



NASAA 2025 Business Meeting: You're Invited!

October 8, 2025
Virtual Convening
4:00 – 5:00 p.m. Eastern

Don't miss NASAA's 2025 Business Meeting! You'll experience our fastest-ever virtual business meeting, hear NASAA President and CEO Pam Breau deliver a "State of the States" address, and do your part as a member of the NASAA community in setting our direction moving forward. Be sure to [register](#) for this session to get log-in links and information.

Enclosed Materials

- [Agenda and Standing Rules](#)
- [2024 Business Meeting Minutes](#)
- [Planning and Budget Committee Report and Motions](#)
- [Draft FY 2026-2027 Action Plan](#)
- [FY 2026 Budget Summary](#)
- [Governance Committee Report and Motion](#)
- [Nominating Committee Report and Motions](#)

Additional Online Resources

- [FY 2025 Action Plan Highlights](#) **M**
- [FY 2025 Member Interview Findings](#) **M**
- [NASAA Board of Directors](#)
- [Current NASAA Bylaws](#)

M Member-only website content. If you need assistance logging in, please contact NASAA Senior Communications Manager [Sue Struve](#).

Business Meeting Agenda
National Assembly of State Arts Agencies
Wednesday, October 8, 2025

I. Roll Call and Approvals

- Agenda and Standing Rules
- [2024 Business Meeting Minutes](#)

II. 2025 Treasurer's Report

- [Planning and Budget Committee Report and Motions](#)
- [FY 2026-2027 Action Plan](#)
- [FY 2026 Budget Summary](#)

III. 2025 Governance Committee Report

- [Governance Committee Report and Motion](#)

IV. 2025 Nominating Committee Report

- [Nominating Committee Report and Motions](#)

NASAA leadership will address the membership after voting is concluded.

Standing Rules

1. NASAA's annual business session takes place on Wednesday, October 8 at 4:00 p.m. Eastern.
2. Members participating shall be established by roll call and reported to the chair.
3. The Assembly membership consists of the state and jurisdictional arts agencies, represented by the chair and/or executive director of each constituent agency. The member representatives may designate an acting chair or acting executive director for purposes of voting. The NASAA Chief Operating Officer (Sylvia Prickett) or secretary of the Assembly (Gene Meneray, CH-LA) must be notified of any such designations prior to the beginning of the business session.
4. Each member agency of the Assembly is entitled to one vote.
5. Members wishing to speak or ask questions shall be recognized by the chair.
6. The chair may establish a time limit for discussion on any question and may choose to limit discussion on any question to voting members.
7. The rules of *Robert's Rules of Order, Newly Revised*, 12th edition, shall govern the sessions in all cases to which they are applicable and in which they are not inconsistent with the bylaws of the Assembly and the Standing Rules.
8. Questions about the business sessions or standing rules should be directed to NASAA's Chief Operating Officer, [Sylvia Prickett](#).

NASAA NATIONAL ASSEMBLY of STATE ARTS AGENCIES

Knowledge ▲ Representation ▲ Community

NASAA 2024 Business Session

October 24 and October 26, 2024

Virtual Convening

Thursday, October 24, 2024

8:45 a.m. – 10:15 a.m. Eastern

Saturday, October 26, 2024

11:45 a.m. – 12:15 p.m.

The session was called to order by NASAA Chair Donna Collins, executive director, Ohio Arts Council, at 8:45 a.m. Eastern on Thursday, October 24, 2024.

Collins noted that business meeting materials were distributed to all voting members on October 10, 2024. The following member agencies were present:

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

The following motions were presented and approved on Thursday, October 24:

To approve the agenda (passed by unanimous voice vote)

To approve the October 2023 business session minutes (passed by unanimous voice vote)

The following motions were presented and approved on Saturday, October 26:

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

- Michael Bobbitt, Executive Director, Mass Cultural Council
- Karen Ewald, Executive Director, Hawai'i State Foundation on Culture and the Arts
- Sue Gens, Executive Director, Minnesota State Arts Board
- Shawn Oban, Chair, North Dakota Arts Council
- Adele Sicilia, Executive Director, New Hampshire State Council on the Arts

Collins thanked board members whose terms were ending. She also thanked all members who served on NASAA's 2024 Planning & Budget, Governance, and Nominating committees.

The business session adjourned on Saturday, October 26 at 12:15 p.m. Eastern.

**Planning & Budget Committee Report
September 2025**

David Platts, ED-SC, NASAA Treasurer
& Committee Chair

Ruben Alvarez, Special Advisor-AZ

Jessica Ball, ED-DE

Michael Donovan, ED-MO

Deonté Griffin-Quick, Artist and Arts
Advocate

David Holland, DD-Creative West

Miah Michaelson, ED-IN

Adele Sicilia, ED-NH

David Slatery, DD-MA

Kate Van Steenhuyse, DD-KS

NASAA's Planning & Budget (P&B) Committee leads our association's action planning, oversees the development of our operating budget and monitors NASAA's performance measurement practices. Chaired by the NASAA treasurer, this standing committee is an important vehicle for active member involvement in NASAA's work. Committee members—who represent a wide variety of state arts agency sizes and situations from across the nation—help us align NASAA's strategy and operations with current state arts agency needs.

Action Plan

NASAA's planning stays responsive to a changing environment by combining a long-term strategic plan with shorter-term action plans. Our evergreen [strategic plan](#) charts NASAA's overall mission, articulating our enduring goals and the values that guide our work. Shorter term [action plans](#) itemize the services NASAA provides in each goal area and commit NASAA to taking timely steps toward our objectives.

The enclosed action plan for FY2026-2027 was informed by:

- [interviews](#) with 117 state arts agency executive directors, deputy directors and council chairs from 54 state arts agencies;
- [requests for assistance](#) from state arts agencies, colleague organizations and advocacy groups;
- consideration of issues and trends surfaced through discussions with peer groups, standing committees, task forces and the board.

The proposed plan identifies priority activities across all four of NASAA's goal areas. In addition to core services, it recommends a special focus on these key issues:

- **Advocacy:** NASAA's advocacy for the National Endowment for the Arts is fundamental, and deepening and expanding relationships in Congress is a heightened priority. NASAA will equip state and jurisdictional arts agencies (SAAs) with nonpartisan messages on why public support for the arts matters and help them communicate their value and impact.
- **Public Service:** Many SAAs are challenged by staff burnout, retention difficulties and stretched capacity—all within a broader climate that often undervalues public service. In response, NASAA will offer a welcoming professional community to provide learning opportunities, share resources and foster meaningful connections.
- **Adaptation:** SAAs are navigating a shifting landscape that requires agility and innovation. NASAA will help members navigate new developments in their policy, operating and compliance environments, as well as new evolutions in the arts field.
- **Access:** NASAA will deepen support to help members communicate their role in serving their entire state. We will offer data, analysis and insights to help SAAs understand and improve their service to all communities.

Motion: To approve the proposed FY2026-2027 action plan.

Per our bylaws, a vote of the NASAA membership is required to approve a plan. To this end, the P&B Committee is recommending member approval of the action plan FY2026-FY2027. It carries the unanimous recommendation of the committee and the NASAA board is expected to endorse the plan when it meets on September 25th.

Budget

The P&B Committee oversees NASAA's budget development and reviews detailed information about NASAA's revenues and expenses. Although no membership vote is required on the budget, we traditionally share it for transparency purposes.

NASAA draws on a mixture of member dues, federal funds, philanthropic support and earned income to support our operations and services to members. At its upcoming meeting, the board is expected to approve an operating budget of nearly \$5.7 million for FY2026. More than half of this figure (\$2.9 million) was committed to NASAA prior to the coming fiscal year and will be in the form of assets released from donor restrictions. Other items of note:

- We expect to receive dues from all member agencies, and for that income to remain steady at just under \$1 million.

- Like state arts agencies, NASAA receives a Partnership Agreement award from the National Endowment for the Arts (NEA). We apply for the award on a three-year cycle. our partnership grant continues to be funded at \$850,000.
- NEA leadership paused funding for arts education and folk and traditional arts professional development institutes and peer group management pending the outcome of the new congressional appropriation for the agency. We are cautiously optimistic that before the end of the calendar year, the NEA will determine that it has capacity to continue that longtime work. Meanwhile, that potential contract income is not included in this budget. The figures noted will close out our FY2025 contract. On the expense side, we added a modest line item to support online convenings and leadership development for those peer groups throughout 2026, if needed.
- The research and information services portion of our cooperative agreement for FY2026 was funded at \$310,000; some project work begun in FY2025 will be completed in FY2026.
- NASAA continues our efforts to broaden foundation funding. We are excited about the prospects of our new Foundation Partners Program, which aims to leverage our policy work to garner ongoing, non-project based support.
- On the expense side of the ledger, this draft budget includes a salary pool increase and absorbs a 10% hike in medical benefit costs for the coming year. Our move to a smaller office has brought down rental costs. We have earmarked advocacy funds to hone or amplify the GOP polling research work that has just been commissioned. As always, NASAA will manage expenses carefully.

Performance Measurement

The P&B Committee also oversees NASAA's [performance measurement and evaluation practices](#). The [performance metrics](#) dashboard tracks indicators of NASAA's operations and finances. In June, the committee reviewed the latest figures. The results are on par with expectations and prior years and show strong levels of member satisfaction and engagement. Additional results and progress reporting are available on our [website](#), including our [Action Plan Highlights](#).

The Planning & Budget Committee thanks the NASAA board and membership for your participation in this important work. We look forward to continuing our collective efforts to serve state arts agencies in the year ahead.

Enclosed: Proposed Action Plan FY2026-2027
FY2026 Budget Summary

Draft for membership review

FY2026-2027

PRIORITIES AND ACTION PLAN



In these complex times, state arts agencies (SAAs) are navigating their environment with care and conviction. Uncertainty around funding, political polarization and increased scrutiny are constant. Many agencies are reflecting on their identity, purpose and how they do their work. While the dynamics of each state are unique, all agencies are adapting and innovating to meet this moment. They remain committed to their public service charge to ensure that the benefits of the arts reach everyone, in all communities, across America.

NASAA must remain grounded and adaptive, too: steady in providing the services members rely on the most, and nimble to adjust when circumstances change. **This Action Plan details the steps NASAA will take to fulfill our mission to strengthen state arts agencies,** organized around the goals and objectives of our [strategic plan](#). It reflects member feedback from interviews with SAA leaders, peer group conversations, dialogue with the board and NASAA committees, and digging into member information requests. As we listened, four key issues emerged:

Advocacy: NASAA's advocacy for the National Endowment for the Arts (NEA) is fundamental. Deepening and expanding relationships in Congress is a heightened priority. NASAA will equip SAAs with nonpartisan messages on why public support for the arts matters, and strategies for communicating their impact. Across this work, NASAA will champion the unique value of public arts funding.

Public Service: Many state arts agencies are challenged by staff burnout, retention and stretched capacity—all within a broader climate that often undervalues public service. In response, NASAA will offer a welcoming professional community to provide learning opportunities, share resources and foster meaningful connections.

Adaptation: State arts agencies are navigating a shifting landscape that requires agility and innovation. NASAA will help members to navigate new developments in their policy, operating and compliance environments as well as new evolutions in the arts field.

Access: State arts agencies serve everyone. NASAA will deepen support to help members communicate their role in serving their entire state. We will offer data, analysis and insights to help SAAs understand and improve their service to all communities.

GOAL I. ADVOCATE FOR STATE ARTS AGENCIES.

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

1. **Advocate to Congress, including appropriations committees, to sustain NEA funding.** To this end, NASAA will:
 - deepen relationships with influential appropriators and members of Congress;
 - participate in coalition advocacy efforts with allied networks focused on NEA support in Congress;
 - maintain the congressional directive reserving 40% of NEA grant funds for state and regional Partnership Agreements;
 - issue timely advocacy alerts and mobilize members around calls to action;
 - equip advocates to articulate priorities and the benefits of public investment in the arts;
 - provide advocates with maps of NEA and SAA grants by congressional district.
2. **Sustain effective working partnerships with NEA leadership, represent SAA interests to the NEA and preserve the flexibility of Partnership Agreement funds for SAAs.**

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

1. Seek windows of opportunity with Congress to advance the arts and the creative economy as integral parts of federal policy, across multiple sectors.
2. **Advocate for reinstating the Arts and Cultural Production Satellite Account, a collaborative initiative of the NEA and the U.S. Bureau of Economic Analysis.**
3. Monitor and report on executive orders and court cases affecting state arts agencies.

C. Strengthen state level advocacy practices.

1. **Offer state-specific strategic counsel to members.**

2. **Deepen the communications capacity of SAAs to:**

- raise public awareness about their work, including how it serves all people;
- develop messages that resonate across the political spectrum and speak to the distinct importance of public funding for the arts;
- demonstrate alignment with state and federal administration priorities;
- respond effectively to sensitive issues and controversies.

3. Promote best practices in state level advocacy:

- Provide practical guidance on productive advocacy tactics.
- Promote mapping tools that illustrate SAA and NEA grants by state legislative district and that compare public and private investments in the arts.
- Deliver advocacy briefings/trainings.

4. Collaborate with state advocacy groups: promote best practices, encourage consultation with SAAs, and share relevant research and data.

5. Participate in national and regional networks of state cultural advocates, including the Creative States Coalition. Represent SAA interests and promote the importance of nonpartisan advocacy approaches in those forums.

6. Monitor state legislation relevant to SAAs and report relevant policy trends.

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

1. **Promote partnerships that infuse the arts into multiple domains of state policy. Identify exemplary SAA initiatives that illustrate how the arts contribute to good health, a strong economy, cohesive communities and other policy outcomes.**

2. **Lead coalition efforts among national and state cultural-sector service organizations to amplify strategic messaging to the American public and Congress about the value of arts and culture.**

3. Communicate with policy organizations in the economic development, community development, transportation and health sectors to promote NASAA and SAA resources on the value of integrating arts based solutions across sectors.
4. Elevate state arts agency participation in America 250 celebrations and related collaborations at the federal and state levels.
5. Sustain strategic relationships with:
 - regional arts organizations (RAOs)—to identify timely opportunities to collaborate in ways that support SAAs;
 - Americans for the Arts—to represent SAA needs and interests;
 - Education Commission of the States and the Arts Education Partnership—to encourage the adoption of state policies and practices that strengthen arts learning;
 - Grantmakers in the Arts and its Cultural Policy Action Lab—to represent SAAs and participate in learning activities informative to the public sector.

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

A. Supply authoritative facts about state arts agencies.

1. **Provide timely and accurate data and reporting on SAA revenues, legislative appropriations and dedicated funding mechanisms.**
2. **In cooperation with the NEA, collect data on SAA and RAO grants. Provide analysis of key grant-making trends along with custom analyses for NASAA members.**
3. Collect, analyze and share information on SAA grant guidelines, performance measurement, placement in state government, organizational structures, job descriptions, and staffing and compensation trends.
4. Maintain collections of key SAA policy documents, such as strategic plans, authorizing statutes and NEA application narratives.
5. Contribute information about SAAs to national and regional arts research initiatives through partnerships and positions on strategic advisory groups.

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

- 1. Fulfill member information requests, providing prompt and customized responses.**
2. Promote maps, data visualizations and interactive tools that help members understand and communicate information.
3. Collaborate with the NEA to disseminate federal data describing the economic value of the arts, including an update to the Interactive Database of State Creative Economy Studies.
4. In cooperation with the NEA, provide technical assistance and documentation to help SAAs and RAOs fulfill and understand federal reporting requirements for Final Descriptive Reports.
5. In cooperation with the NEA, upgrade NASAA's Final Descriptive Report database to modernize systems, improve data security and accuracy, address federal reporting and compliance needs, make data analysis more accessible to members, and ease the reporting process for SAAs and RAOs.
6. Provide and enhance research consulting services to support individual members' strategic planning, data analysis and evaluation efforts. (This is a fee-based custom service.)

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

- 1. Support SAA efforts to provide service to all communities:**
 - Share programs and strategies used by SAAs to reach all communities.
 - Facilitate members' use of data and mapping tools that show communities reached through SAA grants.
 - Help SAAs understand how changing federal policies affect the delivery of SAAs grants and services.
 - Continue to promote and communicate work created by the Strengthening State Arts Agency Relationships with Native Communities initiative.

2. Equip SAAs with information on key issues:

- Exemplary SAA services beyond grant making
- Grant panels adjudication practices
- Federal and state grant compliance and legal requirements
- SAA creative economy and workforce development initiatives
- SAA arts and health programs and practices
- Individual artist and arts community support structures and strategies
- SAA accessibility and Americans with Disabilities Act/Rehabilitation Act Section 504 programs and practices

3. Invest in SAA creative aging program development through the Creative Aging, Creative Futures initiative with E.A. Michelson Philanthropy. Continue to provide grants and opportunities for SAAs to advance their creative aging programs and practices.

4. Develop guidance and strategies to help SAAs navigate the implications of artificial intelligence on state government, grant making, artists and the creative workforce.

5. Showcase exemplary practices in articles and topical reports in the State Arts Agency Innovations database.

6. Inform members and the NEA about research trends, data and evaluation methods relevant to the work of SAAs.

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

1. Convene members for professional development and relationship building:

- Gather SAA executive and deputy directors at the Executive Forum in Omaha, Nebraska.
- Produce NASAA Assembly 2026, designed to engage the entire membership.

2. Deliver year-round online learning opportunities on timely issues pertinent to multiple SAA staff groups as well as to council/board members.

3. Host professional development opportunities for SAA cohorts, including the following:
 - Convene a Creative Aging Professional Learning Community to grow the creative aging knowledge and skills of SAAs and other providers serving older adults.
 - With the NEA, support the Arts and Health Professional Learning Community, and share its findings.
 - Annually convene new SAA executive directors to support their learning about the unique functions of public support for the arts and to foster their development as public-sector leaders.
 - Cooperate with the NEA to present the annual SAA Arts Education Managers Professional Development Institutes. Provide orientations for new managers and facilitate exchange between veteran managers and newcomers.
 - Cooperate with the NEA to present annual professional development institutes for SAA staff administering folk and traditional arts programs. Facilitate and expand mentorship and networking opportunities.

GOAL III. CONNECT STATE ARTS AGENCIES.

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

1. **Alert members to new federal policy developments and other national issues affecting state arts agencies.**
2. **Share news about SAAs and state policy to help members understand what's happening nationwide.**
3. Communicate with members systematically through timely emails, the NASAA Notes newsletter, Reports to Councils, Legislative Alerts and social media. Maintain a nonpartisan stance in all communications.
4. Provide useful, user-friendly content on the NASAA website.

B. Facilitate peer-to-peer networking.

1. **Develop and implement new strategies for supporting SAA peer connections in person and online. Provide opportunities for SAAs and RAOs to connect on issues within and beyond job-alike peer groups.**
2. Explore and implement new technology platforms that help members connect with each other quickly, easily and securely.

3. Convene informal, small-group conversations for SAA leaders on time-sensitive topics.

C. Promote the understanding and use of NASAA services.

1. Offer briefings about NASAA services for SAA council meetings, and explore how to expand this offering.
2. Produce member benefits summaries that articulate NASAA's work.
3. Engage new executive directors through tailored orientations and regular check-in communications.
4. Utilize NASAA's board orientation program to expand participants' understanding of SAAs and NASAA.

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

1. Involve members in planning, fund development, governance, financial oversight and leadership recognition through the board of directors, committees and task forces.
2. To recruit leadership for NASAA's board, reach out to SAA leaders through NASAA's annual nominations process.
3. Communicate regularly with the membership about the board's work.

GOAL IV. BUILD NASAA'S CAPACITY.

A. Develop and diversify NASAA's revenues.

1. **Ensure that NASAA's financial assets are maintained for short-term and long-term stability. This includes preparing scenario plans to guide our response to significant revenue shifts and to ensure continuity of member services.**
2. **Preserve NEA Partnership grant and cooperative agreement support for NASAA.**
3. Develop new foundation funding for NASAA's work.

4. Expand individual giving to NASAA.
5. Implement the final two years of NASAA's FY2024-2027 dues plan and develop the next dues plan.
6. Evolve NASAA's business practices to develop increased opportunities for earned income. Enhance NASAA's capacity to promote and deliver these services to state arts agencies and others.

B. Develop NASAA's human resources.

1. Implement NASAA's new personnel policy manual.
2. **Foster staff morale, cohesion and well-being through policies, management practices and sustained work on organizational culture.**
3. Provide staff professional development to support their growth and deepen their ability to serve members.
4. Conduct personnel evaluations in alignment with NASAA's annual work plans and employee expectations.

C. Improve NASAA's operations and technology.

1. Optimize technology, administrative systems and office space to support staff and members.
2. Create an internal artificial intelligence (AI) strategy to optimize NASAA's capacity and ensure effective and ethical use of AI.
3. Ensure accountability, federal compliance, and adherence to accounting standards and risk-management best practices.
4. Support a productive hybrid- and remote-work model.
5. Enhance technical support for members at NASAA conferences to boost access and engagement.

D. Evaluate our work and learn from the results.

1. Track and report on performance metrics that monitor NASAA's organizational strength as a professional association.
2. Develop new evaluative frameworks to determine whether work products and capacity align with NASAA's mission.
3. Gather member feedback from all states and jurisdictions to guide NASAA's action planning.
4. Track information requests and mine the data to inform NASAA's research and community learning services.
5. Conduct program evaluations to inform continual improvements, including professional development offerings.
6. Develop proceedings for community learning services to evaluate effectiveness and share key learnings to wider and future audiences.
7. Communicate with the membership about NASAA's progress, recent accomplishments, evaluation findings and the results of member feedback loops.

FOR BUSINESS MEETING REVIEW

NASAA FY2026 Budget Summary

(October 1, 2025 - September 30, 2026)

<u>REVENUE</u>	<u>FY2026 BUDGET</u>
STATE MEMBERSHIP DUES	\$ 985,000
NEA PARTNERSHIP GRANT	\$ 850,000
NEA RESEARCH CONTRACT	\$ 450,000
NEA ARTS EDUCATION CONTRACT	\$ 20,000
NEA FOLK & TRADITIONAL ARTS CONTRACT	\$ 10,000
<i>CORPORATE & FOUNDATION CONTRIBUTIONS:</i>	
E.A. MICHELSON: STATES LEADING CREATIVE AGING GRANT	\$ -
E.A. MICHELSON: CREATIVE AGING, CREATIVE FUTURES GRANT	\$ -
OTHER FOUNDATION SUPPORT	\$ 150,000
ASSEMBLY 2024 SPONSORSHIPS (FY2025)	\$ -
INDIVIDUAL CONTRIBUTIONS	\$ 110,000
MEETING REGISTRATIONS (EXECUTIVE FORUM & ASSEMBLY)	\$ 35,000
OTHER INCOME	<u>\$ 140,000</u>
	REVENUE \$ 2,750,000
	ASSETS to be released from donor restrictions \$ 2,925,000
	TOTAL REVENUE and OTHER SUPPORT \$ 5,675,000
 <u>EXPENSES</u>	
SALARIES	\$ 1,695,000
BENEFITS	<u>\$ 490,000</u>
	<i>SUBTOTAL</i> \$ 2,185,000
RENT / STORAGE	\$ 36,500
EQUIPMENT LEASE / MAINTENANCE / SOFTWARE	\$ 83,000
INSURANCE / TAXES / BANK & LICENSE FEES	\$ 27,000
ACCOUNTING / AUDIT	\$ 70,000
DEPRECIATION	\$ 26,000
PUBLICATIONS / DUES / PARTNERSHIPS / SUPPLIES	\$ 13,500
PHONE / INTERNET / VIDEOCONFERENCING / WEB HOSTING	\$ 25,000
PRINTING / COPYING / SHIPPING	\$ 4,000
OUTSIDE PROFESSIONAL SERVICES	\$ 229,250
ADVOCACY DIRECT COSTS (previously included in above line item)	\$ 126,000
COOPERATIVE AGREEMENT DIRECT COSTS	\$ 332,500
E.A. MICHELSON: STATES LEADING CREATIVE AGING DIRECT COSTS	\$ 92,250
E.A. MICHELSON: CREATIVE AGING, CREATIVE FUTURES DIRECT COSTS	\$ 2,230,000
ASSEMBLY 2024 & 2025 EXECUTIVE FORUM DIRECT COSTS	<u>\$ 95,000</u>
	<i>SUBTOTAL</i> \$ 3,390,000
MEMBER TRAVEL	\$ 50,000
STAFF TRAVEL	<u>\$ 50,000</u>
	<i>SUBTOTAL</i> \$ 100,000
	EXPENSES \$ 5,675,000
	OPERATING REVENUE / (EXPENSES) \$ (2,925,000)
	UNREALIZED GAIN (LOSS) \$ -
	REVENUE/(EXPENSES) Including Funds to be Released \$ 2,925,000
	OPERATING RESERVE FUNDS \$ -
	REVENUE / (EXPENSES) \$ -

2025 Governance Committee Report

Karen Hanan (ED-WA), Chair

Michael Bobbitt (ED-MA), Mary Bordeaux (at-large), Joshua Davis-Ruperto (ED-IL), Sue Gens (ED-MN), Gary Gibbs (ED-TX), Ivonne Chand O'Neal (at-large)

The Governance Committee undertook a thoughtful and comprehensive review of the bylaws, updating the language to improve clarity, readability, and overall accessibility. This marks the first update to the bylaws since October 2017. The recommendations will be presented to the Board of Directors for consideration on Thursday, September 25, during NASAA's board meeting and are anticipated to be approved. The draft document is attached for your reference. Below is a summary of the key recommended revisions and proposed changes for consideration:

- Under Article I, Section 2 (Membership Dues): The Board may establish or adjust membership dues as needed with approval from the Membership. Membership approval shall be by a majority vote of Members present at the Annual Meeting or by a majority of votes cast in a ballot vote conducted in accordance with Section 9 of this Article. Failure to pay membership dues may result in termination of membership by a majority vote of the Members.
 - Reason: Original bylaws stated "with approval by the Membership" but didn't specify how that approval occurs. This change involves the NASAA board and clarifies the two main methods for a membership vote: a vote at a meeting or a ballot vote.
- Under Article I, Section 9 (Ballot Voting): When these Bylaws provide for a ballot vote of the Membership, such vote may be conducted in-person, electronically, or by mail. The Executive Committee shall establish reasonable procedures for such votes, including deadlines for response and verification of votes, and shall ensure that all Members have an opportunity to participate. A majority of the votes of the ballots that are returned shall be deemed the outcome of member ballot voting.
 - Reason: This new section provides the necessary framework for any ballot votes referenced in the bylaws (e.g., for dues adjustments or bylaws amendments) without bogging down each relevant section with procedural details. It empowers the Executive Committee to create the practical processes.
- Our most significant recommendation, under Article V, is giving the President/CEO authority to expend any amounts specifically authorized in the budget: (2) the President/CEO shall seek Board or Executive Committee guidance before expending any unbudgeted amounts greater than \$100,000, and, (3) the President/CEO shall report to the Board or Executive Committee if NASAA experiences a budget shortfall or windfall that varies more than 10% from the budgeted amount, but allowing for anticipated income high points from dues and conference revenue, and lower points otherwise.
 - Reason: The original wording implied every contract needed Board approval, which can be inefficient for routine operations. This allows the Board to delegate authority for smaller or common contracts, improving operational efficiency while maintaining proper oversight through board resolutions.

- Under Article 9 (Amending the Bylaws): Bylaws may be amended by a majority vote of the Members at any meeting, provided notice of proposed changes is given at least 30 days in advance. Between meetings, the Executive Committee may authorize a ballot vote, with results ratified at the next Assembly meeting. The process for conducting ballot votes shall be established by the Executive Committee consistent with Article I, Section 9.
 - Reason: This clarifies that if the Executive Committee authorizes a ballot vote for bylaw amendments, the procedures outlined in the new Article I, Section 9, will govern that process, maintaining consistency.
- The committee added language describing the functions of NASAA's standing committees.

This year's Governance Committee recommends that next year's committee review and update NASAA's Articles of Incorporation. Based on the results of that review and update, additional bylaws updates may be warranted.

For reference, NASAA's current bylaws can be found [here](#).



Bylaws of the National Assembly of State Arts Agencies, Inc.

*Last Revised October 2017
Proposed Revision September 2025*

Article I Members

1. **Membership Structure:** Each U.S. state or U.S. jurisdictional arts agency, paying membership dues, is eligible to be a member of the organization, represented by its executive director (or chief executive) and chair upon payment of the applicable dues. A member may designate an acting executive director or an acting chair to represent it for any meeting the member cannot attend. Each member (state or U.S. jurisdictional arts agency) has one undivided vote.
2. **Membership Dues:** The board of directors may establish or adjust membership dues as needed with approval from the membership. Membership approval shall be by a majority vote of members present at the Annual Meeting or by a majority of votes cast in a ballot vote conducted in accordance with Section 8 of this Article. Failure to pay membership dues may result in termination of membership by a majority vote of the members.
3. **Annual Meeting:** The members (also referred to as the Assembly) intend to meet at least once a year at a time and place recommended by the president and CEO and approved by the Executive Committee. Meetings may be held in-person, virtually or in hybrid form, provided all participants can communicate with one another.
4. **Special Meetings:** A special meeting of the members may be called by the chair or at the request of a majority of the members. Special meetings are defined as meetings called outside of regularly scheduled meetings to address matters requiring member action.

5. Meeting Notices: Notice of annual and special meetings for members shall be provided at least 30 days in advance, delivered by email, mail or other electronic means. Notices shall include the date, time, and location or format of the meeting.
6. Annual Review: Each year, the Assembly intends to review the organization's strategic and action plans and may make recommendations to the board of directors.
7. Quorum: A quorum for any meeting of the Assembly consists of representatives from at least half of the members.
8. Ballot Voting: When these bylaws provide for a ballot vote of the membership, such vote may be conducted in person, electronically or by mail. The Executive Committee shall establish reasonable procedures for such votes, including deadlines for response and verification of votes, and shall ensure that all members have an opportunity to participate. A majority of the votes of the ballots that are returned shall be deemed the outcome of member ballot voting.

Article II Directors

1. The board of directors shall include between 15 and 25 voting members. The precise number shall be determined by some clear process, such as by resolution of the board of directors.
 - a. Member-Elected Directors: These directors are elected from the body of state and jurisdictional arts agency representatives during the Assembly's annual or special meetings. They serve three-year terms and may be reelected once, but do not serve more than two consecutive terms. The board shall be elected in such manner that one-third of the number of directors are elected each year. After a one-year break, they may be reelected. Each director must be always affiliated with a member state or U.S. jurisdictional arts agency during their term of office. The board reserves the right to obtain a confirmation of affiliation from the state or U.S. jurisdictional arts agency.
 - b. At-Large Directors: The board may appoint up to four of its members as at-large directors. Such individuals shall be elected by majority vote of the board of directors and may serve up to three consecutive two-year terms, with eligibility for additional service thereafter, renewed after a hiatus of one year. The Governance Committee shall be responsible for recommending at-large directors for board service, including renewal of additional terms.

- c. NASAA President and CEO: The NASAA president and CEO shall be an ex officio, nonvoting member of the board.
2. Resignation: A director may resign by submitting written notice to the chair. The resignation is effective upon receipt unless otherwise specified.
3. A director may be removed only at a special meeting of the board of directors called expressly for that purpose. Removal requires a two-thirds vote of all currently filled seats on the board.
4. Vacancies: The board fills vacancies of any unexpired term by a majority vote of the total board.
5. Board Authority: The board of directors shall exercise the powers of directors of a business corporation for the immediate governance, financial oversight and direction of the organization.
6. Quorum: A quorum consists of at least one-half of the voting directors of the board.
7. Meetings: Meetings of the board, including special meetings, may be called by the chair or any five directors. Regular meetings of the board will be determined by the chair and the president and CEO and shared with board members. Meetings may be held in person or virtually, provided all participants can interact. NASAA intends to hold up to four regular meetings of the board of directors each year. Additional special meetings may be called as needed, in accordance with these bylaws.
8. Staff and Leadership: The board hires a president and CEO and authorizes the hiring of additional staff. Responsibilities may be delegated to the president and CEO as appropriate.
9. Roll Calls: Upon demand of any member of the board in attendance at a meeting thereof, and after due debate, the roll shall be called and a vote recorded of any motion, resolution or amendment thereof.

Article III Officers

1. Officer Roles: Elected officers include the chair (elected by the Assembly), first vice chair, second vice chair, treasurer and secretary (elected by the board). The immediate past chair and the president and CEO (nonvoting) are also officers. These officers make up the Executive Committee, which may act on behalf of the

board between meetings.

- a. Chair: Leads meetings and appoints committee chairs and committee members subject to board or Assembly guidance. The chair is an ex officio member of all committees except the Nominating Committee.
 - b. Vice Chairs: First vice chair, followed by second vice chair, step in to fill the chair's role when needed.
 - c. Treasurer: Oversees financial management of the organization and reporting to the board of directors and members.
 - d. Secretary: Oversees meeting minutes and recordkeeping for meetings of the board of directors, Executive Committee and members.
2. Terms: The chair serves a two-year term. Other elected officers serve one-year terms. No officer may serve more than two consecutive terms in the same position. The immediate past chair serves for one year.
 3. Vacancies: The board fills unexpired terms for the vice chairs, treasurer and secretary.
 4. Nominations for elected officers may be made from the floor of the Assembly.

Article IV Committees

The chair appoints members to standing committees, with board approval. The term of service is one year. Ad hoc committees may be formed by the chair and conclude at the end of the chair's term. The chair serves as an ex officio member of all committees except the Nominating Committee. Committees may include:

- Audit Committee: Oversees the organization's annual independent audit and engagement of the auditor; monitors internal controls and management's adherence to policies; supervises National Endowment for the Arts and other federal audits; and reviews mechanisms for reporting concerns, including the whistleblower process.
- Development Committee: Promotes awareness of NASAA's mission to inspire philanthropic support. It recommends strategies to increase and diversify contributed income; supports the Annual Fund through donor cultivation, solicitation and stewardship; and assists in building relationships with

foundation and corporate funders.

- Executive Committee: Serves as NASAA's personnel committee. It is also delegated with the powers of the board in the interval between board meetings.
- Governance Committee: Supports the board in advancing NASAA's mission and strategic plan. It reviews and recommends ways to strengthen board quality, engagement and effectiveness and oversees the appointment of at-large members.
- Nominating Committee: Appointed by the Executive Committee and approved by the board within 120 days after the annual meeting. Recommends candidates for board and chair positions.
- Planning & Budget Committee: Advises the board on planning, budgeting and fiscal matters; reviews program work plans and budgets; monitors revenue and expense trends; and oversees the development, implementation and evaluation of NASAA's strategic plan.
- Task Forces and Working Groups: Accomplish specific goals and are dissolved when the work is done. Task forces and working groups may be established at the direction of the Executive Committee.

For committees other than the Executive Committee, eligibility to serve includes being a NASAA board member, state or U.S. jurisdictional arts agency executive director, deputy director, U.S. jurisdictional arts agency member, or state arts agency chair or council member. An interim executive director from a member agency may serve on a committee until a permanent executive director is appointed.

Article V Contracts

The president and CEO may enter into contracts or sign documents on behalf of the organization when authorized by the board. (1) The president and CEO shall have the authority to expend any amounts specifically authorized in the budget; (2) the president and CEO shall seek Executive Committee guidance before expending any unbudgeted amounts greater than \$100,000; and, (3) the president and CEO shall report to the Executive Committee if NASAA experiences a budget shortfall or windfall that varies more than 10% from the budgeted amount, but allowing for anticipated income high points from conference revenue, and lower points otherwise.

Article VI Fiscal Year

The fiscal year is established from time to time by the board of directors.

Article VII Indemnification

The board may indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, other than an action by or in the right of the corporation, by reason of the fact that the person is or was a director, officer, employee or agent of the corporation, or is or was serving at the request of the corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, against expenses, including attorneys' fees, judgments, fines and amounts paid in settlement actually and reasonably incurred by them in connection with such action, suit or proceeding, if they acted in good faith and in a manner they reasonably believed to be in or not opposed to the best interests of the corporation and, with respect to any criminal action or proceeding, had no reasonable cause to believe their conduct was unlawful. This includes coverage of legal fees, settlements or penalties. The board shall authorize the purchase of liability insurance.

Article VIII Exempt Activities

No one representing the organization may act in a way that jeopardizes its tax-exempt status under federal law.

Article IX Revision of Bylaws

Bylaws may be amended by a majority vote of the members at any meeting, provided notice of proposed changes is given at least 30 days in advance. Between meetings, the Executive Committee may authorize a ballot vote, with results ratified at the next Assembly meeting. The process for conducting ballot votes shall be established by the Executive Committee consistent with Article I, Section 8.

Article X Parliamentary Authority

The board of directors, the organization's committees and the Assembly engage in decision making by following parliamentary procedures, with decisions made by a motion, second, discussion and majority decision, unless a higher number is required by these bylaws or applicable law. If and when determined by the board, meetings will be held in accordance with the latest edition of Robert's Rules of Order Newly Revised, unless those rules conflict with these bylaws or other adopted procedures.

2025 Nominating Committee Report

Omari Rush, Former CH-MI, Cochair
 Julie Vigeland, Former CH-OR, Cochair
 Chandra Boyd, DD-OK
 Amy Cunningham, DD-VT
 Steven Skerritt-Davis, ED-MD
 Marcela "Xela" Garcia, CM-WI
 Sue Gens, ED-MN
 Krys Holmes, ED-MT

Dan Katona, DD-OH
 Mike Markey, ED-NE
 Gene Meneray, CH-LA
 Kara Milner, Former CM-RI
 Larry Morrissey, DD-MS
 Shawn Oban, CH-ND
 David Slatery, DD-MA
 Encarnación Teruel, DD-IL

It is with pleasure that the Nominating Committee presents its recommendations for the NASAA FY2026 board chair and directors.

For chair, serving one two-year term:

- David Platts, Executive Director, South Carolina Arts Commission

For three-year terms on the board of directors:

- Sean Chandler, Aaniiih, Council Member, Montana Arts Council*
- David Platts, Executive Director, South Carolina Arts Commission*
- Jessica Ball, Director, Delaware Division of the Arts
- Colt Chambers, Chair, Georgia Council for the Arts
- Karem Gallo, Council Member, Kansas Arts Commission
- David Lewis, Executive Director, Mississippi Arts Commission
- Christina You-sun Park, Executive Director, Arizona Commission on the Arts
- Gary Whitley Jr., Council Member, Alabama State Council on the Arts

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

According to NASAA bylaws, the committee will present these recommendations to the membership for approval during the business meeting on October 8, 2025.

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The Nominating Committee reports that during our 117 conversations with members, state and jurisdictional arts agencies expressed strong support for NASAA. Members gave thoughtful feedback on what they need in 2026 to address concerns related to funding, political polarization, advocacy, the shifting legal and compliance landscape, and staff capacity. Please review the full report of the [2025 Member Interview Findings](#).

This year's committee focused on nominating people from states that have not been represented on the NASAA board for 15+ years, members of the Republican party, people under 50, and people of color. While there were many more qualified candidates for board service than available seats, NASAA is gratified that so many people are interested in serving.

On behalf of the membership, the committee acknowledges and thanks departing board members **Ruben Alvarez (Special Advisor-AZ)**, **Karl Blischke (ED-PA)**, **Mary Bordeaux**, **Sicangu Oglala Lakota (CM-SD)+**, **Karen Hanan (ED-WA)**, **Gene Meneray (CH-LA)** and **Ivonne Chand O'Neal (Founder/Principal, MUSE Research)+** for their exceptional service to NASAA and to the field.

These board members will continue their terms in 2026:

Michael Bobbitt, Executive Director
Massachusetts Cultural Council
(Board term 2022-2027)

Sue Gens, Executive Director
Minnesota State Arts Board
(Board term 2022-2027)

LaVon Bracy Davis, Former Chair
Florida Division of Arts and Culture
(Board term 2021-2026)

Deonté Griffin-Quick, Artist and Arts Advocate+
(Board term 2024-2027)

Donna Collins, Executive Director
Ohio Arts Council
(Board term 2018-2026)

Gabriella Huggins, Executive Director+
Art Access
(Board term 2024-2027)

Shannon Daut, National Director+
US Regional Arts Organizations
(Board term 2025-2026)

Tasida Kelch, Executive Director
Virgin Islands Council on the Arts
(Board term 2024-2026)

Michael Donovan, Executive Director
Missouri Arts Council
(Board term 2024-2026)

Shawn Oban, Chair
North Dakota Council on the Arts
(Board term 2025-2027)

Karen Ewald, Executive Director
Hawai'i State Foundation on Culture and the Arts
(Board term 2025-2027)

David Schmitz, Executive Director
Iowa Arts Council
(Board term 2024-2026)

Marcela "Xela" Garcia, Council Member
Wisconsin Arts Board
(Board term 2024-2026)

Adele Sicilia, Director
New Hampshire State Council on the Arts
(Board term 2025-2027)

+ At-large board member

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

Nominee Bios

Jessica Ball is a visionary millennial leader and dedicated public servant who leverages the power of the arts to inspire innovation, strengthen communities and drive economic growth. As director of the Delaware Division of the Arts (DDOA), Ball leads statewide efforts to enrich lives and expand access to the arts. Under her leadership, the agency has achieved transformative milestones, including a \$2.5 million increase in arts funding, the launch of new programs supporting individual artists and underserved communities, and the creation of the nation's first Arts Equity and Innovation Incubator. Before joining DDOA, Ball served as executive director of the Delaware Arts Alliance, where she led key initiatives to advance arts and culture statewide. She spearheaded the establishment of Delaware's Arts & Culture Caucus, collaborated with policymakers on policy and funding strategies, and secured a \$1 million grant to develop the state's Creative Economy and Cultural Tourism Growth Plan (CREATE Plan). Throughout her career, Ball has built impactful partnerships across the public, private and cultural sectors, championing equity and business innovation in the creative economy. Beyond her professional achievements, Ball is an artisan and cofounder of Handmade Modern Accessories, a business owned by women and Black creative entrepreneurs. She serves on the board of Mid Atlantic Arts and is a Delaware Fund for Women founder. Guided by a belief in the arts as a catalyst for progress, Ball remains committed to fostering creativity, inclusion and opportunity for all.

Colt Chambers is the owner and producer of The Alley Stage, a comedy and live entertainment venue located on Georgia's historic Marietta Square. Since opening in 2023, the venue has become a hub for laughter and community engagement, welcoming thousands of patrons and donating more than \$200,000 in tickets and venue use to veterans and local nonprofits. Appointed by Gov. Brian P. Kemp, Chambers has served on the Georgia Council for the Arts since 2019 and was named chair in 2024. He also serves on civic and arts related boards, including Georgia Metro Dance Theatre, the Kiwanis Club of Marietta, Marietta Arts Council, Communities in Schools of Marietta-Cobb and the Cobb Young Professionals. He is a graduate of Leadership Cobb's class of 2025. Chambers previously served as executive director of Atlanta Lyric Theatre and as director of marketing and development for The Georgia Ballet, where he advanced fundraising, audience growth and community partnerships. A Certified Fund Raising Executive, he has helped raise millions for arts and cultural organizations while also developing innovative models for community impact through The Alley Stage. Chambers holds a master of arts in arts administration from the University of Kentucky. He is passionate about arts advocacy and is committed to advancing the role of state arts agencies in shaping a thriving and inclusive cultural landscape.

Karem M. Gallo is an artist, entrepreneur, REALTOR®, executive director of the High Plains Heritage Foundation, and an MBA candidate who blends creativity, community, art and business strategy in every aspect of her life. She currently serves as a commissioner for the Kansas Arts Commission and holds the role of vice chair. Gallo is the owner of an art studio and art supply store, where she showcases her work, teaches classes and inspires others through creativity while also building a career in real estate and venturing into the leadership of business consulting. Dedicated to empowering women, especially Latinas, to reach their fullest potential, Gallo is developing a consulting practice focused on creative career growth and entrepreneurship, with an emphasis on supporting artists. Her journey is guided by balance,

resilience and a passion for transforming both art and business into platforms for growth and empowerment.

David Lewis is the executive director of the Mississippi Arts Commission (MAC), the state's arts agency that provides grants and programs to the arts community in Mississippi. A Mississippi native, Lewis is passionate about the state and all it offers. In his role, Lewis travels throughout the state to local communities to meet with artists, arts organizations and community leaders about the impact of the arts and how MAC can support them. He is responsible for strategic planning, public speaking, grants administration, business management, partnership development and other duties. Since joining MAC, Lewis has significantly elevated the Governor's Arts Awards program, earning the agency's first regional Emmy nomination. His efforts have led to a substantial increase in sponsorships and a renewed focus on sharing the recipient's unique story. Furthermore, he has extended the state arts conference to a two-day event, providing more networking opportunities and an evening event for attendees and the wider community. Lewis's instrumental role in bringing the National Folk Festival to Jackson for 2025, 2026 and 2027 demonstrates his leadership and vision. He serves on multiple boards, including Mississippi Delta National Heritage Area, Mississippi Blues Trail, Mississippi Country Music Trail, Mississippi Book Festival and South Arts, and is on the commission for Mississippi's America 250 celebration. Lewis received his bachelor's degree in architecture from Mississippi State University and a master's degree in urban and regional planning from Jackson State University.

Christina You-sun Park is the executive director of the Arizona Commission on the Arts, a state agency dedicated to fostering a vibrant arts and culture sector that fuels local economies, enriches communities, enhances education and promotes the health and well-being of Arizona residents. With a broad background in cultural research, creative placemaking and grant making, Park is a seasoned leader in building interdisciplinary collaborations and strengthening partnerships with local communities, national organizations and government agencies. Previously, Park was the associate director at the Studio for Creativity, Place and Equitable Communities at Arizona State University (ASU). There she led a team focused on innovative programs and research that underscore the critical role of arts and culture in community development and well-being. A practicing artist and experienced educator, Park has taught at ASU and Phoenix College, and contributed to artist groups including Eyelounge, Salem Art Works and Franconia Sculpture Park. She holds an MFA from ASU and a BFA from Virginia Commonwealth University, and is dedicated to the transformative power of art to inspire dialogue and drive positive change.

Gary T. Whitley, Jr., is a council member of the Alabama State Council on the Arts. Currently serving as the community relations manager for Huntsville Utilities, Whitley is responsible for internal communications and external community relations. A native of Detroit, Michigan, Whitley moved to Huntsville after receiving a music scholarship to attend Alabama A&M University, where he sang in the university choir and earned his undergraduate degree in political science. During his two decades in Huntsville, Whitley has served on the board of directors for Arts Huntsville, including one year as its board chair. He is a member of Phi Mu Alpha Sinfonia Fraternity of America and Alpha Phi Alpha Fraternity, Incorporated. Committed

to community and civic service, Whitley is a graduate of Leadership Alabama Initiative and serves on the City of Huntsville Planning Commission as vice chairman.