

# NASAA STRATEGIC PLAN

FOR 2023 AND BEYOND

## EXECUTIVE SUMMARY



**NASAA** NATIONAL ASSEMBLY of  
STATE ARTS AGENCIES

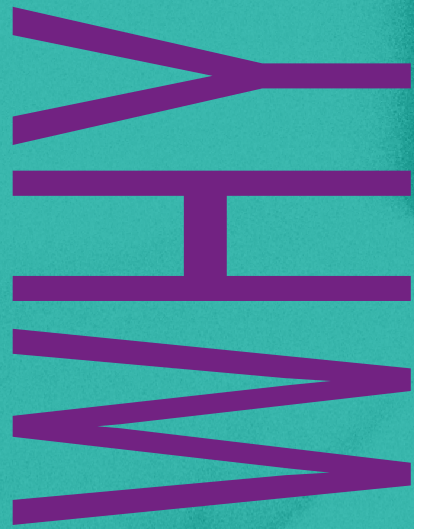
# OUR STRATEGIC CONTEXT

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Our country is contending with generation-defining events. 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, helping us understand the past, grapple with the present and envision a new future.

This strategic plan reflects our 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.







### THRIVING FOR ALL

The arts 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—have access to these opportunities.

## WHY NASAA AND STATE ARTS AGENCIES MATTER

State arts agencies provide services that make us stronger—as individuals, families, communities, states and as a nation.

NASAA in turn, strengthens state arts agencies, helping them to deliver responsive, accessible and accountable services to the public.

**LEARN MORE:** [About State Arts Agencies](#) and [NASAA Member Benefits](#)

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# RETURN ON INVESTMENT

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## STRONG ECONOMIES

The arts are an economic engine, putting people to work in many sectors. The creative industries stimulate commerce and offer opportunities for young people, rural areas and creative entrepreneurs to prosper.

## THRIVING COMMUNITIES

The arts promote connection and create desirable places for people to live, work, play and raise their families. They tell our stories, helping us preserve and pass on cherished traditions and empathize with others.

## 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 and people struggling with depression, anxiety or addiction.

## EFFECTIVE EDUCATION

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

## INNOVATION

The arts exercise our creative muscles throughout our life span. A creative workforce gives businesses a competitive edge by helping them originate new ideas and find fresh solutions to problems.

## STRONG 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.



**LEARN MORE:** [The Arts and America's Bottom Line](#)



# MISSION

## TO STRENGTHEN STATE ARTS AGENCIES

NASAA EMPOWERS THE WORK OF STATE ARTS AGENCIES THROUGH:

### KNOWLEDGE

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

### REPRESENTATION

NASAA is a champion and advocate for state arts agencies. 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 and unites our members. NASAA helps all members to flourish, honoring their distinctiveness and commonalities.

**Our work is guided by enduring values:** access for all, service, credibility, nonpartisanship, excellence, transparency and collaboration.



# GOALS



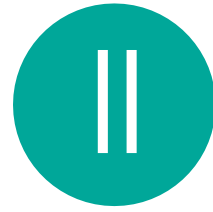
## ADVOCATE

### 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 a welcoming professional 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.



# GOALS

# BETTER TOGETHER

Collaborations are integral to NASAA's success, and to the work of state arts agencies. 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 priorities of our member state arts agencies.

## POLICY NETWORKS

NASAA connects with national organizations that shape the knowledge and actions of state policymakers.

## 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.





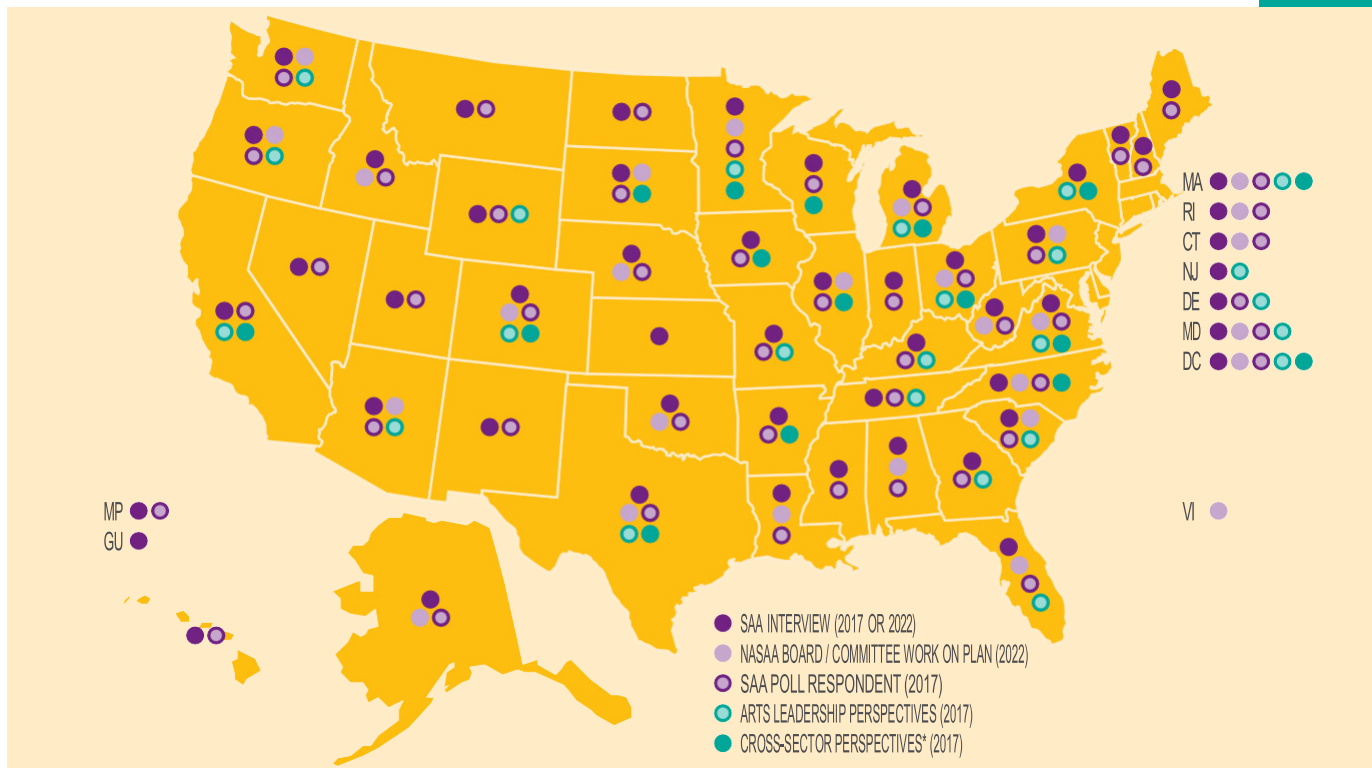
# ENGAGE

## OUR PLANNING PROCESS

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This plan—initially adopted in 2018 and substantially revised for 2023 and beyond—was formulated through a broad and engaging 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 highly participatory process was led by NASAA's Planning & Budget Committee. We used a mix of methods to invite candid opinions and make sure every voice was heard.





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

## AN EVERGREEN PLAN

To help us stay agile, NASAA planning is an **evergreen** combination of strategic plans and action plans. Our **strategic plan** charts NASAA's overall course. It sets forth our purpose, our long-range goals and the principles that guide our work. Biennial **action plans** are time-bound. They itemize the near-term steps we take to achieve our long-term goals.

Our strategic plan and action plans are both developed with extensive member input. This tandem approach ensures that NASAA's day-to-day priorities align with our strategic vision.







# NASAA

NATIONAL ASSEMBLY of  
STATE ARTS AGENCIES

Knowledge ▲ Representation ▲ Community

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