



NASAA 2023 Business Meeting: You're Invited!

October 23, 2023

Virtual Convening

4:00 – 5:00 p.m. Eastern

Don't miss NASAA's 2023 Business Meeting! You'll experience our fastest-ever virtual business meeting, hear NASAA President and CEO Pam Breau deliver a "State of the States" address, and do your part as a member of the NASAA community in setting our direction moving forward. Be sure to [register](#) for this session to get log-in links and information.

Enclosed Materials

- [Agenda and Standing Rules](#)
- [2022 Business Meeting Minutes](#)
- [Planning and Budget Committee Report and Motions](#)
- [Nominating Committee 2024 Slate and Motions](#)

Additional Online Resources

- [2023 Action Plan Highlights](#)
- [2023 Member Interview Findings](#)
- [NASAA Board of Directors](#)
- [NASAA Bylaws](#)

Business Meeting Agenda
National Assembly of State Arts Agencies
Monday, October 23, 2023

I. Roll Call and Approvals

- Agenda and Standing Rules
- [2022 Business Meeting Minutes](#)

II. 2023 Treasurer's Report

- [Planning and Budget Committee Report and Motion](#)
- [FY 2024-2025 Action Plan](#)
- [FY 2024 Budget Summary](#)

III. 2023 Nominating Committee Report

- [Nominating Committee 2024 Slate and Motions](#)

NASAA leadership will address the membership after voting is concluded.

Standing Rules

1. NASAA's annual business session takes place on Monday, October 23 at 4:00 p.m. Eastern.
2. Members participating shall be established by roll call and reported to the chair.
3. The Assembly membership consists of the state and jurisdictional arts agencies, represented by the chair and/or executive director of each constituent agency. The member representatives may designate an acting chair or acting executive director for purposes of voting. The NASAA chief 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*, 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](#).

NASAA NATIONAL ASSEMBLY of STATE ARTS AGENCIES

Knowledge ▲ Representation ▲ Community

NASAA 2022 Business Session

September 22 and 24, 2022

Kansas City, Missouri

The session was called to order by NASAA Chair Omari Rush, former chair of the Michigan Arts and Culture Council, at 1:00 p.m. Central on Thursday, September 22, 2022.

Rush noted that business meeting materials were distributed to all voting members on September 7, 2022. The following member agencies were present:

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

The following motions were presented and approved:

To approve the agenda (passed by unanimous voice vote)

To approve the 2021 business session minutes (passed by unanimous voice vote)

To approve the new strategic plan (passed by unanimous voice vote)

To approve the FY2023 action plan (passed by unanimous voice vote)

To approve the FY2023 budget (passed by unanimous voice vote)

To extend NASAA's current dues plan for a period of four years (FY2024 – FY2027), to include the annual 2% increases in dues amounts (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):

- Karl Blischke, Executive Director, Pennsylvania Council on the Arts*
- Sean Chandler, Aaniiih, 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 continue their service for a second term.

Rush thanked board members whose terms were ending. He also thanked all members who served on NASAA's 2022 Planning & Budget, Governance, and Nominating committees.

The business session adjourned on Saturday, September 24, 2022, at 12:30 p.m. Central.



PLANNING & BUDGET COMMITTEE REPORT October 2023

Karen Hanan (ED-WA / NASAA Treasurer), Ruben Alvarez (CM-AZ),
Christian Gaines (ED-WESTAF), Liz Shapiro (ED-CT), Sue Gens (ED-MN),
Miah Michaelson (ED-IN), Brian Rogers (ED-OR), Sandy Shaughnessy (ED-FL),
Stephen Hill (CH-NC), John Strickland (Former CH-WV)

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

Action Plan

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

NASAA's action planning is shifting to a biennial cycle, since many of NASAA's projects are multiyear efforts. Biennial action planning also will offer extra efficiencies in Assembly years, when conference preparations are a priority. We'll continue to develop annual budgets and will maintain annual feedback loops with the membership to make sure our services stay in tune with state arts agency needs. The proposed action plan for fiscal years 2024-2025 reflects this biennial shift. It was informed by:

- [interviews](#) with 81 state arts agency executive directors and council chairs from 52 state and jurisdictional arts agencies;
- [requests for assistance](#) from state arts agencies, colleague organizations and advocacy groups;
- focus groups with 30 deputy and executive directors to discuss current challenges faced by state arts agency leaders (to help plan the [Executive Forum](#), taking place in December 2023);
- consideration of issues and trends surfaced through peer group discussions throughout the year; and

- discussions with the [NASAA board](#) (representing 22 state arts agencies and allied arts leadership groups) and other [standing committees](#) that guide NASAA's work.

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

- **Advocacy:** helping state arts agencies, through partnerships and educational tools, navigate a polarized and unpredictable political environment and make a persuasive case for their resources;
- **Equity:** helping state arts agencies advance equity in their programs and policies, in ways that are appropriate to a wide variety of state circumstances;
- **Public Service:** supporting state arts agency resilience and well-being by helping members who are facing leadership transitions and workforce shortages.

MOTION: To approve the proposed FY2024-2025 action plan.

Per our bylaws, a vote of the NASAA membership is required to approve a plan. To this end, the P&B Committee is recommending member approval of the action plan FY2024-FY2025. It carries the unanimous recommendation of the committee as well as the endorsement of the NASAA board of directors.

Budget

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

At its September 2023 meeting, the NASAA board of directors approved an operating budget of more than \$3.6 million for FY2024. NASAA draws on a mixture of member dues, federal funds, philanthropic support and earned income to support our operations and services to members. Highlights of our FY2024 budget include the following:

- We anticipate receiving dues from all 56 states and jurisdictions as we implement the first year of the new FY2024-2027 dues plan ratified by the membership last fall.
- Like state arts agencies, NASAA receives a Partnership Agreement award from the National Endowment for the Arts (NEA). We apply for the award on a three-year cycle. Our award amount will increase by 6% to \$850,000 in FY2024.
- NASAA also receives substantial cooperative agreement funding from the NEA. These funds support services of mutual interest to the NEA, state arts agencies and NASAA. Components of our FY2024 cooperative agreement include an extensive portfolio of research and data analysis services as well as professional development programming for arts education managers and folk and traditional arts program managers.
- Our [States Leading Creative Aging](#) partnership with E.A. Michelson continues in FY2024. This initiative helps state arts agencies expand programs for older adults that improve well-being and community connections, with a priority on reaching underserved populations.

- NASAA serves as the fiscal agent for a collaboration with private foundations and the NEA to facilitate cultural policy partnerships. In addition to funds already secured to support policy fellows, we anticipate additional resources to support a 2024 Cultural Policy Summit.
- As always, NASAA will manage expenses carefully. A substantial increase in health insurance costs for the coming year will be mitigated by savings gained from renegotiating our lease and downsizing our office space in 2023.

Performance Measurement

The P&B Committee also oversees NASAA's organizational performance measurement practices. The committee approved a new measurement and evaluation [framework](#). This four-pronged approach combines multiple types of member consultation with quantitative performance indicators and qualitative [program evaluations](#). In addition to offering meaningful opportunities for state arts agency feedback, this strategy will yield helpful information for accountability reporting and ongoing service improvements. The new systems will be phased in during FY2024 and FY2025 and will be informed by the results of NASAA's equity audit.

In the meantime, the committee revised NASAA's [performance metrics](#). These indicators offer standardized touchstones for tracking our operational strength over time, and they align with common measures of best practices for professional associations.

All NASAA measurement results are available transparently on our [website](#), along with our other progress reporting. See our [Action Plan Highlights](#) and log of [diversity, equity and inclusion actions](#) for more information.

The Planning & Budget Committee thanks the NASAA board and membership for your participation in this important work. Fulfilling NASAA's mission—to strengthen state arts agencies—would not be possible without your active engagement. We look forward to continuing our collective efforts to serve state arts agencies in the year ahead.

Enclosed: NASAA FY2024-2025 Action Plan
 NASAA FY2024 Budget Summary

DRAFT for Membership Review

FY2024-2025

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 time to time.
- **Core services:** In addition to short-term or situational activities, strengthening state arts agencies 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 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.

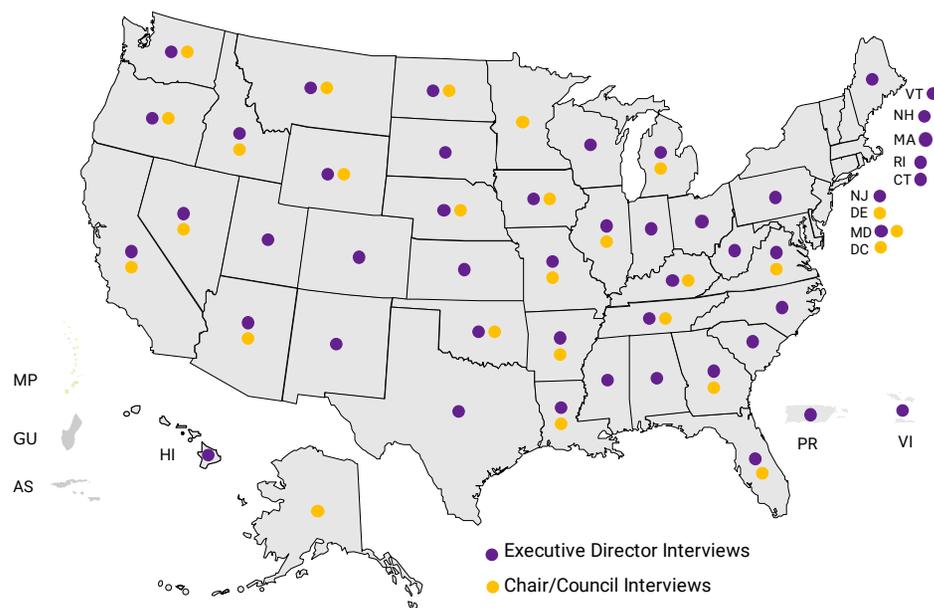
Action plans, in turn, are supported by internal work plans that help individual staff members, teams and committees to organize their activities throughout the year.

GENESIS OF THE FY2024-2025 ACTION PLAN

This Fiscal Year 2024-2025 Priorities and Action Plan document originates from a broad member engagement process that included:

- mining [questions that members and advocates are asking](#),
- conducting in-depth [field interviews](#) to secure feedback and planning input from 81 state and jurisdictional arts agency executive directors and council chairs (representing varied sectors and occupations),
- convening 30 deputy and executive directors to discuss current challenges faced by state arts agency leaders,
- listening to issues and needs expressed in 37 meetings held among 11 different state arts agency peer groups, and
- dialogue with the [NASAA board of directors](#), representing a mixture of 22 state, jurisdictional, regional and at-large perspectives.

Member Interviews, Summer 2023



Drawing on this extensive stakeholder input, the NASAA staff and [Planning & Budget Committee](#) developed this action plan. In keeping with NASAA's member-driven governance model, the draft will be shared with the field and presented to the Assembly's voting membership for ratification in October 2023.

KEY ISSUES



Advocacy

NASAA's policy work (which combines issue analysis, advocacy, lobbying and partnerships) will help state arts agencies to strategically navigate an environment in which resources are unpredictable and politics are polarized. We'll equip state arts agencies and cultural advocates to make an evidence based case for support with broad appeal to policymakers. We also will illuminate the power of the arts to work in concert with many different sectors to promote community vitality and well-being. NASAA's advocacy at the federal level and propagation of advocacy best practices at the state level will demonstrate our nonpartisan values and help members cultivate supporters across the political spectrum.



Equity

The public sector has an obligation to ensure that everyone has access to the arts and that arts resources are available to all. Recognizing that there is no single way to attain these goals, NASAA will provide models and guidance to help state arts agencies address equity issues in a variety of political and demographic settings. We will elevate strategies that states can use to remove funding barriers and continually improve the fairness, transparency and responsiveness of their services. In addition, NASAA will implement recommendations originating from our own organizational equity audit.



Public Service

Along with the rest of government, state arts agencies are affected by accelerated staff and leadership turnover as well as workforce shortages. NASAA must proactively engage new members and help both newcomers and veterans to succeed in the state arts agency field. We also can help our members to prevent the burnout and isolation that can all too often arise in public agencies doing tough work with limited resources. To these ends, NASAA will provide a welcoming professional community that offers meaningful connections, fosters resilience and fortifies state arts agencies to serve the public.

ACTION PLAN KEY

New or expanded activity Priority activity



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

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 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 targeted contacts that deepen advocacy relationships with key appropriators. Collaborate with SAAs to identify persuasive messengers and coordinate their meetings with members of Congress and Capitol Hill staff. Equip advocates to articulate current arts priorities.

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

	1	Following the 2024 elections, cultivate relationships with key individuals in the administration and in Congress who are positioned to influence cultural policy. Communicate the policy interests of NASAA and state arts agencies to those individuals and educate them about the public value of the arts.
	2	Seek windows of opportunity with Congress to advance the arts and the creative economy as integral parts of federal policy, across multiple sectors.

C. Strengthen state level advocacy practices.

	1	Provide confidential, customized guidance to individual SAAs facing policy challenges/opportunities or legislative crises.
	2	Advise SAAs on how to navigate arts controversies and political wedge issues 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	Exemplify advocacy messaging strategies that are evidence based and designed to resonate across the political spectrum. This will include a major revision of Why Should Government Support the Arts?
	5	Promote new mapping and reporting tools that illustrate SAA and NEA grants by state legislative district.

	6	Propagate advocacy best practices through NASAA's The 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	Encourage consultation between SAAs and state advocacy groups.
	9	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.

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

	1	Promote partnerships that infuse the arts into multiple domains of state policy. Identify SAA initiatives that exemplify cross-sector collaborations and illustrate how the arts contribute to community vitality and well-being.
	2	Encourage the NEA's work to foster collaborations between the arts and other sectors. Participate in interagency dialogues and other activities that create opportunities to embed the arts into multiple federal policy domains.
	3	Communicate with policy organizations in the economic development, community development and health sectors. Craft targeted communications that promote NASAA or SAA resources relating to cross-sector impacts or the community, economic or health benefits of the arts.
	4	Through the Education Commission of the States and the Arts Education Partnership , encourage the adoption of state policies and practices that strengthen arts learning.
	5	Participate in the National Coalition for Arts Preparedness and Emergency Response steering committee and circulate related resources on the topics of emergency readiness and resilience for the arts sector.
	6	Represent SAAs with Grantmakers in the Arts and its Cultural Policy Action Lab . Participate in equity and learning activities informative to the public sector.

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

A. Supply authoritative facts about state arts agencies.

	1	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 data on SAA compensation and staffing.
	4	Provide data on SAA and regional arts organization (RAO) grant-making outlays. Secure Final Descriptive Reports of grant activities from all SAAs and RAOs. 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 clearinghouses of seminal SAA policy documents, such as strategic plans, authorizing statutes and the Interactive Database of State Creative Economy Studies .
	6	Contribute expertise and information about state arts agencies to arts research initiatives. This includes NEA research initiatives focusing on local arts agencies and historically Black colleges and universities.

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

	1	Fulfill member information requests , 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	Expand state arts agency understanding of current issues and trends affecting state arts agency operations. Priority topics for 2024 and 2025 include the below. Share examples of ways that state arts agency strategic planning practices are changing following the COVID-19 pandemic. Incorporate examples of SAA equity plans into NASAA's online planning resource page.
		Brief state arts agencies on the proliferation of automated artificial intelligence and its potential effects on the arts and state government.
		Collect and disseminate information on state arts agency grant panels. In addition to sharing practical nuts-and-bolts information about panel composition, compensation and documentation, provide opportunities for SAA discussions of changes they are making to panel practices.
	4	Collaborate with the NEA to visualize and disseminate state level employment and GDP data from the U.S. Bureau of Economic Analysis's Arts and Cultural Production Satellite Account.
	5	Conduct a fresh quantitative analysis of NASAA's Arts and Economic Recovery Research to understand postpandemic trends.
	6	Provide research consulting services to support individual members' strategic planning, data analysis and evaluation efforts. [This is a fee-based custom service.]
	7	In cooperation with the NEA, provide technical assistance and documentation to help SAAs and RAOs fulfill federal reporting requirements. Support SAA understanding of NEA federal compliance requirements.

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

	1	Encourage SAAs' program and policy ingenuity by showcasing exemplary practices in State to State articles and topical reports (e.g., strategy samplers and policy briefs).
	2	Harness the power of research to advance diversity, equity and inclusion (DEI) among SAAs: Continue to promote lessons learned from the Equitable Grant Making Assessment Pilot Project, demonstrating ways that SAAs can assess and continually improve their funding practices.
		In cooperation with the NEA, produce geospatial analyses of state and regional grant-making data, to deepen understanding of how public funds reach underserved communities.

		Facilitate members' use of enhanced demographic analysis and mapping tools that show communities reached through SAA grants. Provide customized state level dashboards that help members examine investments made in historically underserved and vulnerable areas.
		Using the Final Report and Application Database as a resource, identify SAAs that are collecting grants data pertaining to applicant demographics or DEI activities. Determine whether and how those data are being used to measure progress toward funding equity and share insights gained.
		Expand the Strengthening State Arts Agency Relationships with Native Communities initiative. Provide guidance and examples SAAs can use to collaborate with tribes, Native organizations and Indigenous artists. Identify strategies that NASAA and SAAs can adopt to improve arts services to Native communities over time.
		Circulate models of DEI programs, tools and research adopted by SAAs and other networks.
	3	Advance SAA creative aging practices through the States Leading Creative Aging initiative. Provide ongoing support for NASAA's grantee cohort and catalyze their development of new strategies for engaging older adults from underserved communities.
	4	Curate and circulate emerging research from SAAs and other sources to inform members and the NEA about trends, data and evaluation methods relevant to the work of SAAs.

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

 	1	Convene SAA executive and deputy directors at the inaugural Executive Forum in Santa Fe, New Mexico. Develop an agenda that addresses top leadership issues of SAAs while encouraging peer learning and relationship building. Convene a gathering for new executive directors prior to the forum, to support leadership orientation and cohort development. Building on feedback from the 2023 effort, plan and produce the 2025 Executive Forum.
	2	Plan and produce Assembly 2024 in San Juan, Puerto Rico. Provide a program that speaks to the current needs of state arts agencies while also showcasing the unique roles played by our host agency, the Instituto de Cultura Puertorriqueña, and the creative assets of the San Juan community.
	3	Deliver year-round online professional development sessions. Offerings will prioritize topics relating to key issues and will be pertinent 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.
  	4	Convene new SAA directors to support their learning and foster peer connections. Starting in 2025, convene biennial Boot Camps for new appointees. In even years, convene new executives through Assembly pre-conferences.
	5	Cooperate with the NEA to present annual State Arts Agency Arts Education Managers Professional Development Institutes. Provide orientations for new arts education managers and facilitate exchange between veteran managers and newcomers to the arts education field.
	6	Cooperate with the NEA to present annual professional development institutes for staff administering folk and traditional arts partnership programs. Facilitate and expand mentorship and networking opportunities to support all Folk Arts Partnership program managers.

	7	Convene two virtual Creative Aging Institutes for all SAAs and their creative aging partners. 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.
	8	Provide informal learning and networking opportunities to support mindfulness and workplace well-being for SAA staff and council members.

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 email messages, our newsletter, Reports to Councils, Legislative Alerts and NASAA's social media channels.
	2	Incorporate resiliency resources into each edition of NASAA's newsletter.
	3	Maintain the currency of the NASAA website. Implement structure and navigation enhancements to improve the accessibility of NASAA information and align the design with NASAA's brand guidelines. Refresh the website and related systems used to communicate about NASAA Assemblies.
	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.

B. Facilitate peer-to-peer networking.

	1	Continue to coordinate year-round peer group conversations and networking for job-alike groups, including SAA executive directors, deputy directors, council members, accessibility coordinators, arts education managers, community arts managers, folk and traditional arts program managers, gallery managers, grants officers, individual artist coordinators, public art managers and public information officers. Provide virtual meeting platforms, coordinate logistics, and recruit volunteers and presenters to lead discussions.
		
	2	Maintain listservs to facilitate rapid information sharing within peer groups.
	3	Cultivate an SAA community of practice around DEI:
		Sustain an affinity group for SAA staff and council members of color through regular virtual meetings, a listserv and an online resource hub.
		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.	

	4	Convene "jam sessions" for SAA leaders on time-sensitive topics. These informal, small-group conversations will provide opportunities to share strategies for addressing sensitive issues, including arts controversies and political polarization.
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C. Promote the understanding and use of NASAA services.

	1	Produce member benefits summaries that articulate NASAA's work and help members make the case for annual dues.
	2	Engage 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	Help new public information officers learn about NASAA roles and resources through onboarding meetings tailored to communications staff.
	4	Offer video conference briefings/presentations about NASAA services for SAA council meetings, on an invitation basis.
	5	Utilize NASAA's board orientation program to expand participants' understanding of state arts agencies and NASAA.

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 geographic, racial, ethnic, age, gender and political diversity.
	3	Engage SAAs in 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.
	7	Celebrate field leadership through the Luminary Award for Transformative Executive Service, the Distinguished Public Service Award, and two Diversity, Equity and Inclusion Awards. Coordinate an Awards Committee to adjudicate nominations.
	8	In consultation with members, coordinate site selection for the 2025 Executive Forum and Assembly 2026.

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 two years of NASAA's FY2024-2027 dues plan.
	4	Develop new foundation funding for NASAA's work, with special attention to opportunities for equity work, operating support and leadership development programs.
	5	Encourage and sustain individual giving to NASAA.
	6	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.

B. Develop NASAA's human resources.

	1	Embody NASAA's diversity, equity and inclusion principles across our organizational culture.	
		Complete a comprehensive equity audit of NASAA's policies and practices, governance, communications, and member support services.	
		Develop an equity action plan to implement recommendations from the equity audit.	
		Begin implementing the equity action plan and tracking measures of progress.	
		Revise human resources policies and practices to address the findings of the audit.	
		2	Provide staff professional development that supports service delivery and staff growth and productivity.
		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 support an efficient and productive hybrid workplace.
	2	Maintain the currency of NASAA's membership contact data in our Salesforce association management system. Maximize use of Salesforce for communications, billing, events and other management functions. Identify and implement a strategy for integrating event attendance data into Salesforce.
	3	Continually improve NASAA's technology to support organizational operations and member services.
		Upgrade the Internet connection to NASAA's server to achieve better upload speeds and improve remote access.

		Keep NASAA hardware current. Manage upgrades strategically through a staggered schedule for purchasing and depreciating equipment.
		Identify and implement an online community networking platform for members, to provide connectivity beyond the NASAA listservs.
		Assess functional needs and possible solutions for upgrading NASAA's research database systems. In addition to analytic capabilities, assess cloud compatibility and possible linkages with member systems.
		Drawing on the results of the research database needs assessment, develop a timetable and expense plan for migrating NASAA's network to the cloud.
		Investigate solutions and costs for upgrading NASAA's voicemail and telephone systems to improve call quality and reliability.
	4	Manage NASAA's administrative systems and physical office to support staff productivity and effective service delivery to members.
	5	Maintain NASAA's accountability standards, internal controls, and federal reporting and risk management procedures.

D. Evaluate our work and learn from the results.

	1	Track and report on performance metrics that monitor NASAA's organizational strength as a professional association. Update our metrics as need based on recommendations from the equity audit.
	2	Conduct interviews (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.
	3	Starting in 2025, institute a biennial membership opinion poll to invite broad feedback about NASAA programs and services.
	4	Track information requests and mine the data to inform NASAA's research services and technical assistance.
	5	Conduct program evaluations to inform continual program and service improvements. This will include evaluation of professional development offerings (the Executive Forum, Assembly, and Professional Development Institutes for arts education and folk and traditional arts managers).
	6	Report to the membership through Action Plan Highlights and DEI action reports that summarize NASAA's progress and recent accomplishments. Publish evaluation findings and the results of member feedback loops via the NASAA website and communicate transparently about them to the membership.
	7	Use website analytics, social media metrics and bulk-email data to guide NASAA's communications.
	8	Conduct an annual financial and compliance audit to maintain high standards of accountability.
	9	Conduct an annual employee survey to monitor staff satisfaction and working conditions. Adopt management practices that respond to staff concerns.

NASAA FY2024 Budget Summary

(October 1, 2023 - September 30, 2024)

<u>REVENUE</u>	<u>FY2024 BUDGET</u>
STATE MEMBERSHIP DUES	\$ 920,000
NEA PARTNERSHIP GRANT	\$ 850,000
NEA RESEARCH CONTRACT	\$ 320,000
NEA ARTS EDUCATION CONTRACT	\$ 115,000
NEA FOLK & TRADITIONAL ARTS CONTRACT	\$ 60,000
<i>CORPORATE & FOUNDATION CONTRIBUTIONS:</i>	
E.A. MICHELSON: STATES LEADING CREATIVE AGING GRANT	\$ 425,000
OTHER FOUNDATION GRANTS	\$ 175,000
<i>FISCAL SPONSORSHIP:</i>	
CROSS-SECTOR PARTNERSHIPS	\$ 600,000
INDIVIDUAL CONTRIBUTIONS	\$ 100,000
EXECUTIVE FORUM REGISTRATIONS	\$ 30,000
OTHER INCOME	<u>\$ 70,000</u>
	REVENUE \$ 3,665,000
	ASSETS to be released from donor restrictions <u>\$ 162,150</u>
	TOTAL REVENUE and OTHER SUPPORT \$ 3,827,150
 <u>EXPENSES</u>	
SALARIES	\$ 1,531,650
BENEFITS	<u>\$ 428,000</u>
	SUBTOTAL \$ 1,959,650
RENT / STORAGE	\$ 92,500
EQUIPMENT LEASE / MAINTENANCE / SOFTWARE	\$ 67,500
INSURANCE / TAXES / BANK & LICENSE FEES	\$ 21,500
ACCOUNTING / AUDIT	\$ 61,500
DEPRECIATION	\$ 26,500
PUBLICATIONS / DUES / PARTNERSHIPS / SUPPLIES	\$ 18,000
PHONE / INTERNET / VIDEOCONFERENCING / WEB HOSTING	\$ 21,500
PRINTING / COPYING / SHIPPING	\$ 9,500
OUTSIDE PROFESSIONAL SERVICES	\$ 292,160
COOPERATIVE AGREEMENT DIRECT COSTS	\$ 215,000
E.A. MICHELSON (AROHA) CREATIVE AGING DIRECT COSTS	\$ -
E.A. MICHELSON: STATES LEADING CREATIVE AGING DIRECT COSTS	\$ 161,840
OTHER FOUNDATION PROJECT DIRECT COSTS	\$ 120,000
FISCAL SPONSORSHIP DIRECT COSTS	\$ 590,000
EXECUTIVE FORUM DIRECT COSTS	\$ 80,000
	SUBTOTAL \$ 1,777,500
MEMBER TRAVEL	\$ 40,000
STAFF TRAVEL	<u>\$ 50,000</u>
	SUBTOTAL \$ 90,000
	EXPENSES \$ 3,827,150
	OPERATING REVENUE / (EXPENSES) \$ (162,150)
	REVENUE/(EXPENSES) Including Funds to be Released <u>\$ 162,150</u>
	OPERATING RESERVE FUNDS \$ -
	REVENUE / (EXPENSES) \$ -



2023 Nominating Committee Report

Sandy Shaughnessy (ED-FL), Chair

Patrick Baker (ED-SD), Sean Chandler (CM-MT), LaVon Bracy Davis (CM-FL), Michael Faison (Former ED-ID), Sue Gens (ED-MN), Abigail Gómez (Former CH-VA), Michelle Laflamme-Childs (ED-NM), Tina Lilly (ED-GA), Gene Meneray (CM-LA), Andrea Noble (ED-AK), David Platts (ED-SC)

It is with pleasure that the Nominating Committee presents its recommendations for FY2024 chair and directors.

For Chair, serving one two-year term:

- Donna Collins, Executive Director, Ohio Arts Council

For three-year terms on the Board of Directors:

- Ruben Alvarez, Special Advisor, Arizona Commission on the Arts*
- LaVon Bracy Davis, Council Member, Florida Division of Arts and Cultural Affairs*
- Michael Donovan, Executive Director, Missouri Arts Council
- Marcela “Xela” Garcia, Council Member, Wisconsin Arts Board
- Tasida Kelch, Executive Director, Virgin Islands Council on the Arts
- David Schmitz, Executive Director, Iowa 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 virtual business meeting on Monday, October 23, 2023.

* * * * *

The Nominating Committee reports that during our 81 conversations, state arts agencies expressed strong support for NASAA. Members gave thoughtful, constructive feedback on what they need in 2024 to address efforts related to political polarization, advocacy, and accelerated staff and leadership turnover. This year’s committee focused on nominating people from states that have not been represented on the NASAA board for 10+ years, people who are serving in current executive or council positions, people of color, people under 50 and conservative perspectives. While there were many more qualified candidates for board service than available seats, NASAA is gratified that so many people are interested in serving on the national board. Please review the full report on the [2023 Nominating Committee Findings](#).

On behalf of the membership, the committee acknowledges and thanks departing board members **Michael Faison (Former ED-ID), Quanice Floyd (Former CM-DC), Abigail Gómez (Former CH-VA)** and **Julie Vigeland (Former CH-OR)** for their exceptional service to NASAA and to the field.

These board members will continue their terms in 2024:

Alice Bioff, Native Village of Koyuk, Council Member

Alaska State Council on the Arts
Anchorage, AK
(Board term 2022-2024)

Karl Blischke, Executive Director

Pennsylvania Council on the Arts
Harrisburg, PA
(Board term 2020-2025)

Michael Bobbitt, Executive Director

Massachusetts Cultural Council
Boston, MA
(Board term 2022-2024)

Mary Bordeaux, Sicangu Oglala Lakota, Council Member

South Dakota Arts Council
Faculty, Institute of American Indian Arts
Rapid City, SD
(Board term 2020-2025)

Sean Chandler, Aaniiih, Council Member

Montana Arts Council
Helena, MT
(Board term 2023-2025)

Carla Du Pree, Former Vice Chair

Maryland State Arts Council
Columbia, MD
(Board term 2019-2024)

Christian Gaines, Executive Director

Western State Arts Federation
Denver, CO
(Board term 2021-2024)

Sue Gens, Executive Director

Minnesota State Arts Board
Saint Paul, MN
(Board term 2022-2024)

Deonté Griffin-Quick, Managing Director of External Affairs*

Artist Communities Alliance
Linden, New Jersey
(Board term 2024-2025)

Karen Hanan, Executive Director

Washington State Arts Commission
Olympia, WA
(Board term 2020-2025)

Gabriella Huggins, Executive Director*

Art Access
Salt Lake City, Utah
(Board term 2024-2025)

Gene Meneray, Council Member

Louisiana State Arts Council
New Orleans, LA
(Board term 2020-2025)

Ivonne Chand O'Neal, Founder and Principal

MUSE Research
Silver Spring, MD
(Board term 2020-2025)

David Platts, Executive Director

South Carolina Arts Commission
Columbia, SC
(Board term 2023-2025)

Omari Rush, Former Chair

Michigan Arts and Culture Council
Ann Arbor, MI
(Board term 2016-2024)

*New at-large directors elected by the NASAA board on September 28, 2023

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

NOMINEE BIOS

Ruben Alvarez serves as Special Advisor to the Arizona Commission on the Arts and is cofounder and managing partner of Molera Alvarez, LLC, a government relations and public affairs firm based in Phoenix. Molera Alvarez represents a wide range of Fortune 500 companies, nonprofit groups and governmental entities. Prior to forming Molera Alvarez in 2003, Alvarez worked in the State of Arizona's executive branch for 12 years. Notable is his role as the governor's policy advisor for Mexico and Hispanic affairs. Before becoming policy advisor, Alvarez also served as the governor's director of the Office of Equal Opportunity, where he implemented and oversaw outreach efforts to develop greater communication between state agencies and underrepresented communities to disseminate information on contracting and employment opportunities.

LaVon Bracy Davis currently serves as the State Representative for Florida's 40th House District, comprising a part of the City of Ocoee and Pine Hills, Rosemont, College Park, and unincorporated Orange County communities. Prior to her work in the legislature, Rep. Bracy Davis served as an arts executive in the City of Orlando and Central Florida. Her contributions include leading the diversification of community programming and engagement in the arts community in Central Florida. LaVon worked with 200+ local arts groups, nonprofits, and a myriad of Central Florida community-based organizations, pouring millions of dollars into economic activation in Orlando and its surrounding areas. Among LaVon's key personal accomplishments was the legislative appointment as Chair of the Florida Division of Arts and Culture - a 15-member advisory council convened to advise the Secretary of State regarding cultural grant funding and matters pertaining to culture in the state. One of her most memorable accomplishments while on the panel was the opportunity to select the sculptor who created the sculpture of Dr. Mary McLeod Bethune that is now in the National Statuary Hall in Washington, DC. LaVon is a committed board member of Pace Center for Girls – Orange County and a volunteer for Valencia College's Take Stock in Children/Horizons mentorship program. In 2018, LaVon was chosen by the Orlando Business Journal as one of the 40 Under 40 Awards recipients. She is a member of Alpha Kappa Alpha Sorority, Inc.

Michael Donovan, Executive Director of the Missouri Arts Council, leads the state arts agency that creates a stronger State of Missouri. He is responsible for developing a strategic and effective organization, supporting a professional staff, and creating training and professional development for nonprofit arts organizations. His focus includes expanded presence statewide, proportional and equitable grant funding, and building partnerships and creative communities. Before joining the agency, he was the editor of a publication on fundraising events for nonprofits, directed a cultural center in Louisiana, and worked for a united arts fund in Ohio. For 40+ years, Donovan has been a professional in the arts, serving on many cultural and community boards, including the Mid-America Arts Alliance, and grant panels for the NEA and several states and communities. As a writer and frequent speaker at conferences and workshops, his topics include program development, strategic planning, fundraising and marketing. VSA Arts recognized his commitment to accessibility and artists with disabilities with its Award of Excellence. He also participated in the Missouri Chamber of Commerce Leadership Class. He and his wife live in University City, in the creative and diverse Loop neighborhood of Parkview Gardens, where he serves on the neighborhood association board.

Marcela "Xela" Garcia is a Xicana artist, innovator and cultural warrior who currently serves as the Executive Director at Walker's Point Center for the Arts in Milwaukee, WI and was elected to the Milwaukee Public Schools Board of Directors representing District #6. She brings broad experience in arts and culture administration, education, philanthropy and organizational sustainability. She earned

her BA in English Literature with an emphasis in Creative Writing & Chicanx/Latinx Studies at the University of Wisconsin-Madison and also holds a certification in Nonprofit Leadership. Xela was awarded Board Sources' National Emerging Non-Profit Leader Award in 2012, was recognized as one of Wisconsin's Most Powerful Latinos in 2018, was selected to the 2020 class of the Milwaukee Business Journal's 40 Under 40 Award and the 2020 Arts + Culture Leaders of Color Fellowship with Americans for the Arts. She currently serves as a mayoral appointee to the City of Milwaukee Arts Board.

Tasida Kelch leads the Virgin Islands Arts Council (VICA). She joined VICA in 2004 as the agency's special projects coordinator and became the executive director in 2016. She has expertise in event planning, communications and public speaking, program development, operations, and strategic planning and budgeting. Tasida is also a member of the Reichhold Center for the Arts Board and serves with the St. Thomas Recovery Board as the Chair for the Arts and Culture Committee. In addition, she volunteers with AARP, Friends of the Library and the Humane Society.

David Schmitz has led Iowa's state arts agency, the Iowa Arts Council (IAC), since 2020. Schmitz previously served as a community resources specialist with the IAC and managed programs supporting the development of community arts and public art. A trained visual artist, Schmitz has more than 15 years of experience in the arts, public administration and art museums. Most recently, he served as executive director of the Dubuque Museum of Art, an accredited regional art museum and Smithsonian Affiliate, and has held roles with the Des Moines Art Center and Chicago Artists' Coalition. Schmitz is a graduate of the University of Northern Iowa, Columbia College Chicago, and the Getty Leadership Institute. He has served on the board of the Iowa Cultural Coalition and as a reviewer for Americans for the Arts and the Joan Mitchell Foundation. He has also served on numerous grant review panels, including for Vermont and Ohio, most recently. In his current role with the Iowa Arts Council, Schmitz works with a professional staff, advisory council, and many statewide partners to advance the organization's strategic vision and goals, which include enhancing networks and infrastructure for the arts, expanding access to resources, and championing the arts and creative industries in Iowa. Schmitz' passion for the work and role of arts service organizations stems from his belief in the power of the arts to transform lives and communities.