

National Assembly of State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

Business Meeting Materials

October 12 and 13, 2017

Portland, Oregon

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National Assembly of State Arts Agencies

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Business Meeting Agenda **National Assembly of State Arts Agencies** *Thursday, October 12 and Friday, October 13, 2017*

Thursday

- I. Call to Order
- II. Roll Call
- III. Approvals
- IV. Welcomes
- V. CEO Report

Friday

- VI. President's Report
- VII. Treasurer's Report
- VIII. Governance Committee Report
- IX. Nominating Committee Report
- X. Other Business
- XI. Adjourn

Standing Rules

1. NASAA's annual business sessions take place Thursday, October 12 at 9:00 a.m. and Friday, October 13, at 3:30 p.m.
2. Members participating shall be established by roll call and reported to the president.
3. The Assembly membership consists of the state and jurisdictional arts agencies, represented by the chair and/or executive director of each constituent agency. The member representatives may designate an acting chair or acting executive director for purposes of voting. The NASAA chief advancement officer (Laura Smith) or secretary of the Assembly (Suzanne Wise, ED-NE) 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 president.
6. The president may establish a time limit for discussion on any question, and may choose to limit discussion on any question to voting members.
7. The rules of *Robert's Rules of Order, Newly Revised*, 12th edition, shall govern the sessions in all cases to which they are applicable and in which they are not inconsistent with the bylaws of the Assembly and the Standing Rules.
8. Questions about the business sessions or standing rules should be directed to NASAA chief advancement officer [Laura Smith](#).

National Assembly of State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

2016 BUSINESS SESSION MINUTES September 15 and 17, 2016

Thursday, September 15, 1:00 p.m., and Saturday, September 17, 11:30 a.m.

The session was called to order by NASAA President Gary Gibbs, Executive Director of the Texas Commission on the Arts, at 1:00 p.m. on Thursday, September 15, 2016.

Lt. Governor Brian Calley greeted attendees, welcomed them to Michigan, and spoke about the many values of the arts in education and in state and local economies.

Gibbs noted that business meeting materials were distributed to all voting members on August 31, 2016. Additional copies were available on site.

NASAA Secretary Suzanne Wise, Executive Director of the Nebraska Arts Council, conducted the roll call. The following member agencies were present:

Alabama State Council on the Arts	Mississippi Arts Commission
Alaska State Council on the Arts	Missouri Arts Council
Arizona Commission on the Arts	Montana Arts Council
Arkansas Arts Council	Nebraska Arts Council
California Arts Council	Nevada Arts Council
Colorado Creative Industries	New Hampshire State Council on the Arts
Connecticut Office of the Arts	New Mexico Arts
Delaware Division of the Arts	New York State Council on the Arts
District of Columbia Commission on the Arts and Humanities	North Carolina Arts Council
Florida Division of Cultural Affairs	North Dakota Council on the Arts
Georgia Council for the Arts	Ohio Arts Council
Guam Council on the Arts and Humanities	Oklahoma Arts Council
Hawai'i State Foundation on Culture and the Arts	Oregon Arts Commission
Idaho Commission on the Arts	Pennsylvania Council on the Arts
Indiana Arts Commission	Rhode Island State Council on the Arts
Iowa Arts Council	South Carolina Arts Commission
Kentucky Arts Council	South Dakota Arts Council
Louisiana Division of the Arts	Tennessee Arts Commission
Maine Arts Commission	Texas Commission on the Arts
Maryland State Arts Council	Utah Division of Arts and Museums
Massachusetts Cultural Council	Vermont Arts Council
Michigan Council for Arts and Cultural Affairs	Virgin Islands Council on the Arts
Minnesota State Arts Board	Virginia Commission on the Arts
	Washington State Arts Commission
	West Virginia Commission on the Arts
	Wisconsin Arts Board
	Wyoming Arts Council

The following motions were presented and approved on September 15, 2016:

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

To approve the agenda (passed by unanimous voice vote).

To approve the 2015 business session minutes (passed by unanimous voice vote).

The meeting was called into recess until Gibbs reconvened the business session at 11:30 a.m. on September 17, 2016. The following motions were then presented and approved:

To approve the 2017 Action Plan and 2017 budget (passed by unanimous voice vote).

To approve the 2016 Dues Task Force recommendation that NASAA amend its dues categories to add two new categories at the top of the scale (one for agencies with appropriations between \$10 and \$20 million, and another for those above \$20 million) and adjust fees for the lowest end of the scale (for agencies with appropriations between \$200,000 and \$499,999, and for those under \$200,000). The task force further recommended that dues amounts be increased by 2% annually in FY2018-2022 (passed by unanimous voice vote).

To approve the nominating committee slate for three-year terms on the NASAA Board of Directors (passed by unanimous voice vote):

Theresa Colvin, Executive Director, Maryland State Arts Council
Garbo Hearne, Former Chair, Arkansas Arts Council*
Loie Fecteau, Executive Director, New Mexico Arts*
Amber Sharples, Executive Director, Oklahoma Arts Council
Sandy Shaughnessy, Division Director, Florida Division of Cultural Affairs*
Craig Watson, Director, California Arts Council

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

Gibbs thanked Board Members whose terms were ending and expressed appreciation for all members who served on NASAA's 2016 Planning and Budget Committee, Dues Task Force, and Nominating Committee.

The business session was adjourned on Saturday, September 17, 2016 at 1:00 p.m.

Planning & Budget Committee Report

Ken May (ED-SC NASAA Treasurer)

Ben Brown (CH-AK), Theresa Colvin (ED-Mid Atlantic), Stephanie Conner (Former CH-TN),
Monica Guzman (Former CH-Guam), Randy Rosenbaum (ED-RI),
Amber Sharples (ED-OK), John Strickland (CM-WV)

Demographic, political, economic and social changes are reshaping the landscape for state arts agencies and NASAA. As NASAA approaches its 50th anniversary in 2018, now is an important time to assess our strategic position, create new opportunities and revisit how we can best achieve our core mission of strengthening state arts agencies.

To this end, NASAA embarked on a comprehensive strategic planning process. The journey began at the last Leadership Institute in Utah and it comes to fruition at the 2017 Leadership Institute in Oregon, where the Planning & Budget Committee and the NASAA Board of Directors are pleased to request member approval of two motions:

To approve NASAA's new strategic plan, to take effect in fiscal year 2018.

To approve the fiscal year 2018 action plan and budget.

Strategic Plan

NASAA's new plan, attached to this report, stems from a [highly inclusive approach](#). **State arts agency** input was, naturally, the backbone of the process. But an additional goal of this effort was to reach beyond NASAA's membership and connect meaningfully with other networks and prospective partners. We consulted with **cultural leaders** and **advocates**, inviting candid conversations about the needs of the field, obstacles to overcome and NASAA's role in the larger arts ecosystem. We also gathered **cross-sector perspectives** from other branches of government and the education, health care, economic development and philanthropy fields. Our planning was highly **data-driven**, drawing on quantitative benchmarking, trend analyses, member surveys and funding prospect research.

The plan underwent a rigorous field review process and was shared in draft form with all state arts agencies in July of 2017. The resulting document retains the essence of NASAA's existing strengths while setting a fresh new direction for our association. Significant changes include:

- A firm grounding in the value of state arts agencies and why our work matters
- A more clearly and forcefully articulated advocacy role
- A greater emphasis on supporting state arts agency innovation and change
- A commitment to diversity, equity and inclusion
- New measures of state arts agency strength and retooled organizational performance metrics to help us gauge our outcomes and progress over time
- Plain language to help members and allies learn what NASAA is and how we support state arts agencies

Fiscal Year 2018 Action Plan

Annual action plans itemize near-term activities necessary to advance NASAA's long-term goals. This tandem approach ensures that NASAA's day-to-day priorities are both strategic and adaptive to the current environment. When developing the FY2018 action plan, the committee considered core services the membership has asked us to continue as well as new work that will be timely for the year ahead. The action plan was shared in draft form (along with the full strategic plan) over the summer and the final version is attached. Highlights include:

- Purposeful work with elected officials to sustain federal support for the arts
- Broadening coalitions of influential advocates and messengers to build a long-term consensus around public funding for the arts
- Increased communications and collaborations to support state-level advocacy
- Programmatic work to advance diversity, equity and inclusion; rural economic development; and state arts agency evaluation practices
- Expanded outreach to state arts agency leaders, especially newly appointed executive directors and chairs

Fiscal Year 2018 Budget

Per bylaws, a membership vote is required to ratify a plan. Per tradition, we share an annual operating budget, too, for full transparency.

NASAA's FY2018 budget (for the membership year spanning October 1, 2017 to September 30, 2018) is attached below. Approved by the NASAA board in September, it was designed in tandem with the FY2018 action plan. It reflects NASAA's commitment to diversifying our income streams, especially from private sources: foundation and corporate support as well as earned income. Revenue projections also reflect the first year of the 5-year dues plan approved unanimously by the membership in September of 2016. On the expense side, the budget is engineered to support expanded advocacy activities, a robust suite of knowledge services and the operational capacity needed to fulfill an ambitious new plan.

With Appreciation

Our committee extends our sincere thanks to the entire membership for your active engagement throughout the planning process. Thank you for your commitment to NASAA as well as your time, candid feedback and good ideas. We believe – and hope you'll agree – that our new plan is squarely focused on what matters most to state arts agencies and positions NASAA for an exciting future. Onward!

NASAA STRATEGIC PLAN

SUBJECT TO MEMBER RATIFICATION OCTOBER 2017



National Assembly of
State Arts Agencies



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NASAA STRATEGIC PLAN

Demographic, political and economic changes are reshaping the state arts agency landscape. Some state arts agencies have endured harsh cuts in recent years, others have grown. While some in our field have long, proud careers in public service, many new leaders are infusing the state arts agency profession with fresh perspectives and diverse talents. American society is made stronger by the emergence of new demographic majorities, even as our nation aches from acute political and economic divides. Old assumptions about how we define, create and fund the arts are dissolving, but fundamental questions remain about how our nation can best empower and sustain artists and arts organizations.

FORWARD

CREATIVITY AND RESILIENCY

In light of these shifts, every state arts agency has reasserted its value, defining the contributions it makes to public life and exploring new ways of doing business. No two states' solutions to these challenges look exactly alike, a testimony to the creativity and resiliency of the state arts agency field.

As we mark our 50th anniversary, the National Assembly of State Arts Agencies (NASAA) must rise to these same challenges. We must address new trends and clarify how we can achieve the greatest impact for our members. While building on a legacy of accomplishment, we must pursue changes that position our Assembly and state arts agencies to thrive in the future.

This strategic plan reflects a fresh examination of NASAA's role. It is infused with high-caliber advice from members, as well as ideas and wise counsel from leaders in other sectors. It distills how we will work—in collaboration with our members and partners—to advance state leadership for the arts in America.

NASAA is committed to a future in which every state and jurisdiction achieves its fullest potential in and through the arts.



WHY



RETURN ON INVESTMENT: THE EVIDENCE

Rigorous research documents the public value delivered by the arts and state arts agencies. Review the latest findings:

- › [economic impacts](#)
- › [educational impacts](#)
- › [health impacts](#)
- › [civic impacts](#)

NASAA's policy brief, [Why Should Government Support the Arts?](#) puts all the evidence at your fingertips.

WHY OUR WORK MATTERS

NASAA is the professional association of the nation's 56 state and jurisdictional arts agencies. The arts are fundamental to human expression and are an essential ingredient in the well-being and prosperity of our nation's individuals, communities and families. Together, NASAA and the state arts agencies advance the arts.

RETURN ON INVESTMENT

AMERICA'S COMMUNITIES NEED THE ARTS.

The arts foster vibrant communities and create desirable and productive places for people to live, work, play and raise their families.

AMERICA'S ECONOMY NEEDS THE ARTS.

The arts put people to work, produce tax revenue, stimulate business and retain a talented work force. The arts are an especially powerful ladder to economic independence for rural regions, urban areas and communities struggling out of poverty.

AMERICA'S CHILDREN NEED THE ARTS.

The arts ignite young imaginations and boost achievement in academic fundamentals. Education that includes the arts teaches the critical thinking, communications and innovation skills essential to success in school, in the workplace and in life.

AMERICA'S DEMOCRACY NEEDS THE ARTS.

The arts support a strong democracy, engaging us in civic discourse and bridging divides among us.

AMERICA'S WELL-BEING NEEDS THE ARTS.

The arts foster physical, mental and emotional health. Arts-integrated medical treatments are especially effective for aging adults, pediatric patients and military personnel.

AMERICA'S HERITAGE IS EMBODIED IN THE ARTS.

The arts preserve our legacies and our roots, passing along our nation's unique character and traditions to future generations. Through the arts, we express who we are as a nation, and who we aspire to become.

AMERICAN INGENUITY IS DRIVEN BY THE ARTS.

The arts deepen our nation's creative capacity, fueling innovation that gives businesses a competitive edge and helps communities resolve complex problems.

AMERICA'S SPIRIT NEEDS THE ARTS.

Intrinsic to the arts is the power to uplift us and help us perceive things in new ways. In the face of economic hardship, natural disasters, civic unrest and other adversity, the arts are a force for recovery, understanding and healing.

The public sector ensures that these benefits accrue to all communities, regardless of wealth or geography. To this end, **NASAA is committed to a future in which every U.S. state and jurisdiction achieves its fullest potential in and through the arts.**

STATE ARTS AGENCIES GET THE JOB DONE

State arts agencies are assets to government because they:

- make the arts available everywhere
- engage the public in decision making
- instill accountability and good management practices among grantees
- uphold equitable funding practices
- leverage additional investments from public and private sources
- model efficiency and transparency in their stewardship of public dollars
- lead cross-sector partnerships within and outside of government
- contribute to a distinctive state identity



MISSION

STRENGTHEN STATE ARTS AGENCIES

NASAA EMPOWERS THE WORK OF STATE ARTS AGENCIES THROUGH:

REPRESENTATION

NASAA is a champion and advocate for state arts agencies, asserting the importance of the arts to government leaders. We shape public policy, foster multisector support for the arts and give state arts agencies a persuasive voice in influential national networks.

KNOWLEDGE

NASAA provides authoritative data that fuels fact based decision making and highlights the impact of state arts agencies' work. NASAA's research also drives the evolution of evidence based answers to the question of why government should support the arts. Our knowledge services inform and inspire state arts agencies, driving excellence and sparking new ways of working.

COMMUNITY

NASAA convenes and connects state arts agencies. Our professional community energizes the work of state arts agencies, unites our members around common goals and builds a shared vision for the future.

NASAA amplifies the expertise, influence, funding and vision that state arts agencies employ on behalf of every American. Through NASAA, state arts agencies achieve more together than they can alone.

VALUES

America's diversity enriches and strengthens our nation. NASAA and the state arts agencies recognize that diversity, equity and inclusion are fundamental to a strong democracy. The public sector has an important role to play in ensuring that all communities thrive through the arts. To this end, NASAA's action plans articulate specific steps we take each year to advance diversity, equity and inclusion in state arts agency policies, practices and programs as well as in our own governance, management and services.

NASAA's work is further guided by these enduring values:

SERVICE

NASAA programs are timely, relevant and responsive to the needs of members. Because every state and jurisdiction is unique, NASAA tailors our services to the needs of each member agency.

CREDIBILITY

Factual accuracy and bipartisanship are hallmarks of NASAA's work.

EXCELLENCE

NASAA is recognized for the high caliber, creativity and professionalism of our services. We exemplify good stewardship of public resources and rigorous evaluation spurs continual improvement.

COLLABORATION

Partnerships broaden understanding of our impact and build communities of support for our work.



The arts are fundamental to human expression and are essential to the well-being and prosperity of our nation.

DIVERSITY

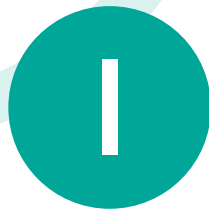
Recognizing all dimensions of human identity and difference.

EQUITY

Implementing policies and practices without bias, allowing all people to realize fair and just engagement, treatment, benefits and opportunities.

INCLUSION

Engaging diverse individuals, communities and perspectives to ensure access, representation and belonging for all.



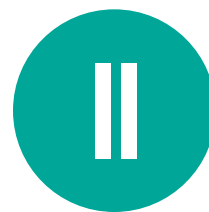
ADVOCATE

ADVOCATE FOR STATE ARTS AGENCIES

By developing policy resources and relationships that advance state arts agencies, NASAA ensures that the arts play a central role in American public life and that all communities have equitable access to the arts.

OBJECTIVES

- A** Advocate for a robust and well-funded National Endowment for the Arts (NEA).
- B** Develop other federal resources and relationships beneficial to state arts agencies.
- C** Strengthen state level advocacy practices.
- D** Foster cross-sector support and strategic partnerships to benefit state arts agencies.



HONE

HONE THE KNOWLEDGE AND SKILLS OF STATE ARTS AGENCIES

State arts agencies need savvy and agile leaders capable of solving immediate problems while also driving the long-term evolution of their agencies. NASAA helps our members rise to those challenges. NASAA's knowledge services lead state arts agencies to exemplify what government can do right and to demonstrate a compelling return on the public's investment.

OBJECTIVES

- A** Supply authoritative facts about state arts agencies.
- B** Catalyze state arts agency innovation, improvement and change.
- C** Facilitate members' use of information for planning, decision making and case making.
- D** Deliver educational programs that boost members' knowledge and leadership skills.



CONNECT

CONNECT STATE ARTS AGENCIES

Our Assembly is an inclusive, welcoming community where members learn from each other, co-create a shared history and find common purpose. Connecting through NASAA yields tangible policy results for members: it empowers our decisions, increases our influence and defines NASAA's credibility as a representative policy voice.

OBJECTIVES

- A** Keep state arts agencies informed through timely, relevant and accessible communications.
- B** Facilitate peer-to-peer networking.
- C** Promote the understanding and use of NASAA services.
- D** Engage members in the governance, planning and advocacy work of the Assembly.



BUILD

BUILD NASAA'S CAPACITY

To strengthen state arts agencies now and into the future, NASAA must achieve the financial and operational capacity to meet our members' escalating demands for services. Fulfilling these objectives supports the attainment of all NASAA goals.

OBJECTIVES

- A** Develop and diversify NASAA's revenues.
- B** Develop NASAA's human resources.
- C** Improve NASAA's operations and technology.
- D** Evaluate our work and learn from the results.



NASAA

CULTURAL

WE'RE IN THIS TOGETHER

State arts agencies are NASAA's primary stakeholders, volunteers, advisors and ambassadors. Most importantly, **state arts agencies are the owners of this Assembly, its originators, leaders and investors.** State arts agencies created NASAA in 1968, and still count on their Assembly today to expand their knowledge and influence. Members share an equal stake in the goals of this plan—and share equal responsibility for building an association to achieve them. NASAA issues calls to action throughout the year and we urge state arts agencies' full engagement in that work.

BETTER TOGETHER

Collaborations beyond the state arts agency field are integral to NASAA's success, and to the success of state arts agencies, themselves. NASAA's annual action plan identifies specific collaborations that help us attain our objectives in any given year. Some relationships have perennial importance. These national partners include:

NATIONAL ENDOWMENT FOR THE ARTS (NEA)

NASAA represents state arts agencies with the NEA and fosters program and policy collaborations between the NEA and its state partners.

STATE POLICY NETWORKS

NASAA connects with national organizations that shape the knowledge and actions of state policymakers. Through these networks, NASAA helps governors, legislators and other public officials understand the value of the arts and state arts agencies—and we bring important cross-sector insights back into our own field.

CULTURAL ADVOCACY GROUP (CAG)

This alliance of national arts organizations, which includes Americans for the Arts, does the all-important work of ensuring that Congress hears a unified message from the arts community.

REGIONAL ARTS ORGANIZATIONS (RAOS)

NASAA advocates for NEA funds that support the work of RAOs as well as NASAA and state arts agencies. We meet regularly with RAO leaders to identify shared interests and to synchronize efforts that benefit state arts agencies.

ARTS EDUCATION PARTNERSHIP (AEP)

NASAA is part of the leadership team for AEP, operated by the Education Commission of the States in cooperation with the NEA and the U.S. Department of Education.

State arts agencies also are strengthened by numerous state and local allies. NASAA serves as a resource to citizen advocacy organizations, philanthropic partners, public agencies and civic groups who work in concert with state arts agencies to advance the arts.

Citizen advocacy organizations, philanthropic partners, public agencies and civic groups work in concert with state arts agencies to advance the arts.



STAYING CURRENT

NASAA planning is evergreen—it is continually renewed and never stands still. We do this by combining strategic plans and action plans.

Our strategic plan (this document) charts NASAA's overall course. It sets forth our purpose, our long-range goals and the principles that guide our work. **Annual action plans and budgets itemize the near-term steps we take to achieve our long-term goals.** This tandem approach ensures that NASAA's day-to-day priorities align with our strategic vision.

Although the strategic plan has no expiration date, it is regularly assessed for relevance. The standard review interval is three years, but the board initiates a planning cycle sooner if needed.

Annual action plans ensure the dynamic currency of NASAA's work, helping us address new realities, opportunities or constraints. We invite input from every state and jurisdiction through an annual interview process, and a membership vote is required to approve the action plan.

WHY AN EVERGREEN PLAN?

- › NASAA conducts a miniature planning process every year, through rigorous and member-driven action planning. This keeps us in step with rapidly changing conditions.
- › We initiate a full strategic planning cycle when we anticipate significant environmental shifts.
- › By conducting comprehensive planning judiciously, NASAA spends less time planning to serve members and more time serving them.

MISSION STATEMENT



EVALUATING OUR IMPACT

In keeping with our evergreen approach, planning at NASAA does not end when the planning documents are approved. Rigorous measurement practices—which are fully transparent to members—continually refine our aim and improve our performance.

ACHIEVEMENT REPORTING

Twice annually NASAA issues Action Plan Highlights that itemize progress made toward our activity targets. These reports show what we’ve done to advance each goal and objective in our plan, ensuring the strategic alignment of our work.

FIELD INDICATORS

In conjunction with this strategic plan, NASAA is adopting a set of new strategic indicators of state arts agency strength and capacity. These State Arts Agency Vital Statistics help state arts agencies and NASAA to track progress toward long-term outcomes relating to the stability and growth of our field as well as NASAA’s success in attaining our mission of strengthening state arts agencies.

PERFORMANCE METRICS

NASAA monitors a robust suite of operational performance metrics. Expanded in conjunction with this plan, the targets are informed by best practices among professional associations. Under the direction of NASAA’s Planning & Budget Committee, the vital statistics and the performance measurement dashboard are used together to inform annual action planning.

DATA MINING

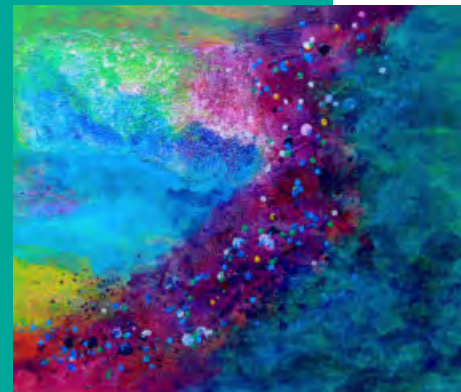
We draw on website analytics, chart our social media reach, track e-mail action rates and collect extensive data about information requests and member engagement. This active data mining informs action planning and provides real-time intelligence that NASAA uses to adjust tactics to address member needs.

PROGRAM EVALUATION

NASAA uses annual member interviews and periodic polls to identify our most and least successful services and get suggestions for improvement. We also conduct evaluations, using the results to guide future programs. Key questions are asked on a longitudinal basis to help us gauge changes over time.

DIALOGUE

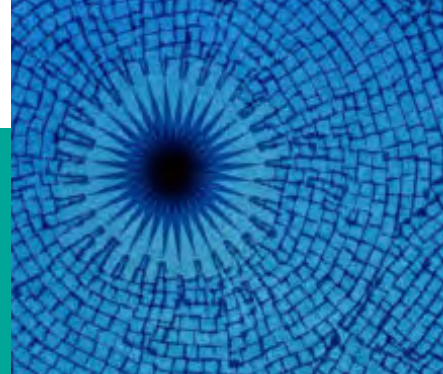
We talk with—and *listen to*—members every day. Our annual nominating interviews ask every executive director and council chair to weigh in on their satisfaction with NASAA services, unmet needs and suggestions for the future. Combined with parallel discussions among our five standing committees and NASAA’s board, these feedback channels form a human chain of qualitative data driving ongoing improvement.



ENGAGE

OUR PLANNING PROCESS

This plan was formulated through an inclusive process designed to reshape our long-range goals, reach out to new stakeholders and surface insights that will help NASAA be smart in our day-to-day work. The participatory process was led by NASAA's Planning & Budget Committee. We used a mix of methods to invite candid, diverse opinions and make sure every voice was heard.



SHAPING THE FUTURE

FUTURE FORECASTING

As a first step in planning, we engaged the full membership in a dialogue about the future of our field. Our board focused on salient trends affecting the success of state arts agencies. We also examined expert analyses of long-range trends reshaping the future of state government, the arts and professional associations.

SELF-ASSESSMENT

Staff and board appraised strengths and weaknesses and considered what needs to change for both state arts agencies and NASAA.

MEMBER INPUT

Because state arts agencies are NASAA's primary stakeholders, member input was a keystone of our process. We conducted 84 member interviews, received 143 responses to our membership opinion poll, and engaged 29 board and committee members (representing more than half of our member agencies) in developing plan drafts.

CROSS-SECTOR PERSPECTIVES

We cast a wide net, reaching far beyond our membership to engage 83 outside advisors in our process. We conducted 51 interviews (a mix of phone and face-to-face) with people representing the fields of economic development, government innovation, creative placemaking, community development, education, health care, agriculture and philanthropy as well as the arts. Face-to-face forums with associations serving state government, regional arts organizations and national arts service networks reinforced key relationships—and built new ties for the future.

DATA ANALYSIS

We analyzed 3,716 member information requests, conducted a website user survey and conducted a statistical benchmarking study comparing NASAA to 41 other associations serving state government or the arts. To inform future fundraising and revenue diversification, we evaluated the success of NASAA's past annual fund campaigns and conducted in-depth prospect research to identify foundations that may be likely candidates for support of our new plan.

THIRD-PARTY OBJECTIVITY

To ensure an unbiased assessment (and to expedite the work), NASAA engaged a consulting team to lead portions of our planning process. Artistic Logistics conducted interviews, facilitated forums and reality-checked our conclusions.

DRAFT REVIEWS

Members, nonmember planning informants and independent consultants offered revisions to the plan in draft form.

TRANSPARENCY

NASAA established a publicly accessible strategic planning hub on our website to share our findings and invite ongoing input.

The adoption of this strategic plan represents the beginning—not the end—of a process. Together, state arts agencies, NASAA and our partners will work to sustain the arts as an asset for individuals, families communities and state governments across America. We invite you to join us.

LISTENING TO DIVERSE VOICES

84

MEMBER
INTERVIEWS

143

RESPONSES TO
OUR OPINION POLL

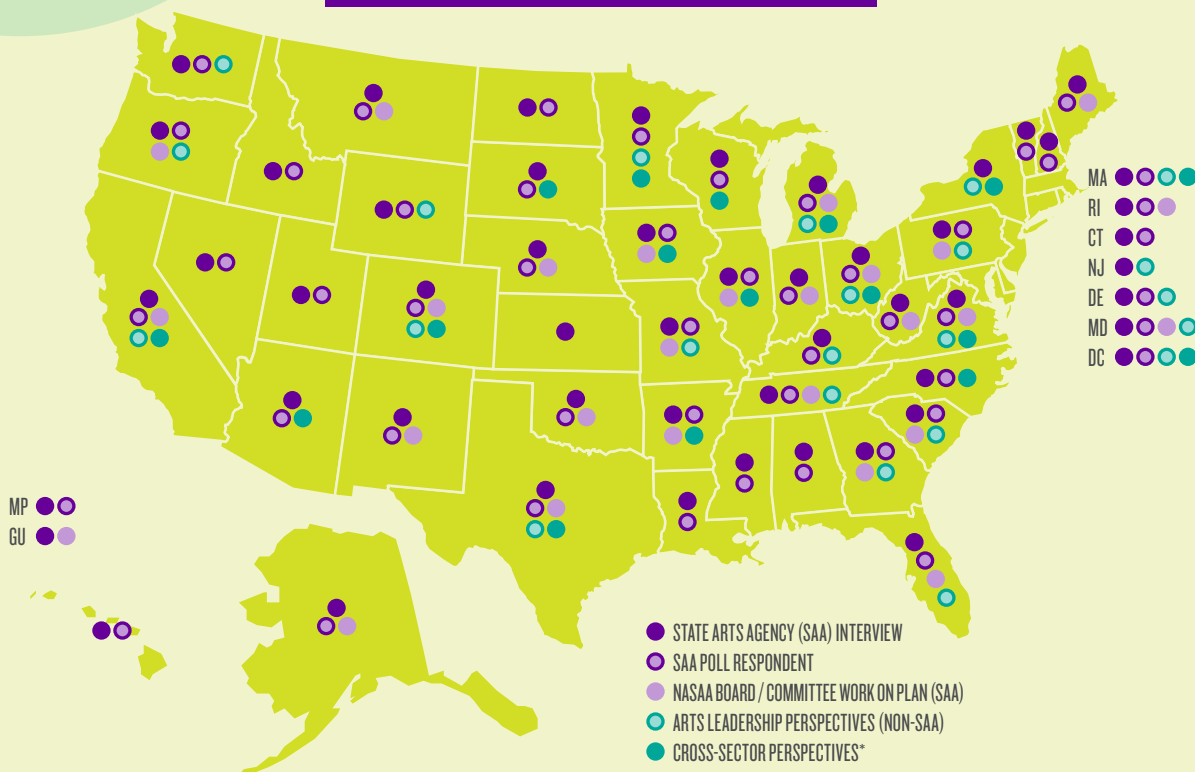
29

BOARD & COMMITTEE
MEMBERS ENGAGED

83

OUTSIDE ADVISORS
ENGAGED

STRATEGIC PLANNING PARTICIPATION



*Includes informants from the field of government innovation, education, health care, economic development, rural development, community development and philanthropy.

ASSESSMENT

SUMMER 2016 – FALL 2016



OUTREACH

WINTER 2017 – SPRING 2017



FORMULATION

SPRING 2017 – FALL 2017



- Data review
- Trend scans
- Benchmarking



- Interviews
- Forums
- Dialogues
- Member poll



- Reflect on insights



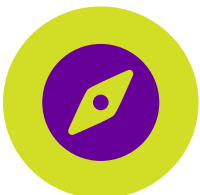
- Board guidance
- Forecasting
- Self-evaluation



- Arts & non-arts
- Diverse voices



- Draft strategic plan
- Develop action plans
- Build budgets



- Inquiry design
- Outreach mapping



- In person
- On-line
- Via telephone



- Share drafts
- Invite feedback
- Revise drafts

3,716

MEMBER INFORMATION
REQUESTS ANALYZED

41

STATISTICAL BENCHMARK
COMPARISONS



PENDING

- Membership Vote
October 13, 2017
Portland, Oregon

THANKS!

NASAA is deeply grateful to the many individuals and colleague organizations who contributed their expertise, ideas and volunteer time to the creation of this plan.



NASAA Planning & Budget Committee

Ken May (SC)

2017 NASAA Treasurer

Todd Lowe (KY)

2016 NASAA Treasurer

Ben Brown (AK)

2017 NASAA 1st Vice President

Theresa Colvin (Mid Atlantic)

Stephanie Conner (TN)

Monica Guzman (GU)

Randy Rosenbaum (RI)

Amber Sharples (OK)

John Strickland (WV)

State Arts Agencies

Alabama State Council on the Arts

Alaska State Council on the Arts

Arizona Commission on the Arts

Arkansas Arts Council

California Arts Council

Colorado Creative Industries

Connecticut Office of the Arts

DC Commission on the Arts and Humanities

Delaware Division of the Arts

Florida Division of Cultural Affairs

Georgia Council for the Arts

Guam Council on the Arts & Humanities Agency

Hawai'i State Foundation on Culture and the Arts

Idaho Commission on the Arts

Illinois Arts Council Agency

Indiana Arts Commission

Iowa Arts Council

Kansas Creative Arts Industries Commission

Kentucky Arts Council

Louisiana Division of the Arts

Maine Arts Commission

Maryland State Arts Council

Massachusetts Cultural Council

Michigan Council for Arts & Cultural Affairs

Minnesota State Arts Board

Mississippi Arts Commission

Missouri Arts Council

Montana Arts Council

Nebraska Arts Council

Nevada Arts Council

New Hampshire State Council on the Arts

New Jersey State Council on the Arts

New Mexico Arts

New York State Council on the Arts

North Carolina Arts Council

North Dakota Council on the Arts

Northern Marianas Commonwealth Council for Arts and Culture

Ohio Arts Council

Oklahoma Arts Council

Oregon Arts Commission

Pennsylvania Council on the Arts

Rhode Island State Council on the Arts

South Carolina Arts Commission

South Dakota Arts Council

Tennessee Arts Commission

Texas Commission on the Arts

Utah Division of Arts & Museums

Vermont Arts Council

Virginia Commission for the Arts

Washington State Arts Commission

West Virginia Commission on the Arts

Wisconsin Arts Board

Wyoming Arts Council

THANKS!

Cross-Sector Perspectives

Jeremy Anderson, Education Commission on the States

Elizabeth Armstrong, National Association of Government Communicators

Mike Bartlett, National Governors Association

Jen Bokoff, Foundation Center/Grant Craft

Kelly Brown, D5 Coalition

John Brown, Windgate Foundation

Corina Eckl, National Conference of State Legislatures

Charles Fluharty, Rural Policy Research Institute

Michael Fraser, Assoc. of State and Territorial Health Officials

Barbara P. Glenn, National Association of State Departments of Agriculture

Erik Hein, National Conference of State Historic Preservation Officers

Doug Herbert, U.S. Department of Education

Maria Rosario Jackson, Kresge Foundation

Paula Kerger, PBS

Jeremy Liu, Policy Link

Esther Mackintosh, Federation of State Humanities Councils

Ann Markusen, Humphrey School of Public Affairs

Robert McNulty, Partners for Livable Communities

Julie Palkowski, Wisconsin Department of Public Instruction

Arturo Pérez, National Conference of State Legislatures

Lori Pourier, First Peoples Fund

Bob Reeder, Rural LISC (Local Initiatives Support Corporation)

Ron Regan, Association of State Fish and Wildlife Agencies

Beth Simone Noveck, Gov Lab Center for Government Innovation

Molly Theobald, Appalachian Regional Commission

Margy Waller, Topos Partnership
San San Wong, Barr Foundation

Cultural Leadership & Advocacy Perspectives

Jamie Bennett, ArtPlace

Alan Brown, WolfBrown

Janet Brown, Grantmakers in the Arts

Randy Cohen, Americans for the Arts

María López De León, National Association of Latino Arts and Cultures

Mario Garcia Durham, Association of Performing Arts Professionals

Aaron Dworkin, University of Michigan

Guillermina Gonzalez, Delaware Arts Alliance

Heather Ikemire, National Guild for Community Arts Education

Grace Kewl-Durfey, The Association of American Cultures/Broward Cultural Division

Sherron Long, Florida Cultural Alliance

Bob Lynch, Americans for the Arts

Liz Merritt, Association of American Museums/Center for the Future of Museums

Ann Marie Miller, ArtPride New Jersey

Ian David Moss, Createquity/Fractured Atlas

Betty Plumb, South Carolina Arts Advocate

Jeff Poulin, Americans for the Arts

Molly Pratt, Tennesseans for the Arts

Bruce Richardson, University of Wyoming

Barbara Robinson, Former NASAA President

Jesse Rosen, League of American Orchestras

John Schratwieser, Maryland Citizens for the Arts/Kent County Arts Council

Barbara Shaffer Bacon, Animating Democracy

Betty Siegel, Leadership Exchange in Arts and Disability at the Kennedy Center

Richard Stein, Californians for the Arts/California Arts Advocates

Steven Tepper, Arizona State University

Carlton Turner, Alternate Roots

Beth Tuttle, DataArts

Zannie Giraud Voss, National Center for Arts Research

Laura Zabel, Springboard for the Arts

Regional Arts Organizations

Alan Cooper, Mid Atlantic Arts Foundation

Cathy Edwards, New England Foundation for the Arts

David Fraher, Arts Midwest

Anthony Radich, Western States Arts Federation

Mary Margaret Schoenfeld, US Regional Arts Organizations

Todd Stein, Mid-America Arts Alliance

Suzette Surkamer, South Arts

National Arts Service Organizations

Alternate ROOTS

American Alliance of Museums

American Composers Forum

Americans for the Arts

Association of Art Museum Directors

Association of Performing Arts Professionals

Chamber Music America

Chorus America

Dance|USA

Future of Music Coalition

League of American Orchestras

Local Learning

National Alliance for Musical Theatre

National Association of Latino Arts and Cultures

National Council for the Traditional Arts

Network Theatre Ensemble

New Music USA

OPERA America

Performing Arts Alliance

The Recording Academy

Theatre Communications Group

Artistic Logistics

Lisa Mount

Kathie deNobriga

MK Wegmann

Design

KINETIK, Inc., Washington, DC

Photography

Cover | Courtesy of the California Arts Council and Colorado Creative Industries

Page 2 | Courtesy of the California Arts Council

Page 3 | Courtesy of the California Arts Council

Page 4 | Top: Axis Dance Company, photo by Andrea Basile
Bottom: The Verdant Walk, North Design Office, photo by Ryan DiVita courtesy of the LAND studio

Page 6 | Ercilia Brazil at Española Valley Fiber Arts Center, photo by Diane Bowman

Page 7 | Native American Drum and Dance Ensemble, photo by Chad Coppess courtesy of the South Dakota Department of Tourism

Page 8 | Top: Musician Frédéric Yonnet, photo by Eddie Arrossi
Bottom: Arizona Art Tank, Arizona Commission on the Arts

Page 10 | Photo courtesy of Sheila Smith, Minnesota Citizens for the Arts

Page 11 | Musician Desmond Mason, courtesy of the Oklahoma Gazette

Page 12 | Top: Brady Arts District mural, courtesy of the Tulsa Convention & Visitors Bureau
Bottom: "Pink Canyon" by Sonja Frey, courtesy of the Delaware Division of the Arts

Page 14 | Left: Ririe Woodbury Dance Company, photo by George Long
Right: Tony Feher installation detail, Utah Museum of Fine Arts

Page 17 | "King Salmon," sculpture and photo by Ray Troll, photo courtesy of the Alaska State Council on the Arts



NATIONAL ASSEMBLY OF STATE ARTS AGENCIES

KNOWLEDGE | REPRESENTATION | COMMUNITY

1200 18TH STREET NW, SUITE 1100
WASHINGTON, D.C. 20036

202.347.6352
NASAA-ARTS.ORG

FISCAL YEAR 2018

ACTION PLAN

National Assembly of
State Arts Agencies

NASAA planning is evergreen—it is continually renewed and never stands still. We achieve this by using two kinds of plans in tandem: strategic plans and action plans. Our [strategic plan](#) charts NASAA's course. It sets forth our purpose, our long-range goals and the principles that guide our work. **Annual action plans** complement the strategic plan, itemizing the near-term steps needed to achieve our long-term goals. This dual approach—in conjunction with ongoing evaluation and performance measurement—ensures that NASAA's day-to-day priorities align with our strategic vision. It also gives our work dynamic currency, allowing NASAA to respond to emerging needs and adjust to new opportunities or unforeseen constraints.

A member-driven process governs the development of annual action plans. We invite early input from every state and jurisdiction through our annual Nominating Committee interviews; the Planning & Budget Committee and NASAA Board (representing 21 states and jurisdictions) formulates the plan; and a membership vote is required for approval.

KEY



New activity for FY2018



Expanded activity for FY2018



Priority for FY2018



Supplemental service offered to NASAA members on a fee basis. All other services are included in annual dues.

GOAL I. ADVOCATE FOR STATE ARTS AGENCIES.

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



★	1	Encourage the House and Senate Interior Appropriations Committees, and Congress as a whole, to sustain NEA funding.
★	2	Maintain the federal policy language reserving 40% of NEA grant funds for Partnership Agreements.
★	3	Protect the flexibility of Partnership Agreement funds for state arts agencies in the NEA's implementation of the 40% set-aside.
	4	Maintain regular communications and positive working relationships between NASAA and NEA leaders.
	5	Represent the interests of state arts agencies to the NEA on programmatic and policy issues, particularly around collaborative initiatives and federal expectations of states.
	6	Monitor federal policy activity and keep members apprised of new developments affecting the arts.
	7	Issue timely advocacy alerts and mobilize members around calls to action.
↔	8	Produce talking points, fact sheets and visual materials promoting the impact of federal arts funding.
	9	Participate in coalition arts advocacy efforts through the Cultural Advocacy Group (CAG).
★+	10	Broaden coalitions of influential advocates and messengers to build a long-term consensus around public support for the arts.

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







★+	1	Advocate for rural creative placemaking resources within the U.S. Department of Agriculture (USDA).
	2	Facilitate connections between state level USDA Rural Development Agency officers and state arts agencies.
	3	Establish information exchanges with the U.S. Small Business Administration to highlight resources of value to state arts agency constituents.

C. Strengthen state level advocacy practices.

	1	Monitor state legislation relating to the arts and alert members to key trends affecting state arts agencies.
	2	Produce talking points, fact sheets and visual materials promoting the impact of state arts funding.
↔	3	Expand the Practical Advocate series to propagate best practices among state arts agency council members, state arts agency grantees and citizen advocacy groups.
	4	Communicate regularly with members of the State Arts Action Network (SAAN) and collaborate with Americans for the Arts on joint meetings between SAAN and state arts agencies.
	5	Promote advocacy tools and the public value of state arts agencies through NASAA's social media channels.
★	6	Provide confidential, customized guidance to individual state arts agencies to develop new advocacy strategies or manage legislative crises.




	7	Provide advocacy workshops/keynotes to state arts agency constituents.
	8	Provide crisis management/leadership communications training to state arts agencies.

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

	1	Partner with the National Governors Association (NGA) and the NEA to promote the value of the arts as a rural development asset to governors and their chief economic advisors.
	2	Deepen NASAA's collaboration with the Rural Policy Research Institute (RUPRI) to promote the arts as an integral part of rural economic development policy.
	3	Through the Arts Education Partnership and the Education Commission of the States, encourage the adoption of state policies and practices that strengthen arts learning.
	4	Following up on the 2017 strategic planning forum, continue dialogue and knowledge sharing with other associations serving state government.
	5	Initiate policy dialogues with private foundations and associations of grant makers who share policy and advocacy interests with NASAA.
	6	Convene corporate, nonprofit and public-sector leaders to develop national strategies for building public and political will for government support of the arts.
	7	Share strategic framing techniques to help arts advocates shape advocacy messages for optimum resonance with lawmakers.
	8	Promote the value and visibility of the arts and state arts agencies through strategic communications outlets.
	9	Represent state arts agencies at selected meetings of arts and government leaders.

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

A. Supply authoritative facts about state arts agencies.

	1	Supply timely and comprehensive information about state arts agency budget trends and revenue sources.
	2	Supply authoritative information on the structure and operations of state arts agencies, including authorizing legislation, staffing, compensation and agency placement.
	3	Provide data on state arts agency grant-making outlays as well as the agency policies and guidelines that shape those investments.
	4	Maintain public clearinghouses of seminal state arts agency policy documents, such as strategic plans and the Interactive Database of State Creative Economy Studies.
	5	In cooperation with the NEA, supply data about state arts agencies and provide information support services that assist the NEA State & Regional Office and other NEA divisions.

	6	Contribute expertise and information to arts research initiatives (such as DataArts, the National Center for Arts Research and projects led by the NEA, regional arts organizations, Americans for the Arts, Grantmakers in the Arts and the Foundation Center) around topics of importance to state arts agencies.
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B. Catalyze state arts agency innovation, improvement and change.

	1	Showcase state arts agencies' program and policy innovations through State to State, research reports, social media and other communications channels.
	2	Provide models of state level arts legislation and serve as a sounding board for members' policy entrepreneurship efforts.
★	3	Catalyze state arts agency consideration of grant-making equity by providing grants analytics linked to state demographics and populations served.
+	4	Develop state arts agency self-assessment tools to help members diagnose equity/bias in grant-making practices.
	5	Promote best practices around timely topics of interest to state arts agencies, such as:
+		arts and health care
		strategies used to secure dedicated or supplemental funding for state arts agencies
+		legislative arts caucuses
+		advocacy policies adopted by state arts agency councils
+		roles state arts agencies play in governors' inaugurations
+		freedom of expression policies
		strategic planning
+		selected grant panel policies and procedures
+	6	Promote exemplary state arts agency performance measurement and program evaluation practices.
	7	Collaborate with national networks (such as the National Center for Creative Aging, Grantmakers in the Arts, Americans for the Arts, the National Coalition for Arts Preparedness and Emergency Response, and GrantCraft) to offer resources relevant to state arts agency programs and policies.
	8	Curate and circulate research resources that inform members about policy or programmatic trends relevant to the work of state arts agencies.
◆	9	Provide research, facilitation and consulting services to support individual members' planning and evaluation efforts.

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

★	1	Fulfill member information requests, providing prompt and customized responses to state arts agency inquiries.
	2	Develop and promote on-line maps, data visualizations and interactive tools that facilitate the understanding and communication of information about state arts agencies.
↔	3	Help state arts agencies fulfill the potential of new grant-making data (being received for the first time in 2017) to illustrate the impact of state arts agency grants and the populations that they reach, with an emphasis on underserved groups.

★	4	Collaborate with the NEA Office of Research and Analysis to visualize state level employment and GDP data from the U.S. Bureau of Economic Analysis's Arts and Cultural Production Satellite Account.
◆	5	Offer enhanced benchmarking reports that provide multistate comparisons of key agency metrics.
	6	In cooperation with the NEA, provide technical assistance and documentation to help states and regions fulfill federal reporting requirements.

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

★	1	Offer learning and leadership development opportunities for state arts agency executive staff and council members at the NASAA 2017 Leadership Institute (in Portland, Oregon).
★	2	Develop plans for NASAA Assembly 2018 (in Baltimore, Maryland) to engage a full complement of state arts agency staff and volunteers in meaningful learning experiences.
	3	Cooperate with the NEA to convene a 2018 State Arts Agency Arts Education Managers Professional Development Institute that advances state and federal arts learning goals.
★	4	Convene the State Arts Agency Executive Directors Boot Camp for newly appointed directors, with an agenda tailored to the needs of the 2018 cohort.
	5	Implement RFP process for state arts agencies interested in hosting annual conferences, beginning with the 2019 Leadership Institute and Assembly 2020. Secure host commitments and complete site selections for both conferences.

GOAL III. CONNECT STATE ARTS AGENCIES.

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




	1	Distribute systematic communications to members through targeted e-mail messaging and NASAA's social media channels.
	2	Maintain the dynamic currency and accessibility of the new (in FY2017) NASAA website. Develop additional content management templates to address evolving needs.
↔	3	Implement strategies for boosting NASAA's social media following, with a premium on audiences useful for advocacy.
★ +	4	Re-engineer the NASAA Notes newsletter and related communications to optimize the timely delivery of information to members and integrate smoothly with the redesigned NASAA website.
↔	5	Conduct ad-hoc convenings (via phone or video conference) to discuss emerging issues.
	6	Conduct webinars to brief members on timely issues or research.
	7	Maintain media monitoring systems to track press coverage of state arts agencies, NASAA and the NEA.

B. Facilitate peer-to-peer networking.



	1	Maintain listservs to facilitate rapid information sharing for state arts agency executive directors, deputy directors, arts education managers, grants officers, public information officers, community arts managers, traditional arts managers and accessibility coordinators.
+	2	Establish listservs for additional state arts agency groups that have requested them: public art managers and performing arts specialists.
	3	Increase member interaction through NASAA's social media channels by promoting discussion and using event/issue hashtags.
	4	Coordinate volunteers from the field to lead job-alike peer sessions at the NASAA 2017 Leadership Institute.
	5	Coordinate volunteers from the field to lead job-alike peer sessions at NASAA Assembly 2018.
+	6	Establish a pilot program for mentoring state arts agency staff members of color.
	7	In cooperation with the NEA, maintain new-manager orientation and mentorship systems for new arts education managers.
	8	Participate in the annual Community Development Managers retreat and serve as the fiscal agent for that gathering.
	9	In cooperation with the NEA, coordinate planning for the biennial gathering of state folklife professionals.
	10	Continue to cultivate an arts research affinity group.

C. Promote the understanding and use of NASAA services.

	1	Initiate outreach to all 56 member agencies throughout the year, with an emphasis on states that use NASAA services less frequently.
	2	Initiate outreach to state arts agencies undergoing leadership changes, to provide information and advice relevant to transition and succession management.
★	3	Expand targeted outreach to newly appointed executive directors:
		Conduct onboarding phone calls.
		Distribute advocacy tools and guidance on how to access NASAA resources.
		Tailor NASAA's resources to new directors' near-term priorities.
↔		Maintain continuity of contact through follow-up communications.
	4	Expand targeted outreach to state arts agency chairs and council members:
		Issue regular editions of Report to Councils.
		Promote the For Council Members section of NASAA's website.
+		Distribute welcome materials to new chairs and council members.
+		Initiate onboarding calls with new chairs.
↔		Offer Skype/video conferencing briefings/presentations for state arts agency council meetings.



		Provide on-site briefings/presentations orienting councils to state arts agency issues and trends.
	5	Conduct targeted outreach to new state arts agency staff members, sending digital welcome packets and guidance on how to access NASAA resources.
	6	Develop new materials, to harmonize with NASAA's new website and strategic plan, succinctly summarizing the benefits of NASAA membership and the services available from NASAA.

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

	1	Engage members in NASAA's policy work through advocacy calls to action, one-on-one consultations and issue based work teams.
	2	Sustain a member-driven governance model, reaching out to every member state and jurisdiction through NASAA's annual nominations process to recruit high-caliber, representative leadership for NASAA's board.
	3	Cultivate a pipeline of diverse candidates for future NASAA board and committee leadership roles.
	4	Revise NASAA's bylaws to include at-large appointments and update the titles of key officers.
	5	Strategically utilize at-large appointments to the NASAA board to broaden its influence and help NASAA fulfill its goals.
	6	Engage the membership in NASAA's annual action planning through the Planning & Budget Committee and ongoing feedback loops.
	7	Engage the membership in NASAA's fund development through the involvement of the board, the Resource Development Committee and donors.
	8	Assertively market NASAA's convenings and seek 100% state arts agency participation in conferences.
	9	Monitor member engagement in NASAA by tracking volunteer service, event attendance, use of information services, donations and in-kind contributions.

GOAL IV. BUILD NASAA'S CAPACITY.

A. Develop and diversify NASAA's revenues.

	1	Manage NASAA's financial assets and cash flow for short- and long-term stability.
	2	Sustain NEA Partnership grant and cooperative agreement support for NASAA.
	3	Implement the first year of NASAA's FY2018-2022 dues plan, per the membership's approval in 2016.
	4	Grow NASAA's individual giving program to establish a circle of major donors and broaden the base of annual fund contributors.
	5	Secure philanthropic, corporate and sponsor support for NASAA Assembly 2018.
	6	In consultation with NASAA's Resource Development Committee, implement action strategies for the growth of foundation and corporate support.

★	7	Identify promising earned income opportunities and pursue the most timely ones.
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B. Develop NASAA's human resources.

★	1	Review and revise staff responsibilities for optimal productivity and alignment with the new strategic plan.
↔	2	Dedicate time and resources to staff professional development that supports staff growth and productivity, strengthening the delivery of services to members.
★	3	Embody NASAA's diversity, equity and inclusion principles in our recruitment practices and organizational culture.
	4	Convene regular supervisors' meetings to support consistent implementation of personnel policies and develop new strategies for promoting staff productivity and well-being.
	5	Conduct personnel evaluation in harmony with NASAA's annual work plans and performance standards.

C. Improve NASAA's operations and technology.

★	1	Improve the currency and dynamic use of NASAA's contacts database to support NASAA's communications, advocacy, governance and fundraising functions.
+	2	Upgrade NASAA's core information technology systems.
+	3	Implement an affordable video conferencing platform to support NASAA's committee work, peer-to-peer networking and technical assistance services.
	4	Manage NASAA's administrative systems and physical plant to support staff productivity and effective service delivery to members.
	5	Maintain NASAA's accountability standards, federal reporting, internal controls and risk management procedures.

D. Evaluate our work and learn from the results.

	1	Report to the membership twice yearly through Action Plan Highlights that summarize NASAA's progress and recent accomplishments.
	2	Maintain NASAA's performance monitoring dashboard and report the results to NASAA's Planning & Budget Committee and the membership at large.
+	3	Adopt a set of field metrics to monitor the strength of state arts agencies.
	4	Use website analytics, social media metrics and e-mail delivery data to guide NASAA's communications decisions.
	5	Monitor information requests and mine the data to inform NASAA's research services and technical assistance.
+	6	Institute new systems for improving how we track NASAA-initiated outreach to members.
↔	7	Improve systems for tracking information requests to achieve optimal data capture, data coding and analysis.
	8	Evaluate NASAA's conferences and institutes, using the results to shape future agendas.

FISCAL YEAR 2018

BUDGET

National Assembly of
State Arts Agencies

NASAA FY2018 Budget Summary

(October 1, 2017 - September 30, 2018)

<u>REVENUES</u>	<u>FY 2018 BUDGET</u>
STATE MEMBERSHIP DUES	\$ 777,700
NEA GRANT	\$ 765,000
NEA RESEARCH CONTRACT	\$ 210,675
NEA ARTS EDUCATION CONTRACT	\$ 120,000
NEA NAHYPA CONTRACT	\$ 158,000
ADVOCACY GRANT	\$ 212,350
ANNUAL MEETING REGISTRATIONS	\$ 45,000
ANNUAL MEETING CONTRIBUTIONS	\$ 72,500
INDIVIDUAL CONTRIBUTIONS	\$ 80,000
FOUNDATION & CORPORATE CONTRIBUTIONS	\$ 80,000
EARNED / INVESTMENT INCOME	\$ 55,000
TOTAL	\$ 2,576,225
<u>EXPENSES</u>	
SALARIES	\$ 1,144,365
BENEFITS	\$ 274,465
SUBTOTAL	\$ 1,418,830
RENT / STORAGE	\$ 187,500
EQUIPMENT LEASE / MAINTENANCE	\$ 48,340
INSURANCE / TAXES / BANK CHARGES	\$ 17,600
ACCOUNTING / AUDIT	\$ 48,600
DEPRECIATION	\$ 30,000
SUPPLIES	\$ 4,250
PUBLICATIONS / DUES / FEES	\$ 7,965
PHONE / INTERNET / CONFERENCE CALLS	\$ 17,150
PRINTING / COPYING / SHIPPING	\$ 8,750
OUTSIDE PROFESSIONAL SERVICES	\$ 179,250
COOPERATIVE AGREEMENT DIRECT COSTS	\$ 188,000
ADVOCACY GRANT DIRECT COSTS	\$ 160,350
ANNUAL MEETING	\$ 140,540
SUBTOTAL	\$ 1,038,295
STAFF TRAVEL	\$ 52,100
MEMBER TRAVEL	\$ 67,000
SUBTOTAL	\$ 119,100
TOTAL EXPENSES	\$ 2,576,225
TOTAL REVENUES	\$ 2,576,225
REV / EXP	\$0

Approved by the NASAA Board of Directors September 12, 2017.

National Assembly of State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

Governance Committee Report

Loie Fecteau, NASAA 2nd Vice President and Governance Committee Chair (ED-NM)
Matt Harris (ED-IA), Garbo Hearne (Former CM-AR), Philip Horn (ED-PA), Margaret Hunt (ED-CO), Lewis Ricci (ED-IN), Omari Rush (CM-MI), and Mary Margaret Schoenfeld (US RAOs)

Greetings from NASAA's Governance Committee! We are pleased to report that the committee thoroughly reviewed our association's bylaws, and we are making recommendations for changes to the document. NASAA's Board of Directors considered and approved our recommended revisions on April 28, 2017, and the draft document is attached for your reference, as well as your consideration at the upcoming annual business meeting. A summary of the proposed bylaws changes follows:

- Our most significant recommendation is to add the option for the NASAA board of directors to include at-large members who are not affiliated with state arts agencies. We believe that adding diverse perspectives, new voices and complimentary industries to the board table will help create new opportunities on behalf of state arts agencies. We propose that at-large members be voting members of the board because we want all board members to participate and experience that their voices and contributions are deeply valued by NASAA.
- We also recommend that at-large representation on the board not exceed 25% of the available seats on the board. We will create new opportunities for NASAA, while allowing members to still maintain a majority of the seats on the board of our association.
- We recommend eliminating non-voting advisory seats on the board of directors. We believe that at-large voting members of the board will have a deeper stake in NASAA and demonstrate a high level of commitment to the NASAA board. We also believe that non-voting advisory board membership does not encourage a deep, on-going commitment to our efforts. Further, NASAA can always create opportunities for external advisors as needed, but those advisors needn't be part of our governance structure.
- Members will always be invited to suggest nominees for at-large board seats and will be asked to do so during nominating committee interviews each year. All suggestions will be forwarded to the Governance Committee for review and appropriate action. Governance will annually prepare a slate of at-large board nominations for board approval.
- Governance also recommends updating the titles of officers of the board and the executive director. Chair and Vice-Chairs will replace our board President and Vice-Presidents. The executive director's title will be replaced with President/CEO. In practice, NASAA has been using the title of CEO for several years, but our bylaws don't reflect it.

Members will consider bylaws revisions during the NASAA business meeting on Friday, October 13, 2017.

National Assembly of State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

DRAFT: Includes proposed revisions approved by NASAA's Board of Directors April 19, 2017

BYLAWS OF THE NATIONAL ASSEMBLY OF STATE ARTS AGENCIES, INC.

REVISED October 21, 2011

ARTICLE I Members

1. The sole Members of the corporation shall be the state arts agencies, as defined in the Articles of Incorporation, each such Member to be represented by the Chair and the Executive Director (or the chief executive officer) of each of the constituent agencies. A Member, by action of its governing board, may designate an Acting Chair and/or an Acting Executive Director (or chief executive officer) for purposes of voting for any particular meeting or other voting situation. Each member shall be entitled to one undivided vote.
2. The Members of the Assembly may from time to time establish, alter, and amend such membership fees as are required for the operation of the corporation. Failure to pay membership fees as established shall constitute cause for the Assembly to terminate a Member, upon majority vote of the Assembly.
3. An annual meeting of the Members (the Assembly) shall be held each year at a time and place to be set by the Executive Committee of the Board of Directors. Meetings may be in-person or by means of a telephone or video conference or by any means of communication by which all persons participating in the meeting are able to communicate with one another, and such participation shall constitute presence at the meeting.
4. Special meetings of the Assembly may be called by the Chair or by notice from a majority of the Members.
5. Written or printed notice of the annual meeting or any special meeting stating place, day and hour of the meeting shall be delivered not less than thirty days before the date of the meeting, either personally or by mail. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail, addressed to the Member at its address as it appears on the records of the corporation, with postage thereon prepaid. Notice may also be given by facsimile, electronic mail, or hand delivery, and will be deemed given when received.
6. Annually, the Assembly shall review the plan of the corporation and present such recommendations to the Board of Directors as it deems appropriate.

7. The Assembly may amend, revise or replace these Bylaws as provided in Article IX thereof.
8. One-half of the Members of the Assembly represented (per Article I, Section 3, above) shall constitute a quorum at a meeting of the Members.

ARTICLE II

Directors

1. There shall be between fifteen and twenty-five voting members of the Board of Directors, as determined by Resolution of the Board.
 - A. One class of voting members of the Board of Directors shall be drawn from the NASAA Membership and shall be elected by the Members at the annual meeting, or if not so elected, at a special meeting from among the authorized state appointed representatives of each Member, for a term of three years. The number of such Member Elected Voting Directors shall be fixed by Resolution of the Board of Directors from time-to-time in its discretion. The Member Elected Voting Directors may be elected for a second three year term, but may not serve more than two consecutive three-year terms with eligibility for additional Board service renewed after a hiatus of one year. Each such Director must be affiliated with a Member at all times during the term of office. The resolution of the governing board of a Member Elected Voting Director, or the directive of law or charter of such Director, shall be deemed conclusive as to affiliation or approval.
 - B. Another class of voting members of the Board of Directors shall be At-Large Voting Directors. The Board of Directors may by Resolution authorize a prescribed number of, or no, At-Large Voting Directors as it, in its discretion, deems beneficial to the Corporation. 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 At-Large voting members of the Board shall comprise no more than 25% of the voting membership of the Board.
 - C. The President/CEO shall be an ex officio, non-voting member of the Board.
2. A director may resign at any time by giving written notice to the Chair of the Corporation. Such resignation shall take effect at the time specified therein, or, if no time is specified, at the time of acceptance thereof as determined by the Chair of the Corporation.
3. Any director may be removed from such office, with or without cause, by a two-thirds vote of the directors at a special meeting of the Board called expressly for that purpose.
4. Vacancies for an unexpired term shall be filled by the majority vote of the Board of Directors.

5. The Board of Directors shall have and exercise the powers of directors of a business corporation for the immediate government and direction of the affairs of the corporation.
6. A quorum shall consist of one half of the voting membership of the board.
7. Regular meetings of the Board may be held at such time and place as shall, from time to time, be determined by consent of a majority of the Members thereof. Special meetings of the Board may be called by or at the request of the Chair or by any five (5) members of the Board. Any or all directors may participate in a meeting of the board of directors, or a committee of the board, by means of a telephone or video conference or by any means of communication by which all persons participating in the meeting are able to communicate with one another, and such participation shall constitute presence at the meeting.
8. The Board of Directors shall have the power to retain a President/CEO and such other officers, employees or agents, as may be necessary in their judgment for the conduct of the business of the corporation, and may delegate such tasks as are appropriate to the President/CEO.

ARTICLE III

Officers

1. The elected officers of this corporation shall consist of a Chair, a First and Second Vice Chair, Secretary and Treasurer—all of whom shall be elected by the directors at the annual meeting of the Board of Directors, excepting the Chair, who shall be elected by the Members at the annual meeting—the immediate past Chair of the corporation according to Section 3, and the President/CEO as an ex officio, non-voting officer. All elected officers are members of the Board with full voting privileges. The officers including the President/CEO in an ex officio, non-voting capacity, shall constitute the Executive Committee, which is delegated the powers of the Board in the interval between meetings of the Board. There may be assistant officers as the Board of Directors may from time to time appoint or authorize the Chair to appoint.
2.
 - A. The Chair shall preside at all meetings of the Members of the Assembly and the Board of Directors. Subject to any directions or instructions given by the Assembly, the Executive Committee or the Board of Directors, the Chair may appoint the members of any committee, authorized by the Assembly or the Board of Directors and designate the Chair of any such committee, with the exception of the Nominating Committee.
 - B. The First or Second Vice Chair, in that order, shall perform the duties of the Chair whenever the Chair or Vice Chair is unable, by reasons of illness, absence or other disability to perform them.
 - C. Secretary. The Secretary shall oversee a process for the keeping of such books, documents, and papers as the Board of Directors may determine. The Secretary is expected to attend and ensure the keeping of the minutes of all meetings of the Members, Board of Directors, and Executive Committee. The Secretary shall, in general, perform all the duties incident to the office of secretary, subject to

the control of the Board of Directors, and shall do and perform such other duties as may be assigned to by the Board of Directors.

D. Treasurer. The Treasurer shall oversee a process for the custody and handling of all funds, property, and securities of the corporation, subject to such regulations as may be imposed by the Board of Directors.

3. The terms of office shall be two (2) years for the Chair and one (1) year for other elected officers, or until their successors are duly elected and qualified. No person shall hold the same elected office more than two (2) consecutive years. The immediate past Chair shall serve one 1-year term.
4. Vacancies for an unexpired term for Second Vice Chair, Treasurer, and Secretary shall be filled by the Board of Directors.

ARTICLE IV

Committees

All standing committees shall be appointed by the Chair subject to the approval of the Board of Directors and expire at the end of the Chair's term. All ad hoc committees shall be appointed by the Chair, and expire no later than the end of the Chair's term in office. The Chair shall be ex officio a member of all committees except the Nominating Committee.

A nominating committee shall be appointed by the Executive Committee subject to the approval of the Board of Directors within approximately 120 days after each annual meeting. It shall be the duty of this committee to nominate candidates for the office of Chair and director positions to be filled at the next annual meeting. Before the election at the annual meeting, additional nominations from the floor shall be permitted.

ARTICLE V

Contracts

The Board of Directors, except as in these Bylaws otherwise provided, may authorize the President/CEO to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instance.

ARTICLE VI

Fiscal Year

The fiscal year of the corporation shall be as established by the Board of Directors.

ARTICLE VII

Indemnification

Unless otherwise prohibited by law, the Corporation shall indemnify any director or officer or any former director or officer, and may by resolution of the Board of Directors indemnify any employee, against any and all expenses and liabilities incurred by him or her in connection with any claim, action, suit, or proceeding to which he or she is made a party by reason of being a director, officer, or employee. However, there shall be no

indemnification in relation to matters as to which he or she shall be adjudged to be guilty of a criminal offense or liable to the Corporation for damages arising out of his/her own gross negligence in the performance of a duty to the Corporation.

Amounts paid in indemnification of expenses and liabilities may include, but shall not be limited to, counsel fees and other fees; costs and disbursements; and judgments, fines, and penalties against, and amounts paid in settlement by, such director, officer, or employee. The Corporation may advance expenses or where appropriate may itself undertake the defense of any director, officer or employee. However, such director, officer, or employee shall repay such expenses if it should be ultimately determined that he or she is not entitled to indemnification under this Article.

The Board of Directors also shall authorize the purchase of insurance on behalf of any director, officer, employee, or other agent and to apply such insurance to the extent applicable, to help protect against liability incurred by him or her which arises out of such person's status as a director, officer, employee, or agent, whether or not the Corporation would have the power to indemnify the person against that liability under law.

ARTICLE VIII

Exempt Activities

Notwithstanding any other provision of these Bylaws, no Member, director, officer, employee or representative of this corporation shall take any action or carry on any activity by or on the behalf of the corporation not permitted to be taken or carried on by an organization exempt under Section 509(a) of the Internal Revenue Code and its regulations as they now exist or as they may hereafter be amended.

ARTICLE IX

Revision of Bylaws

These Bylaws may be amended, revised or repealed by the vote of a majority of the Members at any meeting of the Assembly, so long as such action is not inconsistent with the provisions of the Articles of Incorporation, and, provided that members are notified of any such proposed action at least thirty (30) days prior to the meeting at which such action shall be considered. Between meetings, the Executive Committee may authorize a vote by ballot, the results of which will be ratified by the Assembly at its next meeting.

ARTICLE X

Parliamentary Authority

The rules contained in the current edition of *Robert's Rules of Order Newly Revised* shall govern the Assembly in all cases to which they are applicable and in which they are not inconsistent with these Bylaws and any special rules of order the Assembly may adopt.

National Assembly of State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

2017 Nominating Committee Report

John Bracey (ED-MI), Chair
Tatiana Gant (ED-MT), Matthew Harris (Division Administrator-IA),
Michael Lange (ED-WY), Kevin Miller (CH-WI), Karen Paty (ED-GA),
Julie Richard (ED-ME), Amber Sharples (ED-OK),
Sandy Shaughnessy (ED-FL), Shelley Weisberg (CH-VA)

It is with pleasure that the Nominating Committee presents its recommendations for FY2018 president and directors.

For President, serving one two-year term:

- Benjamin Brown, Chair, Alaska State Council on the Arts

For three-year terms on the Board of Directors:

- Cyndy Andrus, Chair, Montana Arts Council*
- Donna Collins, Executive Director, Ohio Arts Council
- Stephanie Conner, Former Chair, Tennessee Arts Commission*
- Ken May, Executive Director, South Carolina Arts Commission*
- Kristina Newman-Scott, Executive Director, Connecticut Office of the Arts
- Nola Ruth, Council Member, Missouri Arts Council*
- Julie Vigeland, Former Chair, Oregon Arts Commission
- Suzanne Wise, Executive Director, Nebraska Arts Council*

*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 Friday, October 13, 2017.

* * * * *

The Nominating Committee reports that during our 93 conversations, the membership expressed strong support for the NASAA board and staff, as well as for NASAA's CEO. There were many strong candidates for board service this year, and we wished we could have considered more names. There is an enthusiastic and diverse leadership pipeline for national board service, and NASAA looks forward to cultivating future leaders. Candidates who for various reasons were unable to serve this year will be forwarded to NASAA's president for consideration for committee assignments, and also to the 2018 Nominating Committee. As always, the committee considered the nomination of board members who are eligible for a second term along with new voices. We also considered balances of diversity, tenure, geography, gender and agency roles. Please see below for bios of all nominees.

On behalf of the membership, the committee acknowledges and thanks departing board members **Lewis Ricci (IN)** and **Randy Rosenbaum (RI)** for their outstanding service to NASAA and to the field. These board members will continue their terms in 2018:

Loie Fecteau, Executive Director

New Mexico Arts
Santa Fe, NM
(Board term 2014-2019)

Monica Guzman, Former Chair

Guam Council on the Arts & Humanities
Agency
Barrigada, Guam
(Board term 2016-2018)

**Matthew Harris, Division
Administrator**

Iowa Arts Council
Des Moines, IA
(Board term 2016-2018)

Garbo Hearne, Immediate Past Chair

Arkansas Arts Council
Little Rock, AR
(Board term 2014-2019)

Margaret Hunt, Director

Colorado Creative Industries
Denver, CO
(Board term 2013-2018)

Karen Paty, Executive Director

Georgia Council for the Arts
Atlanta, GA
(Board term 2016-2018)

Omari Rush, Council Member

Michigan Council for Arts & Cultural Affairs
Ann Arbor, MI
(Board term 2016-2018)

Amber Sharples, Executive Director

Oklahoma Arts Council
Oklahoma City, OK
(Board term 2017-2019)

**Sandy Shaughnessy, Executive
Director**

Florida Division of Cultural Affairs
Tallahassee, FL
(Board term 2014-2019)

John Strickland, Council Member

West Virginia Commission on the Arts
Charleston, WV
(Board term 2016-2018)

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

* * * * *

Nominee Bios

Cyndy Andrus is chair of the Montana Arts Council and the deputy mayor of Bozeman, Montana. She has more than 25 years of work experience in the tourism industry, with an emphasis on marketing, strategic planning and geotourism. She is the principal of Andrus Consulting, which focuses on tourism development, strategy, marketing and communication in rural and urban Montana communities. Andrus is a member of the Montana Heritage Commission and serves on the governor's Tourism Advisory Council (past chair), which oversees the distribution of the state lodging tax and advises the governor on tourism issues. She is a member of the Montana Ambassadors. Previously, Andrus served as director of the Bozeman Convention and Visitor Bureau. (NASAA Board term 2015-2017)

Benjamin Brown has served on the Alaska State Council on the Arts since 2004, when he was first appointed vice-chairman, and since 2007 as chairman. A lifelong Alaskan and acting company member at Perseverance Theatre in Juneau, he has performed across the Last Frontier. Brown is an attorney-at-law and has been a member of the Alaska Bar Association since 2002. Brown worked as an aide in the Alaska Legislature for many years before law school, and currently serves on the board of directors of Alaska Public Media, a statewide public broadcaster based in Anchorage and the Juneau Chamber of Commerce. He previously served on the boards of the Alaska Humanities Forum, the

Juneau Arts & Humanities Council, Capital Community Broadcasting (Juneau's public broadcaster), CoastAlaska (a consortium of Southeast Alaska public radio stations) and the Friends of the Alaska State Museum. Brown received his bachelor's degree from Georgetown University's School of Foreign Service and his juris doctor from Northeastern University School of Law. (Board term 2012-2017)

Donna S. Collins became Executive Director of the Ohio Arts Council (OAC) on July 1, 2014. Prior to leading the OAC, Collins served as the executive director of the Ohio Alliance for Arts Education (OAAE) since 1998 and as the executive director of the Ohio Citizens for the Arts and Foundation (OCA) since 2001. During her tenure, both the OAAE and OCA were recognized statewide and nationally for their success at increasing services to constituents, creating policy, and generating more funds for the arts. Collins brought to the OAC more than 20 years of experience in leading statewide non-profit organizations, demonstrating consistent success and solid results that impact policy, education, economic development, and arts and culture. A proven leader in the field of arts education and arts advocacy, she has worked with the Kennedy Center Alliance for Arts Education Network (KCAAEN) on the Network Leadership Committee and as a consultant to state Alliances across the nation. She also served as an Americans for the Arts State Captain and a State Arts Action Network chair and member, as well as chair of the Arts Education Council. In addition, Collins is a member of the steering committee of the Cultural Data Project/Ohio. Collins currently serves on NASAA's Development Committee and has also served on the Awards and Dues Task Forces. Collins has received the Alene Valkanas State Arts Advocacy Award from Americans for the Arts; Distinguished Fellow and Arts Administration Awards by the Ohio Art Education Association; VSA Ohio's Fran Bay Award; Executive Director recognition from the Kennedy Center Alliance for Arts Education Network in 2003, 2008, 2011, and 2014; and induction into the Ohio Educational Theatre Association's Hall of Fame. Collins was also honored by the Ohio PTA as a Life Member. Collins lives in Glenford, OH, with her husband Howard. Together they have three sons: Timothy (forever 31), Joshua (wife Deidre), and Ryan (a 2016 graduate from Capital University). Joshua and Deidre have two children, Cierra and Chance, the most wonderful grand girl and grand boy a Grammy could have!

Stephanie B. Conner was appointed to the Tennessee Arts Commission in 2012, was elected vice-chair for fiscal years 2014-2015 and was elected chair for FY2015-2016. She previously served on the Commission from FY2002-2007, which included service as Commission chair for FY2005-2006 and FY2006-2007. During FY2014, Conner was chair of the Strategic Planning Committee and was a part of the Allocations Committee. Prior to her work with the Commission, she served as executive director of the Tennessee Film, Entertainment and Music Commission. During her tenure, she helped strengthen the film and music industry in the areas of policy development and legislation. She also served as assistant to the governor for Policy and, prior to that position, as assistant to the governor for Boards and Commissions. Conner has been board president of Tennesseans for the Arts and served on the Executive Committee and board of directors of South Arts. Currently, she serves on the board of Tennesseans for the Arts and of Watkins College of Art, Design & Film. Conner has a special interest in arts education, fundraising and support, access for rural communities, and advocacy. She received her bachelor's degree in human and organizational development from Vanderbilt University. (NASAA Board term 2015-2017)

Ken May joined the South Carolina Arts Commission in 1985 as a regional arts coordinator and served as director of planning, research and grants and assistant deputy director before

being named deputy director in 1995. During his tenure at the Commission, May has played a key role in the creation of many of the agency's nationally recognized programs and partnerships in arts education, community design, public participation in the arts, rural arts development, and career development for artists. Since becoming executive director in 2010, he has gained a national reputation as a leader in the use of social media for arts advocacy, decisively overcoming serious threats to his agency during the 2010, 2011, 2012 and 2013 legislative sessions and securing \$1 million in new, recurring state appropriation for arts grants in 2013. May has served as a panelist and site visitor for the National Endowment for the Arts; a panelist, presenter, consultant and facilitator for national, state and local arts organizations; and a guest lecturer in arts administration programs at the College of Charleston and Winthrop University. He is a member of the board and current treasurer of South Arts. Before beginning his career in arts administration, May held positions with ARA Services Magazine and Book Division and McGraw-Hill. Prior to his long sojourn in the realm of day jobs, he worked as a professional musician. May received undergraduate and master's degrees in music history and musicology from Florida State University. (NASAA Board term 2015-2017)

Kristina Newman-Scott is the Director of Culture for the State of Connecticut where she oversees all aspects of the state's programs and services related to art, culture and historic preservation. Prior to this role, Newman-Scott served as the Director of Marketing, Events and Cultural Affairs for the City of Hartford, the Director of Programs at the Boston Center for the Arts and Director of Visual Arts at Hartford's Real Art Ways. Kristina's leadership in the community has earned her several awards and recognitions including being selected as a Hartford Business Journal Forty Under 40, a National Arts Strategies Creative Community Fellow, a Hive Global Leadership selectee and most recently, a 2015 Next City Vanguard. Ms. Newman-Scott serves on the Boards of the Connecticut Forum, the New England Foundation for the Arts as well the Americans for the Arts Private Sector Council & the Board of Ambassadors of the Hartford Foundation for Public Giving amongst others. She has been a speaker, guest lecturer and visiting curator at many organizations and institutions across the country; including, TEDx SMU, Dallas, TX; New York University, Columbia University & The School of Visual Arts, NY; Rhode Island School of Design, RI; University of Connecticut & Wesleyan University, CT; National Association of Media Arts and Culture; and the Lower Manhattan Cultural Council, NY. Ms. Newman-Scott was a visual artist, arts consultant and a television/radio personality in Jamaica, where she was born and raised. She became a citizen of this country in 2013.

Nola Ruth, former chair and current member of the Missouri Arts Council, retired eight years ago after 25 years in arts management. She served for 17 years as the director of the Missouri Association of Community Arts Agencies, a statewide service organization that provides training and consultant services to arts councils including planning, program development and fundraising. Ruth has been an instructor for arts management institutes in South Dakota and Kansas and has consulted for various organizations in Illinois, Kansas and Kentucky. She began her career in nonprofit arts management as manager of a community radio station with 14 staff and 125 volunteers. Her volunteer experience includes being founding president of the Arts Resources Council, now the Office of Cultural Affairs for the City of Columbia. She was also founding president of the Statewide Community Arts Association, now the State Arts Action Network with Americans for the Arts. In both instances, responsibilities included planning, fundraising and program implementation. Ruth is a board member of Mid-America Arts Alliance. She also chairs NASAA's Audit Committee and serves on the Development Committee. (Board term 2015-2017)

Julie Vigeland is the former chair of the Oregon Arts Commission, having served from 2010-2017. She is a former high school English teacher who has spent the last 40+ years as a civic volunteer in the Portland community. A passionate advocate for the arts, Julie brought extensive volunteer experience with arts nonprofits to the Arts Commission. She also provided leadership that helped diversify Arts Commission appointments and successfully advocated for the re-instatement of the Governor's Arts Awards. Julie's leadership in the Portland area for arts-related organizations includes the former Portland Civic Theater, Regional Arts & Culture Council, Oregon Symphony Foundation, Portland Youth Philharmonic, Friends of the Portland Center for Performing Arts and Oregon College of Art & Craft. Currently, Julie is the chair of Oregon's Building Public Will for Arts and Culture Team. She has also served in various capacities with NASAA, including service on the Nominating Committee and as co-chair of the Chair and Council Member Peer Group in 2016 and 2017. In 1995 Julie joined the board of Portland Center Stage, serving as chair for five years and chairing the Capital Campaign for the Gerding Theater at the Armory. She now serves as board member emeritus. Julie has served as one of three trustees of the Jackson Foundation for the past 26 years. She is past president of the Multnomah Athletic Foundation and Grantmakers of Oregon and SW Washington. Additionally Julie is a past chair of the Portland Parks Board and currently serves as chair of the Portland Parks Foundation. Julie has received many honors, including the Women of Distinction Award for the Arts, the Oregon College of Art and Craft Jo Groves Award, the White Rose Women of Achievement Award and the Model of Success Award. Julie is an American Leadership Forum Fellow. In November 2017, she receives the Outstanding Volunteer Fundraiser award from the Association of Fundraising Professionals of Oregon and SW Washington. Julie received her bachelor of arts in English from Portland State College (now University.)

Suzanne Wise, as executive director, is the Nebraska Arts Council's CEO, representing the agency at the state, regional and national levels in a variety of ways. She works with the Arts Council board to implement agency goals and objectives and responds to the needs of the state's arts community through financial support, services and advocacy. Wise works with the Nebraska Cultural Endowment in developing financial resources for the arts and humanities. Her career at the Arts Council began in 1988. She has served as the public art program administrator and managed special initiatives and all grant programs except arts education for the agency. She has served on numerous boards both in Nebraska and nationally, including Mid-America Arts Alliance and NASAA. Wise holds an M.A. in art history from the University of Kansas, with a specialization in 19th- and 20th-century American painting and photography, and a B.A. in art history from the University of Nebraska-Lincoln. Previously, she held curatorial positions at Sheldon Art Museum, Joslyn Art Museum and Northwestern University's Block Gallery, and has taught at Creighton University and in the University of Nebraska system. Wise was awarded an Outstanding Alumni Achievement Award in 1998 from University of Nebraska-Lincoln's Hixson-Lied College of Fine and Performing Arts Alumni Association board of directors. (Board term 2015-2017)