



**Business Meeting Materials**  
Kansas City Marriott Downtown  
Kansas City, Missouri

**Thursday, September 22**

1. [Business Meeting Agenda and Standing Rules](#)..... [02](#)
2. [2021 Business Session Minutes](#)..... [03](#)

**Saturday, September 24**

This morning's session will be offered virtually as well as in-person.

Zoom Link: <https://us06web.zoom.us/j/82175246742>

3. [2022 Planning and Budget Committee Report](#)..... [05](#)
4. [2022 Dues Task Force Report](#)..... [42](#)
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**Additional On-line Resources**

- [Action Plan Highlights](#)
- [Information Services Summary](#)
- [NASAA Assembly 2022 Agenda and Sessions](#)
- [NASAA Board of Directors](#)
- [NASAA Bylaws](#)



**Business Meeting Agenda**  
**National Assembly of State Arts Agencies**

Thursday, September 22 and Saturday, September 24, 2022

**Thursday, September 22**

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

**Saturday, September 24**

- VI. Chair's Report
- VII. Treasurer's Report
- VIII. Dues Task Force Report
- IX. Nominating Committee Report
- X. Other Business
- XI. Adjourn

**Standing Rules**

- 1. NASAA's annual business sessions take place Thursday, September 22 at 1:00 p.m. and Saturday, September 24, at 11:15 a.m.
- 2. Members participating shall be established by roll call and reported to the chair.
- 3. The Assembly membership consists of the state and jurisdictional arts agencies, represented by the chair and/or executive director of each constituent agency. The member representatives may designate an acting chair or acting executive director for purposes of voting. The NASAA chief advancement officer (Laura Smith) or secretary of the Assembly (Donna Collins, ED-OH) must be notified of any such designations prior to the beginning of the business session.
- 4. Each member agency of the Assembly is entitled to one vote.
- 5. Members wishing to speak or ask questions shall be recognized by the chair.
- 6. The chair may establish a time limit for discussion on any question, and may choose to limit discussion on any question to voting members.
- 7. The rules of *Robert's Rules of Order, Newly Revised In Brief*, 3<sup>rd</sup> 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.

Questions about the business sessions or standing rules should be directed to NASAA chief advancement officer [Laura Smith](#).



### **NASAA 2021 Business Session**

*Virtual Convening*

October 28, 2021

The session was called to order by NASAA Chair Suzanne Wise, executive director of the Nebraska Arts Council, at 4:00 p.m. Eastern on Thursday, October 28, 2021.

Wise noted that business meeting materials were distributed to all voting members on October 14, 2021. The following member agencies were present:

Alaska State Council on the Arts  
California Arts Council  
DC Commission on the Arts and  
Humanities  
Guam Council on the Arts & Humanities  
Agency  
Idaho Commission on the Arts  
Illinois Arts Council Agency  
Indiana Arts Commission  
Louisiana Division of the Arts  
Maryland State Arts Council  
Massachusetts Cultural Council  
Michigan Arts and Culture Council  
Minnesota State Arts Board  
Missouri Arts Council  
Nebraska Arts Council

New Hampshire State Council on the Arts  
New Jersey State Council on the Arts  
North Carolina Arts Council  
North Dakota Council on the Arts  
Ohio Arts Council  
Oregon Arts Commission  
Pennsylvania Council on the Arts  
Institute of Puerto Rican Culture  
Rhode Island State Council on the Arts  
Tennessee Arts Commission  
Texas Commission on the Arts  
Virginia Commission for the Arts  
West Virginia Department of Arts, Culture  
and History  
Wisconsin Arts Board  
Wyoming Arts Council

The following motions were presented and approved:

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

**To approve the 2020 business session minutes** (passed by unanimous voice vote)

**To approve the proposed FY2022 action plan and budget** (passed by unanimous voice vote)

**To extend the current dues plan for one more year, keeping member dues rates for 2023 level with 2022 rates** (passed by unanimous voice vote)

**To approve the Nominating Committee recommendation for one two-year term as NASAA chair** (passed by unanimous voice vote):

- Omari Rush, Former Chair, Michigan Arts and Culture Council

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

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

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

Wise thanked board members whose terms were ending. She also thanked all members who served on NASAA's 2021 Planning & Budget, Governance, and Nominating committees.

The business session adjourned on Thursday, October 28, 2020, at 5:00 p.m. Eastern.



## PLANNING & BUDGET COMMITTEE REPORT

Amber Sharples (ED-OK, NASAA Treasurer & Committee Chair), Donna Collins (ED-OH), Christian Gaines (ED-WESTAF), Sue Gens (ED-MN), Karen Hanan (ED-WA), Stephen Hill (CH-NC), Elliot Knight (ED-AL), Liz Shapiro (ED-CT), Sandy Shaughnessy (ED-FL), Lorén Spears (CM-RI), John Strickland (Former CH-WV)

This year the Planning & Budget Committee led the process to revise NASAA's strategic plan, an evergreen document which sets our association's long term direction. We also prepared a detailed action plan and budget for FY2023, to align with the new strategic plan and identify priorities for the immediate future. Our approach was informed by:

- [In-depth interviews](#) with 83 state arts agency executive directors and council chairs;
- Analysis of [formal requests for assistance](#) from state arts agencies, colleague organizations and advocacy groups;
- Reflection on issues and trends surfaced through peer group discussions throughout the year; and
- Multiple discussions with the [NASAA board](#) (representing 22 state arts agencies and allied arts leadership groups) and other [standing committees](#) that guide NASAA's work.

Per our bylaws, a vote of the membership is required to ratify a plan. To this end, the committee is recommending member approval of the strategic plan, action plan and budget for FY2023.

### **MOTION #1: To approve the new strategic plan.**

Members expressed strong satisfaction with NASAA's existing plan, so the proposed plan retains much of the original plan's essence: its simplicity, its focus on state arts agencies, and its evergreen approach. However, significant revisions are being recommended to refresh the plan, attune it to a changing environment, and elevate NASAA's commitments to equity and working across political divides. Key revisions to the plan (attached behind this memo) include:

- Diversity, equity and inclusion (DEI) work has been elevated as both a bedrock value and an explicit action commitment. The new plan formalizes NASAA's commitment to interlacing DEI across all NASAA services and operations. It also fortifies our framing of DEI to recognize a broad spectrum of state circumstances and approaches.
- The plan's framing, goals and objectives have been revised to incorporate the important ideas of resiliency and pan-partisanship.
- Language throughout the plan was retooled to apply lessons learned from the [messaging research](#) that NASAA conducted, which provides guidelines for communicating about the value of the arts across the political continuum.
- We refreshed the partnerships section to reflect the many changes occurring in the arts advocacy landscape.

Numerous members at the board and committee level worked with staff to formulate the changes. Members and partners were invited to comment on a draft of the plan in June and July of 2022, before the document was unanimously recommended by the committee and endorsed by the board.

### **MOTION #2: To approve the FY2023 action plan.**

While NASAA's strategic plan articulates our long-term purpose and guiding values, action plans are used to itemize near-term tactics. On a practical level, they show how NASAA will direct our time and attention, ensuring that our daily work aligns with our larger goals while addressing emerging needs. The proposed action plan for FY2023 (attached behind the strategic plan) identifies priority activities across all four of NASAA's goal areas. It also recommends specific services to respond to pressing current issues:

- **Advocacy:** Bracing state arts agencies for possible budget cutbacks or political attacks in the future.
- **Equity:** Helping state arts agencies to advance equitable grantmaking and position DEI work for success in various environments.
- **Resiliency:** Supporting state arts agency wellbeing and ongoing recovery from the pandemic.

The action plan carries the endorsement of both the committee and the board.

### **MOTION #3: To approve the FY2023 budget.**

Although NASAA's bylaws do not require member review of budgets, we traditionally invite member approval anyway, in the spirit of full transparency. The FY2023 figures (presented after the action plan) show our basic operating budget.

- Like all state arts agencies, NASAA is grateful for Partnership Agreement support from the National Endowment for the Arts (NEA).

- We will draw down the final installment of our American Rescue Plan funds in FY2023.
- We expect most or all state arts agencies to be able to pay membership dues. NASAA continues to offer flexible payment mechanisms to accommodate member needs.
- NASAA anticipates significant rent savings as a result of downsizing our physical office space.
- 2023 is not an Assembly year, so we'll have reduced meeting expenses, and will take the opportunity to reimagine the structure and format of our leadership convenings in alternate years.
- Last year, the board authorized limited use of operating reserves for strategic projects. In FY2023, we anticipate spending \$50,000 in operating reserves to cover the second year of expenses for NASAA's comprehensive organizational equity audit.
- NASAA is actively in dialogue with philanthropic supporters to create additional funding opportunities for FY2023.

The Planning & Budget Committee extends our sincere thanks to the entire membership for your insightful planning input and active engagement in our association throughout the year. NASAA stands ready to support your efforts to serve communities through the arts. We look forward to a fruitful 2023 together.

# NASAA STRATEGIC PLAN

SEPTEMBER 2022



**NASAA**  
NATIONAL ASSEMBLY of  
STATE ARTS AGENCIES





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# NASAA STRATEGIC PLAN

Our nation is contending with generation-defining events. The COVID-19 pandemic, racial injustices, natural disasters and human conflicts have reshaped our reality. Even as our country aches from acute political, geographic and economic divides, we are reaching for hope and healing. America is a work in progress, and this is a time of reckoning and—most importantly—of renewal.

In such times, the arts restore our connections to each other, spark our revival and galvanize our resolve. They strengthen our communities, our economy and our well-being. The arts also can be a vehicle for civic discourse about hard issues, helping us understand the past, grapple with the present and envision a new future.

# FORWARD

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## CREATIVITY AND RESILIENCY

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State arts agencies facilitate these benefits, but they face formidable challenges. They must respond to crises with resilience and creativity. They must assert their value and demonstrate a robust return on investment. They must help the creative sector adapt to new norms of cultural production and participation. State arts agencies not only support the arts, they also shape public policy. State arts agencies can be government's better angels, finding new ways to assist communities and fulfill America's promise of government that serves *all* people.

Because each state and jurisdiction is different, every state arts agency will find unique solutions to these problems. NASAA takes pride in helping all state arts agencies to flourish, honoring their distinctiveness and their commonalities. This strategic plan reflects our renewed commitment to NASAA's core mission: *to strengthen state arts agencies*. With this framework as a guide for action, NASAA will equip state arts agencies to meet the challenges of today—and fortify them to thrive in the future.

NASAA takes pride in helping all state arts agencies to flourish, honoring their distinctiveness and their commonalities.





# WHY



## THRIVING FOR ALL

Arts and creativity help people and places to thrive, strengthening the economic, educational and civic fabric of American communities. State arts agencies ensure that all towns and rural regions—not just the largest cities or wealthiest areas—have access to these opportunities.

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## WHY OUR WORK MATTERS

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Arts and creativity make us stronger—as individuals, families, communities, states and as a country.

# RETURN ON INVESTMENT

## THE WORK OF STATE ARTS AGENCIES, SUPPORTED BY NASAA, EMPOWERS:

### STRONG ECONOMIES

Arts and creativity are economic engines, putting people to work in many industries. They stimulate commerce and offer opportunities for young people, rural areas and creative entrepreneurs to prosper.

### THRIVING COMMUNITIES

The arts promote connection by providing shared experiences, celebrating local culture and encouraging civic discourse. They tell our stories, helping us preserve and pass on cherished traditions and empathize with others. The arts also enliven our communities, creating desirable places for people to live, work, play and raise their families.

### GOOD HEALTH

The arts reduce isolation and contribute to physical and psychological well-being. They facilitate healthy aging and provide effective therapies for injured military personnel, trauma survivors and people struggling with depression, anxiety or addiction.

### ESSENTIAL EDUCATION

The arts boost achievement in academic fundamentals, setting young people up for success. Education that includes the arts teaches lateral thinking as well as the value of practice and persistence—essential skills for school, work and life.

### INSPIRING INNOVATION

A creative workforce gives businesses a competitive edge by helping them engage customers, originate new ideas and find fresh solutions to problems. The arts exercise our creative muscles throughout our life span, igniting our imaginations when we're young and facilitating meaningful learning and community engagement as we grow older.

### RESILIENT SPIRITS

Intrinsic to the arts is the power to uplift us and help us perceive things in new ways. In the face of hardship and adversity, the arts are a force for recovery, understanding and healing. Through the arts, we express who we are as a nation today, and who we aspire to become tomorrow.





# MISSION

## STRENGTHEN STATE ARTS AGENCIES

### NASAA EMPOWERS THE WORK OF STATE ARTS AGENCIES THROUGH:

#### KNOWLEDGE

NASAA provides authoritative data to support evidence based case making and decision making. Our research and professional development services inform and inspire state arts agencies, sparking new ways of working, serving the public and developing the resilience of our field.

#### REPRESENTATION

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

#### 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

## NASAA'S WORK IS GUIDED BY THESE ENDURING VALUES:

### ACCESS FOR ALL

We believe the public sector bears a special responsibility to help all communities thrive through the arts. To this end, NASAA strives to reduce barriers and dismantle bias based on race, ethnicity, national origin, gender, gender identity, sexual orientation, age, ability, religion, geography, political affiliation or economic status.

### 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

NASAA earns trust by sharing factually accurate information and aligning our deeds with our words.

### NONPARTISANSHIP

NASAA builds consensus around the arts and cultivates advocacy champions across the political spectrum.

### EXCELLENCE

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

### TRANSPARENCY

NASAA is a member-driven organization that communicates clearly, openly shares information with our stakeholders and welcomes feedback.

### COLLABORATION

NASAA initiates partnerships—across multiple sectors as well as within the arts field—to broaden our impact and expand support for the work of state arts agencies.

## DIVERSITY, EQUITY AND INCLUSION

Diversity, equity and inclusion (DEI) are bedrock values as well as action commitments for NASAA. In alignment with NASAA's [DEI policy](#), our framework encompasses:

### DIVERSITY

Recognizing all dimensions of human identity and difference.

### EQUITY

Providing the means for all people to realize fair and just treatment, benefits and opportunities.

### INCLUSION

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

NASAA's action plans enumerate activities we pursue to advance DEI each year. Annual progress reports document what we've accomplished, keeping us accountable and transparent. See page 9 for more information on DEI in NASAA action plans.





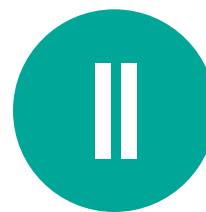
## ADVOCATE

### 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. We build consensus about the arts across the political spectrum and position the arts for sustained support despite swings of the political pendulum.

#### 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 addressing immediate crises without losing sight of their long-term goals. NASAA's research and professional development services inform state arts agency practice and spur the continual development of our field.

#### OBJECTIVES

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





## CONNECT

### CONNECT STATE ARTS AGENCIES

Our Assembly is an inclusive, welcoming community where members learn from each other and find common purpose. Connecting through NASAA also bolsters policy: the state arts agency community 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 grow the financial and operational capacity to meet our members' escalating demands for services. Fulfilling these objectives helps us attain all of NASAA's 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 GOALS



## DIVERSITY, EQUITY AND INCLUSION

Advancing DEI requires more than good intentions. It necessitates concrete actions and continual learning. NASAA addresses this by:

- offering services that help state arts agencies pursue DEI in their policies, programs and funding practices, and
- adopting policies and practices that strengthen DEI within NASAA.

**Part of how NASAA embodies our DEI values is by recognizing and respecting differences that exist among state arts agencies.**

Although the commitment to helping all communities thrive is universally shared, each state and jurisdiction needs the freedom to tailor its tactics to its own geography, demographics, authorizing environment and operating realities—no universal formula will succeed everywhere. NASAA therefore offers a range of methods for advancing DEI. Listening and learning are important elements of our DEI leadership approach, which blends long-term strategy with situational improvisation to propel our field forward.

NASAA enumerates our DEI action commitments in action plans, seeking member input to guide services and activities. **Specific DEI actions are interlaced within every goal in our action plan.** For transparency and accountability, NASAA regularly reports on our DEI activities and accomplishments to our board and membership. See:

- [DEI Activities Report](#)
- [Current Action Plan](#)
- [DEI Resources Hub](#)
- [NASAA Policy Statement on Diversity, Equity and Inclusion](#)

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

# 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 can help us attain our objectives in any given year.** Some relationships, however, have perennial importance. These partners include:

## NATIONAL ENDOWMENT FOR THE ARTS

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

## ADVOCACY COALITIONS

NASAA intersects with national and regional advocacy coalitions, state arts advocacy organizations and other networks advocating for the arts, the humanities and the creative sector. NASAA's role in advocacy collaborations is guided by the needs and priorities of our member state arts agencies.

## POLICY NETWORKS

NASAA connects with national organizations that shape the knowledge and actions of state policymakers. Through these groups, NASAA helps governors, legislators and other public officials understand the value of the arts and state arts agencies.

## CROSS-SECTOR NETWORKS

Working with organizations in fields such as economic development, community development, education and health helps us broaden support for the arts and bring important insights back to the state arts agency field.

## 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 SERVICE NETWORKS

NASAA routinely collaborates and consults with leadership networks and organizations that focus on arts development and grant making.

State arts agencies also are strengthened by numerous state and local allies. NASAA serves as a resource to philanthropic partners, local arts organizations, government agencies, civic groups and others 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, without an expiration date. Action plans are time-bound. They 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.

Action plans ensure the dynamic currency of NASAA's work, helping us address new realities, opportunities or constraints. We invite feedback and input from every state and jurisdiction through an annual interview process, and a membership vote is taken to approve the action plan. The strategic plan is regularly assessed for relevance, too. The standard review interval is three years, but the board can initiate a planning cycle sooner or later as circumstances warrant. This plan, originated for 2018, reflects revisions made to attune the plan to new realities in 2023 and beyond.

## WHY AN EVERGREEN STRATEGIC PLAN?

NASAA conducts a miniature strategic 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 can devote more time and resources to serving members.

# MULTI STATE ARTS



# EVALUATING OUR IMPACT

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

## DIALOGUE

We talk with—and listen to—members every day. Our annual nominating interviews ask every executive director and council chair to rate their satisfaction with NASAA, weigh in on our services, identify unmet needs and offer suggestions for the future. Combined with parallel discussions among our standing committees and NASAA's board, these feedback channels form a human chain of qualitative data that keeps NASAA's planning evergreen.

## PROGRESS REPORTING

Action Plan Highlights and reports of DEI activities itemize progress made toward our activity targets. These reports show what we've done to advance each goal and objective in our plan.

## FIELD MONITORING

NASAA monitors a variety of indicators of state arts agency strength and capacity. These indicators help NASAA to track the stability and growth of our field.

## PERFORMANCE METRICS

NASAA monitors a robust suite of operational performance metrics. The targets are informed by best practices among professional associations and monitored by the Planning & Budget Committee.

## DATA MINING

We analyze information requests, member engagement and an array of communications measures. 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 conducts evaluations of individual programs, using the results to guide future activities.





# ENGAGE

## OUR PLANNING PROCESS

This plan—initially adopted in 2018 and substantially revised for 2023—was formulated through an inclusive process designed to shape 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 in 2017, we engaged the full membership in a dialogue about the future of our field. In 2017 and again in 2022, our board focused on changes affecting the success of state arts agencies. We also examined future forecasts for state government, the arts and professional associations.

## SELF-ASSESSMENT

Staff and board appraised strengths and weaknesses—and considered what needed 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. To develop the original plan for 2018 we conducted 84 member interviews, received 143 responses to our membership opinion poll, and engaged 29 board and committee members in developing plan drafts. Our 2022 revision included 83 interviews with executive and council leaders. It also reflects contributions from 30 additional board and committee members, plus invitations for all state arts agency and regional arts organizations to comment on the draft. Interviews with the executive directors and board chairs of each state and jurisdiction continue as an annual process.

## CROSS-SECTOR PERSPECTIVES

We cast a wide net, reaching far beyond our membership to engage 83 outside advisors in our process when the plan was originated for 2018. 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 5,455 historical information requests and conducted a statistical benchmarking study comparing NASAA to 41 other associations serving state government or the arts. To inform 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 future support. Budget forecasting and analysis of current information requests, contributions and foundation prospects continue as part of our action planning cycle.

## THIRD-PARTY OBJECTIVITY

To ensure an unbiased assessment (and to expedite the work for 2018), 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 in both 2018 and 2022.

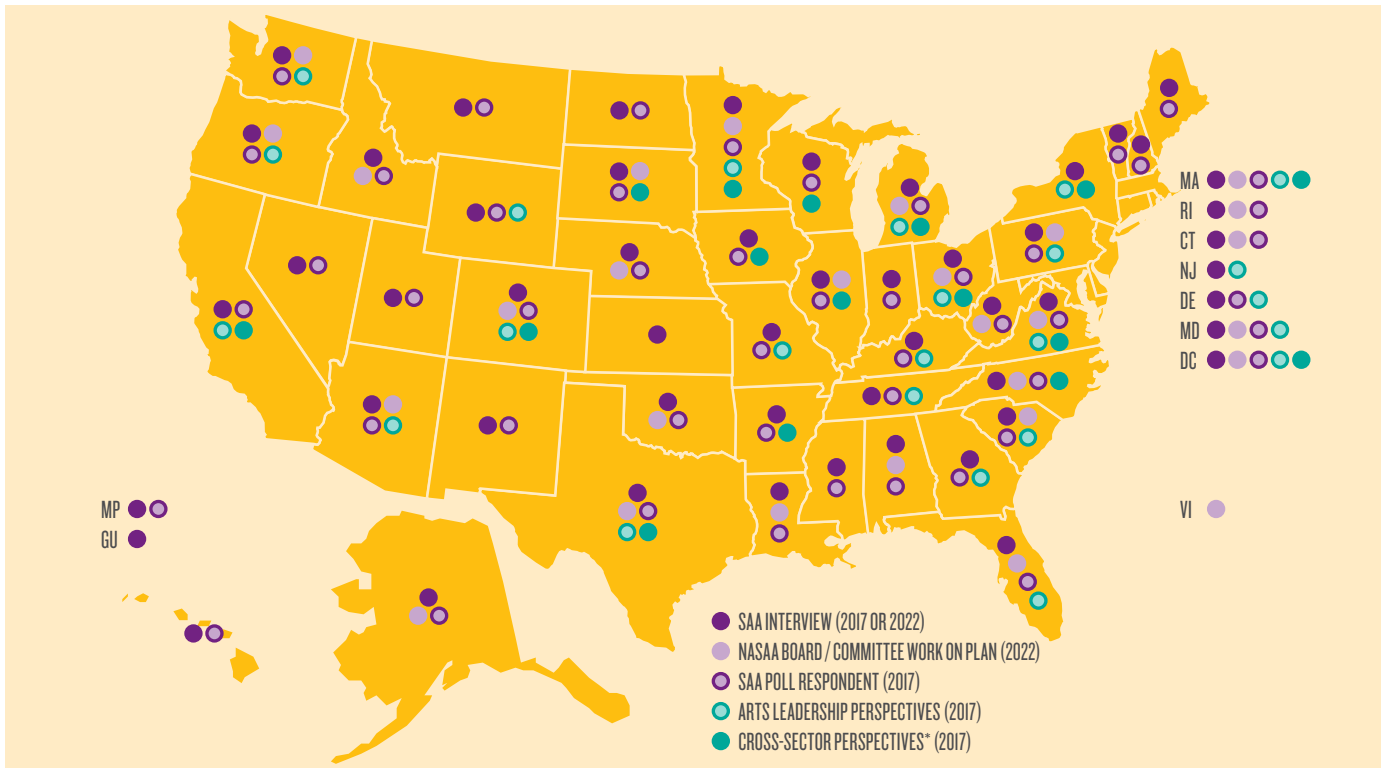
## TRANSPARENCY

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

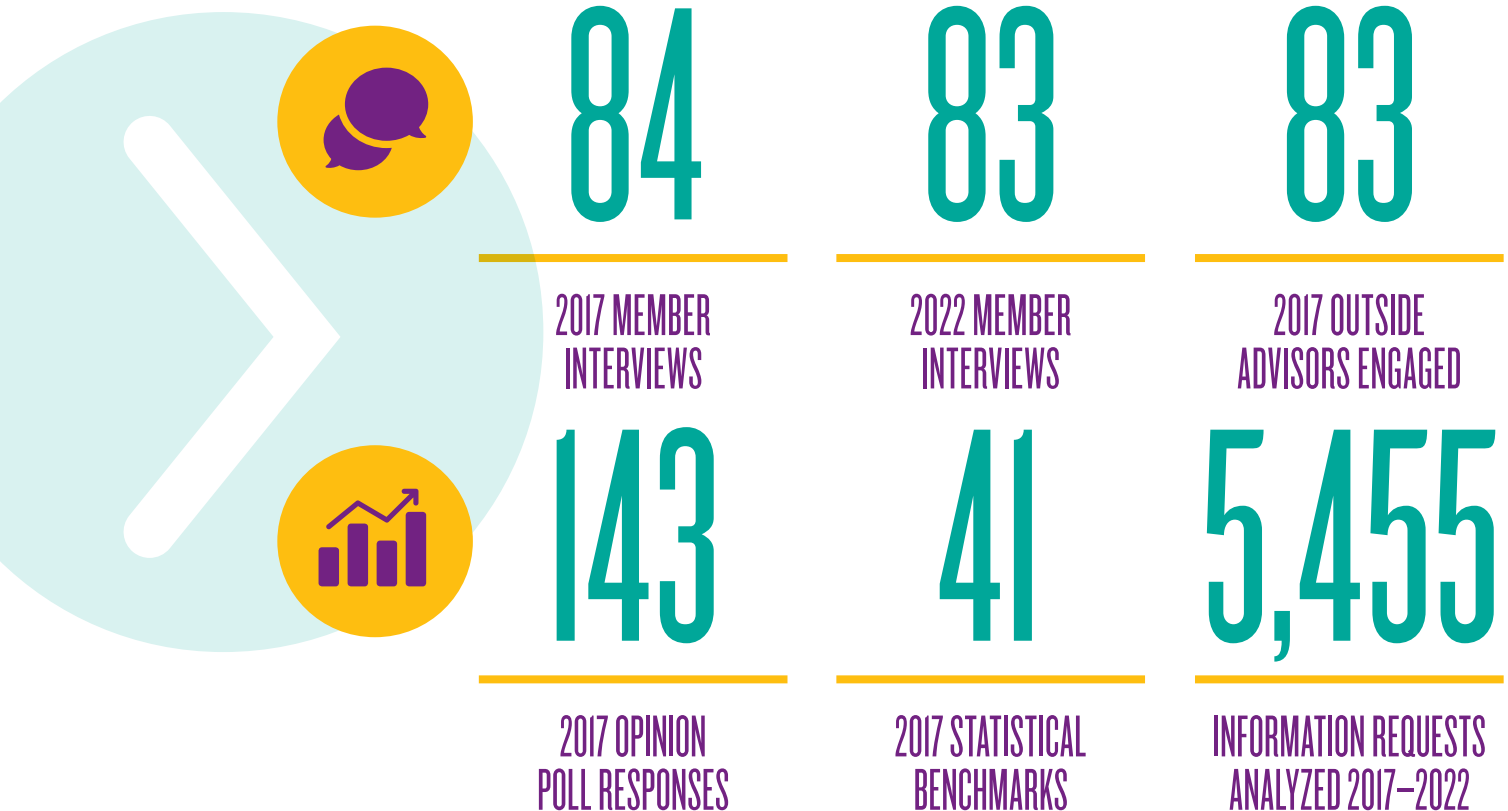
The adoption of this strategic plan represents the beginning—not the end—of a process. Together, state arts agencies, NASAA and our partners will work to sustain the arts as an asset for individuals, families, communities and state governments across America. We invite you to join us.



# PLANNING ENGAGEMENT



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



# 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)

Amber Sharples  
(OK, 2022 NASAA Treasurer)

Donna Collins (OH)

Christian Gaines (Western  
States Arts Federation)

Sue Gens (MN)

Karen Hanan (WA)

Stephen Hill (NC)

Elliot Knight (AL)

Liz Shapiro (CT)

Sandy Shaughnessy (FL)

Lorén Spears (RI)

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  
and Humanities

Delaware Division of the Arts

Florida Division of Arts  
and Culture

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 Arts and  
Culture Council

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!

## Regional Arts Organizations

Arts Midwest  
Mid-America Arts Alliance  
Mid Atlantic Arts  
New England Foundation for the Arts  
Western States Arts Federation  
South Arts

## Cross-Sector Perspectives (2017)

Jeremy Anderson, Education Commission on the States  
Elizabeth Armstrong, National Association of Government Communicators  
Mike Bartlett, National Governors Association  
Jen Bokoff, Foundation Center / GrantCraft  
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, PolicyLink  
Esther Mackintosh, Federation of State Humanities Councils

Ann Markusen, Humphrey School of Public Affairs  
Robert McNulty, Partners for Livable Communities  
Beth Simone Noveck, GovLab Center for Government Innovation  
Julie Palkowski, Wisconsin Department of Public Instruction  
Arturo Pérez, National Conference of State Legislatures  
Bob Reeder, Rural LISC (Local Initiatives Support Corporation)  
Ron Regan, Association of State Fish and Wildlife Agencies  
Molly Theobald, Appalachian Regional Commission  
Margy Waller, Topos Partnership  
San San Wong, Barr Foundation

## Cultural Leadership & Advocacy Perspectives (2017)

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  
Lori Pourier, Oglala Lakota, First Peoples Fund  
Molly Pratt, Tennesseans for the Arts  
Bruce Richardson, University of Wyoming  
Barbara Robinson, Former NASAA President  
Jesse Rosen, League of American Orchestras  
Mary Margaret Schoenfeld  
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

## National Arts Service Organizations (2017)

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 (2017)

Lisa Mount  
Kathie deNobriga  
MK Wegmann

## Design

KINETIK, Inc., Washington, DC

## Photography

**Cover** | RedCan Invitational Graffiti Jam, Cheyenne River Sioux Reservation, photo courtesy of Cheyenne River Youth Project  
**Page 2** | "Two Big Black Hearts" by Jim Dine, deCordova Sculpture Park and Museum, photo by Troy B. Thompson  
**Page 3** | Musician Desmond Mason, photo courtesy of the Oklahoma Gazette  
**Page 4** | Jamestown science students, photo courtesy of the North Dakota Council on the Arts and Jamestown Elementary  
**Page 6** | Ercilia Brazil at Española Valley Fiber Arts Center, photo by Diane Bowman  
**Page 7** | Native American Drum and Dance Ensemble (Sioux Nation), photo by Chad Coppess courtesy of the South Dakota Department of Tourism  
**Page 8** | Woodcarving photo by Austin Ramsey, Shreveport, Louisiana  
**Page 9** | MusicianShip program in Washington, DC, photo by Michael Harrison Photography  
**Page 11** | 2019 People and Places convening, photo by Lise Metzger courtesy of the National Alliance of Community Economic Development Associations  
**Page 12** | Minnesota Citizens for the Arts, photo courtesy of Sheila Smith  
**Page 13** | Montana Artrepreneur Liz Chappie Zoller, Pearl Snap Studio  
**Page 15** | "Far East of the Blues" performed by Dancing Wheels, choreographed by Donald McKayle, photo by Russell Brown  
**Page 17** | "King Salmon" sculpture and photo by Ray Troll, photo courtesy of the Alaska State Council on the Arts





# NASAA

NATIONAL ASSEMBLY of  
STATE ARTS AGENCIES

Knowledge ▲ Representation ▲ Community

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[NASAA-ARTS.ORG](http://NASAA-ARTS.ORG)

# FY2023 PRIORITIES AND ACTION PLAN



NASAA's **strategic plan** charts NASAA's long-term course. It asserts why state and jurisdictional arts agencies (SAAs) matter to America, the goals we'll pursue and the enduring values that govern our decisions. **Action plans** articulate the specific steps NASAA will take to fulfill our mission—to *strengthen state arts agencies*—and respond to the continually evolving needs of our membership. Action plans are a mixture of:

- **Key issues:** Certain action items respond to emerging issues and immediate state needs. These products and services are specifically attuned to current events and fluctuate from year to year.
- **Core services:** In addition to short-term or situational activities, strengthening state arts agencies also requires continuity of effort. To this end, NASAA maintains a portfolio of core services upon which our member agencies can rely over time.

Additionally, **certain activities—a blend of key issues and core services—are designated as priorities.** Even if resources and circumstances shift unexpectedly during the course of the upcoming year, NASAA will ensure that this shorter list of activities receives priority attention.

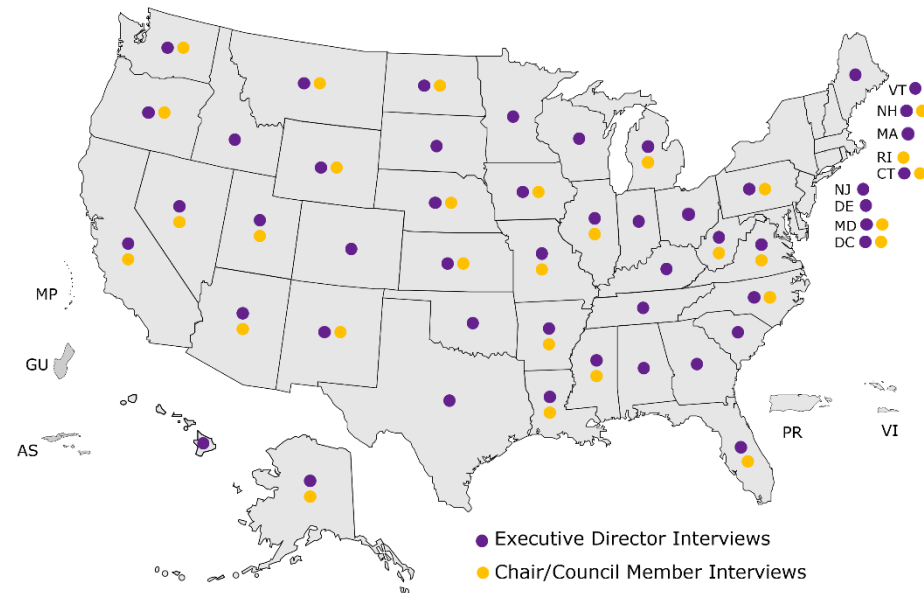
Action plans are organized around the goals and objectives of NASAA's [strategic plan](#). This architecture ensures that NASAA's day-to-day activities align with our strategic directions and that we don't get drawn off course.

## GENESIS OF THE FISCAL YEAR 2023 ACTION PLAN

This document originates from a member-driven process that included:

- mining [questions that members and advocates are asking](#),
- conducting [field interviews](#) to secure feedback and planning input from 83 state and jurisdictional arts agency executive directors and council chairs (who represent many diverse sectors and occupations),
- listening to needs expressed in peer group dialogues convened from October 2021 through July 2022, and
- convening planning conversations with the [NASAA board of directors](#) (representing a mixture of 22 state, regional and at-large perspectives) and the [Planning & Budget Committee](#).

### Member Planning Input, Summer 2022



Using this field input as a guide, the NASAA staff and our Planning & Budget Committee then developed the action plan for review by the Assembly's voting membership.

## KEY ISSUES FOR FY2023



### Advocacy

Budget cutbacks and political threats may intensify in some states as federal pandemic relief ends and political polarization ratchets up. NASAA will help state arts agencies to prepare for these exigencies. Our advocacy at the federal level and propagation of advocacy best practices at the state level will demonstrate our bipartisan values. We'll equip state arts agencies and cultural advocates alike to make a convincing, evidence based case for the arts as a worthwhile and necessary use of public funds.



### Equity

Our recently revised [strategic plan](#) reinforces NASAA's commitment to diversity, equity and inclusion (DEI) across all of our four goals. Recognizing that there is no single way to advance equity, NASAA will provide models and guidance to help state arts agencies advance DEI in a variety of political settings. NASAA will prioritize grant-making equity in 2023, elevating strategies that states can use to make public arts funding more responsive and accessible. NASAA also will conduct the first phase of our own equity audit.



### Resiliency

Even as they strive to help constituents adapt to postpandemic realities and ongoing upheaval, state arts agencies are facing their own challenges with fatigue, burnout and workforce reductions. NASAA will encourage our members to foster personal and professional resilience in multiple ways. We'll circulate relevant information, expand supportive affinity group offerings, and apply a resilience lens to the design of new leadership development programs.

## ACTION PLAN KEY



Activity associated with FY2023 key issues. Activities without a topical tag are core/ongoing services.



New or expanded activity for FY2023



Priority for FY2023 (key issue and/or core service)

## GOAL I. ADVOCATE FOR STATE ARTS AGENCIES.

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





	1	Advocate for the House and Senate appropriations committees, and Congress as a whole, to grow National Endowment for the Arts (NEA) funding.
★	2	Maintain the federal policy language reserving 40% of NEA grant funds for state and regional Partnership Agreements.
★	3	Sustain effective working partnerships with NEA leadership.
	4	Represent the interests of SAAs to the NEA on programmatic and policy issues, particularly around reporting requirements, equity work and preserving the flexibility of Partnership Agreement funds for SAAs.
	5	Issue timely advocacy alerts and mobilize members around calls to action.
	6	Help advocates illustrate the reach of federal arts funding and the federal-state partnership by equipping them with maps of NEA and SAA grants by congressional district.
	7	Participate in inclusive federal coalition advocacy efforts with diverse networks advancing federal cultural policy.
📢	8	Facilitate purposeful contacts that deepen advocacy relationships with key appropriators. Collaborate with SAAs to identify persuasive advocates from selected districts and coordinate meetings with members of Congress and Capitol Hill staff. Equip advocates to educate lawmakers about current arts priorities, using NASAA's advocacy messaging research.

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



🔄	1	Share information about how state governments and SAAs are deploying federal Coronavirus State and Local Fiscal Recovery Funds to spur economic recovery and community healing through the arts.
	2	Update the <a href="#">Creative Placemaking Public Resources Guide</a> to reflect the latest information on federal resources that can be harnessed to support the arts in community development.
	3	Monitor efforts to advance federal creative economy legislation in 2023, looking for windows of opportunity for new policies to progress with Congress.
	4	Consult with the NEA on emerging interagency partnerships. Keep SAAs apprised of opportunities to learn from or amplify those efforts.





### C. Strengthen state level advocacy practices.

	1	Provide confidential, customized guidance to individual SAAs to manage legislative crises and to develop advocacy strategies to secure state funds for the arts.
	2	Advise SAAs on how to prepare for new arts controversies that may erupt in a highly polarized political environment.
	3	Monitor state legislation relevant to the arts and equity issues. Alert members to policy trends affecting SAAs.
	4	Demonstrate how advocates can deploy research based advocacy messaging strategies. This will include a major revision of <a href="#">Why Should Government Support the Arts</a> to strengthen its appeal across the political spectrum.
	5	Supply talking points and customized return-on-investment fact sheets to support state level advocacy.
	6	Propagate advocacy best practices through NASAA's Practical Advocate series and through advocacy briefings conducted at the request of citizen advocacy groups and SAA councils.
	7	Communicate regularly with state arts advocacy organizations to share research and data relevant to state level advocacy.
	8	Participate in national and regional networks of state level cultural advocates. Represent the interests of SAAs and the importance of bipartisan advocacy approaches in those forums.
	9	Encourage consultation between SAAs and state advocacy groups.




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

	1	Increase communications with influential policy networks such as the <a href="#">National Governors Association</a> , the <a href="#">National Conference of State Legislatures</a> , and policy leaders in the economic development, community development and health sectors. Craft communications to elevate research evidence about the community, economic and health benefits of the arts.
	2	Promote NASAA's collaboration with the <a href="#">National League of Cities</a> to accentuate the arts as a vehicle for public health and community well-being.
	3	Deepen relationships with organizations such as the <a href="#">National Council on Aging</a> , <a href="#">ADvancing States</a> (the association of state departments on aging), the <a href="#">National Association of Area Agencies on Aging (USAgings)</a> , private funding prospects and other aging allies to raise awareness about creative aging and connect SAAs to potential partners. <b>[Contingent upon securing renewed funding.]</b>
	4	Through the <a href="#">Education Commission of the States</a> and the <a href="#">Arts Education Partnership</a> (AEP), encourage the adoption of state policies and practices that strengthen arts learning.


	5	Participate in the <a href="#">National Coalition for Arts' Preparedness and Emergency Response</a> steering committee and circulate related resources on the topics of COVID-19 and readiness for other crises.
	6	Represent SAAs with <a href="#">Grantmakers in the Arts</a> and its <a href="#">Cultural Policy Action Lab</a> .
	7	Promote strategies SAAs are using to develop cross-sector resources and relationships to empower their state level work. Showcase partnerships that SAAs are pursuing within and outside of state government.


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

### A. Supply authoritative facts about state arts agencies.









	1	Produce timely and comprehensive information about SAA budget trends, revenue sources and dedicated/supplemental revenue streams.
	2	Furnish information on the structure of SAAs and the effects of shifts on SAA placement within state government.
	3	Disseminate new 2022 data on SAA compensation, staffing and agency demographics. Provide benchmarking services and trend overviews to help SAAs make the case for more human resources.
	4	Provide data on SAA and regional arts organization (RAO) grant-making outlays. Summarize the distribution of grants made with state and federal funds as well as the guidelines and grant-making policies that shape state grant investments.
	5	Maintain public clearinghouses of seminal SAA policy documents, such as strategic plans, authorizing statutes and the <a href="#">Interactive Database of State Creative Economy Studies</a> .
	6	Collaborate with the NEA to visualize state level employment and GDP data from the U.S. Bureau of Economic Analysis's Arts and Cultural Production Satellite Account.
	7	In cooperation with the NEA, analyze the distribution and impact of NEA American Rescue Plan relief funds administered by SAAs and RAOs.
	8	Contribute expertise and information to arts research initiatives relevant to SAAs.

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

	1	Fulfill member <a href="#">information requests</a> , providing prompt and customized responses to SAA inquiries.
	2	Promote maps, data visualizations and interactive tools that facilitate SAA benchmarking and help members understand and communicate information.

	3	Conduct Research Briefings that acquaint members with NASAA research products and help members use the information at the state level.
	4	Provide research consulting services to support individual members' strategic planning, data analysis and evaluation efforts. <b>[This is a fee-based custom service.]</b>
	5	In cooperation with the NEA, provide technical assistance and documentation to help SAAs and RAOs fulfill federal reporting requirements.
	6	Administer a survey to SAAs and RAOs to enhance understanding of data collection and utilization practices.
	7	Advise the NEA on how future changes to federal reporting requirements may affect SAAs and RAOs.

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

	1	Showcase SAAs' program and policy ingenuity as well as exemplary practices through State to State, Strategy Samplers and Policy Brief reports.
	2	Harness the power of research to advance diversity, equity and inclusion (DEI) among SAAs:
		Promote lessons learned from NASAA's role in the Equitable Grant-making Assessment Pilot Project (a.k.a. the Equity GAP Project) to demonstrate how SAAs can examine and improve the policies and procedures used to distribute operating support grant funds.
		Promote lessons learned from NASAA's role in California's equitable grant-making portfolio analysis project.
		In cooperation with the NEA, produce new geospatial analyses of state and regional grant-making data, to deepen understanding of how public funds reach underserved communities.
		Create an enhanced Visualizing Equity in Grant Making mapping tool with expanded geographic and demographic data to inform and support equitable SAA grant making.
		Using the Final Report and Application Database as a resource, facilitate SAA discussions around data being collected that can be useful to measuring progress in equitable grant making.
		Collect and circulate examples of SAA DEI plans.
		Share models of DEI programs, tools and research adopted by SAAs and other networks.
		Provide examples and guidance for strategies SAAs can use to engage Native and Indigenous communities.
		Launch a new "Everyday Equity" series of brief reports or blog posts that offer concise treatment of equity issues relevant to SAAs and recommendations for further reading.
	3	Advance SAA creative aging practices by seeking additional funding to deepen the Leveraging State Investments in Creative Aging initiative. Provide ongoing support for NASAA's grantee cohort and help other states and jurisdictions learn from their experiences in meaningfully engaging older adults as an underserved population. <b>[Contingent upon securing renewed funding.]</b>



	4	Curate and circulate research from non-NASAA sources to inform members about trends, data and evaluation methods relevant to the work of SAAs.
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#### **D. Deliver educational programs that boost members' knowledge, leadership skills and resilience.**

	1	Reconceive Leadership Institute convenings to better serve SAAs. Develop an agile and cost-effective retreat model that can offer an immersive and accessible learning and community-building experience for SAA leaders. Complete the site selection and event design, with the goal of convening the inaugural State Arts Agency Executive Leadership Retreat in fall 2023.
	2	Deliver year-round online professional development sessions. Offerings will prioritize topics relating to key issues for 2023 and will be relevant to all SAA staff groups as well as to council/board members. Allied networks (RAOs, state advocacy groups, SAA partners, etc.) will be encouraged to attend relevant sessions.
	3	Cooperate with the NEA to present the 2023 State Arts Agency Arts Education Managers Professional Development Institute.
	4	Cooperate with the NEA to present the second annual professional development institute for staff administering folk and traditional arts partnership programs.
	5	Convene a second virtual Creative Aging Institute for all SAAs and their creative aging partners in November 2022. With the support of E.A. Michelson Philanthropy, use this professional development event to grow the creative aging knowledge and skills of SAAs and other providers serving older adults.
	6	Provide informal learning and networking opportunities to support mindfulness and workplace well-being for SAA staff and council members.
	7	Begin planning for the NASAA Assembly 2024 conference, to take place in San Juan, Puerto Rico.





### **GOAL III. CONNECT STATE ARTS AGENCIES.**

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

	1	Distribute systematic communications to members through timely e-mail messages, our monthly newsletter, Report to Councils, Legislative Alerts and NASAA's social media channels.
	2	Incorporate resiliency resources into each edition of NASAA's monthly newsletter.
	3	Maintain the currency of the NASAA website. Evaluate content and technology for usability and accessibility, including adding alt text to images and adjusting data visualizations to improve access for individuals with low vision.


	4	Update the Inclusive Language Guide and incorporate key concepts into editorial guidance for NASAA publications and communications.
	5	Maintain media monitoring systems to track coverage of SAAs, NASAA and the NEA.
	6	Achieve greater cohesion for NASAA's visual identity by aligning our website, reports and collateral materials to updated style guidelines and NASAA's new logo.

## B. Facilitate peer-to-peer networking.


	1	Continue to coordinate year-round peer group conversations and networking for job-alike groups. Provide virtual platforms, coordinate logistics and recruit volunteers to lead discussions.
	2	Maintain listservs to facilitate rapid information sharing for SAA executive directors, deputy directors, accessibility coordinators, arts education managers, community arts managers, gallery managers, grants officers, public information officers, traditional arts managers and other interest groups.
	3	Cultivate an SAA community of practice around DEI:
		Sustain an affinity group for SAA staff and council members of color.
		Support a listserv and online resource hub for the People of Color Affinity Group.
		Sustain the mentorship program for SAA staff and council members of color.
		Support the Arts Education Working Group's Diversity, Equity and Inclusion + Access Committee and its linkages to the arts education peer group as a whole.
		Infuse discussions about DEI into dialogues among all SAA peer groups.
		Update NASAA's referral directory of facilitators and consultants offering DEI expertise to SAAs.
 	4	Convene a "Red State Caucus" to serve as an affinity group for SAA leaders operating in conservative political environments. Facilitate dialogue on issues such as advocacy positioning, framing equity work, managing controversies, cultivating conservative arts champions and other topics.
	5	In cooperation with the NEA, maintain orientation systems for new arts education managers.
	6	In cooperation with the NEA, provide a program to support state level mentorships between veteran folk arts managers and newcomers to the traditional arts field.

## 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.
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	2	Support newly appointed executive directors:
		Conduct onboarding calls to provide orientations to NASAA.
		Tailor follow-up resources to new directors' near-term priorities.
		Maintain continuity of contact through regular check-in communications.
	3	Convene new directors to support their learning and foster peer connections.
	3	Offer video conference briefings/presentations about NASAA services for SAA council meetings.

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

	1	Sustain a member-driven governance model, reaching out to every member state and jurisdiction through NASAA's annual nominations process to recruit leadership for NASAA's board.
	2	Cultivate a robust pipeline of SAA candidates for future NASAA leadership roles, with an emphasis on racial/ethnic, geographic, age, gender and political diversity.
	3	Engage SAAs in NASAA's annual action planning through the Planning & Budget Committee and ongoing member feedback loops.
	4	Engage the membership in NASAA's fund development through the involvement of the board, the Development Committee and donors.
	5	Involve the board and membership in NASAA's financial oversight through participation in the Audit Committee.
	6	Promote governance transparency by encouraging members to observe NASAA board meetings and communicating regularly with the membership about the board's work.



## **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 last year of NASAA's FY2018-2023 dues plan (including a temporary suspension of escalators). Prepare for implementation of the plan for 2024 and beyond.
	4	Develop foundation funding for NASAA's work, with special attention to opportunities for equity work, operating support and leadership development programs.
	5	Encourage individual giving to NASAA by engaging our donor base and sustaining the Annual Fund Donors and Signature Supporters programs.

	6	Opportunistically realize earned income through consulting contracts or partnerships that align with NASAA's core mission and services. Update NASAA's business practices for promoting and delivering these services.
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## B. Develop NASAA's human resources.

	1	Provide staff professional development that supports service delivery and staff growth and productivity.
	2	Embody NASAA's diversity, equity and inclusion principles throughout our recruitment practices and organizational culture.
		Conduct a comprehensive equity audit of NASAA's policies and practices, governance, communications, and member support services.
		Reinvent staff performance standards to address DEI.
	3	Adopt policies and management practices that intentionally foster staff morale, cohesion and well-being.
	4	Conduct personnel evaluations in alignment with NASAA's annual work plans and employee performance standards.

## C. Improve NASAA's operations and technology.

	1	Continue to evolve practices and efficiencies around our hybrid work model. implement plans for decreasing NASAA's physical space to conserve additional resources and align our office footprint with a largely remote workforce.
	2	Continue to maximize use of NASAA's database for billing, communications, events and other management functions. Maintain the currency of NASAA's membership contact data.
	3	Continually improve NASAA's operational technology to support productivity and member services.
	4	Identify and test an online community networking platform for members, to provide connectivity beyond the NASAA listservs.
	5	Assess functional needs and possible solutions for upgrading NASAA's research database systems.
	6	Upgrade payroll services to help NASAA better navigate benefits and regulations in multiple states. Move staff timesheets online.
	7	Manage NASAA's administrative systems and physical office to support staff productivity and effective service delivery to members.
	8	Maintain NASAA's accountability standard, internal controls, and federal reporting and risk management procedures.

**D. Evaluate our work and learn from the results.**

	1	In conjunction with NASAA's new strategic plan, revisit what performance measurement systems would be useful for planning and accountability. Prepare new systems for implementation in 2024.
	2	Report to the membership through <a href="#">Action Plan Highlights</a> and <a href="#">DEI action reports</a> that summarize NASAA's progress and recent accomplishments.
	3	Conduct phone <a href="#">interviews</a> (in conjunction with the Nominating Committee process) of every state and jurisdiction to collect feedback on member satisfaction and member needs. Use the information to shape NASAA's action planning.
	4	Use website analytics, social media metrics and bulk e-mail data to guide NASAA's communications.
	5	Track information requests and <a href="#">mine the data</a> to inform NASAA's research services and technical assistance.
	6	Evaluate NASAA Assembly 2022 and use the information to inform future professional development programs.
	7	Conduct an annual financial and compliance audit to maintain high standards of accountability.
	8	Conduct an annual employee survey to monitor staff satisfaction and working conditions. Adopt management practices that respond to staff concerns.



## NASAA FY2023 Budget Summary

(October 1, 2022 - September 30, 2023)

<u>REVENUE</u>	<u>FY 2023 BUDGET</u>
STATE MEMBERSHIP DUES	\$ 875,000
NEA GRANT	\$ 850,000
NEA RESEARCH CONTRACT	\$ 300,000
NEA ARTS EDUCATION CONTRACT	\$ 135,000
NEA FOLK & TRADITIONAL ARTS CONTRACT	\$ 87,500
CORPORATE & FOUNDATION CONTRIBUTIONS:	
OTHER FOUNDATION GRANTS	\$ 55,000
INDIVIDUAL CONTRIBUTIONS	\$ 120,000
OTHER INCOME	<u>\$ 50,000</u>
REVENUE	\$ 2,472,500
ASSETS to be released from donor restrictions	<u>\$ 327,500</u>
TOTAL REVENUE and OTHER SUPPORT	<u>\$ 2,800,000</u>
<u>EXPENSES</u>	
SALARIES	\$ 1,460,500
BENEFITS	<u>\$ 372,000</u>
SUBTOTAL	\$ 1,832,500
RENT / STORAGE	\$ 104,900
EQUIPMENT LEASE / MAINTENANCE / SOFTWARE	\$ 65,350
INSURANCE / TAXES / BANK & LICENSE FEES	\$ 21,000
ACCOUNTING / AUDIT	\$ 54,500
DEPRECIATION	\$ 25,000
SUPPLIES	\$ 1,500
PUBLICATIONS / DUES / PARTNERSHIPS	\$ 15,400
PHONE / INTERNET / WEB HOSTING	\$ 19,800
PRINTING / COPYING / SHIPPING	\$ 8,500
OUTSIDE PROFESSIONAL SERVICES	\$ 227,300
COOPERATIVE AGREEMENT DIRECT COSTS	\$ 193,250
AROHA CREATIVE AGING, PHASE II DIRECT COSTS	\$ 207,500
ONLINE LEARNING SERIES DIRECT COSTS	<u>\$ 12,000</u>
SUBTOTAL	\$ 956,000
MEMBER TRAVEL	\$ 40,000
STAFF TRAVEL	<u>\$ 21,500</u>
SUBTOTAL	\$ 61,500
EXPENSES	\$ 2,850,000
OPERATING REVENUE / (EXPENSES)	\$ (377,500)
REVENUE/(EXPENSES) Including Funds to be Released	<u>\$ 327,500</u>
OPERATING RESERVE FUNDS	\$ 50,000
REVENUE / (EXPENSES)	\$ -



## **2022 Dues Task Force Report**

Suzanne Wise (ED-NE), Chair

Cyndy Andrus (Former CH-MT), Karl Blischke (ED-PA), Donna Collins (ED-OH),  
Sue Gens (ED-MN), Jim Harrison (CM-AL), Tony Manfredi (ED-NV), Cassandra Mason (DD-NH),  
Anne Pope (ED-TN), Heran Sereke-Brhan (ED-DC), John Strickland (Former CH-WV)

The Dues Task Force reviews and addresses issues related to NASAA dues to ensure ongoing support for NASAA's core programs and services, and to develop recommendations (for the board and membership's consideration) for the assessment of dues over time. The task force's work adheres to NASAA's longstanding principles, which are to establish dues that are understandable, predictable, transparent and equitable. It was developed to be sure all regions, SAA sizes and member categories were represented.

Our current dues plan extends through NASAA's FY2023 (ending September 30, 2023). The role of this task force was to consider the current landscape, discuss any issues related to dues and to make recommendations for FY2024 and beyond. That recommendation is below and was endorsed by the board of directors on August 25, 2022.

The task force started our conversations in March 2022 with some important context:

- Since the early 1980s, member agency's annual dues plans have been based on its legislative appropriation, excluding line items, for the prior year. Multi-year plans with modest annual escalators were established starting in 2011 and allowed for predictability for state arts agencies and NASAA. Over the years there has been careful consideration of how to set dues that are equitable for state arts agencies of all sizes and budgets.
- Member dues account for approximately 30% of NASAA's recurring revenues and fund nearly every activity that NASAA undertakes. Importantly, the current dues plan effectively supports NASAA's financial needs.

After a robust discussion around whether there was a compelling reason to change the current structure, the task force was inclined towards recommending another multi-year plan using the same structure and continuing small annual increases. To ensure the full transparency of our process and give the entire membership the opportunity to weigh in, we fielded a 3-question survey asking executive directors whether the NASAA system works for their SAAs and giving them an opportunity to discuss the issues.

A large majority reported that NASAA's current dues structure works for their agencies. Adding the 11 SAAs represented by task force members – who also support the current system – satisfaction topped 90%.

The task force reconvened in May and agreed that the survey results supported extending NASAA's dues structure, along with an annual 2% escalator. Following a suggestion that we consider

switching the plan to a biennium-friendly timeline to help states with biennium budgets, we discussed the optimal dues plan timeframe. We determined that a four-year plan was a good idea.

**A motion** was made by Donna Collins: to recommend an extension of NASAA's current dues plan for a period of four years (FY2024 – FY2027), to include annual 2% increases in the dues amounts. The motion was seconded by Cyndy Andrus, and after further discussion was unanimously approved.

The proposed dues categories and rates follow this report. FY2022 and FY2023 dues charts are also shared for context.

The task force directed staff to follow up with the membership on our behalf, providing executive directors with the survey results, our recommendation to the board, and inviting further feedback.

In the course of our work, several issues were raised and discussed by the task force which we believe should remain top-of-mind in the coming years:

- There is some concern around the equity of NASAA's dues levels, particularly for the top dues category, which covers legislative appropriations (minus line items) of \$20M and up. That range is atypically large today because of one and two year appropriations for pandemic recovery. The committee agreed that this should be monitored and potentially addressed in the next round of dues decisions.
- NASAA should communicate regularly and clearly about:
  - o how dues are set and the services they support.
  - o the NEA's annual offer to deduct NASAA (and RAO) dues directly from SAA partnership grants.
  - o NASAA's principle of supporting SAAs during difficult times with flexible payment schedules and individualized arrangements.
- The nominal annual increases of 2% were set despite high inflation rates, in recognition of early concerns about budget levels from FY24 on.

In response to conversations about increased legislative appropriations/recovery funds that move agencies into higher dues categories *without providing additional administrative funds*, NASAA is developing a process to invite SAAs to request a waiver of the increased dues amount. This will go into effect beginning with NASAA's FY2023 dues, which cover the period of October 1, 2023 through September 30, 2024.

NASAA will convene another dues task force in no later than four years (2026), understanding that dues can be reassessed at any time if circumstances require.

**PROPOSED NASAA DUES CATEGORIES; extend as they are:**

CATEGORY	PRIOR FY APPROPRIATIONS (excluding line items)
A	\$20,000,000 and over
B	\$10,000,000 to \$19,999,999
C	\$5,000,000 to \$9,999,999
D	\$2,000,000 to \$4,999,999
E	\$1,000,000 to \$1,999,999
F	\$500,000 to \$999,999
G	\$200,000 to \$499,999
H	0 to \$199,999

**PROPOSED NASAA DUES RATES, FY2024 – FY2027; extends existing dues plan for four years:**

NOTE: FY2022 dues rates were extended through FY2023 by the membership in October 2021.

(Approved)

Category	2023 Dues	+2%	2024 Dues	+2%	2025 Dues	+2%	2026 Dues	+2%	2027 Dues
A	\$ 25,980	\$ 520	\$ 26,500	\$ 530	\$ 27,030	\$ 540	\$ 27,570	\$ 550	\$ 28,120
B	\$ 22,730	\$ 455	\$ 23,185	\$ 465	\$ 23,650	\$ 475	\$ 24,215	\$ 485	\$ 24,700
C	\$ 20,075	\$ 400	\$ 20,475	\$ 410	\$ 20,885	\$ 420	\$ 21,300	\$ 425	\$ 21,725
D	\$ 16,930	\$ 340	\$ 17,270	\$ 345	\$ 17,615	\$ 350	\$ 17,970	\$ 360	\$ 18,330
E	\$ 13,530	\$ 270	\$ 13,800	\$ 275	\$ 14,075	\$ 280	\$ 14,355	\$ 285	\$ 14,640
F	\$ 10,155	\$ 205	\$ 10,360	\$ 205	\$ 10,565	\$ 210	\$ 10,775	\$ 215	\$ 10,990
G	\$ 6,490	\$ 130	\$ 6,620	\$ 130	\$ 6,750	\$ 135	\$ 6,885	\$ 140	\$ 7,025
H	\$ 2,160	\$ 45	\$ 2,205	\$ 45	\$ 2,250	\$ 45	\$ 2,295	\$ 45	\$ 2,340

**FYI: NASAA DUES, FY2018 – FY2022**

Category	2018 Dues	+2%	2019 Dues	+2%	2020 Dues	+2%	2021 Dues	+2%	2022 Dues
A	\$ 24,000	\$ 480	\$ 24,480	\$ 490	\$ 24,970	\$ 499	\$ 25,470	\$ 509	\$ 25,980
B	\$ 21,000	\$ 420	\$ 21,420	\$ 428	\$ 21,850	\$ 437	\$ 22,285	\$ 446	\$ 22,730
C	\$ 18,545	\$ 371	\$ 18,915	\$ 378	\$ 19,295	\$ 386	\$ 19,680	\$ 394	\$ 20,075
D	\$ 15,640	\$ 313	\$ 15,955	\$ 319	\$ 16,275	\$ 326	\$ 16,600	\$ 332	\$ 16,930
E	\$ 12,500	\$ 250	\$ 12,750	\$ 255	\$ 13,005	\$ 260	\$ 13,265	\$ 265	\$ 13,530
F	\$ 9,380	\$ 188	\$ 9,570	\$ 191	\$ 9,760	\$ 195	\$ 9,955	\$ 199	\$ 10,155
G	\$ 6,000	\$ 120	\$ 6,120	\$ 122	\$ 6,240	\$ 125	\$ 6,365	\$ 127	\$ 6,490
H	\$ 2,000	\$ 40	\$ 2,040	\$ 41	\$ 2,080	\$ 42	\$ 2,120	\$ 42	\$ 2,160

**FY2022 DUES**

	State or Jurisdiction	FY21 Legislative Appropriation Excluding Line Items	FY2022 Dues
<b>CATEGORY A</b>	New York	\$ 44,954,000	\$ 25,980
	Minnesota	\$ 36,044,000	\$ 25,980
	District of Columbia	\$ 33,250,000	\$ 25,980
	California	\$ 28,781,000	\$ 25,980
	Maryland	\$ 26,410,253	\$ 25,980
	New Jersey	\$ 20,263,000	\$ 25,980
<b>CATEGORY B</b>	Massachusetts	\$ 18,180,000	\$ 22,730
	Ohio	\$ 16,815,913	\$ 22,730
	Florida	\$ 13,600,000	\$ 22,730
	Pennsylvania	\$ 10,474,000	\$ 22,730
	Texas	\$ 10,214,538	\$ 22,730
<b>CATEGORY C</b>	Puerto Rico	\$ 9,420,000	\$ 20,075
	Illinois	\$ 9,147,700	\$ 20,075
	Michigan	\$ 8,350,000	\$ 20,075
	Tennessee	\$ 8,206,000	\$ 20,075
	North Carolina	\$ 8,158,830	\$ 20,075
	Hawaii	\$ 6,530,067	\$ 20,075
	Virginia	\$ 5,638,134	\$ 20,075
	Utah	\$ 5,377,100	\$ 20,075
<b>CATEGORY D</b>	Alabama	\$ 4,978,528	\$ 16,930
	South Carolina	\$ 4,366,187	\$ 16,930
	Indiana	\$ 3,920,491	\$ 16,930
	Delaware	\$ 3,866,700	\$ 16,930
	Missouri	\$ 3,552,755	\$ 16,930
	Oklahoma	\$ 2,796,030	\$ 16,930
	Washington	\$ 2,574,000	\$ 16,930
	Louisiana	\$ 2,180,683	\$ 16,930
	Rhode Island	\$ 2,112,857	\$ 16,930
<b>CATEGORY E</b>	Oregon	\$ 1,629,397	\$ 13,530
	Kentucky	\$ 1,537,900	\$ 13,530
	Nebraska	\$ 1,530,353	\$ 13,530
	Mississippi	\$ 1,507,834	\$ 13,530
	Georgia	\$ 1,502,217	\$ 13,530
	Arkansas	\$ 1,501,853	\$ 13,530
	Connecticut	\$ 1,497,298	\$ 13,530
	New Mexico	\$ 1,482,600	\$ 13,530
	Colorado	\$ 1,300,000	\$ 13,530
	South Dakota	\$ 1,082,628	\$ 13,530
	Nevada	\$ 1,075,797	\$ 13,530
	Iowa	\$ 1,017,188	\$ 13,530
<b>CATEGORY F</b>	Maine	\$ 966,180	\$ 10,155
	West Virginia	\$ 933,815	\$ 10,155
	Wyoming	\$ 929,217	\$ 10,155
	Idaho	\$ 874,800	\$ 10,155
	New Hampshire	\$ 816,615	\$ 10,155
	Wisconsin	\$ 813,097	\$ 10,155
	North Dakota	\$ 804,342	\$ 10,155
	Vermont	\$ 718,589	\$ 10,155
	Alaska	\$ 697,100	\$ 10,155
	Montana	\$ 528,036	\$ 10,155
	Kansas	\$ 500,000	\$ 10,155
<b>CATEGORY G</b>	Virgin Islands	\$ 375,000	\$ 6,490
<b>CATEGORY H</b>	Guam	\$ 188,859	\$ 2,160
	Northern Marianas	\$ 125,221	\$ 2,160
	American Samoa	\$ 114,000	\$ 2,160
	Arizona	\$ 0	\$ 2,160

**FY2023 DUES**

	State or Jurisdiction	FY22 Legislative Appropriation Excluding Line Items	FY2023 Dues
<b>CATEGORY A</b>	California	\$ 131,175,000	\$ 25,980
	New York	\$ 104,631,000	\$ 25,980
	Minnesota	\$ 41,913,000	\$ 25,980
	District of Columbia	\$ 37,522,544	\$ 25,980
	New Jersey	\$ 32,305,000	\$ 25,980
	Florida	\$ 26,734,635	\$ 25,980
	Maryland	\$ 26,333,540	\$ 25,980
	North Carolina	\$ 23,158,830	\$ 25,980
	Massachusetts	\$ 20,000,000	\$ 25,980
	Ohio	\$ 20,000,000	\$ 25,980
<b>CATEGORY B</b>	Puerto Rico	\$ 11,296,000	\$ 22,730
	Pennsylvania	\$ 10,542,000	\$ 22,730
	Texas	\$ 10,164,538	\$ 22,730
	Illinois	\$ 10,147,700	\$ 22,730
<b>CATEGORY C</b>	Michigan	\$ 9,850,000	\$ 20,075
	Utah	\$ 9,356,400	\$ 20,075
	Tennessee	\$ 9,315,100	\$ 20,075
	South Carolina	\$ 7,866,187	\$ 20,075
	Hawaii	\$ 6,411,189	\$ 20,075
	Alabama	\$ 5,998,047	\$ 20,075
<b>CATEGORY D</b>	Missouri	\$ 4,702,430	\$ 16,930
	Virginia	\$ 3,992,248	\$ 16,930
	Delaware	\$ 3,880,015	\$ 16,930
	Indiana	\$ 3,632,417	\$ 16,930
	Oklahoma	\$ 3,004,205	\$ 16,930
	Washington	\$ 2,634,000	\$ 16,930
	Nebraska	\$ 2,542,346	\$ 16,930
	Louisiana	\$ 2,170,902	\$ 16,930
	Oregon	\$ 2,034,760	\$ 16,930
	Colorado	\$ 2,023,000	\$ 16,930
<b>CATEGORY E</b>	Nevada	\$ 1,953,818	\$ 13,530
	Rhode Island	\$ 1,865,567	\$ 13,530
	Kentucky	\$ 1,739,600	\$ 13,530
	Mississippi	\$ 1,659,164	\$ 13,530
	Georgia	\$ 1,502,217	\$ 13,530
	Connecticut	\$ 1,498,298	\$ 13,530
	New Mexico	\$ 1,418,000	\$ 13,530
	Arkansas	\$ 1,356,220	\$ 13,530
	South Dakota	\$ 1,056,693	\$ 13,530
	Maine	\$ 1,019,604	\$ 13,530
	Iowa	\$ 1,017,188	\$ 13,530
<b>CATEGORY F</b>	Wyoming	\$ 929,217	\$ 10,155
	West Virginia	\$ 927,315	\$ 10,155
	Idaho	\$ 883,400	\$ 10,155
	North Dakota	\$ 826,383	\$ 10,155
	New Hampshire	\$ 822,161	\$ 10,155
	Wisconsin	\$ 807,100	\$ 10,155
	Vermont	\$ 785,980	\$ 10,155
	Alaska	\$ 743,600	\$ 10,155
	Montana	\$ 558,191	\$ 10,155
	Kansas	\$ 500,000	\$ 10,155
<b>CATEGORY G</b>	Guam	\$ 448,859	\$ 6,490
	Virgin Islands	\$ 382,000	\$ 6,490
<b>CATEGORY H</b>	American Samoa	\$ 153,500	\$ 2,160
	Northern Marianas	\$ 125,221	\$ 2,160
	Arizona	\$ -	\$ 2,160

## 2022 Nominating Committee Report

Michael Donovan (ED-MO), Chair  
LaVon Bracy Davis (CH-FL), Joshua Davis-Ruperto (ED-IL),  
Abigail Gómez (Former CH-VA), David Greenham (ED-ME), Adriane Jefferson (CM-CT), Michelle Laflamme-Childs (ED-NM), Tina Lilly (ED-GA), Ginnie Lupi (ED-NH),  
Gene Meneray (CM-LA), Patrick Ralston (ED-AR), Steve Schrepferman (CH-WY),  
Sarah Story (ED-MS), Suzanne Wise (ED-NE)

It is with pleasure that the Nominating Committee presents its recommendations for NASAA's fiscal year 2023 board chair and directors.

### For three-year terms on the board of directors:

- Karl Blischke, Executive Director, Pennsylvania Council on the Arts\*
- Sean Chandler, Council Member, Montana Arts Council
- Quanice Floyd, Council Member, DC Commission on the Arts and Humanities
- Karen Hanan, Executive Director, Washington State Arts Commission\*
- Gene Meneray, Council Member, Louisiana Division of the Arts\*
- David Platts, Executive Director, South Carolina Arts Commission

\*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 Saturday, September 24, 2022.

\* \* \* \* \*

The Nominating Committee reports that during our 83 conversations, state arts agencies expressed strong support for NASAA. Members gave honest, helpful feedback on what they need in 2023 to address efforts related to advocacy; diversity, equity and inclusion; research that demonstrates the value and impact of the arts; and adapting to post-COVID-19 and reopening challenges. This year's committee focused on nominating people of color, people under age 50, people from the South and people from the U.S. Territories. As always, there were more qualified candidates for board service than there were available seats, which made the committee's decisions difficult. However, NASAA is fortunate to have so many leaders wanting to serve the state arts agency field. Please review the full report in the [2022 Nominating Committee Interview Findings](#).

On behalf of the membership, the committee acknowledges and thanks departing board members **Eduardo Arosemena-Muñoz (PR)**, **Amber Sharples (OK)** and **Suzanne Wise (NE)** for their exceptional service to NASAA and to the field.

These board members will continue their terms in 2023:



**Ruben Alvarez, Commissioner**  
Arizona Commission on the Arts  
Phoenix, AZ  
(Board term 2021-2023)

**Alice Bioff, Council Member**  
Alaska State Council on the Arts  
Koyuk, AK  
(Board term 2022-2024)

**Michael J. Bobbitt, Executive Director**  
Massachusetts Cultural Council  
Boston, MA  
(Board term 2022-2024)

**Mary V. Bordeaux, Faculty, Museum Studies**  
Institute of American Indian Arts  
Santa Fe, NM  
(At-large board term 2020-2023)

**Donna Collins, Executive Director**  
Ohio Arts Council  
Columbus, OH  
(Board term 2018-2023)

**LaVon Bracy Davis, Chair**  
Florida Division of Cultural Affairs  
Orlando, FL  
(Board term 2021-2023)

**María López De León, President & CEO**  
National Association of Latino Arts and Cultures  
San Antonio, TX  
(At-large board term 2018-2022)\*\*

**Carla Du Pree, Former Chair**  
Maryland State Council on the Arts  
Baltimore, MD  
(Board term 2019-2024)

**Michael Faison, Executive Director**  
Idaho Commission on the Arts  
Boise, ID  
(Board term 2019-2024)

**Christian Gaines, Executive Director**  
Western States Arts Federation  
Denver, CO  
(At-large board term 2021-2022)\*\*

**Sue Gens, Executive Director**  
Minnesota State Arts Board  
St. Paul, MN  
(Board term 2022-2024)

**Abigail Gómez, Former Chair**  
Virginia Commission for the Arts  
Winchester, VA  
(Board term 2021-2023)

**Lisa Hoffman, Executive Director**  
Alliance of Artists Communities  
Providence, RI  
(At-large board term 2018-2022)\*\*

**Ivonne Chand O'Neal, Principal**  
Muse Research  
Silver Spring, MD  
(At-large board term 2020-2023)\*

**Omari Rush, Former Chair**  
Michigan Arts and Cultural Council  
Ann Arbor, MI  
(Board term 2016-2023)

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

**Julie Vigeland, Former Chair**  
Oregon Arts Commission  
Portland, OR  
(Board term 2018-2023)

\*\*Pending the board's election of its at-large members, scheduled for September 21, 2022.

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

## Nominee Bios

**Sean Falcon Chandler** is an enrolled member of the Aaniinen Tribe (Gros Ventre) and the Director of American Indian Studies at Aaniiih Nakoda College (ANC), located on the Fort Belknap Indian Reservation. He also teaches the Aaniiih (Gros Ventre) language to grade-school-aged children at the White Clay Language School at ANC. He holds a Bachelor of Arts in Art and a Master of Arts in Native American Studies from Montana State University-Bozeman. He acquired a Doctorate of Education in Educational Leadership from the University of Montana in 2014. He has been on the Montana Arts Council since 2016.

**Quanice Floyd** (she/her) was born and raised in New York City and now lives in Washington, DC, where she received her Bachelor's and Master's degrees in Music Education from Howard University and Kent State University, respectively. Her passion for arts administration led her to pursue her second Master's degree in Arts Management at American University and she is currently a doctoral student at Drexel University. Quanice was recently appointed the Executive Director of National Guild for Community Arts Education after previously serving as the Executive Director at Arts Education in Maryland Schools Alliance, an arts education advocacy and service organization. She is also the Co-Founder of the [Arts Administrators of Color \(AAC\) Network](#), an organization committed to empowering artists and arts administrators by advocating for access, diversity, inclusion, and equity in the arts in the DC and Baltimore metropolitan areas. Quanice has also been a public-school music educator, teaching elementary and middle school general music, chorus, band and orchestra. She serves as a commissioner for the DC Commission for the Arts and Humanities and is an alumna of Fractured Atlas' Artist Campaign School, the National Guild for Community Arts Education's Leadership Institute (CAELI), ArtEquity's Racial Facilitator Cohort, Baltimore Symphony Orchestra's Music Educators and Arts Administrators Academy, 4.0 Schools' Essentials Program, and the Arts Education Collaborative's Leadership Academy. She received Americans for the Arts' American Express Emerging Leader Award and the Arts Advocate of the Year Award from the Coalition of African Americans in the Performing Arts.

**David L. Platts** joined the South Carolina Arts Commission team as the executive director in 2019. For 26 years prior, David worked in South Carolina as an educator, principal and district level administrator. He served as the arts and sciences coordinator for Lancaster County School District, a position he held for 15 years. In addition to his work as an educator, Platts has served the Lancaster County Council of the Arts as a board member and president. He has statewide experience as a member, president, and treasurer of the Palmetto State Arts Education board and as a past member of the South Carolina Arts Alliance board, where he became active as an arts advocate. On the national level, David served as a member of the Education Advisory Committee for the John F. Kennedy Center's Partners in Education Program, and he is currently a member of the South Arts board. David keeps his own artistic expression fresh by serving as a volunteer accompanist for church choral programs.