

LEADERSHIP INSTITUTE

OCTOBER 11-13

NASAA 2017



Portland, Oregon

HOSTED BY THE OREGON ARTS COMMISSION

LEADERSHIP INSTITUTE OCTOBER 11-13 NASAA 2017



TABLE OF *contents*

WELCOME.....PAGE 3

SCHEDULE AT A GLANCEPAGE 4

SESSIONS & EVENTS.....PAGE 6

GENERAL INFORMATION..... PAGE 13

FROM THE PRESIDENT..... PAGE 14

SPONSORS & ACKNOWLEDGMENTS..... PAGE 15

THANK YOU! PAGE 16

BOARD & STAFF PAGE 18

Use a QR code scanner on your smartphone or tablet to access more information about NASAA 2017 Leadership Institute sessions, speakers and artists. This tech tool conserves paper – good news for the planet and for NASAA's budget. If you don't have a QR reader, visit your app store for options.



MOBILE-FRIENDLY
AGENDA



ARTISTS



SPEAKER BIOS



PEER SESSION
AGENDAS



AREA MAP WITH
SESSION SITES

WELCOME TO *Portland, Oregon*

Dear friends and colleagues,

Welcome to Portland! The Oregon Arts Commission is thrilled to share all that the City of Roses has to offer, from the Willamette and Columbia rivers to snowcapped Mount Hood and our creative and pioneering community spirit. It's a beautiful time of year and we know your visit will be inspiring and refreshing!

During this Institute you'll experience a range of incredible Oregonian talent, including a saxophonist who puts a new twist on modern jazz, our very own state poet laureate, singers with and without disabilities, some amazing kids from the BRAVO Youth Orchestras, and a world-class multilingual, multigenre swing band. We'll also visit cultural venues ranging from theatres to museums to maker spaces. All of this reflects the diversity of Portland's one-of-a-kind creative community.

The conference agenda emphasizes strategic communications, crisis leadership and building public will for the arts and culture. We're especially pleased to share one of our state's strategic initiatives – a collaboration with Arts Midwest and Metropolitan Group to make the arts a more valued and recognized part of everyday life.

You'll find Portland to be a walkable, dynamic downtown with a truly cosmopolitan array of galleries, microbreweries, thriving performance spaces and active nightlife. Plus, we're just two blocks from Powell's City of Books, the world's largest independent bookseller. Portland is also one of the 10 best food cities in America, so you're sure to find great dining (and artisanal doughnuts!) around every corner.

Enjoy your visit, and once again, welcome!

Sincerely,



Brian Rogers
Executive Director, Oregon
Arts Commission and
Oregon Cultural Trust



Christopher Acebo
Chair, Oregon Arts Commission;
Associate Artistic Director,
Oregon Shakespeare Festival

SCHEDULE *at a glance*

WEDNESDAY, *October 11*

9:00 A.M. — 5:00 P.M.

NASAA BOARD MEETING

Oxford/Cambridge, 2nd Floor

1:00 — 6:00 P.M.

LEADERSHIP INSTITUTE REGISTRATION

Kent, Mezzanine Level

5:45 P.M.

BUS DEPARTURES FOR OPENING RECEPTION

Meet at hotel front entrance.

6:00 — 8:00 P.M.

OPENING RECEPTION: PORTLAND ART MUSEUM

1219 SW Park Avenue, Portland, OR 97205

THURSDAY, *October 12*

7:30 A.M. — 3:00 P.M.

LEADERSHIP INSTITUTE REGISTRATION

Kent, Mezzanine Level

7:30 — 8:30 A.M.

BREAKFAST

London Grill, Lower Level

9:00 — 10:30 A.M.

OPENING PLENARY & ROLL CALL

Mayfair, Mezzanine Level

11:00 A.M. — NOON

PLENARY SESSION: CREATING CONNECTION & BUILDING PUBLIC WILL

Mayfair, Mezzanine Level

NOON — 1:00 P.M.

LUNCH

London Grill, Lower Level

1:00 — 2:30 P.M.

COMMUNICATIONS CLINICS

Leading Effective DEI Dialogues

Windsor, 2nd Floor

Communications Choices that Build Public Will

Brighton, 2nd Floor

Effective Case Making in an Era of Political Polarization

Oxford/Cambridge, 2nd Floor

2:45 P.M.

BUS DEPARTURES FOR LEARNING EXPEDITIONS

Meet at hotel front entrance. Bring your expedition enrollment ticket, or check with registration desk about available space.

3:00 — 5:00 P.M.

LEARNING EXPEDITIONS

Community Media:

Empowerment through Access

Open Signal

2766 NE Martin Luther King Jr. Boulevard, Portland, OR 97212

Agency Transformation:

Quasi-Governmental Entities

Portland Center Stage

128 NW 11th Avenue, Portland, OR 97209

Incubating Innovation:

A Creative Maker Space

ADX Portland

417 SE 11th Avenue, Portland, OR 97214

EVENING

DINNER ON YOUR OWN

FRIDAY, *October 13*

7:30 — 8:00 A.M.

DAYBREAK ACTIVITIES

Guided Meditation

Oxford/Cambridge, 2nd Floor

Walkabout

Meet in the lobby at 7:25 a.m.

8:00 — 9:00 A.M.

BREAKFAST

London Grill, Lower Level

9:00 — 10:00 A.M.

PLENARY SESSION: NATIONAL ENDOWMENT FOR THE ARTS

Mayfair, Mezzanine Level

NASAA 2017 LEADERSHIP INSTITUTE

10:30 A.M. — NOON

PEER SESSIONS, PART I

Chairs and Council Members

Windsor, 2nd Floor

Executive Directors

Oxford/Cambridge, 2nd Floor

Deputy Directors

Brighton, 2nd Floor

NOON — 1:00 P.M.

LUNCH

London Grill, Lower Level

1:00 — 3:00 P.M.

PEER SESSIONS, PART II: CRISIS LEADERSHIP

Chairs and Council Members

Windsor, 2nd Floor

Executive Directors

Oxford/Cambridge, 2nd Floor

Deputy Directors

Brighton, 2nd Floor

3:15 P.M.

BUS DEPARTURES FOR CLOSING SESSION

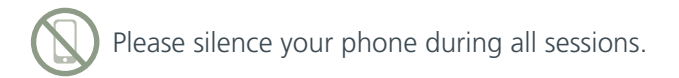
Meet at hotel front entrance.

3:30 — 5:00 P.M.

CLOSING SESSION & PERFORMANCE

Winningstad Theatre

1111 SW Broadway, Portland, OR 97205



SESSIONS & Events

WEDNESDAY, OCTOBER 11

9:00 A.M. — 5:00 P.M.

NASAA BOARD MEETING

Oxford/Cambridge, 2nd Floor

NASAA members are invited to drop by.

1:00 — 6:00 P.M.

LEADERSHIP INSTITUTE REGISTRATION

Kent, Mezzanine Level

5:45 P.M.

BUS DEPARTURES FOR OPENING RECEPTION

Meet at the front entrance of the hotel to catch a ride to the Portland Art Museum.

6:00 — 8:00 P.M.

OPENING RECEPTION: PORTLAND ART MUSEUM

1219 SW Park Ave, Portland, OR 97205



Meet new colleagues and reconnect with longtime friends at the Portland Art Museum, the first public art museum in the Pacific Northwest. Its collection includes 42,000 pieces reflecting the history of creative expression from ancient times to today, including works by the First Nations of North America as well as contemporary art, Asian art and sculptural works. Jazz saxophone virtuoso Devin Phillips is the evening's featured performer.



Devin Phillips

THURSDAY, OCTOBER 12

7:30 A.M. — 3:00 P.M.

LEADERSHIP INSTITUTE REGISTRATION

Kent, Mezzanine Level

7:30 — 8:30 A.M.

BREAKFAST

London Grill, Lower Level

9:00 — 10:30 A.M.

OPENING PLENARY & ROLL CALL

Mayfair, Mezzanine Level

Let your voice ring out in the annual Roll Call of the States!



Elizabeth Woody



PHAME

The opening ceremonies include a welcome from Portland City Commissioner and cultural liaison Nick Fish and a reading from Oregon Poet Laureate Elizabeth Woody, a member of the Yakama and Navajo Nations. Also enjoy an uplifting performance from PHAME, a music ensemble that creates opportunities for people with and without disabilities to experience the joy of artistic expression through lifelong arts education and performance.

11:00 A.M. — NOON

PLENARY SESSION: CREATING CONNECTION & BUILDING PUBLIC WILL

Mayfair, Mezzanine Level

Research shows that most Americans value the arts and participate in them on a regular basis. Despite this broad engagement, the arts are too often portrayed as a nicety rather than a necessity. Can our field shift this perception

and tap into more enduring support? Learn how Arts Midwest, Metropolitan Group and a growing cohort of cultural leaders in Oregon, California, Massachusetts, Minnesota and Michigan are using proven research and communications methods to build public will and make the arts a more recognized and valued part of everyday life. This session is sponsored by Arts Midwest through Creating Connection, a leadership initiative that Arts Midwest directs in connection with Metropolitan Group.

SPEAKERS:

Pam Breaux, CEO, NASAA

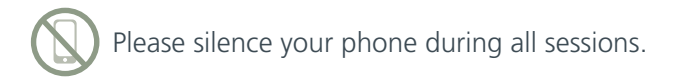
Eric Friedenwald-Fishman, Founder, Metropolitan Group

Kevin Kirkpatrick, Senior Executive Vice President, Metropolitan Group

NOON — 1:00 P.M.

LUNCH

London Grill, Lower Level



SESSIONS & Events

THURSDAY, OCTOBER 12 *(continued)*

1:00 – 2:30 P.M.

COMMUNICATIONS CLINICS

Concurrent clinics build strategic communications skills that help you navigate your state's policy environment today – and tomorrow.

Leading Effective DEI Dialogues *Windsor, 2nd Floor*

State arts agencies are committed to advancing diversity, equity and inclusion (DEI). However, the success of those efforts hinges on how well your staff and board can engage allies, inspire commitment and ultimately compel action. This session empowers your agency's DEI work by helping you to persuasively express the impact of DEI and to facilitate productive DEI conversations – and navigate common challenges – with a variety of stakeholder groups.

FACILITATOR:
Kelly Brown, Director, D5 Coalition

Communications Choices that Build Public Will *Brighton, 2nd Floor*

The Creating Connection research reveals specific messages that do – and don't! – activate support for the arts and culture. Drawing on those insights, this clinic pinpoints language and images that are proven to be effective with diverse constituencies. Dramatic "before and after" examples and critiques of common communication pitfalls illuminate how you can tell your agency's story effectively. This session is sponsored by Arts Midwest through Creating

Connection, a leadership initiative that Arts Midwest directs in collaboration with Metropolitan Group.

FACILITATORS:
David Fraher, President & CEO, Arts Midwest
Anne Romens, Program Director, Arts Midwest
Deb Vaughn, Arts Education Coordinator,
Oregon Arts Commission

Effective Case Making in an Era of Political Polarization *Oxford/Cambridge, 2nd Floor*

This clinic invites candid conversation about how the arts are perceived through different political lenses. The discussion draws on a recent poll of registered Republican voters that sheds new light on conservative views about government priorities, federal spending and the arts. A briefing on the findings serves as a springboard for conversation about how arts advocates can strategically frame our case to appeal to diverse points on the political spectrum.

FACILITATOR:
Pam Breaux, CEO, NASAA

SPEAKER:
Tony Fabrizio, Partner, Fabrizio, Lee & Associates

2:45 P.M.

BUS DEPARTURES FOR LEARNING EXPEDITIONS

Meet at the front entrance of the hotel to board a shuttle to the off-site Learning Expedition of your choice. Due to space restrictions, advance enrollment is required. Tickets (included in your registration packets) are required for bus boarding. Visit the registration desk to inquire about available space.

3:00 – 5:00 P.M.

LEARNING EXPEDITIONS

Learning expeditions tap into the creative assets of the Portland community while exploring the public value and transformative power of the arts.

Community Media: Empowerment through Access

Open Signal
2766 NE Martin Luther King Jr. Boulevard,
Portland, OR 97212

The media arts play an increasingly powerful role in shaping society, influencing public opinion and catalyzing change. Open Signal is a dynamic laboratory for this work, using the arts and technology to explore new ideas around civic engagement and social impact. This session shows how Open Signal evolved from a 30-year-old public access channel into a state-of-the-art community media center that amplifies diverse voices, fosters creativity, nurtures youth development and increases civic engagement. Participants receive a tour of the facility and participate in an interactive media arts activity.



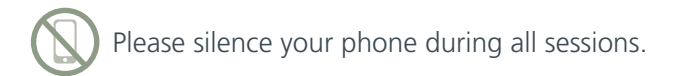
Agency Transformation: Quasi-Governmental Entities

Portland Center Stage
128 NW 11th Avenue, Portland, OR 97209



Government agencies hold a unique authority and imprimatur. They also have to cope with many procedural limitations and bureaucratic constraints! This session features three state agencies that became "quasi-governmental" entities to gain more agility. Join this expedition to discuss ways of reconceiving what it means to be a state agency. The session is hosted by The Armory, a facility dramatically transformed from a neglected fire hazard into a vibrant, Platinum LEED-Certified performance venue.

SPEAKERS:
Kelly Barsdate, Chief Program and Planning Officer, NASAA
Ben Brown, Chair, Alaska State Council on the Arts
Jeff Hampton, Vice President of Operations, Travel Oregon
Alison Watson, Programs Manager, Michigan Council for Arts & Cultural Affairs



SESSIONS & Events

THURSDAY, OCTOBER 12 *(continued)*

Incubating Innovation: A Creative Maker Space *ADX Portland* *417 SE 11th Avenue, Portland, OR 97214*

Maker spaces are hotbeds of homegrown entrepreneurship – places where independent artists, tech mavens, designers and DIY-ers pool their resources to bring ideas into reality. The maker movement is reinventing small business models, offering new economic opportunities and using creativity to challenge old manufacturing norms. Yet few state arts agencies support such commercial spaces. Get an in-depth (and hands-on) look at this movement by visiting ADX Portland, a nationally prominent maker space.



EVENING

DINNER ON YOUR OWN

Portland is renowned for its “locavore” food scene, offering delicious options ranging from fine cuisine to comfy pub fare to 600+ food carts. Grab a restaurant guide (available at the NASAA registration table or concierge desk) and head out on the town.

FRIDAY, OCTOBER 13

7:30 – 8:00 A.M.

DAYBREAK ACTIVITIES

Energize your morning with one of these optional activities:

Guided Meditation

Oxford/Cambridge, 2nd Floor

Interested in reducing stress, increasing energy and boosting mental clarity? Start your day with a meditation to help focus and calm your mind. Everyone is welcome, regardless of experience.

Walkabout

Stretch your legs and get your circulation flowing while exploring the local neighborhood. This guided group walk follows a route accessible for all ages and abilities. Gather in the lobby at 7:25 for a 7:30 departure.

8:00 – 9:00 A.M.

BREAKFAST

London Grill, Lower Level

9:00 – 10:00 A.M.

PLENARY SESSION: NATIONAL ENDOWMENT FOR THE ARTS

Mayfair, Mezzanine Level

National Endowment for the Arts (NEA) Chairman Jane Chu joins the Leadership Institute to discuss the importance of the arts in America and reflect on how the NEA and the state arts agencies work in partnership to help communities thrive through the arts.



Jane Chu

10:30 A.M. – NOON

PEER SESSIONS, PART I

Peer sessions offer staff and council members the opportunity to network and exchange ideas within job-alike groups. Agendas, developed by volunteer leaders from each group, are available at the registration desk or via the QR code at right.

Chairs and Council Members
Windsor, 2nd Floor

Executive Directors
Oxford/Cambridge, 2nd Floor

Deputy Directors
Brighton, 2nd Floor

NOON – 1:00 P.M.

LUNCH

London Grill, Lower Level

1:00 – 3:00 P.M.

PEER SESSIONS, PART II: CRISIS LEADERSHIP

Peer groups reconvene for facilitated sessions on the topic of crisis leadership. Drawing on the experiences of state arts agencies that have faced crises in recent years, these sessions offer practical guidance for leading and effectively communicating during times of acute uncertainty. The sessions are led by the Elevated Leadership Development Team, a trio of leadership coaches who specialize in public-sector work.

Chairs and Council Members
Windsor, 2nd Floor

FACILITATOR: Alexis Feringa

Executive Directors
Oxford/Cambridge, 2nd Floor

FACILITATOR: Dwayne Rumber

Deputy Directors
Brighton, 2nd Floor

FACILITATOR: Michael Perry



Peer Session
Agendas

SESSIONS & *Events*

FRIDAY, OCTOBER 13 *(continued)*

3:15 P.M.

BUS DEPARTURES FOR CLOSING SESSION

Meet at the front of the hotel to board a shuttle to the Winningstad Theatre.

3:30 – 5:00 P.M.

CLOSING SESSION & PERFORMANCE

Winningstad Theatre

1111 SW Broadway, Portland, OR 97205

After some brief NASAA business, enjoy a sizzling performance by the internationally acclaimed, definition-defying Pink Martini. Founded by Portland native Thomas Lauderdale, this “little orchestra” was established to provide inspiring and inclusive soundtracks for political fundraisers and causes such as civil rights, affordable housing, libraries, education and parks. Today Pink Martini performs around the globe and has recorded in multiple languages, including French,



Pink Martini

Farsi, Armenian, Portuguese, Arabic, Turkish, Xhosa and English. The venue for this concert is the courtyard-style Winningstad Theatre, locally known as “the Winnie.” It’s part of the Portland 5 complex, which brings more than 1,000 music, theatre, dance and lecture performances to Portland each year.

LEADERSHIP INSTITUTE OCTOBER 11-13 NASAA 2017

GENERAL INFORMATION

LEADERSHIP INSTITUTE REGISTRATION

Our conference registration desk will be open on the Mezzanine Level during these hours:

- *Wednesday, October 11*
1:00 – 6:00 P.M.
- *Thursday, October 12*
7:30 A.M. – 3:00 P.M.

For assistance at other times, please visit the NASAA Staff Office located in the Regency Board Room on the 2nd Floor.

BADGES

Your name badge is your “admission ticket” to Leadership Institute sessions and special events, so please wear it at all conference functions. If you lose your badge, visit the Leadership Institute registration desk or ask a NASAA staff member for help.



Badges with a blue star indicate a first-time attendee. Please help us welcome all newcomers to our NASAA community!

BUSINESS SERVICES

The business center, located on the 2nd Floor, offers access to workstations and printers 24 hours a day. Contact the hotel front desk for assistance with additional services.

NASAA STAFF OFFICE

If you missed registration, lost your badge or have a question concerning the meeting, stop by the NASAA Staff Office, located in the Regency Board Room on the 2nd Floor, or ask any NASAA staff member for help. All NASAA staff wear yellow ribbons on their badges.

DOCUMENTATION

NASAA uses a variety of media (including photography and video and audio recording) to capture conference proceedings. NASAA may disseminate selected material, images or recordings for documentation, education and promotion purposes.

PHOTO CREDITS

- Page 3 Rogers, Acebo: photos courtesy of Oregon Arts Commission
- Page 9 Portland Center Stage at The Armory: photo by Uwe Schneider
- Page 10 ADX Woodshop: photo by Nicole March
- Page 11 Jane Chu: photo by Steve Peterson
- Page 12 Pink Martini: photo by Steve Hornbecker
- Page 19 Tilikum Crossing at Night: photo by Tony Webster

SPONSORS & ACKNOWLEDGMENTS

FROM THE *President*



Dear friends,

What an honor it's been to serve you as president of NASAA! I am so proud of all we've done in the last two years: hired a new CEO, ramped up our advocacy,

created a new strategic plan and grown philanthropic support.

NASAA turns 50 in 2018, making this a perfect time to celebrate these successes. As state arts agencies evolve, we rely on NASAA more and more – to help us respond to crises while taking the long view, and to ground us in what's tried and true, while helping us adapt to new trends and realities.

Whatever is happening, NASAA is always there for us, dedicated *exclusively* to state arts agencies. **This, more than anything else, is why I personally give to NASAA.** NASAA has been there for us for 50 years and I want it to be around for 50 more!

If you haven't yet, please make a gift while you're here. Here are a few great reasons why:

- because NASAA's **transformative advocacy** stands up for the NEA, represents our interests in Congress and helps us make the best possible case for the arts at home;

- because **NASAA is there for us, 24/7/365.** We can (and do!) call anytime, for any reason, and get fast, customized help we can count on;
- because **we're stronger together.** NASAA is our professional community, the place where we develop the networks and relationships that sustain and fortify us.

If you find yourself inspired or energized during this Leadership Institute, please take a moment to make a gift today. You can stop by the registration desk, give on-line at nasaa-arts.org or scan the QR code below.

As an extra bonus, the Windgate Foundation will match all gifts to NASAA made after October 1! Give today and double your impact.

Thanks for all you do, and thanks for your support. Your generosity strengthens us all.

Gary

Gary Gibbs, Ph.D.
Executive Director, Texas Commission
on the Arts
President, NASAA



Donate Now



Sponsorship for the Plenary Session: Creating Connection & Building Public Will and Communications Clinic: Communications Choices that Build Public Will has been provided by Arts Midwest through Creating Connection, a leadership initiative that Arts Midwest directs in collaboration with Metropolitan Group.

Rose E. Tucker
Charitable Trust



SPECIAL THANKS

Ellyn Bye | Josie Mendoza | Julie Vigeland | Willamette Valley Vineyards

The work of NASAA and state arts agencies is strengthened in many ways through partnership with the National Endowment for the Arts.

thank you!

\$50,000+

Maryland State Arts Council ¹

\$20,000 - \$30,000

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Daniel Greenberg ⁷
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