equity in board service.

b NASAA's 2022 **Nominating Committee** prioritized identifying diverse candidates for the NASAA board, specifically people of color; people under 50 years of age; people from the South; people from U.S. jurisdictions; and people with federal political relationships, strong advocacy skills and diversity of thought across the political spectrum. NASAA's board nomination process was recently revised to reduce barriers to participation, so that application forms are simplified and nominators write statements of support for prospective candidates. Two of NASAA's three FY2023 board candidates are people of color and two live in conservative states.

b Collected specific information about SAA programming, policy and political challenges in the DEI realm through **field interviews** with 83

SAA executive directors and council chairs. This data informed NASAA's strategic planning and action planning efforts and has been [shared transparently](#) with the field.

b Facilitated wider access to NASAA governance practices by **promoting open attendance to NASAA board meetings**, starting with the September meeting in Kansas City.

b After an extensive RFP process, NASAA selected Team Dynamics to conduct our organizational **equity audit**. This multiyear effort, commencing in 2022, will thoroughly examine NASAA's governance, operations, programs and communications and will result in an action plan to advance equity at NASAA.

b Applied an anti-bias lens to NASAA's editorial standards and practices. Ensured that images used in NASAA communications represent multiple dimensions of diversity.

b Periodically updated the [Inclusive Language Guide](#) and the [Diversity, Equity and Inclusion resources](#) web page.

b Maintained a **directory** of DEI facilitators, trainers and consultants.

b NASAA's staff team completed extensive **internal training** on uprooting bias, responding to conflict, inclusive facilitation and an introduction to somatic justice.

b Continued **monthly staff anti-racism meetings** to discuss current DEI issues.

b Strengthened NASAA's **recruitment practices** to identify specific action steps NASAA will take to encourage diversity in engaging contractors and vendors.

b NASAA **updated all NASAA job descriptions** to include specific DEI-related tasks for every position.

b The Audit Committee oversaw the RFP process and reengagement of NASAA's auditor, SB & Company, one of the largest minority-owned public accounting firms in the United States.

c. Promote Diversity, Equity and Inclusion through Strategic Partnerships

c Worked collaboratively with **Grantmakers in the Arts:**

NASAA's CEO codesigned the multifaceted Cultural Policy Action Lab. She also cocurated and moderated the related Grantmakers in the Arts Cultural Policy Action Lab webinar, which focused on advancing racial equity through arts, culture and public policy.

NASAA led a conference session on Equitable Economic Recovery through the Arts at the Grantmakers in the Arts [Plurality, Power and Belonging](#) virtual convening. The session featured representatives from Instituto de Cultura Puertorriqueña and Fundación Ángel Ramos.

NASAA described public-sector grant strategies prioritizing underserved communities during the Grantmakers in the Arts February 2022 [Research on Support for Arts and Culture](#) webinar.

c NASAA's **creative aging partnership with E.A. Michelson Philanthropy**, [Leveraging State Investments in Creative Aging](#), continued to help state arts agencies reduce ageism in their programs and services and promote creative aging programs and lifelong learning for older adults.

c NASAA **collaborated with the U.S. Department of Housing and Urban Development (HUD)** on a [webinar](#) illustrating how the arts can

intersect with HUD's Section 108 Loan Guarantee Program, which is designed to expand affordable housing and build inclusive and sustainable communities.

C Several of the blog stories featured in NASAA's collaboration with the **National League of Cities** focused on equity aspects of community development and public health.

C NASAA's research team **provided feedback to the NEA on project beneficiary-by-race data**, describing the limitations of data currently collected and how the information is being used by NASAA and SAAs.

C NASAA **chaired the Arts Education Partnership (AEP) Equity Working Group**. The group is a professional community that gathers to support ongoing learning and dialogue related to diversity, equity, inclusion and access among national arts education organizations that are affiliated with AEP.

C NASAA **cochaired The Art of Community: Rural SC**, a South Carolina Arts Commission program that supports new leadership, generates energy and motivates action in South Carolina's rural communities.

C Supplied feedback on the **NEA strategic plan**, emphasizing the opportunity to provide federal leadership for equity efforts in the arts field. NASAA began its deep focus on DEI in fall 2015. The work broadly includes all realms of human difference, as well as a focus on race equity.

C As of May 2022, we note the following about the inclusion of **people of color on NASAA's board and staff**:

In October 2015, 10% of the NASAA board was made up of people of color. As of May 2022, **55%** of the FY2022 NASAA board is comprised of people of color.

In October 2015, 16% of the NASAA staff was made up of people of color. To date, **47%** of the NASAA staff are people of color.



NASAA participated in the emerging BIPOC-led arts advocacy coalition meetings.

NASAA FY2016-FY2021 Diversity, Equity and Inclusion Activities

FY2016

- NASAA board of directors and new CEO discussed diversity, equity and inclusion; this conversation, which occurred in a board meeting open to members during the Leadership Institute, launched NASAA's efforts to advance diversity, equity and inclusion.
- Inclusive Leadership session was held at the Salt Lake City, Utah, Leadership Institute. The session explored how SAAs can address the needs of changing communities through policies and practice.
- NASAA published an info guide to inform SAA members about our work to advance diversity. The guide framed this work in terms of actions focusing on NASAA as an association and NASAA services supporting the work of SAAs. This framework guided our thinking regarding governance, management, and research and leadership development.
- NASAA published a new infographic that demonstrates SAA grant investments in low-income communities across America.
- Governance Committee explored models and best practices for advancing diversity, equity and inclusion.
- NASAA published State Policies and Programs Addressing Diversity, a strategy sampler that catalogued and profiled SAA policies and programs.
- NASAA hosted webinar on America's changing demographics, featuring Dr. Manuel Pastor, a prominent specialist in sociology, American studies and ethnicity.
- Governance Committee drafted a policy statement for NASAA on diversity, equity and inclusion. The statement informed board discussions at the upcoming Leadership Institute.
- Executive Committee approved NASAA's updated employee handbook (which includes updates to equal employment opportunity and Americans with Disabilities Act language). NASAA adopted a more rigorous approach for identifying and attracting more diverse candidate pools for hiring new employees.
- Board of directors convened for its strategic planning retreat and fall board meeting (two days). Both convenings included discussions to explore and provide guidance for advancing diversity, equity and inclusion.
- Bridging Difference and Diversity session was held at NASAA Assembly 2016 in Grand Rapids, Michigan.

- NASAA hosted the Professional Development Institute for SAA arts education managers and state education agency directors of arts education; the group explored the guiding question, how can our efforts to characterize inclusion, diversity, equity and access in arts learning support our development as champions for these practices within our agencies, states and the larger arts sector?
- NASAA CEO facilitated Maine SAA stakeholder convening to jump-start its conversation on diversity, equity and inclusion.

FY2017

- Governance Committee continued its work to develop NASAA's policy statement and recommended related activities. It also formulated a plan to involve all 1,400 (est.) SAA staff and council members in informing our new policy.
- NASAA members from 40 states participated in developing NASAA's DEI policy. The Governance Committee continued to shepherd the process and finalize the draft statement.
- NASAA hosted webinar, Addressing Diversity, Equity and Inclusion: SAA Programs and Policies, to showcase work from the California Arts Council, Pennsylvania Council on the Arts and Wisconsin Arts Board.
- NASAA board of directors approved the final draft of our association's new policy statement on diversity, equity and inclusion.
- NASAA shared its new diversity, equity and inclusion policy statement with all members and partners via the NASAA Notes newsletter.
- Governance Committee reviewed NASAA DEI activities to date; it also made recommendations for activities moving forward. The committee's ideas will continue to be shared for inclusion in planning activities. Importantly, the committee requested that our ongoing DEI activities continue to be catalogued and shared with the committee and board.
- NASAA released a new tool to promote equity in grant making: Visualizing Grant Diversity: The Demographics of SAA Grants. This customized tool will help SAAs better understand the alignment of their grant making with demographics. An interactive dashboard overlays grants data with state demographics. It's now available for all states and jurisdictions.

FY2018

- NASAA members approved a new strategic plan that asserts NASAA's work is now guided by enduring values that include diversity, equity and inclusion. The strategic plan also includes a hyperlink to NASAA's DEI policy statement.
- People of Color Affinity Group was launched. The group is designed to provide an informal support system among people of color at state arts agencies, as well as to provide counsel to NASAA about the needs of people of color within our field. SAA staff and council members are participating.
- NASAA became facilitator of the Arts Education Partnership equity working group. The working group will research and report on equity in arts education programming active at national arts and educational organizations that are affiliated with AEP. Selected SAAs were also included within the working group. We expect the research report will cite practices, policies, strengths, weaknesses and opportunities across the sector.
- Governance Committee reviewed the updated list of DEI activities and provides recommendations for activities moving forward.
- A mentorship program for SAA people of color was developed. The program is designed to provide career development assistance to people of color within the SAA family.
- NASAA held a daylong board and staff race equity workshop led by Race Forward, an organization that brings systemic analysis and an innovative approach to complex race issues to help people take effective action toward racial equity. Because Race Forward is home to the Government Alliance on Race and Equity, the organization was especially qualified to help NASAA equip our state agency members for success in their funding equity work.

FY2019

- NASAA Assembly 2018 was held, designed to provide numerous cross-cutting opportunities for DEI to be a component of the conference. DEI discussions and trainings were included in preconferences, deep dives, peer sessions and briefing sessions.
- NASAA's board meeting included the annual opportunity to report and reflect on our work to advance diversity, equity and inclusion.
- NASAA began its deep focus on DEI in fall 2015. The work broadly includes all realms of human difference, as well as a focus on race equity. As of August

2018, we note the following about the inclusion of people of color on NASAA's board and staff:

- In October 2015, **10%** of the NASAA board was made up of people of color. At this time, **28%** of the board is made up of people of color. (This calculation does not include Kristina Newman Scott, who recently departed the Connecticut SAA and the NASAA board; before her departure, 33% of the board included people of color.)
 - In October 2015, **16%** of the NASAA staff was made up of people of color, and at this time, **36%** of the staff is made up of people of color.
-
- NASAA piloted a DEI mentorship program for 10 mentor-mentee pairs. Pairs met virtually once per month to engage in conversations related to the mentee's state arts agency career goals and diversity, equity and inclusion considerations. Mentees met as a cohort twice via videoconference to share their insights and experiences. Mentors met as a cohort once to share their experiences. The program concluded with a debrief call bringing all participants together to reflect on the pilot program and offer feedback on how to improve it to better serve members' needs in the future.
 - The 2018 Arts Education Managers Professional Development Institute (PDI) continued an exploration of inclusion, diversity, equity and access with an emphasis on resilience and trauma-informed education practices.
 - The DEI+A Subcommittee of NASAA's Arts Education Managers Peer Group met quarterly to share resources related to diversity, equity, inclusion and access in arts education, provide feedback for PDI planning, and develop a tool for peer group members to track how they are implementing "practical, tactical" changes to advance equity in their states' arts education programs and practices. The upcoming 2019 PDI was planned to emphasize meaningful engagement with rural, remote and tribal populations.
 - NASAA chaired and facilitated the Arts Education Partnership Equity Working Group. The group conducted a scan of equity definitions, policies and practices among national arts education organizations that are affiliated with AEP.
 - NASAA facilitated a working session with a subcommittee of the Arts Education Partnership's Equity Working Group to generate definitions of *diversity*, *equity* and *inclusion* to include in a forthcoming toolkit AEP is designing for its members.
 - NASAA examined the distribution of state arts agency grant investments and established national benchmarks for [Rural Equity](#), [Economic Equity](#) and [Race Equity](#). These three interactive dashboards tell the story of state arts agencies' aggregate investments and articulate areas where there is room for collective improvement.
 - NASAA's research team introduced a new generation of state level equity dashboards, [Visualizing Equity in Grant Making](#), expanding this suite of services. These dashboards now include two years of data as well as state-specific

program analysis. The updated dashboards enable users to see changes in year-over-year funding and population shifts. Additionally, we piloted several dashboards incorporating state-specific program data that can provide insights into which programs have the greatest reach statewide.

- We continued to curate and circulate research resources on DEI, making information from other sectors readily accessible to SAAs. Examples include a Federal Reserve article on [The Effects of Gentrification](#), a study on [Cultural Festivals as Intergroup Settings](#) (conducted on the Festival of Pacific Arts, hosted by our Guam member agency), [tips on mediating constructive disagreements](#) in DEI conversations and [Gender Equity in Museums Movement](#). In fact, every 2019 edition of NASAA's Announcements and Resources column in NASAA Notes featured diversity, equity or inclusion resources.
- NASAA showcased state arts agencies' DEI work in NASAA's State to State column. Recently featured programs included the [Massachusetts DEI Plan](#), [Wisconsin's Woodland Indian Arts Initiative](#), [South Dakota's Tribal Arts Awards](#), [New Jersey's Diversity in Arts Leadership Internship](#), [Alaska's ARTShops Initiative](#) and [Kansas's Indigenous Arts Initiative](#).
- NASAA delivered many member education programs to help SAAs meet their DEI goals. We infused DEI throughout our Assembly 2018 conference program and also dedicated sessions to [transformative equity at the Baltimore Museum of Art](#), [equity in panel processes](#), [leading inclusive dialogue](#), indigenous engagement and [using grants data to advance equitable grant policies](#). A DEI Profiles webinar shared the programs, policies and partnerships the California Arts Council is using to advance DEI.
- Our [State Arts Agency Staffing Trends](#) report included new data on the demographics of the state arts agency field, including baseline information on race, age, LGBTQA+, disability and veteran status.
- Nominating Committee and Planning & Budget Committee work over summer 2019 included specific questions about how NASAA can best assist SAAs with DEI. Interviews were conducted with 98 state arts agency executive directors and chairs/council members, and the report of findings explored how NASAA can support members in this priority area.
- NASAA joined ACES: The Society for Editing, which shares tips and provides training for avoiding bias traps, helping us attain greater inclusion in our language standards.
- NASAA's creative aging partnership with Aroha Philanthropies elevated the work that state arts agencies are doing to widen creative opportunities for older adults, a growing population that is disproportionately concentrated in rural areas and is more likely to be economically distressed, to experience food insecurity and to be living with health problems.

- NASAA collaborated with the National Alliance of Community Economic Development Associations to coauthor an article for the *Community Development Innovation Review*, a journal published by the Federal Reserve Bank of San Francisco to promote cross-sector scholarship on economic resilience and mobility for low-income communities. The article recommended state policy innovations that hold the potential to support more equitable placemaking activity across the nation.
- NASAA grew the size of our affinity group for people of color. The group gathered for an in-person meeting at Assembly 2018, as well as during quarterly conference calls. In 2019 the group self-organized around topics of interest to the cohort, and NASAA provided a listserv for the group to remain connected between formal meetings.
- The 2019 Leadership Institute continued NASAA's efforts to provide numerous opportunities for DEI to be infused across the conference. DEI discussions and trainings were planned for peer groups, plenaries and breakout sessions.
- We continued our work to embody DEI principles in NASAA's recruitment practices and organizational culture. Time was regularly allocated for DEI sharing at all weekly staff meetings and at in-person board meetings.
- NASAA's most recent employee satisfaction survey, administered in late 2018, revealed:
 - Staff understands the importance of valuing differences and believes management demonstrates a commitment to valuing differences.
 - Staff agrees that NASAA activities are helping us make progress toward valuing diversity.
- NASAA included within our action plan DEI as one of four key priorities for our organization in 2019. This priority was also moving forward within the draft 2020 action plan.
- NASAA's Governance Committee reviewed 2019 DEI activities and recommended activities for the 2020 action plan.

FY2020

- NASAA updated its national benchmarks for State Arts Agencies Advancing [Rural Equity](#), [Income Equity](#) and [Race Equity](#). These interactive dashboards describe state arts agency (SAA) investments in aggregate relative to demographics and identify areas where state arts agencies could focus further attention.
- NASAA continued our [Visualizing Equity in Grant Making](#) service, providing granular detail on the demographics of state arts agency grant making. Available analyses include populations of color, low-income areas, populations

with disabilities, veteran populations and others.

- The [2019 NASAA Leadership Institute](#) emphasized DEI through plenary sessions on equity in grant making and in-depth workshops on bias in panel adjudication practices, inclusive leadership, anti-ageist programming and peer group dialogues around diversity issues.
- The DEI+A Subcommittee of NASAA's Arts Education Peer Group met quarterly to share resources related to diversity, equity, inclusion and access in arts education. A current focus of conversation was equity gaps in home based schooling and state plans to reopen classrooms after they were closed due to the COVID-19 pandemic.
- The [Shifting Policy and Practice](#) online learning series (offered in lieu of a physical Assembly in 2020) focused on critical changes state arts agencies need to make to address DEI and create communities where all can flourish. Sessions explored our landscape of inequality, from community trauma to equitable grant making and more.
- Given the disproportionate effects of COVID-19 on communities of color, poor families and older adults, NASAA made a concerted effort to integrate equity considerations into our member services addressing the pandemic. Our [COVID-19 Resources for State Arts Agencies](#) foregrounds antidiscrimination resources as well as facilitation tips to ensure inclusive dialogue. We emphasized equity considerations in how state arts agencies disseminate federal CARES Act funding through [NASAA communications](#) and SAA [program profiles](#).
- NASAA's creative aging partnership with Aroha Philanthropies strengthened the ability of state arts agencies to address the needs of older adults, a growing population that is highly vulnerable to discrimination, poor health, isolation and poverty. NASAA submitted a proposal requesting substantial new funding to support this work in 2021 and 2022.
- We continued to elevate state arts agency programs addressing DEI in monthly State to State bulletins. We recently spotlighted programs from [California](#), [Nevada](#), [New York](#) and [Rhode Island](#), among others. We are also using this vehicle to deliberately elevate the work of our island jurisdiction members. [Northern Marianas](#), [Puerto Rico](#) and the [Virgin Islands](#) all received visibility, with American Samoa and Guam to follow.
- We launched an [Inclusive Language Guide](#) for state arts agencies. Offering language guidance around race, ability, age, LGBTQA+ identity, economic status and more, this new guide coaches our field on how to avoid stereotypes and acknowledge differences with respect.
- In conjunction with the Inclusive Language Guide rollout, NASAA created a new [hub for DEI](#) on our website. It provides one-stop shopping for models, resources, professional development opportunities and the policy documents

that guide NASAA's DEI work.

- NASAA planned a [virtual convocation](#) for state arts agency community development coordinators in fall 2020. Sponsored by ArtPlace America, this professional development program was designed through a DEI lens to address how SAAs can foster equitable community development, empower historically marginalized groups and prevent the unintended consequences of some creative placemaking efforts.
- NASAA was developing a new Equity Choice Points tool that will help state arts agencies identify bias and barriers embedded within their traditional grant-making practices. We intend it to become a practical tool to assist with eligibility and adjudication criteria as well as application and award processes. The tool will be presented during our fall 2020 Learning Series, [Shifting Policy and Practice: Insights and Actions for States](#).
- NASAA began developing an inventory of consultants and facilitators that SAAs have used for DEI training and equity work at the state level. These referrals will become a resource for members seeking to engage experienced consultants for DEI work with their staff, councils or grantees. We expect to publish the inventory later this year.
- NASAA supported the efforts of the SAA People of Color Affinity Group. This year the affinity group onboarded leadership from the field and conducted planning for group convenings that will take place during fall and winter 2020. Affinity group leadership consists of co-chairs and an advisor representing SAA staff and council members.
- The Arts Education Managers Professional Development Institute (PDI) continued to explore inclusion, diversity, equity and access with an emphasis on serving rural, remote and tribal populations through asset based approaches to grant making. PDI convenings take place in October 2020.
- The DEI+A Subcommittee of NASAA's Arts Education Peer Group met quarterly to share resources related to diversity, equity, inclusion and access in arts education.
- NASAA's research team reported to the People of Color Affinity Group on the issue of retaining staff of color. We included the policies and practices of what various public-sector agencies do to retain staff of color.
- NASAA continued to provide customized counsel and assistance to state arts agencies as they work to advance diversity, equity and inclusion within their portfolios.
- We continued to embed diversity, equity and inclusion (DEI) questions into all our nominating interviews and action planning conversations, ensuring that a broad spectrum of DEI factors inform NASAA's governance, programming and

operations.

- Internally, the NASAA staff maintained a discipline of holding weekly all-staff conversations about DEI, to offer ideas and embed key concepts into our work as a team. We established a #anti-racism Slack channel to make it easy to share resources internally.
- The NASAA board of directors continued to make diversity, equity and inclusion a priority by including a DEI segment at its meetings.
- The Governance Committee continued to lead NASAA's board involvement in DEI. FY2020 activities included: a review of NASAA's DEI policy statement, a review of NASAA's FY2020 DEI activities list and applying an equity lens to at-large nomination practices.
- NASAA continued to diversify how and where we recruit candidates for staff positions. We include outreach at historically Black colleges and universities in the Washington, D.C., area, and from Richmond, Virginia, to Baltimore, Maryland. NASAA also began recruiting on the highly rated diversity focused websites. We continued to conduct individual outreach efforts with colleagues of color as they become part of our network, helping us promote our job openings through their personal/professional networks.
- NASAA operations staff continued to participate in human resources/diversity training through Society for Human Resource Management webinars and networking with the American Management Association diversity group.
- NASAA's 2020 Nominating Committee prioritized identifying diverse candidates, specifically people of color, people under 50 and people from states that have been underrepresented on the NASAA board. In addition, the committee made changes to NASAA's board nominations process to reduce barriers to participation, including streamlining application forms and asking nominators to write statements of support for prospective candidates.
- We lent a leadership voice to DEI within and beyond our membership. [NASAA Continues to Prioritize Advancing Diversity, Equity and Inclusion](#) and [America, the Arts and Racial Injustice](#) are just two examples. We also made sure that NASAA and SAAs have a presence in equity work being led by other national organizations. NASAA staff participated in the Native Arts & Culture: Resilience, Reclamation & Relevance convening hosted by the National Endowment for the Arts, and in two racial equity forums hosted by Grantmakers in the Arts.
- NASAA chaired the Arts Education Partnership (AEP) Equity Working Group. The group is a professional learning community that gathers to support ongoing learning and dialogue related to diversity, equity, inclusion and access among national arts education organizations that are affiliated with AEP.
- NASAA provided keynote and panel presentations on the arts as a rural development asset at several conferences during FY2020. National presentations

were provided at the Rural Arts and Culture Summit in Grand Rapids, Michigan, and at the Grantmakers in the Arts conference in Denver, Colorado. A statewide arts summit presentation on the topic was provided in Cheyenne, Wyoming. NASAA promoted this work through its social media channels.

- NASAA provided or participated in panel presentations on advancing diversity, equity and inclusion at several conferences during FY2020. A national presentation on equity in grant making was provided at the Grantmakers in the Arts annual conference in Denver, Colorado. A statewide arts conference presentation on inclusive excellence was provided in Indianapolis, Indiana.

FY2021

- Promoted policies and programs state arts agencies (SAAs) have used to advance DEI at the state level. Some examples included Pennsylvania's new operating support guidelines, Florida's grant-making task force, the BIPOC Youth Alumni Council and Culture Rx initiatives in Massachusetts, Wyoming's Native Art Fellowship, the Sogelau Monument Project in American Samoa, preservation of ancestral CHamoru traditions in Guam, and many others.
- **Convened SAAs, regional arts organizations (RAO), territories and the National Endowment for the Arts (NEA)** to pool ideas for the equitable distribution of federal American Rescue Plan (ARP) funding.
- Implemented the Creative Placemaking Convocation for the SAA community development coordinators which was specifically designed to incorporate DEI values in content and speaker/artist representation.
- Designed and implemented the 2021 Learning Series with a focus on infusing sessions with diverse speakers and topic areas that are relevant for SAA DEI work.
- Developed a request for proposals, selected a trainer and began work on designing a series of anti-bias trainings for membership to take place in fall 2021.
- Participated in a virtual group discussion of advisors to review Mass Cultural Council's first-ever Racial Equity Plan, which will guide all future agency planning and policy decisions.
- The DEI+A Subcommittee of NASAA's Arts Education Peer Group met biannually to share resources related to diversity, equity, inclusion and access in arts education. A current focus of conversation is how to ensure that state arts agency grant-making practices and policies in arts education are as equitable as possible for all constituents.

- The State Arts Agency Arts Education Managers Professional Development Institute (PDI) continues to explore inclusion, diversity, equity and access with an emphasis on increasing and sustaining equity in arts education, post pandemic. PDI convenings will place in September and October 2021.
- Answered 53-member **information requests about DEI** (partial-year data October 2020-April 2021). Topics ranged from grant-making strategies focusing on BIPOC (Black, Indigenous and/or people of color) and rural groups to reducing bias in panel adjudication to strategies for engaging boards in DEI efforts.
- Supported the efforts of the SAA People of Color Affinity Group. This year the staff supported leadership from the field and conducted planning for quarterly group convenings. The affinity group leadership consists of co-chairs and an advisor representing SAA staff and council members.
- Shared **DEI research, program models and equity resources from outside of the SAA sector** in every edition of the NASAA Notes newsletter. Examples included [Centering the Picture: The Role of Race & Ethnicity in Cultural Engagement in the U.S.](#), [Buffering against Uncertainty: Working Capital and the Resiliency of BIPOC-Serving Organizations](#), [Accessibility and the Arts: Reconsidering the Role of the Artist](#) and [Bridging Divides, Creating Community: Arts, Culture and Immigration](#), among others.
- Analyzed **populations-benefiting data** related to race, age and distinct groups for all available data to understand data gaps and reporting trends for all SAAs and RAOs.
- Promoted the [Visualizing Equity in Grant Making](#) service. This service uses dynamic data dashboards—delivered through customized online demonstrations to 23 SAAs—to help members understand which demographic cohorts their funds are reaching.
- Conducted research on **equity audit models for grant making**. NASAA interviewed five SAAs that have conducted such assessments and also secured examples of audit reports from private grant makers and other public agencies. The resulting information will be used to inform the Equitable Grantmaking Assessment Pilot Project in FY2022, to demonstrate how SAAs might approach audits of their funding policies and practices.
- Improved practices in designing for accessibility within NASAA's data visualization work and delivered **ADA (Americans with Disabilities Act)-compliant maps** for the NEA to describe NEA and SAA activities in each state.
- Secured Team Dynamics as our consulting partner for a comprehensive **anti-bias training program** that will be offered to state arts agencies October-December 2021.

- Prepared a new **federal policy plank** ([Strengthening America through Arts and Creativity: A 2021 Federal Policy Agenda](#)) urging elected officials to revive America's economy through the arts and tap the nation's creative assets to achieve greater equity and facilitate community healing.
- Compiled information on **state legislation pertaining to critical race theory** and bills that may affect SAAs' ability to conduct DEI training. [Tracked and reported other legislation](#) relevant to SAAs' DEI policies and programs.
- Led collective impact efforts to integrate DEI into **arts education policies and practices**. Examples include chairing the Arts Education Partnership Equity Working Group; convening the Diversity, Equity and Inclusion + Access Committee of SAA arts education managers; and providing [professional development](#) to help SAAs develop accessible and culturally responsive arts learning programs.
- Integrated timely equity topics into **2021 Learning Series sessions**: new paradigms for BIPOC artist support (August 2021) and strategies for making operating support grant funding more accessible for organizations rooted in BIPOC, rural and other underserved communities (September 2021). The series also featured a diverse roster of experts and artists addressing other topics.
- Updated and expanded NASAA's **DEI Consultant Sourcebook**. (August release)
- Collaborated with ArtsWA to conduct research on strategies SAAs are using to integrate equity into their strategic planning, policies and programming. This work included preparing in-depth case studies of four states, convening a roundtable on strategies for advancing equity in state public art programs, and convening a roundtable on best practices for deepening SAA relationships with diverse communities. Reports will be released to the membership in September.
- Served as a consultant for WolfBrown in the evaluation of California Arts Council Programs, specifically conducting a landscape analysis to determine **how public and private funders reach BIPOC arts organizations** across the state of California.
- NASAA staff worked with the SAA community development network co-chairs to design a two-day retreat that infused DEI issues into their agenda, particularly with regards to climate change, rural equity and cultural district work.
- Periodically updated the [Inclusive Language Guide](#) and the [Diversity, Equity and Inclusion resources](#) web page.
- Continued **monthly staff anti-racism lunch meetings** to discuss current DEI issues.

- The NASAA **board of directors** continued to make diversity, equity and inclusion a priority by including a DEI segment as a meeting agenda item.
- The **Governance Committee** continued to lead NASAA's board involvement in DEI. FY2021 activities included a review of NASAA's board composition/current attributes needed guide and an expansive review of NASAA's DEI agenda/activities.
- Continued to embed diversity, equity and inclusion questions into all of our Nominating Committee interviews and action planning conversations, ensuring that a broad spectrum of DEI factors informs NASAA's governance, programming and operations.
- NASAA's 2021 **Nominating Committee** prioritized identifying diverse candidates for the NASAA board, specifically people of color, people under 50 and executive directors. NASAA's board nomination process was recently revised to reduce barriers to participation, so that application forms are simplified and nominators commit to writing statements of support for prospective candidates.
- Increased NASAA's inclusion of images of historically disenfranchised groups on the website, in communications and on social media.
- Operations staff participated in various workshops, including ArtEquity's Finding the Keys, Antiracist Approaches to Radical Recruitment in the Arts; NonprofitHR's Keys to Integrating DEI: Transparency, Power-Sharing and Accountability; and monthly DEI Corners hosted by the HR Roundtable.
- Improved NASAA's recruitment practices to encourage diversity in engaging contractors and vendors.
- Secured Team Dynamics to facilitate a comprehensive anti-bias training program for NASAA staff.
- Hired Esor Consulting as NASAA's third-party Salesforce vendor. Esor partners with HBCUforce, a nonprofit organization that works with historically Black colleges and universities (HBCUs) to implement programs that provide early access to cloud computing careers.
- Collaborated with U.S. Department of Agriculture Rural Development (USDA-RD), the NEA and DAISA Enterprises to present **Rural Placemaking at the Intersection of Arts, Agriculture and Economic Development**. This briefing oriented USDA-RD field offices to the work of SAAs and elevated the arts as a strategy for promoting sustainable rural development.
- Compiled and shared with the NEA a variety of strategies used by state arts agencies to **diversify their distribution of state and federal CARES (Coronavirus Aid, Relief and Economic Security) Act relief** funding.

- Supplied feedback on the **National Endowment for the Arts strategic plan**, emphasizing the opportunity to provide federal leadership for equity efforts in the arts field.
- Canvassed SAAs and RAOs on strategies they use to **recruit new grant applicants and extend funding to groups historically excluded from public support**. Prepared a briefing paper for the NEA highlighting examples from 27 SAAs and RAOs.
- Coordinated **SAA grants officer** sessions with guest speakers addressing DEI issues. Speakers included: Jimmy Castillo from the Houston Arts Alliance to discuss the [City of Houston's Civic Art Collection Equity Review](#), David Holland from WESTAF to discuss the [Regional Arts Resilience Program](#) and how it was adapted to better serve BIPOC and rural communities, and Dana Parsons from the Maryland State Arts Council to present the training that Maryland conducts on intrinsic bias for all grant panelists.
- Conducted **presentations and workshops** designed to help the boards of members and allies to integrate DEI into their policies, governance and advocacy practices. This included sessions with SAAs (New Hampshire, Chicago, Florida, Georgia, Maryland, Nebraska and Oklahoma), the U.S. Chamber of Commerce, CultureSource, the Arts Council of Greater Baton Rouge, the National Association of Latino Arts and Cultures, the Federation of State Humanities Councils and other groups.
- In collaboration with Aroha Philanthropies, NASAA announced the award of \$1,457,000 in grant funding to 36 state and jurisdictional arts agencies. As part of NASAA's [Leveraging State Investments in Creative Aging](#) initiative, these grants strengthen the ability of SAAs to address the needs of older adults, a growing population that is highly vulnerable to discrimination, poor health, isolation and poverty. The grants also expand opportunities for creative aging across the nation, facilitating lifelong learning, joy, social engagement and improved well-being for older adults. In July 2021, NASAA produced the inaugural **Creative Aging Institute**, which explored the intersectionality of aging and ageism with other forms of social discrimination based on ability, race, geographical location and more.
- Cooperated with the NEA to provide racial equity training for state arts agency **folk and traditional arts** coordinators.
- NASAA staff participated in the **Sustaining and Advancing Indigenous Cultures Native Artists Summit**. The summit was designed to establish a sustainable structure for helping tribal communities, cultural facilities, educational institutions, funders and others to improve support for Native artists.
- Worked in partnership with the NEA to craft a multiday online SAA Accessibility Coordinators Peer Group convening focused on best practices and diversity.

- NASAA chairs the Arts Education Partnership (AEP) Equity Working Group. The group is a professional community that gathers to support ongoing learning and dialogue related to diversity, equity, inclusion and access among national arts education organizations that are affiliated with AEP.
- NASAA began its deep focus on DEI in fall 2015. The work broadly includes all realms of human difference, as well as a focus on race equity. As of October 2021, we note the following about the inclusion of people of color on NASAA's board and staff:

In October 2015, **10%** of the NASAA board was made up of people of color. As of September 2021, **52%** of the FY2021 NASAA board is comprised of people of color.

In October 2015, **16%** of the NASAA staff was made up of people of color. To date, **35%** of the NASAA staff are people of color.

NASAA NATIONAL ASSEMBLY of STATE ARTS AGENCIES

Knowledge ▲ Representation ▲ Community

2022 Governance Committee

Julie Vigeland (Former CH-OR), Chair
Ruben Alvarez (CM-AZ)
Michael Bobbitt (ED-MA)
Mary Bordeaux, at large
Lisa Hoffman, at large
Tasida Kelch (ED-VI)
Maria Lopez De Leon, at large
Ivonne Chand O'Neal, at large
David Platts (ED-SC)

Recommendations for At-large Board Members

It is with great pleasure that the Governance Committee presents its recommendations for at-large board member terms. The board will be asked to vote on this slate on Wednesday, September 21, 2022, pending the membership's vote on September 24, 2022.

Nominated for a second two-year term:

- Christian Gaines, Executive Director, Western States Arts Federation (WESTAF)

Nominated for a third two-year term:

- Lisa Hoffman, Executive Director, Artist Communities Alliance
- María López De León, President and CEO, NALAC



2022 Nominating Committee: Recommendations for Officers

Michael Donovan (ED-MO), Chair
LaVon Bracy Davis (CM-FL)
Abigail Gómez (Former CH-VA)
Gene Meneray (CM-LA)
Suzanne Wise (ED-NE)

It is with great pleasure that the board subcommittee of the Nominating Committee presents its recommendations for FY2023 officers. The board will be asked to vote on this slate on Wednesday, September 21, 2022, pending the membership's vote on September 24, 2022 on the Nominating Committee's recommended slate for directors.

For officers serving one-year terms:

Carla Du Pree, former Council Member, Maryland State Arts Council	<i>1st Vice Chair</i>
Julie Vigeland, former Chair, Oregon Arts Commission	<i>2nd Vice Chair</i>
Karen Hanan, Executive Director, Washington State Arts Commission	<i>Treasurer</i>
Donna Collins, Executive Director, Ohio Arts Council	<i>Secretary</i>

NASAA NATIONAL ASSEMBLY of STATE ARTS AGENCIES

Knowledge ▲ Representation ▲ Community

2023 Standing Committees

Standing committees are permanent and deal with matters that involve a continuous flow of work, such as financial oversight, fundraising, planning or board nominations.

EXECUTIVE COMMITTEE

***Omari Rush, Former CH-MI, Chair**

*Carla Du Pree, Former Vice CH-MD, 1st Vice Chair

*Julie Vigeland, Former CH-OR, 2nd Vice Chair

*Karen Hanan, ED-WA, Treasurer

*Donna Collins, ED-OH, Secretary
Staff: Pam Breaux

AUDIT COMMITTEE

***Michael Faison, ED-ID, Chair**

*Alice Bioff, CM-AK

*Karl Blischke, ED-PA

Vicki Bourns, ED-UT

*María López De León, at large

*Quanice Floyd, CM-DC

Larry Meeker, Former CH-KS

George Tzougros, ED-WI

Staff: Sylvia Prickett

DEVELOPMENT COMMITTEE

***Donna Collins, ED-OH, Chair**

Chris Cathers, ED-KY

Janis Julian, CM-DE

Kim Konikow, ED-ND

Nola Ruth, CM-MO

David Schmitz, ED-IA

Encarnación Teruel, DD-IL

*Julie Vigeland, Former CH-OR

Stuart Weiser, DD-ID

Staff: Laura Smith

GOVERNANCE COMMITTEE

***Julie Vigeland, Former CH-OR, Chair**

*Michael Bobbitt, ED-MA

*Lisa Hoffman, at large

*Mary Bordeaux, at large

Joshua Ruperto-Davis, ED-IL

Staff: Pam Breaux

NOMINATING COMMITTEE

Ginnie Lupi, ED-NH, Chair

Patrick Baker, ED-SD

*Sean Chambers, CM-MT

*LaVon Bracy Davis, CM-FL

Jackie Copeland, CH-MD

*Abigail Gómez, Former CH-VA

Adriane Jefferson, CM-CT

Michelle Laflamme-Childs, ED-NM

Tina Lilly, ED-GA

*Gene Meneray, CM-LA

Andrea Noble, ED-AK

*David Platts, ED-SC

Steve Schrepferman, Former CH-WY

Craig Watson, CM-ME

Staff: Laura Smith

PLANNING & BUDGET COMMITTEE

***Karen Hanan, ED-WA, Chair**

*Ruben Alvarez, CM-AZ

*Christian Gaines, ED-WESTAF

*Sue Gens, ED-MN

Stephen Hill, CH-NC

Miah Michaelson, ED-IN

*Ivonne Chand O'Neal, at large

Brian Rogers, ED-OR

Elizabeth Shapiro, ED-CT

Sandy Shaughnessy, ED-FL

John Strickland, CH-WV

Staff: Kelly Barsdate & Sylvia Prickett

2023 Task Forces and Working Groups

Task forces are established to accomplish specific objectives and are dissolved after the work is completed. Additional task forces may be established throughout the year.

Working groups provide expertise or assistance in specific topical or issue areas. These groups may meet or accomplish their work through individual or small-group consultation.

PEOPLE OF COLOR AFFINITY GROUP LEADERSHIP TEAM

*Abigail Gómez, Former CH-VA, Cochair

Encarnación Teruel, DD-IL, Cochair

*Carla Du Pree, Former Vice CH-MD, Advisor

Jade Elyssa Cariaga, Grants and Equity, WESTAF, Member

*2023 NASAA Board Member

NASAA NATIONAL ASSEMBLY of STATE ARTS AGENCIES

Knowledge ▲ Representation ▲ Community

Development Committee Report September 2022

Donna Collins (ED-OH), Chair
Karen Hanan (ED-WA), Janis Julian (CM-DE), Kim Konikow (ED-ND), Omari Rush (CH-MI),
Nola Ruth (CM-MO), David Schmitz (ED-IA), Encarnación Teruel (DD-IL),
Julie Vigeland (former CH-OR), Stuart Weiser (DD-ID)

The Development Committee met in January, March, June and September to discuss and advance NASAA's fundraising activities and goals.

The committee this year is helping NASAA engage and thank donors, boost participation in the Signature Supporters program, make connections with potential foundation and private funders, raise awareness about NASAA among council members, and raise funds during the Assembly 2022 conference in Kansas City.

What follows is an update on fund development activities since the board met in April:

FOUNDATIONS

In 2021, the Development Committee set a goal of **\$750,000** for foundations to support work in 2022 and beyond. To date, **\$552,000** has been secured from foundations and other funders to support various activities.

Assembly 2022: \$155,000

Mid-America Arts Alliance secured \$125,000 for the conference, with help from NASAA. NASAA also worked with the regional arts organizations to secure their collective **\$25,000** sponsorship of the conference opening reception. In addition, we received a **\$5,000** grant from the Emily Hall Tremaine Foundation for general conference support.

Equity GAP Project: \$129,000

NASAA and the Ohio Arts Council (OAC) partnered to evaluate the OAC's grantmaking practices and identify what the agency can do to make its funding more equitable and accessible. Both NASAA and the OAC approached several foundations for support; the project was ultimately funded in full by the OAC and Arts Midwest.

Creative Aging: \$268,000

E.A. Michelson Philanthropy awarded **\$268,000** in 2022, the second and final payment of the current grant supporting state arts agencies' creative aging efforts. Discussions are now underway with E.A. Michelson Philanthropy about a second creative aging initiative. NASAA has been invited to submit a large proposal and expects a decision to be made soon.

Other

NASAA asked several foundations this year to support different projects, including equity work (our own and state arts agencies'), the Assembly 2022 conference, and the Mid-Atlantic Teaching Artist Retreat. We gained important insights about foundations' interests and areas of focus, and will continue to steward these relationships so that we're ready when timing, needs and opportunity align.

INDIVIDUAL GIVING

NASAA's goal for individual giving this year is **\$160,000** and to date has raised **\$75,150**.

- Development Committee members this year talked to their councils about NASAA, invited Pam Breaux to talk about NASAA at their council meetings, asked their councils and other arts leaders in their states to support NASAA, called NASAA donors to thank them for their support, and brainstormed creative ways NASAA can raise friends and funds at Assembly 2022.
- In August, NASAA board members LaVon Bracy Davis and Abigail Gómez helped plan and host a virtual "Meet-n-Greet" with NASAA for chairs and council members. While not a fundraising event, it was a well-attended opportunity for appointed leaders to hear Pam talk about arts advocacy and learn more about the Assembly 2022 conference. It was a great awareness-raising event that helped people connect with NASAA, and we plan to do this again.
- Preparation is underway for our year-end fundraising campaign, which begins in early November. All gifts made after October 1 will be **matched up to \$50,000**, thanks to Nola Ruth, a Missouri council member and former NASAA board member, and an anonymous donor, who teamed up again this year to each contribute \$25,000 in unrestricted support. Being able to offer a match really energizes a campaign and we're grateful to these two committed supporters who've helped our year-end campaigns be so successful!

LOOKING AHEAD

As our new fiscal year begins, NASAA's fundraising will focus on **advocacy, equity and resiliency**—the three key issues outlined in our 2023 Action Plan. We have some exciting programs and services on tap, and look forward to helping address some of our field's most pressing needs. We'll do this by continuing to engage foundation partners; broadening our base of support via the annual fund; and building up major giving through the Signature Supporters program.

NASAA deeply appreciates the contributions of board members' time, expertise and/or financial support. If you know of a foundation, company, or individual who might like to partner with NASAA and state arts agencies, or if you can help inform our approach to funders, please talk with Laura Smith, Donna or Pam.

Thank you!

ACTION PLAN HIGHLIGHTS

Organized around NASAA's [strategic plan](#), this report highlights key accomplishments from NASAA's 2022 membership year (October 1, 2021 – September 30, 2022). Activities addressing top priorities from our Fiscal Year 2022 Action Plan are noted throughout.

GOAL 1: ADVOCATE FOR STATE ARTS AGENCIES.

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

- ▶ NASAA advocated with key U.S. House and Senate committees overseeing the National Endowment for the Arts (NEA) budget. We emphasized the impact of NEA funding and the crucial role played by the [40% of NEA grant funds administered by states and regions](#). Strong state relationships and coalition advocacy efforts ultimately led Congress to appropriate \$180 million to the NEA for FY2022, an **increase of \$12.5 million** over FY2021 funding levels. This appropriation marks the seventh consecutive year of enacted increases for the agency and the largest percentage increase in more than a decade, signaling a strong vote of bipartisan confidence.
- ▶ NASAA equipped state and regional arts advocates with [data and talking points](#) to use to **advocate for increased funding for the NEA in FY2023**. The House and Senate both are [recommending increases](#).
- ▶ **NEW!** Looking ahead to changes in committee leadership after the midterm elections, NASAA **initiated targeted outreach to key appropriators** who are poised to influence deliberations about future NEA funding. We identified connections to those individuals and organized contacts to reinforce NASAA's [key advocacy messages](#).

2022 Priority ADVOCACY

In addition to targeted federal advocacy, NASAA supported state efforts to enact relief funding and communicate the importance of the arts. NASAA:



- ✓ secured increased funding for the NEA
- ✓ advocated for inclusion of the arts in federal economic assistance for small businesses
- ✓ consulted with the Creative States Coalition advocacy network
- ✓ equipped arts advocates with NASAA's messaging research to communicate across the political spectrum
- ✓ helped state arts agencies hone their rationale for state relief and recovery funding
- ✓ analyzed state legislation affecting the arts
- ✓ led advocacy briefing or training sessions at multiple state events
- ✓ issued timely [alerts on federal arts policy](#) developments

- ▶ NASAA [greeted Dr. Maria Rosario Jackson](#) as the **new NEA chair**. We coordinated welcome messages and facilitated a forum to introduce Dr. Jackson to states and regions and initiate dialogue about opportunities and challenges facing the arts.
- ▶ NASAA works with numerous **federal advocacy allies** to grow resources for the NEA and participate in coalition advocacy efforts. We were active in the Cultural Advocacy Group, met regularly with Americans for the Arts, and served as a resource for the BIPOC (Black, Indigenous and people of color)-led Arts Advocacy Coalition, Arts Workers United, Be an Arts Hero, the Performing Arts Alliance and others.

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

- NEW!** ▶ Many states and jurisdictions are in the process of allocating their **American Rescue Plan (ARP) Coronavirus State and Local Fiscal Recovery Funds**. NASAA helped members seize these opportunities to dedicate additional relief resources to the arts. NASAA tracked ARP funds, helped members craft rationales for use with legislatures and governors, shared sample guidelines, and served as a clearinghouse for questions.
- NEW!** ▶ The **U.S. House of Representatives Committee on Small Business** held its first-ever hearing on the creative economy. [NASAA testified](#) on the importance of the creative sector to U.S. productivity and the catalytic role the arts can play in sparking economic recovery.
- NEW!** ▶ NASAA collaborated with the **U.S. Department of Housing and Urban Development (HUD)** on a [webinar](#) illustrating how to tap into HUD's Section 108 Loan Guarantee Program for creative placemaking initiatives. Featuring a case study from Crosstown Concourse in Memphis, the session shared partnership and financing strategies that center the arts in community revitalization efforts. NASAA's [Creative Placemaking Public Resources Guide](#) was updated in conjunction with the event.



C. Strengthen state level advocacy practices.

- ▶ NASAA increased our communications with **state arts advocacy organizations**. We met regularly with the **Creative States Coalition** and responded to numerous requests from citizens' groups seeking information or advocacy consultations. We distributed funding data, policy alerts, and advocacy tools and invited these organizations to participate in NASAA's policy related briefing sessions and online events.
- ▶ NASAA helped advocates apply lessons learned from our **advocacy messaging** research. [Arts and Creativity Strengthen Our Nation: A Narrative and Message Guide](#) uses framing science to garner

support across the political spectrum. In addition to promoting the guide, NASAA provided custom presentations advising states on ways to adapt the messaging principles to their own work.

- ▶ NASAA was invited to speak at **state level advocacy events** in Connecticut, Indiana, Kentucky, Mississippi, South Carolina and Tennessee. NASAA provided a national context, shared relevant research and helped advocates craft a compelling case for support.
- ▶ Our **state legislative tracking system** pinpointed bills affecting state arts agencies and their constituents. NASAA monitored emerging legislation and synthesized the trends in the 2021 edition of our [State Legislative Roundup](#), and a 2022 edition is being prepared. NASAA also tracked budget analyses and governors' proposed budgets for state arts agencies for FY2023.

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

- ▶ NASAA cooperated with the **National League of Cities** (NLC) on a new project to promote the role of the arts in community health and well-being. As a complement to the [Improving Community Health and Resilience through the Arts](#) initiative, NASAA and NLC identified examples of states, cities and rural towns (in [Colorado](#), [Rhode Island](#) and [Vermont](#)) that are harnessing the arts to promote improved public health and community cohesion.
- ▶ NASAA plays a leadership role in the **Arts Education Partnership** (AEP), operated by the [Education Commission of the States](#). NASAA facilitated AEP's Equity Working Group, a learning community of education organizations, arts service associations and state arts agencies.
- ▶ NASAA intersects with **Grantmakers in the Arts** (GIA) in multiple ways. Our president and CEO, Pam Breau, serves on GIA's board; NASAA participated in GIA webinars on [advocacy](#) and [funding trends](#); and we advised GIA on its Cultural Policy Action Lab. NASAA led a session on Equitable Economic Recovery through the Arts at the [Plurality, Power and Belonging](#) convening.



NEW!



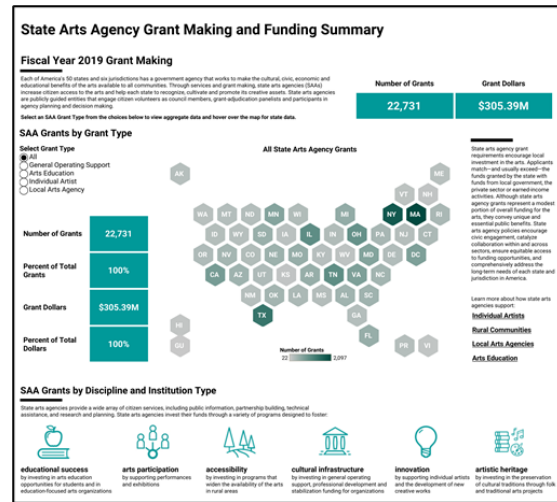
NEW!

- ▶ NASAA collaborated with the **National Conference of State Legislatures** to elevate the arts as an asset to economic recovery. The arts were featured in [State Legislatures Magazine](#) (on page 20). "Embracing the Arts," indicates support for the arts on both sides of the political aisle and asserts, "States are recognizing that arts and culture enhance quality of life, attracting tourists and workers and bolstering their economies over the long haul."
- ▶ NASAA met with the staff and board of the **Federation of State Humanities Councils**. We exchanged strategies for federal advocacy, advancing equity, member relations and other topics of mutual interest.

GOAL 2: HONE THE KNOWLEDGE AND SKILLS OF STATE ARTS AGENCIES.

A. Supply authoritative facts about state arts agencies.

- NASAA maintains comprehensive information on **state arts agency grant making**. Using the latest Final Descriptive Report data, NASAA generated maps and statistical analyses showing the reach and impact of more than 20,000 awards. We completed a major makeover of our [Grant Making web page](#) and topical fact sheets on funds for [arts education](#), [operating support](#), [rural communities](#), [individual artists](#) and [local arts agencies](#).
- NASAA's [State Arts Agency Revenues, Fiscal Year 2022](#) report summarized **state arts agency budgets**, including appropriations, state rankings, line items and trends over time. The [FY2023 State Arts Agency Legislative Appropriations Preview](#) offered a forecast for the subsequent fiscal year. Our interactive [Raise Your Ranking](#) tool and the [Legislative Appropriations Explorer](#), [Total Agency Revenue Explorer](#) and a [Regional Appropriations and Revenue Explorer](#) contain comparative data in engaging formats.
- NASAA provided comprehensive information on state arts agency **staffing and compensation** to assist members with agency restructuring, professional advancement and leadership transitions. A new survey launched in summer 2022.



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

- State to State, a monthly column in the NASAA Notes newsletter, profiled **innovative initiatives from 33 state arts agencies**. [COVID-19 pandemic responses](#) and [diversity, equity and inclusion \(DEI\) programs](#) were recurring features. We showcased unique programs such as [arts education partnerships](#) in Idaho and Indiana; the [People's Markets](#) in Kansas; Maryland's [Indigenous Land Acknowledgement Project](#); Delaware's [Arts Equity Innovation Incubator](#); [rural arts initiatives](#) in Oklahoma and Tennessee; [arts reopening campaigns](#) in Iowa, North Carolina and New Jersey; and [artist workforce strategies](#) from California and Colorado. **More than 460 exciting models from all 56 states and jurisdictions** are now available in the searchable [State to State Article Archive](#).
- Our **creative aging partnership** with E.A. Michelson Philanthropy, [Leveraging State Investments in Creative Aging](#), continues. This multiyear initiative helps state arts agencies improve well-being, lifelong learning and social engagement for older adults. NASAA



Music for Seniors program in Nashville, Tennessee

[awarded \\$1.46 million in grants](#) to 36 state arts agencies. A second professional development institute is planned for November 2022.

- NEW!** In collaboration with WolfBrown, NASAA completed an **arts funding ecosystem analysis** for the California Arts Council. Part of a [larger evaluation effort](#) designed to review California's funding systems through a race equity lens, NASAA's analysis mined a variety of data sources to identify BIPOC organizations across the state and analyze patterns of public and private support.
- NEW!** NASAA completed the **Equity GAP Project** in collaboration with the Ohio Arts Council. This pilot project demonstrated how a state arts agency can assess—and ultimately reduce—obstacles to public funding experienced by rural, BIPOC, disabled and low-income communities. The assessment included a robust combination of policy review, constituent outreach, staff consultation, data analysis and benchmarking.
- NEW!** NASAA hosted an **Equitable Operating Support Jam Session** to help state arts agencies exchange strategies for reducing barriers to public funding.
- NASAA participated in the **National Coalition for Arts' Preparedness and Emergency Response (NCAPER)** steering committee to support states and jurisdictions affected by disasters and to circulate best practices in readiness, recovery and resilience.

2022 Priority EQUITY

NASAA provided a wide array of [member services](#) to help state arts agencies advance diversity, equity and inclusion (DEI). These activities—encompassing research, professional development and governance activities—are integrated across all four of NASAA's strategic goals and align with our [DEI policy](#).



- ✓ Convened regular conference calls with our People of Color Affinity Group and our accessibility network
- ✓ Launched the second cohort of our [DEI Mentorship Program](#) for state arts agency people of color
- ✓ Completed a comprehensive [anti-bias training program](#) for state arts agency staff and councils
- ✓ Promoted our [Visualizing Equity in Grant Making](#) service suite as well as our [Rural Equity](#), [Economic Equity](#) and [Race Equity](#) benchmarks
- ✓ Prepared an ecosystem analysis of funding for BIPOC organizations in California
- ✓ Completed the Ohio Equity GAP Project assessment
- ✓ Promoted [DEI models](#) and equity resources in every edition of [NASAA Notes](#)
- ✓ Conducted extensive internal training on unconscious bias and inclusive facilitation


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

- ▶ NASAA fulfilled an estimated 450 **information requests** in FY2022. [Popular topics](#) included advocacy, federal reporting and DEI. Most inquiries came from members. Nonmembers (including the NEA, advocacy groups, consultants and scholars) also requested information.

- ▶ The [Creative Economy State Profiles](#) put the latest data on the **economic impact of the creative sector** at members' fingertips. Produced in cooperation with the NEA, this interactive dashboard offers U.S. Bureau of Economic Analysis data on arts jobs and the size of the sector in 2020. Updates to the [Interactive Database of State Creative Economy Studies](#) provide more information on individual states' creative industries.
- ▶ NASAA provided **technical assistance** to 17 member agencies and RAOs. We facilitated council deliberations, led virtual conference workshops and conducted custom research to inform planning and policy development.
- ▶ We promoted a robust suite of **equity analysis tools**: [Visualizing Equity in Grant Making](#). These dashboards—delivered through customized demonstrations—help state arts agencies understand which demographic cohorts their funds are reaching.
- ▶ In cooperation with the NEA, NASAA completed a survey of **state and regional uses of NEA Coronavirus Aid, Relief and Economic Security Act funds**, compiling available information on job creation/retention, facilities spending and the impact of funds. Based on what was learned through that survey, NASAA also advised states and regions on data it would be useful to track for their American Rescue Plan subgrants.
- ▶ **NEW!** NASAA supported states and regions as they navigated the transition to a new **unique entity identifier** system for all subgrantees. NASAA requested instructions from the NEA about this new [federal requirement](#), convened an SAA working group and circulated relevant guidance.
- ▶ **NEW!** In cooperation with the NEA, NASAA is undertaking a variety of research activities designed to **inform future data collection practices** at the federal and state levels. We completed a comparison of reporting requirements between NEA direct grants and Partnership Agreement recipients and reported on the uses of beneficiary data. We also analyzed information about the data states and regions collect for their own purposes, beyond federal reporting requirements.
- ▶ Thoughtful **curation of new research relevant to state arts agencies** is one of NASAA's trademark services. We shared useful research on equity and demographics, how arts organizations are adapting to the pandemic, and program evaluation practices, to name a few topics of note. Our monthly column, The Research Digest, synthesizes both NASAA information and a select mixture of material harvested from other organizations within and beyond the arts field.

2022 Priority
RECOVERY

State arts agencies provide critical support for community recovery and the restoration of the arts sector in the wake of the COVID-19 pandemic. To assist states' efforts, NASAA:



- ✓ helped state arts agencies make the case for American Rescue Plan allocations as well as regular appropriations
- ✓ tracked state level arts relief investments enacted by governors and legislatures
- ✓ shared [strategies](#) states are adopting for [relief grants](#), [community engagement](#), [digital capacity development](#), [artist support](#), [workforce development](#) and [reopening campaigns](#)
- ✓ advised states on data collection and documentation
- ✓ convened peer groups to exchange ideas
- ✓ answered COVID-19 related [information requests](#) from members, most within 24 hours

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

- ▶ NASAA offered an ambitious suite of **virtual professional development programs** for state arts agencies. The [NASAA 2021 Learning Series](#) offered sessions on advocacy, reopening, recovery, equity, resilience and more. The [NASAA 2022 Learning Series](#) featured sessions on BIPOC arts leadership, debunking rural stereotypes and arts education partnerships, among other topics. An intensive [anti-bias training program](#) shared fundamental concepts members can apply toward inclusive workplaces and interactions.
- ▶ Multiple professional development offerings in the **arts education** realm took place in 2022. In the spring, NASAA completed a two-part webinar on effective strategies for engaging teaching artists, building off of the [strategy sampler](#) completed in 2021. States from the mid-Atlantic region engaged NASAA to manage a virtual Mid-Atlantic Teaching Artist Retreat in August. The 2022 Arts Education Managers Professional Development Institute took place in cooperation with the NEA in Kansas City.
- ▶ In cooperation with the NEA and the American Folklore Society (AFS), NASAA is managing a growing suite of technical assistance and learning programs for state arts agency **folk and traditional arts program managers**. AFS produced the 2022 inaugural Folk Arts Professional Development Institute for state arts agencies, launching new programs with federal support. The online series of seven workshops included sessions on program design, fieldwork, equitable grant making and archiving. A two-day preconference took place in conjunction with NASAA Assembly 2022.
- ▶ The **NASAA Leadership Awards** recognize exemplary service and showcase best practices. The 2022 DEI Agency Award recognized an SAA or RAO that has demonstrated exceptional efforts to be diverse, equitable and inclusive. The DEI Individual Award celebrated an individual who demonstrates outstanding leadership and commitment to embodying DEI values in their work. The Luminary Award for Transformative Executive Leadership recognized an outstanding executive director, and the Distinguished Public Service Award honored a volunteer leader.



GOAL 3: CONNECT STATE ARTS AGENCIES.

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

- ▶ Monthly issues of the [NASAA Notes newsletter](#) shared updates and resource alerts useful to state arts agencies, state arts advocacy organizations and allies.

- ▶ NASAA issued **Report to Councils** in [December](#), [May](#) and [September](#). This publication highlights recent NASAA activities and serves as a handy insert in council meeting materials. The [For Council Members](#) web page gives appointed state arts agency leaders streamlined access to NASAA resources.
- ▶ NASAA's social media channels ([Facebook](#) and [Twitter](#)) **promote the good work of our members** and share news within—and beyond—the state arts agency community. Our [website](#) serves as a hub of information for and about state arts agencies.
- ▶ NASAA will soon be sporting a fresh new visual identity! We worked with a designer to develop a **new logo** and style guide for digital, social and print communications. We're excited to implement the new look.

NEW!

B. Facilitate peer-to-peer networking.

- ▶ Most **job-alike peer groups** continued to meet quarterly in 2022.
- ▶ NASAA sustained our **People of Color Affinity Group** to provide a supportive and empowering forum for people of color in the state arts agency staff and council network.
- ▶ We launched the second cohort of NASAA's **DEI Mentorship Program**. This [leadership development effort](#) supports individual members of color as they enter, sustain and advance their careers in state arts agencies.
- ▶ NASAA maintained **listservs** to facilitate networking and problem solving for executive directors, deputies, accessibility coordinators, public information officers, grants officers, arts education managers, community development managers, folk and traditional arts program managers and the People of Color Affinity Group. We launched a new listserv for state arts agency **gallery managers**, as well.
- ▶ NASAA offers **mindfulness meditation** sessions via conference call several times a week. These sessions bring members together informally to develop a shared practice that supports leadership, connectedness and well-being.

NEW!

**2022 Priority
COMMUNITY**

Connections with each other and with NASAA offer members a wealth of information as well as a lifeline for moral support. To date in 2022, NASAA:

- ✓ facilitated virtual peer group gatherings
- ✓ conducted individual onboarding and welcome consultations with newly appointed executive directors
- ✓ used social media for connection and information sharing
- ✓ held one-on-one conversations with state arts agencies that requested advice on thorny challenges
- ✓ hosted mindfulness meditation sessions for members



C. Promote the understanding and use of NASAA services.

- ▶ Nine **new executive directors** joined our network this year. Each new appointee received a one-on-one onboarding consultation with NASAA, customized follow-up support on priority issues, a

resource packet and an introduction to the field in NASAA Notes. Because our usual Boot Camp plans were disrupted by the pandemic, NASAA convened newly appointed executives from 19 states for a special cohort meeting in conjunction with Assembly 2022.

- ▶ NASAA produced **member benefit summaries** for all state arts agencies undergoing leadership transitions. Each sheet is tailored to describe the knowledge, representation and community benefits the state arts agency receives through its NASAA membership.

D. Engage members in the governance, planning and advocacy work of the Assembly.

- ▶ The **Development Committee** examined NASAA's board contribution practices and relayed feedback to the Governance Committee. The Development Committee also completed a thank-athon phone tree and planned NASAA's individual giving campaigns.
- ▶ The **Governance Committee** recommended changes to NASAA's policy on board contributions. To advance equity, a new policy eliminates expectations of monetary contributions as a condition of NASAA board service. The committee also drafted a demographic survey for NASAA board members and considered the skills and attributes needed for new board nominees for 2023.

NEW!

- ▶ The **Planning and Budget Committee** led a process to update NASAA's [strategic plan](#). The entire membership was invited to weigh in on the revised document, which addresses significant shifts in the state arts agency environment.

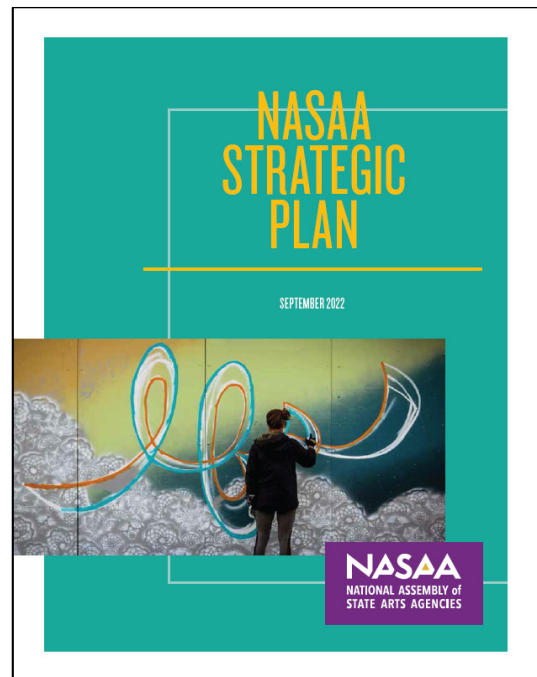
NEW!

- ▶ **Nominating Committee** members conducted [interviews](#) with all state arts agency executive directors and council chairs. This outreach informed the slate for NASAA's 2023 board of directors, gauged member satisfaction and provided guidance for NASAA's next action plan.
- ▶ The **Awards Task Force** oversaw NASAA's national [recognition awards](#) for 2022 and refreshed the criteria and nominations systems.

- ▶ Because NASAA's current five-year dues plan sunsets at the end of FY2023, a **Dues Task Force** was convened to prepare a new dues plan for FY2024 and beyond. States and jurisdictions provided feedback to inform the new plan prior to it being presented for a membership vote.

NEW!

- ▶ The **Audit Committee** supervised NASAA's annual audit and IRS Form 990 reporting.



GOAL 4: BUILD NASAA'S CAPACITY.

A. Develop and diversify NASAA's revenues.

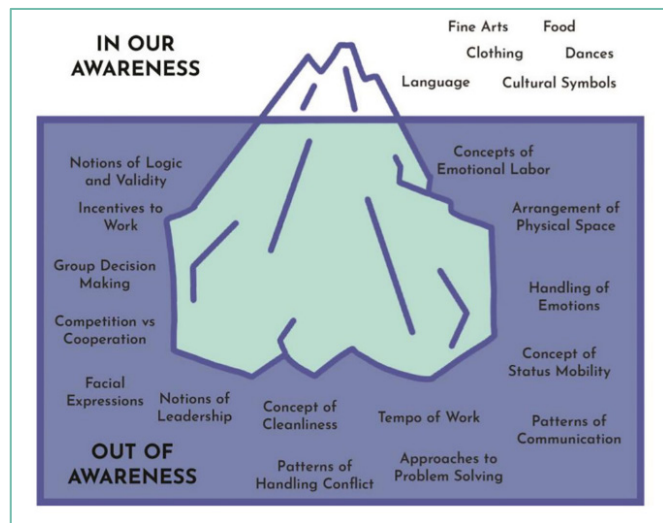
- ▶ NASAA continues to cultivate **foundation partnerships**. We received support from E.A. Michelson Philanthropy (formerly Aroha Philanthropies) for our creative aging collaboration and secured support for the Assembly from the Emily Hall Tremaine Foundation.

- ▶ In 2021 (January 1 – December 31), NASAA raised \$148,884 from **individual donors**, thanks in part to a highly successful year-end matching campaign. [Gifts](#) ranged from \$10 to \$25,000. Two hundred people made a gift to NASAA in 2021.
- ▶ NASAA received a Partnership grant from the **National Endowment for the Arts**. We continued to draw on an NEA American Rescue Plan grant and secured an increase in cooperative agreement funding for research services and for professional development services for folk and traditional arts program managers.

B. Develop NASAA's human resources.

- ▶ The NASAA staff is increasing our internal fluency around equity issues, to strengthen our member services and our organizational culture. We completed a five-part **anti-bias training program** with Team Dynamics. The training built a shared vocabulary for our team and raised awareness of how identity affects the workplace and colleague interactions. NASAA's senior leadership team is receiving supplementary training on **managing conflict and microaggressions**. Through a **facilitation training** course with Artistic Logistics, the whole staff received introductions to emotional intelligence and somatic justice as important aspects of designing group interactions. Staff continues to self-organize **anti-racism discussions**.

NEW!



Elements of Culture model from Team Dynamics

- ▶ In addition to group trainings, NASAA continued to encourage individual **professional development** opportunities. Resources allowing, our goal is for every staff member to receive training specific to their job responsibilities at least once every other year.
- ▶ We **expanded our employee benefits** to include health care and dependent care flexible spending accounts and a modest reimbursement for remote work costs.

NEW!

C. Improve NASAA's operations and technology.

- ▶ NASAA **reopened our physical office** in phases. Most staff are electing to work remotely, but we are adapting our space and protocols to support on-site work as desired. Efforts are underway to **downsize our office space** to conserve resources for FY2023 and beyond.
- ▶ Our spring board meeting was conducted using a **hybrid meeting** model. We put a **vaccine verification system** in place to contribute to the safety of both meeting participants and the host venue.

NEW!

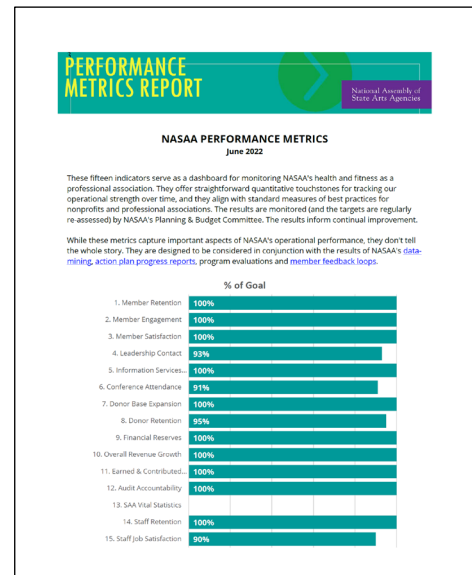
- ▶ To support more robust and efficient **database functions** we implemented new solutions for event registrations and bulk email.
- ▶ NASAA selected a **new IT support firm**. In addition to providing improved responsiveness, the new firm is conducting a thorough assessment of NASAA's technology needs in order to help NASAA plan for future upgrades. Several hardware and security improvements were put in place to facilitate better access for remote workers.

NEW!

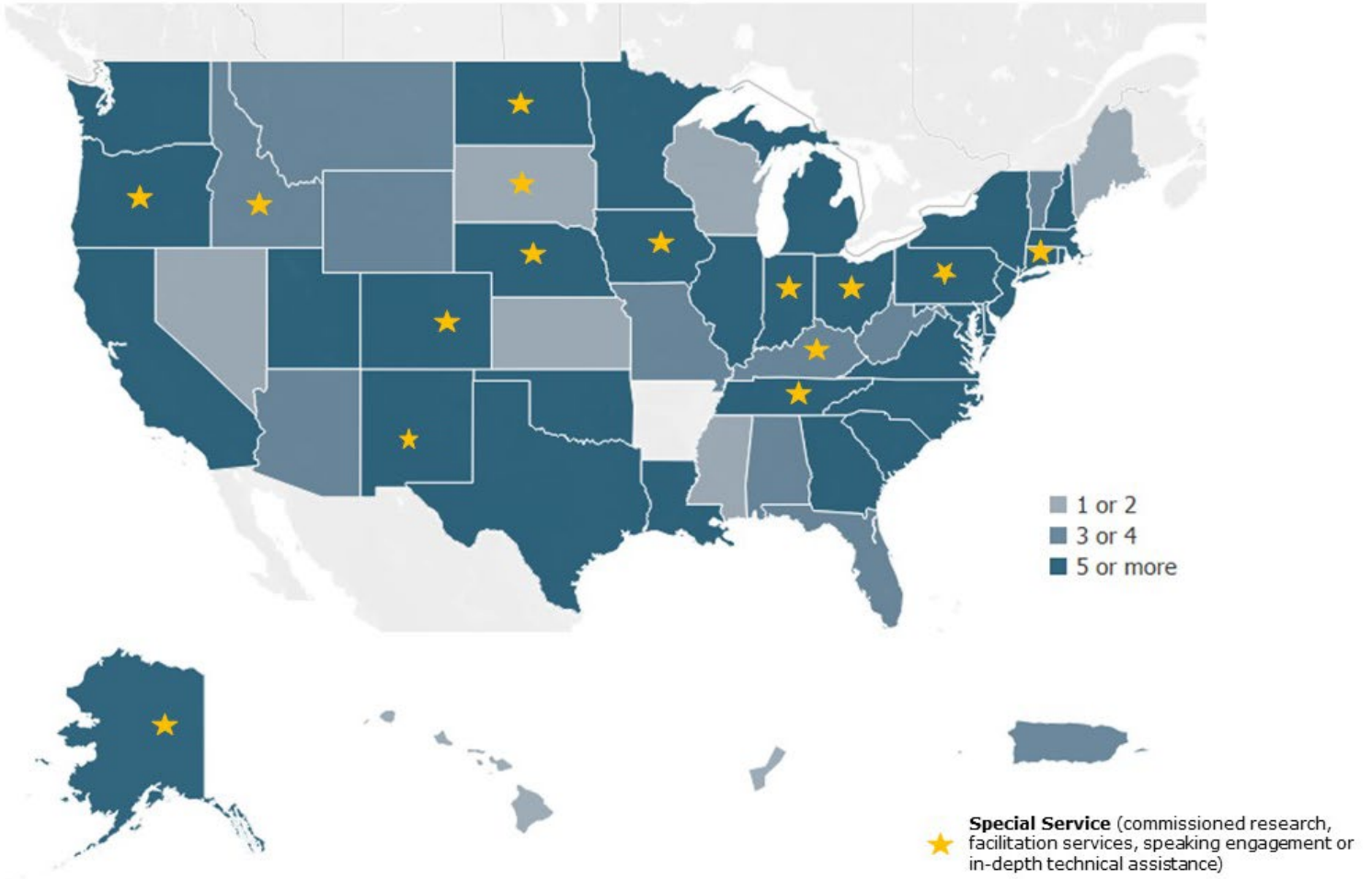
D. Evaluate our work and learn from the results.

- ▶ After a thorough RFP process, NASAA selected Team Dynamics to conduct our **organizational equity audit**. This multiyear effort, commencing in 2022, will thoroughly examine NASAA's governance, operations, programs and communications and will result in an action plan to advance equity at NASAA.
- ▶ We completed an **independent financial audit** for FY2021. NASAA's internal controls and key processes were deemed effective and no recommendations for change were offered. Annual audits allow NASAA to continually deepen our understanding of best practices in accountability and financial management.
- ▶ NASAA conducted our annual **employee satisfaction survey** and used the results to inform our management strategies. The numbers indicate an increase in staff satisfaction levels compared to prior years.
- ▶ Staff mined Nominating Committee [interview results](#) to better understand member needs and **member satisfaction**. We paid particular attention to constructive criticism and requests for additional assistance.
- ▶ We issued our annual **performance metrics report**, tracking [15 indicators](#) of organizational "fitness" for NASAA as a professional association.
- ▶ NASAA **evaluated** the 2021 virtual learning series and our internal staff trainings. Ratings and participant comments are being used to design future learning programs.
- ▶ NASAA analyzed **communications data** relating to our website usage, social media engagement and bulk email messaging. We draw on these resources to inform content delivery and make adjustments to our communications tactics.

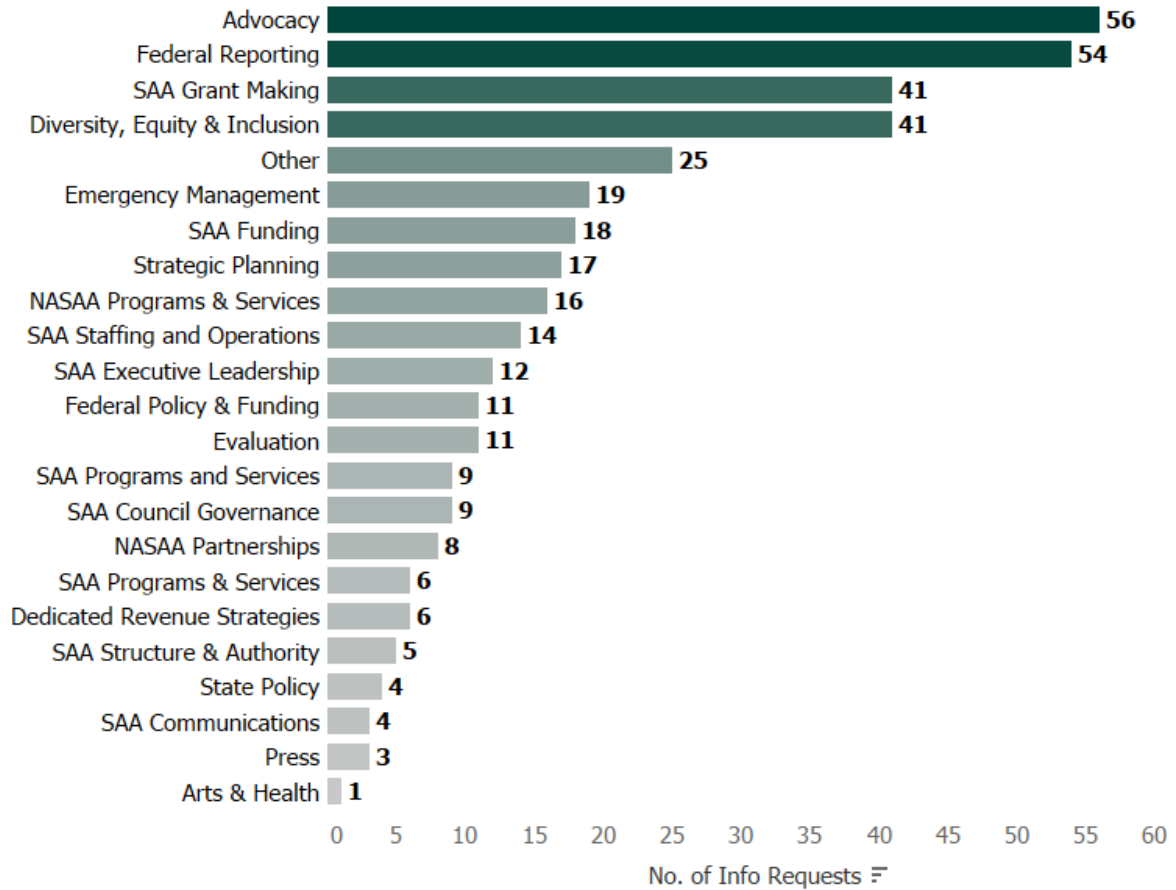
NEW!



Information Requests by State, 10/1/2021 to 8/30/2022

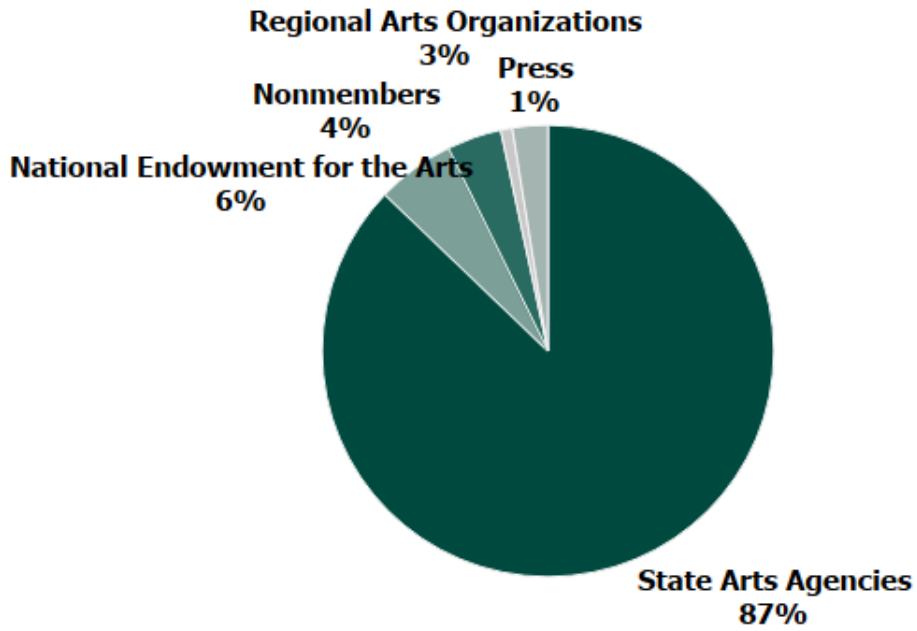


Information Requests by Category, 10/1/2021 to 8/30/2022

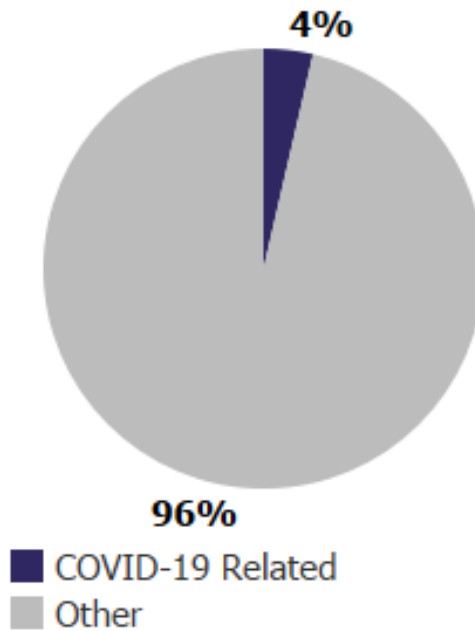


Note: Many COVID-19 related information requests were classified under Emergency Management.

Information Requests by Organization Type, 10/1/2021 to 8/30/2022



Information Requests Related to COVID-19 Pandemic, 10/1/2021 to 8/30/2022



Examples of Recent Information Requests

Advocacy

- We're launching a **new advocacy effort** following the election of a new governor. Can we pick your brain?
- Does NASAA do **advocacy training**, or can you recommend someone who does?
- Is there any info I can share with my legislature about the **importance of funding** the arts council in a state budget crisis (significant reduction proposed)?
- Since NASAA provides so much invaluable data (through maps and otherwise), we would love to discuss **data and mapping**.
- Our state arts agency has been slated for **restructuring** in this coming legislative session. We need help demonstrating our agency's **return on investment** to a governor who wants to curtail the role of government. Can you help?
- Can you **map our grants by congressional district**?
- Can you provide some **advocacy talking points** and sample social media posts?
- What's your feedback on our **legislative strategy** for a significant budget increase?
- I'm preparing to testify before my legislative budget committee. Can NASAA **review a draft of my legislative testimony**?
- Can you help us **workshop an appropriate public statement** regarding current events?

Funding

- What **funding and grant-making comparison resources** do you have?
- How many other SAAs have a **companion foundation or friends group** dedicated to raising additional revenue?
- Could you send examples of **dedicated arts license plate** programs? How much money do these programs raise?
- What are the state rankings for **per capita arts funding** this year? What is the national average for per capita arts funding?
- Are there SAAs with a **tax based dedicated revenue** stream?
- What are the **pros and cons of identifying alternative revenue sources** when facing legislative budget cuts?
- Can NASAA answer some questions about **legislative line items and general budget appropriations**?
- Do you have **historical data** on SAA legislative appropriations in my state?

Governance, Operations and Policy

- How many SAA executive directors are **appointed by the governor** and how many are hired by the arts council?
- I'm looking for some examples of how **SAA councils support diversity, equity and inclusion** initiatives of their agencies.
- Please share NASAA's **diversity, equity and inclusion** policy statement.
- Could you review this **agenda design of an upcoming council meeting**?
- What is the typical role of SAA councils in **authorizing grant awards**?
- Would you explain the relationship between an SAA council's **advisory and governance roles**?
- Our council is hiring a new executive director. Could you send us **SAA salary data by budget size and region**?

- Can you tell me more about NASAA's resources for SAA staff who identify as **people of color**?
- Does NASAA have examples of **job descriptions** for a director of government relations?
- Could you share **organizational structures** of similarly sized SAAs?
- Which SAAs are connected to their **state cultural tourism office**?
- Can NASAA help with **onboarding our new executive director**?
- If our governor convenes a **state agency restructuring** task force, what kind of policy information could NASAA supply?
- We are updating our **council member handbook**. Do you have any models or best practices from other SAAs that you can share?
- Is NASAA able to help **guide us through capacity building and expanding our regional representation**?

Grant Making and Nongrant Programming

- Our council is considering our **funding formula** and would benefit greatly from reviewing other SAA formulas. Could you assist us?
- I'm compiling information about **fellowship programs**.
- Does NASAA have best-practice suggestions about **grant panelist selection** criteria/policies?
- Does NASAA have examples of SAA grant programs that help arts groups **recover from disasters**?
- Please share your list of SAAs' **decentralized grant programs**.
- We're looking for a new **grant management system**. What do other SAAs use?
- How many SAAs offer a **stipend to their grant panelists**?
- Which SAAs have grant programs supporting **tribal entities**?
- We are examining issues of **equity and alignment within our major grant categories**. Can NASAA help us learn how other states approach these issues?
- Do you have statistics on **rural grant making**?
- Does NASAA have state-specific **race and economic equity** information?
- We are looking for examples of **arts in health care** programs. Any suggestions?
- Can you **recommend experts** to speak on breaking down structural racism in grant making?

National Endowment for the Arts

- What are the **eligibility criteria for National Endowment for the Arts (NEA) Partnership Agreement** funding? If we change structure, could we lose our federal support?
- Can you clarify **NEA matching requirements**? My state legislature wants to know how our federal funding would be impacted if it reduces its investment in the arts.
- When is this year's **National Endowment for the Arts Partnership Agreement panel review**?
- I have some questions regarding our **NEA grantee audit**.
- Can you help us respond to an **information request from the NEA**?

Planning, Evaluation and Research

- Could you share **examples of other SAAs' strategic plans**?
- Can you provide **examples of SAA operational/action plans**?
- We may be facing a **legislative audit**. Have other states gone through this? What kind of data can NASAA provide?

- What is the optimal size, composition and role of a **strategic planning committee**?
- Do you have any recommendations about **strategic planning consultants**?
- We're embarking on a new strategic planning process. What **planning facilitation services** could NASAA provide?
- We need help designing a **strategic planning survey**.
- Can you provide more **details on data behind the Creative Economy State Profiles**?
- Are there **examples of other states reshaping their education policy** to include the arts?
- Can you provide information on the **demographic composition** of the creative economy?
- Would you share feedback on **our arts in health survey and implementation time line**?

FDR (Final Descriptive Report) Requirements

- I've been tasked with preparing FDRs. Can you provide some **tools and tips for preparing FDRs**?
- Do you have examples of guidance on reporting **populations benefited**?
- How do "Project Activity Locations" apply to Poetry Out Loud and our apprenticeship program?
- Please send me the latest edition of the **Quick and Easy Guide to Field Definitions and Data Coding**.
- How do I account for **nongrant programs** in my FDR?
- Should I report **activity locations** separately?
- How do we report awards that involve **fiscal agents**?
- Has COVID-19 affected **FDR requirements or deadlines**?

COVID-19 Pandemic/Relief Programs

- We are preparing a **brief on how the arts can support state government responses** to the pandemic. Can you review our recommendations?
- Do you have information on **ARP (American Rescue Plan) Act** supplemental funding?
- Any advice for **framing my request** for \$25 million in ARP relief funds?
- What information about **SAAs' use of ARP** funds for COVID-19 relief is NASAA collecting?
- How should I **adapt my strategic planning process** given COVID-19 and limited staff capacity?
- Can you review our **final report forms** for CARES (Coronavirus Aid, Relief and Economic Security) Act grants?
- Can you send examples of surveys other states are using to **measure the impact of COVID-19**?
- How are SAAs **adapting strategic planning practices** due to the pandemic?
- We want to create a **relief program for artists**. Do you have examples from states that have created similar programs?
- What type of **emergency funding** to organizations and/or individuals are other states offering?
- Do you have **guidelines for safely reopening organizations**?