



**State Arts Agency Arts Education Managers
2023 Professional Development Institute
Evaluation Report
November 7-9, 2022, Salt Lake City, Utah**

In 2023, state arts agency arts (SAA) education managers gathered for a Professional Development Institute (PDI) in Salt Lake City, Utah. The PDI was managed through a cooperative agreement between the National Endowment for the Arts (NEA) and the National Assembly of State Arts Agencies (NASAA). PDI content was designed and created through a collaborative planning process by a team of representatives from state arts agencies, the NEA and NASAA.

As in past years, an in-depth post-conference evaluation was conducted to solicit participant feedback, assess the success of the event, and inform the planning of future professional development offerings. This evaluation was conducted through an online survey instrument, which all PDI participants were encouraged to complete.

This report highlights the results of the survey, including cross-tabulations by key respondent characteristic (type of respondent and tenure). It includes verbatim responses to all open-ended questions. Tabulations and comments below reflect feedback from the 32 PDI attendees who participated in the PDI evaluation.

1. PDI Participants and Responses

Number of PDI Participants = 46

Number of states represented = 36

Number of SAA participants = 42

Number of national partners and other participants = 4

Total number of SAA evaluations returned = 32

Number of SAA respondents = 32

Number of national partners and other respondents = 0

SAA/national partner/other response rate = 70%

SAA response rate = 76%

2. Position Tenure of PDI Attendees

Position Tenure	No. of Respondents	Percent of Respondents
Fewer than two years	12	38%
2-5 years	10	31%
6-9 years	6	19%
10-14 years	3	9%
15 or more years	1	3%
Total	32	100%

3. Including this year, how many times have you attended the Professional Development Institute?

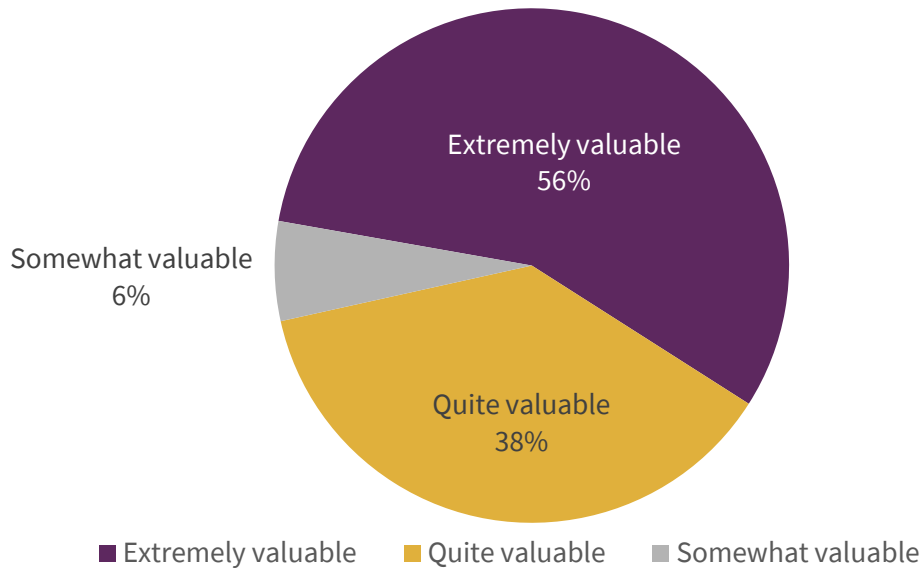
This is my first one	28% (9)
2-5	44% (14)
6-10	19% (6)
More than 10	9% (3)
No Answer	0

4. Which previous PDIs have you attended?

Location	No. of Responses	Percent of Respondents
2018 Baltimore, MD	7	10%
2019 Missoula, MT	8	11%
2020 Virtual PDI (online)	11	15%
2021 Virtual PDI (online)	15	21%
2022 Kansas City, MO	22	31%
No answer	9	13%

Note: Some respondents have attended multiple PDIs.

5. Overall, how would you characterize the 2023 Professional Development Institute?



Ratings represent responses on a five-point scale.
 No respondents rated the PDI as “Not at all valuable” or “Slightly valuable.”

Usefulness Rating by Position Tenure Category
 (1 = Not at all valuable; 5 = Extremely valuable)

Position Tenure	Average Characterization
Fewer than two years	4.6 (12)
2-5 years	4.6 (10)
6-9 years	4.5 (6)
10-14 years	4.0 (3)
15 or more years	4.0 (1)
All respondents	4.5 (32)

Scale: 1=Not at all valuable; 5=Extremely valuable

6. Did you have the opportunity to review the pre-conference materials?

I reviewed some of the materials	44% (14)
I reviewed all of the materials	56% (18)

7. If you were able to review some or all of the pre-conference materials, did you find them helpful?

Somewhat helpful	9% (3)
Helpful	38% (12)
Very helpful	47% (15)
No opinion	6% (2)

8. Please rate your level of agreement with the following statements about the 2023 PDI.

1 = Strongly Disagree; 5 = Strongly Agree

Statement	1	2	3	4	5	Average (opinions and participants)
The 2023 PDI had a positive impact on my own learning.	0%	0%	0%	50% (16)	50% (16)	4.5
I was able to engage in meaningful conversations with peers.	0%	0%	0%	84% (27)	16% (5)	4.8
I learned methods to support my ability to "lead from the middle" as a member of a state arts agency team.	0%	3% (1)	19% (6)	56% (18)	22% (7)	4.0
I increased my knowledge about how arts education supports well-being in a postpandemic environment.	0%	6% (2)	13% (4)	56% (18)	25% (8)	4.0
I learned skills to communicate the benefits of arts education in a dynamic policy landscape.	0%	3% (1)	9% (3)	66% (21)	22% (7)	4.1

Agreement by Respondent Tenure

1 = Strongly Disagree; 5 = Strongly Agree
Calculations represent average ratings within each tenure category.

Statement	Fewer than 2 years	2-5 years	6-9 years	10-14 years	15 or more years	Average (opinions and participants)
The 2023 PDI had a positive impact on my own learning.	4.7	4.5	4.3	4.3	4.0	4.5
I was able to engage in meaningful conversations with peers.	4.8	4.8	5.0	4.7	5.0	4.8
I learned methods to support my ability to "lead from the middle" as a member of a state arts agency team.	4.3	3.8	3.8	3.3	4.0	4.0
I increased my knowledge about how arts education supports well-being in a postpandemic environment.	4.3	4.1	3.7	3.0	4.0	4.0
I learned skills to communicate the benefits of arts education in a dynamic policy landscape.	4.4	4.1	3.7	3.3	4.0	4.1

9. How would you rate the amount of time allotted to each of the following?

1 = Wishing much LESS time had been allocated
 3 = About the right time was allocated
 5 = Wishing much MORE time had been allocated

Features and Events	1	2	3	4	5	No Opinion	Average (opinions and participants)
Small Group Work and Discussions	0%	0%	56% (18)	41% (13)	0%	3% (1)	3.4
Large Group Work and Discussions	0%	16% (5)	72% (23)	9% (3)	3% (1)	0%	3.0
Rest & Unscheduled Time	0%	0%	75% (24)	19% (6)	0%	6% (2)	3.2
Learning from Peers	0%	3% (1)	47% (15)	44% (14)	6% (2)	0%	3.5
Learning from Outside Speakers	0%	3% (1)	78% (25)	16% (5)	3% (1)	0%	3.2

Time Allocation by Respondent Tenure

1 = Wishing much LESS time had been allocated
 3 = About the right time was allocated
 5 = Wishing much MORE time had been allocated
 Calculations represent average ratings within each tenure category.

Statement	Fewer than 2 years	2-5 years	6-9 years	10-14 years	15 or more years	Average (opinions and participants)
Small Group Work and Discussions	3.2	3.7	3.3	3.7	0.0	3.4
Large Group Work and Discussions	3.0	3.1	3.0	2.7	3.0	3.0
Rest & Unscheduled Time	3.2	3.0	3.3	3.7	0.0	3.2
Learning from Peers	3.4	3.8	3.3	3.3	4.0	3.5
Learning from Outside Speakers	3.3	3.1	3.3	3.0	3.0	3.2

10. How relevant were each of the following PDI events to your work?

1=Not at all relevant
 3=Moderately relevant
 5=Highly relevant

Statement	1	2	3	4	5	No Opinion/ Didn't Participate	Average
Tuesday, November 7: Opening Reception: Art Activity with Repertory Dance Theatre	0%	3% (1)	19% (6)	50% (16)	25% (8)	3% (1)	4.0
Tuesday, November 7: Opening Reception: Art Activity with Jamie Rees	3% (1)	0%	25% (8)	44% (14)	19% (6)	9% (3)	3.8
Tuesday, November 7: New Managers Dinner with Michelle Hoffmann, National Endowment for the Arts	0%	0%	3% (1)	6% (2)	16% (5)	75% (24)	4.5
Wednesday, November 8: Keynote Presentation: Eric Booth	0%	3% (1)	3% (1)	9% (3)	84% (27)	0%	4.8
Wednesday, November 8: Arts Education Manager Peer Group Breakout Discussions focusing on Keynote Presentation	0%	0%	3% (1)	44% (14)	47% (15)	6% (2)	4.5
Wednesday, November 8: Concurrent Session with Native American Curriculum Initiative	0%	0%	0%	13% (4)	44% (14)	44% (14)	4.8
Wednesday, November 8: Concurrent Session focusing on Justice Impacted Youth	0%	3% (1)	6% (2)	16% (5)	22% (7)	53% (17)	4.2
Wednesday, November 8: Arts Education Manager Peer Breakout Group Discussions	0%	0%	13% (4)	25% (8)	59% (19)	3% (1)	4.5
Wednesday, November 8: State Arts Agency Arts Education Managers' Flashes of Inspiration	0%	0%	9% (3)	41% (13)	50% (16)	0%	4.4
Thursday, November 9: Regional Group Breakfast Meetings	0%	0%	6% (2)	13% (4)	75% (24)	6% (2)	4.7
Thursday, November 9: Plenary Panel with Utah POPS Organizations	0%	3% (1)	9% (3)	34% (11)	50% (16)	3% (1)	4.4

Relevancy Averages by Tenure

1=Not at all relevant

3=Moderately relevant

5=Highly relevant

Calculations represent average ratings within each tenure category.

Statement	Fewer than 2 years	2-5 years	6-9 years	10-14 years	15 or more years	Average (opinions and participants)
Tuesday, November 7: Opening Reception: Art Activity with Repertory Dance Theatre	4.0	4.0	4.0	3.7	5.0	4.0
Tuesday, November 7: Opening Reception: Art Activity with Jamie Rees	3.8	3.9	4.0	3.0	5.0	3.8
Tuesday, November 7: New Managers Dinner with Michelle Hoffmann, National Endowment for the Arts	4.5	4.5	0.0	0.0	0.0	4.5
Wednesday, November 8: Keynote Presentation: Eric Booth	4.9	4.9	4.5	4.0	5.0	4.8
Wednesday, November 8: Arts Education Manager Peer Group Breakout Discussions focusing on Keynote Presentation	4.6	4.4	4.6	4.0	4.0	4.5
Wednesday, November 8: Concurrent Session with Native American Curriculum Initiative	4.9	4.6	4.5	5.0	5.0	4.8
Wednesday, November 8: Concurrent Session focusing on Justice Impacted Youth	4.2	4.2	4.0	0.0	5.0	4.2
Wednesday, November 8: Arts Education Manager Peer Breakout Group Discussions	4.5	4.5	4.8	4.0	4.0	4.5
Wednesday, November 8: State Arts Agency Arts Education Managers' Flashes of Inspiration	4.3	4.5	4.8	4.0	4.0	4.4
Thursday, November 9: Regional Group Breakfast Meetings	4.5	5.0	5.0	5.0	3.0	4.7
Thursday, November 9: Plenary Panel with Utah POPS Organizations	4.3	4.4	4.3	4.3	5.0	4.4

In addition to numerical ratings, the 2023 PDI evaluation also solicited requested open-ended comments about respondents' learning experiences and invited suggestions to improve future PDIs. These remarks offer a rich resource of qualitative data to inform professional development planning in 2024 and beyond. Comments shown below are verbatim responses from PDI attendees.

11. What are your most salient take-aways from the 2023 PDI?

Learning from State Peers

- I love this group of people and appreciate the “safe space” it provides to be able to speak freely about challenges. The LEADD dance class and the performance were enchanting. [Fewer than two years]
- I am not alone in this sometimes frustrating but always rewarding position. I also very much enjoyed the activities and learning how other agencies' program structures differ and are similar to mine. [Fewer than two years]
- Connecting with other State Agencies is helpful and I hope to connect more with other State Arts Agencies and review their programming. [Fewer than two years]
- The time together as SAA Arts Ed Managers is so valuable for both professional learning and morale. The importance of making space and advocating for voices that are typically not at the table. That Arts Organizations CAN work together for a common good without competition or rivalry when focused on a common mission. That supporting Teaching Artists work can have a huge impact on many facets of my work. [2-5 years]
- The programming was wonderful, and everything is always so thoughtfully planned/ executed. I would say though my favorite aspects of the PDIs are building relationships with colleagues and learning about arts organizations and programming in the host community. [2-5 years]
- Learning about the larger policy and political landscape outside my state is always very relevant. Learning about the amazing work of my peers is highly valuable. [2-5 years]
- Connecting with others was most important. [Fewer than two years]
- The community has a wealth of knowledge of getting things done in the various ways that we have to work to get the impact we desire. [2-5 years]
- There is so much great work happening across the country; I need to pursue further research and reach out to connect with those accomplishing this great work! [6-9 years]
- This was my first PDI and it was an incredibly engaging, educational experience. One of my most meaningful takeaways was the camaraderie and collegial spirit of the event. I am actively researching topics I learned about during the PDI for my own arts agency, but also connecting with new colleagues (via email and Zoom) post-PDI. [Fewer than two years]
- Fellowship and relationship building with peers. [Fewer than two years]
- I learned a lot about myself as a leader from listening and learning from others in similar roles in their organizations. [Fewer than two years]

Teaching Artistry

- I really enjoyed the keynote speech and activity. [Fewer than two years]
- Eric Booth inspired me to include teaching artists in our agency's community meetings and professional development offerings to bring more creativity and connections to those events. I have

been also thinking about ways we can use our grant funding opportunities to inspire more collaboration between organizations throughout our state. [6-9 years]

- I appreciate Eric Booth's big hearted-compassionate mindset toward teaching artists and the importance of the arts in promoting the health of communities. I was impressed with the guiding principles of the Native American Curriculum Initiative as well as their critical work with their constituency. This network of arts education managers is consistently knowledgeable and supportive. [10-14 years]
- "Eric Booth's Teaching Artist Presentation Flashes of Inspiration - Maybe an "extended" flash would be valuable (more time for peer presentations) [2-5 years]
- While I admire Eric Booth and what he has done for the teaching artist field, I didn't really glean anything new from him. I would suspect he's a known name to most Arts Ed. Managers, but the keynote felt like a promo for his new book, which is completely fine on its face (hey, lots of keynotes are published authors as well!). I would have liked more time for Q & A with him, and any future keynotes, as these folks are usually big names in the field, and the more time we can have an organic conversation with them, the better, IMO. [6-9 years]

Leading from the Middle

- A great convene of peers, colleagues, practitioners, educators, thinkers, administrators... How to engage and lead from our middle position. How we scaffold and build progressively. How we engage first and learn after. A lot of focus on communicating. Finding relevancy, purpose and meaning to the work we do. Going back to some fundamental questions about why this work is relevant to our current situation and the field of learning. [6-9 years]
- Sometimes I become frustrated that the steps my agency is able to take are incrementally small; however, with scaffolding and leading from the middle we are making progress, and I am more than capable of speaking to and leading those initiatives in the arts education realm. [Fewer than two years]
- Arts educators are competent at surviving a post-pandemic time, they know how to lead from the middle, and they certainly are surviving the dynamic political landscape well. [15 or more years]

Additional Takeaways

- Working with groups of constituents can be helpful for galvanizing action. The partnerships between BYU and Native Communities in Utah and the POPS organizations collective efforts provided a wonderful example of what can happen when competition is set aside for collaboration. [Fewer than two years]
- The Native American Curriculum Initiative session really sparked some new ideas to present back to my colleagues about ways to engage with our Native American communities. [Fewer than two years]
- My biggest takeaway was the strong example of the way the Utah Division of Arts & Museums has built lasting relationships to uplift arts learning in the state. [Fewer than two years]
- In no order :) -ideas for collaboration -case making and dream inspiration for new grant programming (Teaching Artist roster, Professional Dev. for Teaching Artists, Accessibility and transportation grants,

Youth leadership opportunities, Arts in the military, Creative aging professional development for arts orgs, grants for panelists, grants for indigenous cultures etc., etc.) -ideas for data collection (from grantees, from other SAAs). Ideas for program marketing and outreach (ambassadors in rural counties, libraries, convenings, ideas for thoughtful marketing/outreach in potentially dynamic atmosphere; legislators, LAAs, arts orgs as ambassadors, etc.) -Ideas for grants administration -Ideas to improve work culture - - - [2-5 years]

- Lots of ways to do this work; we can learn so much from each other; conservative legislatures can support the arts; building relationships are key. Eric Booth and the POPS program were particularly inspiring. REALLY enjoyed watching the teacher and the dancers in the class for people with cognitive differences; loved seeing the respect and the connections. [2-5 years]
- I was grateful that the focus was not solely on K-12 programming. There is so much more that we do as state arts agencies. My SAA does not fund schools directly, so often I feel left out or disengaged from programming that focuses solely on K-12. Networking is extremely important. The work presented regarding JIY was incredibly motivating. I feel connected and inspired. [2-5 years]
- Follow-up resources will be the most useful. I don't process in the room while people are talking to me. [10-14 years]

12. If you have any comments on professional development topics or skills that you would like to learn or discuss in the future, please share those remarks here:

Leading from the Middle

- Strategies and tactics for managing within your SAA from Arts Ed Managers who are experiencing success in this arena. Leading from the middle individual or small group (maybe be region) coaching sessions with a professional leadership development consultant(s), and the availability of at least one follow-up session after the PDI. [10-14 years]
- I think more specific ways people can ID ways to lead from the middle -- a poster board of examples we all put up (sorry I kind of missed the instructions for the tree leaves so perhaps this was it!) or a panel of SAA Arts Ed managers sharing specific ways they lead from the middle - since that seems to be one of the main ongoing annual themes. I will keep thinking.
- I think some might benefit from dealing with difficult EDs and co-workers..... [15 or more years]
- "Starting Over....what changes can be made or should be made in the first few years of new position. Since there is consistent turnover of staffing at State Agencies, this topic could also be useful other types of organizational "resets" [2-5 years]

Program Evaluation

- Tools for program evaluation that are usable across SAAs - a good solid template from which an SAA can start their program evaluation work. [10-14 years]
- I would like to know more about how other SAA's are evaluating programs/ how to create effective program evaluation. [2-5 years]
- A deeper dive into program evaluation. [6-9 years]

Funding and Budgets

- I would like to learn more about how to ask for more money for new program ideas. I would like to know more about how the arts council can start something like the POPS program in Utah. [Fewer than two years]
- I would like to learn more about advocating for more funds from private and legislative bodies. We do good work and that work would be extended if we could develop our funding. [Fewer than two years]
- Best practices in reviewing grant budgets. Best practices in budget management that aligns with agency goals. Where to put more and/or less funds and how to measure impact which also determines budget allocation. How to guide the budget ship. [Fewer than two years]
- "I kept thinking I'd like to learn more about how to "create new programs on a budget." Some states (like my own) have very little funding and it would be nice to have a better sense of which states are in a similar position. It might include getting creative with online programs, or something similar. [Fewer than two years]

Peer-to-Peer Learning

- "Loved the inclusion of justice-impacted youth. It was great hearing what Utah was up to in this space and the great partnerships they have established. I almost want to hear less from the hosting state and more from my fellow Arts Ed. Managers on this and other topics. Is there a way for a local panel to "grease the wheels" to set the stage for small-group discussion? While I love and honor that the PDI is so heavily focused on the hosting state's peoples, programs, and places, I always walk away wishing I had more time for peer-to-peer conversation on most topics. [6-9 years]
- I would like to find more time to learn from one another in casual ways. Dine-arounds, walking tours/discussions, etc. These are often the most valuable times when we gather. [10-14 years]
- I always want to know who else holds other agency roles/programs. IE: Creative Aging, Accessibility Coordinator, Grants [2-5 years]
- Continue to focus on lifelong learning - not just K-12. [2-5 years]
- POL- this seems to be a topic that comes up in social conversation but would like to learn more about other state's practices, challenges and wins. [Fewer than two years]

Policy, Data, and Trends

- "Future topics and skills; -Commonly-used terms defined (how to work toward a common understanding of terms like "teaching artist," "professional artist," "arts in education," "state art agency," "roster," "wellness", NEA terms: Livability, Engagement, etc., etc. -Guidance towards standardized data across States, and best practices for data management [2-5 years]
- Arts Education data/trends nationally? And state by state. Maybe engaging the Arts Ed Data Project? I always feel like I need more education/refreshers on Arts Ed policy at the federal level and trends, differences by state. Some of the topics that were focused on at this conference - arts in health/healing and teaching artistry/rosters are always big areas of interest. [2-5 years]
- I would love to learn more about AIE policy - maybe Art Ed partnership folks could lead us through a crosswalk, and we can spend time analyzing and sharing our own state's Arts ed and related policy. [2-5 years]

- I have a continued interest in building public/private partnerships, particularly around arts learning advocacy, innovative juvenile justice programs and lifelong learning initiatives--multi-generational and others. [6-9 years]

PDI Structure

- "The time where we had to pick between the sessions on grant making, teaching artist roster, engaging rural counties, etc. - I wish we could have attended all of them, as these are really "the job." Moreso to me than some of the local partnership presentations. [Fewer than two years]
- It would be good to have more time and space to articulate questions -- finding the right questions for our current state of work maybe within our regional groups. It would probably help me solidify how to communicate more thoughtfully. Inspirational speakers and best practices panels are super helpful but leave some gaps and needs. A full day and two partial days is good -- and grateful for that -- another fuller day would be wonderful. [6-9 years]
- The new managers' dinner was a bit late for the travel day for most managers and the early start the next day. Great dinner and meeting with other managers but consider another time. This was supposed to be lunch, so this was probably just the necessity of a schedule change. [Fewer than two years]
- I wish I hadn't had to choose between working with native communities and arts w youth justice -- two key chronically under-resourced populations. [2-5 years]
- -The incorporation of dance throughout the conference was an excellent addition. -Thanks for including the POPS presentation. It is a great example of arts ed in the state. [Fewer than two years]
- Many Arts Ed Managers are leading from the middle. Content experts were engaged and interesting when presenting to the group. I wonder, are we missing cutting edge arts education practices because we limit ourselves to mostly local presenters? The commitment of the NEA and NASAA makes all of this engagement possible. When we invite national partners to join us - let's make room for them to share information about their work, national/state strategies, and what they can do for us. [10-14 years]

13. Please note any additional comments you have about the 2023 PDI.

Challenges and Room for Improvement

- Consider shaking up the schedule a bit in future years. More focused content workshop sessions, more than two or the ability to attend both. I heard this a lot in conversations. Most folks wanted to experience both the Justice Impacted Youth and Native American Curriculum sessions. Consider PDI session locations where the planners are not event staff (moving tables/chairs, mopping floors, etc.) Consider communicating a process for how people get involved with the AEWG, with the whole group during the PDI. The AEWG did an outstanding job of connecting people and caring about those being served. It was a missed opportunity not to formally thank Troy for his years of service and leadership on the AEWG. [10-14 years]
- "I would have liked to have gotten a tour of the final location host's building, SpyHop. More time for "speed-friending" with my colleagues. [2-5 years]

- I loved all of the chances to witness performances. THANK YOU. I would love more hands-on, arts engagement. I feel like the work with Jamie didn't get us there. The work with Rep Dance Theatre and Eric started to. I think there is so much to learn from each other, and I think we should explore more of that through the arts. Perhaps in some art forms we haven't explored yet? Writing/theatre/etc. [2-5 years]
- "The AEWG does a wonderful job producing a juicy, jam-packed schedule over the course of a few days. The travel this year to SLC felt like a real slog...perhaps given the time of year and distance? But I wonder whether there should be some consideration given to elongating the schedule by one day to allow for a more relaxed opening plenary session followed by two days of fuller content. It was hard getting into the cadence of the PDI when lots of folks arrived day-of and had to depart the morning of the third day. I know we cannot change time zone differences! And the PDI is always very location dependent. But the second (full) day this year felt too much, and I wondered whether starting earlier on Day 1 would help space out some of the juiciness. Obviously, there are cost considerations, so perhaps a follow-up survey to Arts Ed. Managers asking what adding a third night at a hotel + per diem, etc. means for their ability/inability to travel? [6-9 years]
- I wish PDI were 1 day longer. It feels so fast- it would have been wonderful to take more time together to allow for more rich discussion and relationship building. [2-5 years]
- Great event overall! I think it would have been helpful to have moved one session from Wednesday to Thursday to spread out the content more evenly. The session with Repertory Dance Theatre also could have been shortened. [6-9 years]
- It does not work for me at all to travel all day and go straight into brain work with people asking questions and giving a long list of instructions that we're expected to carry out - especially verbally. Then we were being watched to make sure we were doing it. It felt like high school. Also, a participatory arts activity that requires a certain skill will always exclude some people. Just be OK with people opting out! The way my brain works, I would prefer greeting people, meeting new members, catching up, maybe hearing from our hosts and viewing art, and then having some time to get comfortable together. I can't be the only one! [10-14 years]
- Our arts council files are cumbersome and erratic. There are three servers that can be accessed via the Global and we have a SharePoint account. A few in the agency refuse to move files from the server to SharePoint. There are too many files in too many places. I would like to have examples that show how other agencies curate their files. [Fewer than two years]

Thanks and Kudos

- Thank you for such a wonderful, wonderful experience. All of the hard work the AEWG (not sure I got that right) is so appreciated, and it really showed as everything was so well organized and well thought out. [Fewer than two years]
- Thank you for an amazing event! [Fewer than two years]
- Lovely- I really appreciate the opportunity to gather. [Fewer than two years]
- Thank you for bringing all of us together and making this PDI happen again. It's a wonderful and rare opportunity < 3 [6-9 years]
- We have such unique roles in the arts education field. It's so helpful to convene with people in similar positions to myself. Overall, the event had such a positive energy and vibe. Thank you to everyone

who contributed to the planning and implementation of this event. I'm so glad that you convene us annually (instead of every other year). Although this was only my second time attending the PDI, I'm fairly certain that this is going to be a professional highlight every year. I really value the professional friendships that are cultivated during this event. [Fewer than two years]

- My voice and experiences felt welcome in every session, and I sensed everyone in the room felt that way. That's difficult to do in a short period of time with people who mostly do not know each other and come from all over the country. The PDI did a terrific job of removing barriers and putting activities, such as the trading cards activity, to help participants engage in shared projects that facilitated easeful conversation. I was also very impressed with the thoughtfulness of planning, including the meals. As someone who is gluten free and who tries to eat clean foods, the catering was so well thought out and inclusive. [Fewer than two years]
- Well-organized event with thoughtful details and structure. [Fewer than two years]
- The conference-provided meals and accommodations were thoughtfully curated. Diet adaptations were provided with care and didn't seem like an afterthought. The PDI rhythm and session scheduling was careful and comforting. Thank you for the rail information and the bus coordination. I am so thankful to have access to take-away resources, including SAA Arts Managers directory, follow-up materials provided by Eric Booth, materials, and visuals for my director, and more! I am just so grateful to be able to participate in this regional and national conference in support of my peers, in support of the arts. [2-5 years]
- Thank you so much for this opportunity. [2-5 years]
- Great organization and thoughtful planning. [6-9 years]
- Thank you for bringing us all together. [2-5 years]
- It was fantastic. I feel that I am listened to, even though I'm a quiet new guy. [Fewer than two years]
- THANK YOU and the AEWG team for all the work that went into this, as well as all our hosts, and Jean of course. Eric and the POPS program were particularly inspiring. As an aside, first, I LOVE dance and appreciated all the classes/performances and participatory first evening; I did miss the final presenter (a singer?) but would've loved to experience more of a variety of creative presentations (vs. 3 modern dance performances). Just for next time.... [2-5 years]
- Staff was very supportive and I appreciate their efforts. [2-5 years]
- My gratitude for this space to share with peers is a professional bright spot for me! Thank you for the care and time that goes into creating it. [Fewer than two years]
- I am so grateful to the AEWG for planning such a meaningful and productive PDI this year! It is always easy to want more of everything--time to engage in conversation with colleagues particularly--but there was certainly nothing I would take out. Having the chance this year to meet our (many!) new colleagues was so wonderful! The venues and chances to experience Utah's arts in action made the entire experience one to remember. Thank you all! [6-9 years]
- Thank you all SO MUCH for making this such a wonderful event. Already looking forward to next year! [Fewer than two years]