

National Art Education Association

Leadership LENS

COMMITTED to effective COMMUNICATIONS and TRANSPARENCY toward creating an ever GREATER "MEMBER EXPERIENCE"

Dear Colleagues:

Happy 2010!

Your Board of Directors held their first meeting of the 2010 fiscal year at the Baltimore Museum of Art in November. They addressed a robust agenda during this exciting year for NAEA! It is during this calendar year that our Board and Elects, staff, and state/regional leaders will complete the work outlined under the current 2007-2010 NAEA Strategic Plan. Preliminary planning efforts for our *next* Strategic Plan will get underway beginning in Baltimore this spring and will broadly engage our membership and other stakeholder groups. Timing is excellent as our work will also be informed by the comprehensive member/nonmember needs assessment completed in 2009 as well as the recent strategic planning completed by many of our peer organizations, including the College Art Association, Americans for the Arts, and the Arts Education Partnership.



Deborah B. Reeve, EdD
Executive Director

Over this year, we will reconfirm NAEA's mission and define our evolving vision for NAEA within the context of today's world. And - most exciting - throughout our strategic planning process, we will be applying the best attributes of design thinking with our members, who have a natural affinity for creativity and innovation. Of note are *The Design of Business: Why Design Thinking is the Next Competitive Advantage*, by Roger Martin, and *7 Measures of Success: What Remarkable Associations Do That Others Don't* (published by the American Society of Association Executives and the Center for Association Leadership, this association-specific study builds upon the work of Jim Collins and his *Good to Great* and *Built to Last* studies of successful companies). Both books are intriguing and informative as we think about our next round of strategic planning and continue to hone our skills as high impact leaders! The planning outcomes will determine the goals and priorities that will shape NAEA's new era of work and ensure a meaningful impact on the future of visual arts education.

First introduced in 2007, the purpose of *Leadership Lens* is to update you on the most recent work of the NAEA Board of Directors and NAEA staff. The following overview provides an update on activities as we end the 2nd quarter of Fiscal Year 2010 and Year III of our 2007-2010 Strategic Plan and an organizational snapshot of several key areas to be addressed during this fiscal year.

Additionally, with the thoughtful contributions of many NAEA leaders, we continue to work our way through all NAEA procedures and practices - examining currency and effectiveness - and revisions continue to be developed and implemented that streamline our operations, reduce costs, and build organizational capacity. This work, all focused on enhancing the member experience, ensures timely communications, transparency, and efficiency in advancing NAEA's mission and meeting NAEA's planning goals now and in the future.

NAEA Governance - Board of Directors

The Board continues to refine governance practices that ensure effective face-to-face meetings. To that end, meeting evaluations continue to inform the way we work as a Board; as evidenced by Board member and Elect evaluations, NAEA's July Super Summer Summit meeting of the NAEA Board of Directors and Elects successfully met our goals and, in many ways, exceeded expectations. Further, NAEA realized a cost savings in our governance expenditures through the support offered by the Fort Worth CVB and members experienced first-hand what the city might offer NAEA as a potential Convention venue.



NAEA President Barry Shauck welcomed special guests to our November meeting: Mac Arthur Goodwin, Chair of the National Art Education Foundation, and Bob Lynch, President and CEO of Americans for the Arts, a 501(c)(6) nonprofit arts organization located in Washington, DC.

Mr. Lynch provided highlights of AFTA's recent long-range strategic planning process and goals that brought national clout to the organization's mission and purpose by using local grassroots strategies and tools. Dr. Goodwin presented an overview of the National Art Education Foundation and highlighted the NAEF grant programs and awards to members since its establishment 25 years ago. He recognized the support NAEA has provided to NAEF over the years and NAEA's recent efforts to position NAEF more prominently; he further briefed the Board on the NAEF planning retreat that was held last year and opportunities for expansion and growth. Dr. Goodwin stressed the purpose and mission of NAEF and related opportunities for supporting NAEA's mission, goals, and strategic initiatives in the future and noted NAEF's decision to secure part-time staffing to help support NAEF activities. As a former NAEA President, Dr. Goodwin congratulated the Board and staff on the tremendous progress made during a new NAEA era.

The significant and ongoing contributions by NAEA Committees and Working Groups were duly noted. Directors and Vice Presidents are exerting active leadership in both governance and development activities that are resulting in a greater number of candidates running for office, greater representation of the membership at the policy and planning levels, and greater outreach and visibility among other professional organizations. Conference calls ensure planning and progress among working groups. Working more closely with Issue Group Chairs, State Presidents/Leaders, and Regional Directors continues to be a priority. The NAEA Organizational Policy Review Committee has completed its work and the remainder of tasks resides with several ad hoc committees and staff recommendations over the remainder of this year.

A complete list of recent actions taken by the Board follows:

Motion 1 was MOVED and CARRIED by John Howell White, seconded by Debbie Greh, to approve the Consent Agenda:

- Schedule of Activities and Meeting Agenda
- July 2009 Board of Director Meeting Minutes
- Board Meeting Dates (Spring/Summer 10)
- Ratification of 2010 Slate of Candidates for Vice President Election (Item 200/1)
- Ratification of 2010 NAEA Distinguished Fellows Inductees (Item 800/4)
- Ratification of National Action Agenda on 21st Century Skills (Item 4000)
- Ratification of Race to the Top Fund Comments (Item 4000)
- Ratification of Preconvention Workshop in cooperation with Expressive Media (Item 500/2)
- Ratification to Re-List NAEA Office for Sale (Item 400/6)

Motion 2 was MOVED and CARRIED by Bob Sabol, seconded by John Howell White, to ratify the Professional Materials Committee recommendations.

Motion 3 was MOVED and CARRIED by Bob Reeker, seconded by Diane Scully, to approve committee members after adding a museum division representative for the *Design Standards for School Art Facilities* Review Committee.

Motion 4 was MOVED and CARRIED by Diane Scully, seconded by Larry Barnfield, to adopt the following new sentence to be inserted in the Performance Evaluation of the Executive Director section to ensure consistency: *The Executive/Finance Committee shall have the responsibility for insuring that the Executive Director position is filled, contract negotiation, and conducting performance review of and supporting the Executive Director.*

Motion 5 was MOVED and CARRIED by Debbie Greh, seconded by Mary Miller, to accept the language that clarifies and distinguishes NAEA "Affiliates" from "Allied" organizations.

Motion 6 was MOVED and CARRIED by Diane Scully, seconded by John Howell White, to accept recommended secondary regional director-elects (to serve during Lynn Felts term).

Motion 7 was MOVED and CARRIED by Mary Miller, seconded by Larry Barnfield, to approve implementation of an action plan and procedures required to amend the NAEA Constitution, Article V, Section 3, to read:

VOTING: Active, Retired Active, Student, Honorary, and Life members of NAEA shall be eligible to vote for the President-Elect. Members of each Region shall be eligible to vote for the Regional Vice President-Elect for their own Region. Members in each Division shall be eligible to vote for the NAEA Division Director-Elect in their division. The election shall be conducted by electronic mail or other authorized means of electronic transmission. Ballots must be distributed by January 15 of the election year and must be received by the Elections Clerk within 40 days after that date.

Motion 8 was MOVED and CARRIED by Bonnie Rushlow, seconded by Mark Coates, to direct NAEA staff to negotiate and secure New York City to host the 2012 and 2017 NAEA National Conventions and to secure Fort Worth for the 2013 NAEA National Convention.

Motion 9 was MOVED and CARRIED by John Howell White, seconded by Bob Reeker, Motion to accept the recommendations for the electronic publication of *Studies in Art Education* presented by David Darts and the Studies Web 2.0 Task Force, contingent upon strategic planning and development resources.

Motion 10 was MOVED and CARRIED by Lesley Wellman, seconded by Mark Coates, to approve the NAEA Personnel Handbook as presented.

Motion 11 was MOVED and CARRIED by Bonnie Rushlow, seconded by Bob Sabol, to accept the FY2009 Audit and Audited Financial Statements as presented.

Motion 12 was MOVED and CARRIED by Bonnie Rushlow, seconded by Myrna Clark, to accept the financial reports as presented.

Motion 13 was MOVED and CARRIED by Bonnie Rushlow, seconded by Bob Sabol, to approve the Investment Policy Statement as recommended by the Executive/Finance Committee.

Motion 14 was MOVED and CARRIED by Bonnie Rushlow, seconded by Mark Coates, to approve the FY2010 Proposed Midyear Budget as recommended by the Executive/Finance Committee.

Motion 15 was MOVED and CARRIED by Diane Scully, seconded by Dennis Inhulsen, to appoint a Fiscal Impact Committee consistent with NAEA policy to study a member dues increase as outlined.

Motion 16 was MOVED and CARRIED by John Howell White, seconded by Mary Miller, to authorize staff to identify options to relocate NAEA offices to ensure health and safety of staff and provide an overview of financial impact related to relocation.

Motion 17 was MOVED and CARRIED by Bonnie Rushlow, seconded by Bob Sabol, for NAEA to become a coalition partner in No Name-Calling Week, sponsored by the Gay, Lesbian and Straight Education Network and Simon and Schuster Children's

Publishing.

Motion 18 was MOVED and CARRIED by Bonnie Rushlow, seconded by John Howell White, to create an NAEA position statement on University and College Museums in alignment with "A Message Concerning University and College Museums" developed by the Task Force on University and College Museum Collections.

Organizational Snapshot

NAEA Strategic Initiatives

Based upon the urgent need to 'shore up' NAEA's organizational infrastructure and 'readiness' for growth, the NAEA Board took action in June 2007 to fund specific Strategic Initiatives up to \$1 million from NAEA reserves over the course of the 2007-2010 Strategic Plan. These initiatives included: assessments of the IT infrastructure and member/nonmember needs; development and launch of a new website; development of a comprehensive marketing/communications plan; and a study of NAEA headquarter facilities. The IT and Member Needs Assessments and newly designed website have been successfully completed over Years I and II. The Marketing/Communications Plan is underway and will be completed this year. We will continue to study the structural challenges posed by the NAEA headquarters facility and explore potential solutions based upon factors that include overall market conditions.



Administration and Finance

To have a full understanding of revenue/expenses and profit margins, cost centers have been developed for each Association revenue stream: membership, Convention, publications, and NAHS. We continue to assess the ROI (return on investment) in all areas of NAEA's work. The move to retain Raffa Wealth Management helps ensure sound financial policies that strategically leverage NAEA assets toward achieving our goals and supports Board development in the area of financial knowledge to better inform decision-making. Such policies provide direction for smooth Association operations, continued development of benefits and IT upgrades, and long-term growth toward ensuring fiscal health and sustainability.



Membership

The 23-yr-old membership database has been thoroughly 'scrubbed' and migrated to the new Association management system. As a result, more than 3,000 'duplicate' or 'extinct' records have been purged from the system, creating a more accurate baseline for active membership numbers. A thorough cost analysis has been completed, indicating that NAEA currently spends approximately \$51.92 to fulfill an active membership. NAEA active member dues have remained at \$50 for more than 17 years. If we are to remain viable as an organization and deliver the benefits and services that members and potential members value, leaders must begin to thoughtfully explore a future dues increase. New benefits introduced over the past year have been well received by members. Based upon solid potential for member growth, NAEA is working closely with states to develop and support membership campaigns. While general trends within the association community indicate significant declines in membership, NAEA is holding steady.



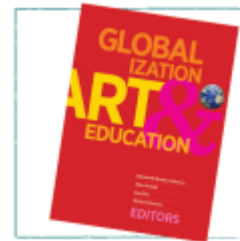
NAEA National Convention

The Baltimore Convention will be our 50th annual gathering of art educators from across the country and the world, with more than 1,000 offerings. Many new elements will be introduced this year in addition to the special traditions that have evolved over 50 Conventions. If you haven't made your plans yet, visit the NAEA website today - space is filling quickly!



Publications

NAEA is pleased to announce the publication of *Globalization, Art, and Education*, edited by Elizabeth Manley Delacruz, Alice Arnold, Ann Kuo, and Michael Parsons. This timely and thoughtful resource for 21st-century creative thinkers and globally conscious problem-solvers offers art educators new paradigms for learning and action.



[Click here to read the full description and purchase.](#)

Development and Outreach



The work of developing Official Position Statements continues through VP leadership within the regions and the Delegates Assembly. We are nearing the completion of a thorough organizational policy review to ensure alignment with the NAEA Constitution and Bylaws and current association issues and trends. Committees have begun their work to review documents in our *Standards* series to ensure currency of knowledge and information; the newly designed *Studies in Art Education* made its debut this fall and continues to receive rave reviews from members. Pertinent content continues to be identified as we grow the critical value of our website and designate member-only access to specific benefits. Collaborative work with colleagues representing music, dance, and theater education is underway, leading to a "21st-Century Arts Skills Map" in cooperation with the Partnership for 21st Century Skills. Preliminary plans are underway to explore the subsequent development of a "Visual Arts Skills Map." Under the direction of NAEA Division Directors, a new project is underway to fully develop NAEA's virtual community of practice to include the professional development aspects of lesson and curriculum planning and provide related tools, including instructional resources offered by our nation's art museums and exemplary lesson plans contributed by members.

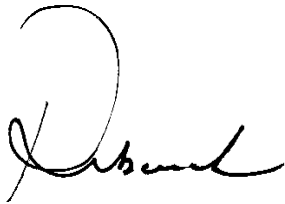
Much energy has been devoted to establishing working relationships with the newly appointed officials in the Obama Administration. Reauthorization of ESEA is expected to begin early this year and preliminary work is now underway through the development of NAEA position statements and invited participation in Stakeholders Meetings convened by the U.S. Department of Education. The January 20 Stakeholders Meeting will be focused specifically on the arts in education and NAEA President Barry Shauck will provide oral testimony supported by *Learning in a Visual Age*. Board and member outreach through presentations at state conferences and National Conventions further solidifies NAEA's position as a leading authority on visual arts education. President-Elect Bob Sabol's recent study on the impact of No Child Left Behind on art education (funded by NAEF) will be released this month and disseminated to stakeholder groups, including the Arts Education Partnership and the U.S. Department of Education.

Trends among professional membership associations continue to reflect a universal downturn in membership, advertising, convention, and

publication revenues - as much as a 30% decrease, particularly within professional/education associations. Most nonprofits are struggling to navigate the financial realities that include stringent budget cuts, staff layoffs, and massive overhead expenses. None are immune to the prevailing financial uncertainties - however, the responsible steps taken by the NAEA Board of Directors ensure NAEA's well being during these most challenging of times. Additionally, the responsible retrenchment - as evidenced by our SEADAE colleagues for their recent success in securing the endorsement of CCSSO regarding plans for statewide data collection in the arts - and the proactive efforts at many levels to deepen key stakeholder knowledge and understanding of the value of art education to our nation's youngest citizens keep moving NAEA's mission forward.

Congratulations and special thanks to each of you who continue to serve as excellent stewards of NAEA and our profession!

Sincerely,

A handwritten signature in black ink, appearing to read 'Deborah B. Reeve', with a large, stylized initial 'D'.

Deborah B. Reeve, EdD

Executive Director