



Dear Colleagues:

As I write this issue of *Leadership Lens*, the NAEA staff and I have been carefully reviewing more than 900 evaluations that validate an excellent 2010 Baltimore Convention experienced by more than 4,000 art educators--a remarkable accomplishment that demonstrates the tenacity of our members and the relevance of our professional community!

To frame my own reflection, I allowed myself 10 words to sum up the experience mindfully through the lens of Executive Director: Energetic, Fresh, Strategic, Synergistic, Rushed, Tight, Competitive, Substantive, Uneven, and Forward. If you are so inclined, I would encourage each of you to do the same through your unique leadership lens and forward your thoughts to me with '2010 Reflections' in the Subject Line. As with all NAEA activities, we continue to seek ways to provide the optimum member experience; your insights are most helpful in achieving this all important goal!



Deborah B. Reeve, EdD
Executive Director

NAEA Next!

We are in the midst of much activity as we close out this fiscal year and plan for the July meeting of the Board of Directors, Elects, and Student Chapter leaders that will be held July 24-25 at the Chicago Institute of Art. The July meeting will be fully focused on NAEA Next!--we will be identifying the goals and priorities that will guide our work to be outlined in the 2011-2014 Strategic Plan. Several Trustees, representing the National Art Education Foundation (NAEF), will also join us as we work to



strengthen the work of both NAEA and NAEF.

These 3 years of the 2007-2010 Strategic Plan have passed very quickly and yet so much has been accomplished in which so many can take great pride. In June 2007, we began a comprehensive examination of all NAEA policies and practices for consistency, currency, and effectiveness; revisions have been 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.

As a professional community--our Board of Directors; regional, state, and Issues Group and Committee leaders; and NAEA staff--we have changed the way we work together in profound ways that have created renewed interest and engagement among NAEA's membership. What we have accomplished through a shared vision provides a record of our organizational evolution as we address issues and challenges against an unprecedented pace and complexity of change. In today's most challenging environment, NAEA is ever increasingly a healthy, strong, and well-respected professional association. However, we must keep changing--adapting and evolving--to maintain our vitality and advance our mission.

Organizational Snapshot

As we complete Year III of our 2007-2010 Strategic Plan, the following overview highlights activities and provides an organizational snapshot of several key areas of work.

Leadership and Advocacy

Significant time has been spent addressing the issues regarding federal policy that includes the U.S. Department of Education blueprint for revising the Elementary and Secondary Education Act (NCLB); the Common Core Standards developed by the National Governors Association (NGA) and the Council of Chief State School Officers (CCSSO) with funding from Achieve; and the Partnership for 21st Century Skills' "Arts Skills Map." As a member of the Arts Education Partnership Steering Committee and the Arts Education Legislative Working Group, NAEA actively collaborates with a number of national arts organizations to develop and support a cohesive advocacy and policy agenda.



Much energy continues to be devoted to fostering working relationships with the appointed officials in the Obama Administration. Reauthorization activities are underway and the arts education community is responding to the President's Blueprint for ESEA reauthorization that was recently released. The Arts Education Partnership, representing the nation's arts and education organizations, hosted its Spring 2010 National Forum April 9-10. U.S. Secretary of Education Arne Duncan addressed the group and responded to questions developed by Steering Committee members. NAEA President-Elect Bob Sabol and I represented NAEA at the Forum. Prior to this meeting, on April 8, Bob Sabol briefed U.S. Department of Education officials on his recent study, *No Child Left Behind: A Study of Its Impact on Art Education*.

The unprecedented economic challenges facing states continue to impact education at every level. I have heard from a number of art teachers as well as higher ed educators who are struggling to preserve art programs that have taken years to build and, in some cases, were dismantled overnight. While this insurmountable challenge may seem unique to art education, it is not. As evidenced by a recent study released by the American Association of School Administrators (AASA), class sizes are doubling and even the number of days are being shortened as community leaders, superintendents, and principals struggle with growing budget cuts and the end of stimulus funding with little or no resources to ensure a quality education for our nation's children and youth. "The latest survey findings document the continued erosion of fiscal resources available to school districts and demonstrate that, across the board, school budget cuts are noticeably more significant for 2010-11 than they were in 2008-09 or 2009-10.... The data from the survey of administrators indicate that stopgap efforts to avoid personnel cuts were short-lived. Personnel costs are commonly understood to represent more than 80 percent of most school districts' budgets. Personnel reductions are anticipated to increase in the 2010-11 school year." [Click here](#) to download the full survey study.

NAEA continues to shore up efforts to deepen the knowledge and understanding of the essential value of visual arts education in a 21st-century world.

Governance

NAEA's July Super Summer Summit meeting of the NAEA Board of Directors and Elects will be held July 23-25 at the Chicago Institute of Art. As NAEA completes the third year of our current strategic plan, the full focus of the summer meeting will be Strategic Planning that will result in a draft 2011-2014

Strategic Plan for further review and refinement by the Board during our

November 2010 meeting. NAEF Chair Mac Arthur Goodwin and several other NAEF Trustees will also join the Board in the summer planning meeting. In preparation for the summer meeting, NAEA Next!--Strategic Planning Studio--was open throughout the Convention and buzzed with inspiration



and innovative ideas in response to probing questions about our field and profession. The studio space connected NAEA members and their interests with the strategic planning process and created a rich context for the Board's strategic planning work. State leaders who participate in the Summer Regional Conferences will further examine key questions in preparation for the Board's work in July. We will keep NAEA leaders and members updated on this dynamic planning process and the goals and priorities that will guide our work over the next 3 years (2011-2014).

Through the proactive and energetic leadership of NAEA Presidents, Vice Presidents, and Division Directors, greater numbers of candidates are running for office, the membership is better represented at the policy and planning level, and we continue to achieve significant outreach and visibility among other professional organizations. By the end of this fiscal year, we will have an updated organizational Policy Handbook; a framework for an NAEA Platform with a process for developing and vetting official position statements and actual statements recommended by the Delegates Assembly for adoption by the Board; and a framework for a Virtual Community of Practice that includes a process for developing and vetting NAEA Lesson Units and identifying other instructional resources to support teaching practices and sound professional development. Additionally, the *NAEA Standards* series will have completed a thorough review and revision with the exception of the Student Standards, developed in collaboration with other national arts education associations and slated for future review in cooperation with dance, music, and theater education associations and SEADAE.

The Board continues to work more closely with Issues Group Chairs, State Presidents/Leaders, Fellows, and other NAEA groups in planning and development work recognizing the value of broader member engagement.

Actions taken by the Board of Directors during the April 2010 meeting:

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

Schedule of Activities and Meeting Agenda

Board Meeting Dates (Summer and Fall 10)

November 2009 Board of Director Meeting Minutes

Ratification of 2010 Co-Sponsored Academies (Item 700/2)

ESEA Reauthorization/Unified Statement (Item 4000/4)

Combining June/August issue of NAEA News (Item 1000/3)

Adoption of Restated NAEA 457(b) Deferred Compensation Plan (Item 400/2)

Motion 2 was MOVED and CARRIED by John Howell White, seconded by Lesley Wellman, to appoint a Fiscal Impact Committee.

Motion 3 was MOVED and CARRIED by Bonnie Rushlow, seconded by Bob Sabol, to approve the appointment of Secondary Division Director, Diane Scully, and former Western Region Vice President, Dennis Inhulsen, to serve on the Fiscal Impact Committee along with the four Vice Presidents.

Motion 4 was MOVED and CARRIED by Larry Barnfield, seconded by Lesley Wellman, to authorize NAEA staff to (1) counter-offer the purchase of NAEA's Headquarters building to achieve net proceeds closer to \$900,000; and (2) seek out options to lease space in Old Town, Alexandria.

Motion 5 was MOVED and CARRIED by Bonnie Rushlow, seconded by Bob Sabol, to ratify the recommendation of the Executive/Finance Committee, to accept the financial reports, as presented.

Motion 6 was MOVED and CARRIED by Bonnie Rushlow, seconded by Mark Coates, to approve the Proposed FY2011 Budget as presented.

Motion 7 was MOVED and CARRIED by Mary Miller, seconded by Diane Scully, to accept recommended middle level Regional Director-elects. [Eastern Region: Luis Aviles and Western Region: Kimberly Cairy]

Motion 8 was MOVED and CARRIED by Mark Coates, seconded by Deborah Greh, to approve the following Platform Statements, as presented:

Category: Curriculum

1. Understanding of what the category is

All students receive a high quality, comprehensive, sequential visual art program of study, pre-school through higher education, recognizing that effective art curriculum is a core component of 21st century education. A strong visual arts curriculum is designed to:

- Provide students with skills and knowledge in the visual arts in accordance with rigorous national, state, and local standards.

- Provide opportunities for students to experience a wide variety of media, including traditional materials and new technologies as means of human expression.

- Reflect knowledge of the historical timeline, aesthetics, criticism and cultural diversity, incorporating these elements within authentic assessment.
- Be complemented with access to art museums and community education programs.

2. One statement for that category which articulates NAEA's beliefs in this category.

When expertly taught by visual art educators, and authentically assessed, the visual arts curriculum will be part of a high quality, effective and balanced education of all students.

Category: Instruction

1. Understanding of what the category is

Characteristics

The craft of teaching of art requires sensitivity to quality and maintaining rigorous standards for self and students.

Quality art instruction uses a variety of teaching methodologies, which incorporate reflective practice and assessment.

Quality art instruction differentiates among student needs, provides choices for students in creative thinking and problem solving, and supports improvisation.

Art educators are responsive to students, include students in planning their learning, and encourage collaboration to develop a community of learners.

Content

Quality art instruction requires a varied and deep understanding of the visual arts, sets a high standard of excellence and demands planning.

Art educators engage all students in learning that promotes the arts to enrich their lives using examples reflective of the real world and its diversity.

Quality art instruction inspires students to understand art making, the world of objects, the impact of visual images, and performances that incorporate the visual arts.

Art educators are aware of the relationship between the students and the specific art making materials they are using to create work.

Learning Environments

Quality art instruction takes place in a variety of places, including classrooms, museums, and community settings.

Learning environments dedicated to the arts are properly equipped and provide access to a variety of media and technologies.

It is important that these environments create a stable, safe, and equitable space that values the arts and supports the exploration of new ideas, creativity, and innovation.

Quality art instruction allocates equitable time to support a standard of excellence and achievement for all student learners.

2. One statement for that category which articulates NAEA's beliefs in this category.

Quality visual art instruction is vital to the development of individuals, communities, and society through creative expression and critical processes.

Category: Assessment

1. Understanding of what the category is

Assessment measures student learning in the visual arts and informs best practices in art education.

Quality assessment is critical to effective instruction and comprehensive delivery of the visual arts curriculum.

Authentic assessment in the visual arts can take many forms (formative, summative, program assessment, portfolio assessment, peer assessment, quality scale or 'rubric', self-assessment).

2. One statement for that category which articulates NAEA's beliefs in this category.

NAEA believes that a variety of authentic assessments which are developmentally appropriate for all learners are vital to best practices in art education.

Motion 9 was MOVED and CARRIED by John Howell White, seconded by Bonnie Rushlow, to approve the following 21st Century Skills and Visual Arts Education Position Statement, as presented:

As a national collaborator on the Arts Map for the Partnership for 21st Century Skills, and as a signatory to the Partnership for 21st Century Skills' National Action Agenda, NAEA recognizes the importance of having all students leave school prepared with the skills and knowledge to address the challenges that wait them. To that end, we support the following PRINCIPLES:

- That the arts, including the visual arts, dance, music, and theatre, are recognized as core subjects in the framework of the Partnership for 21st Century Skills' Framework for 21st Century Learning.*
- That the visual arts provide opportunities for all students to build their skills and capacity in what the Partnership for 21st Century Skills calls "Learning and Innovation Skills," specifically Creativity and Innovation; Critical Thinking and Problem Solving; and Communication and Collaboration.*
- That the visual arts provide opportunities for all students to build their skills and capacity in what the Partnership for 21st Century Skills calls "Information, Media, and Technology Skills," specifically Information, Literacy, Media Literacy, and ICT (Information, Communications, and Technology) Literacy.*
- That the visual arts provide opportunities for students to build their skills and capacity in what the Partnership for 21st century Skills calls "Life and Career Skills," specifically, Flexibility and Adaptability; Initiative and Self-Director; Social and Cross-Cultural Skills; Productivity and*

Accountability; and Leadership and Responsibility.

Motion 10 was MOVED and CARRIED by John Howell White, seconded by Mary Miller, to approve the Position Statement on Certified Visual Art Educators in Pre-K through 12 School Settings, as presented:

The visual arts in Pre-K through 12 school settings should be taught by certified art educators. A certified art educator should have pre-service experience in the grade level area in which they are pursuing the profession. Certified visual art educators should:

- Have a thorough understanding of the visual arts including history, studio skills, and the study of visual art and cultures.*
- Have an ongoing understanding of and ability to integrate current and emerging technology into their teaching.*
- Understand students as learners, including diverse characteristics, abilities, and learning styles.*
- Help students understand the ways in which the arts make meaning, connect with the entire curriculum, and prepare students for success in school, work, and life.*
- Pursue ongoing professional development to support their continuous improvement in both teaching and in the arts.*

Motion 11 was MOVED and CARRIED by John Howell White, seconded by Debbie Greh, to approve the Position Statement on Early Childhood Art Education, as presented:

The visual arts are essential to early learning. Every child is innately curious and seeks to construct personal knowledge and understanding of the world. Children construct knowledge in meaningful social contexts with peers and adults. Children experience their environment in holistic ways that are best served by an interdisciplinary approach that includes both guided and spontaneous learning experiences. The arts support multiple ways of knowing and learning that are inherent in the unique nature of each child. The arts empower children to communicate, represent, and express their thoughts, feelings, and perceptions. The arts offer opportunities to develop creativity, imagination, and flexible thinking. The arts can enrich a young child's understanding of diverse cultures. Early childhood art programs should be comprehensive in scope, including studio experiences, interactions

with artists, visits to museums and art galleries, and opportunities to respond to art through conversation, storytelling, play, dramatics, movement, music, and art making.

Motion 12 was MOVED and CARRIED by John Howell White, seconded by Lesley Wellman, to approve the Position Statement on College and University Art Museums, as presented:

College and university museums of art, along with museums of other disciplines and libraries and archives, provide an essential component to a high quality and well rounded education. By preserving, providing access to, and interpreting objects of visual art and material culture, they offer valuable learning opportunities for students, faculty, and the broader community that cannot be replicated through other means. Like other museums, college and university museums are stewards of our shared past; the collections they house are repositories of our collective human creativity, knowledge, and history in all its diversity. College and university collections should be viewed not as disposable assets, but as resources that are essential to the education of future generations, and as such should be protected and maintained to honor the public trust.

Motion 13 was MOVED and CARRIED by John Howell White, seconded by Bonnie Rushlow, to return the Position Statement on Design Education to the Working Group for further refinement and clarity regarding the teaching of design within the Platform Category of Curriculum.

Motion 14 was MOVED and CARRIED by John Howell White, seconded by Diane Scully, to approve the following Position Statement Regarding the Use of Race Based Mascots and Other Educational Settings, as presented:

NAEA considers Race-based Mascots in educational institutions to be representations that can be seen as derogatory. Visual art educators are encouraged to support their communities in addressing how such images impact all lives. Race Based Mascots offer teachable moments for art classrooms; opportunities to explore the complex and problematic ways that ethnic mascots and similar visual representations convey information about people, communities, cultures, and civilizations. For example, Visual art educators working in non-Native American schools with Indian mascots are encouraged to ask their school to consult with and be informed by Native American Tribal Councils, and to participate in identifying new positive images worthy of representing their school and communities.

Motion 15 was MOVED and CARRIED by Bonnie Rushlow, seconded by Mark Coates, to approve a name change for the Electronic Media Interest Group to Art Education Technology (AET).

Motion 16 was MOVED and CARRIED by Bonnie Rishlow, seconded by Myrna Clark, to accept a recommendation from Delegates Assembly to put forth the process to amend the NAEA Constitution/Bylaws to allow electronic balloting:

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.

Membership

We continue to experience small but steady growth at a time when most membership organizations are facing a 15-25% downturn in membership. Our growth can be attributed to significant development initiatives such as the new website, e-Portfolios, and strategic membership marketing and retention plans. NAEA is prominently engaged and involved in activities that advance our mission and are valued by our members. Several pilot efforts to grow membership are underway in collaboration with Artsonia, Blick Art Materials, and the Alliance for Young Artists & Writers; we will be carefully analyzing these efforts that are already indicating positive results.



As with most membership associations, member dues remain our largest source of income and make up 38% of our revenue budget. When member dues were last increased in 1992, the 50% increase made it possible for the Association to spend half of dues (\$25) toward fulfillment of membership and to invest the other half (\$25) in the development of new programs and services for members or hold in reserve to secure financial stability. A thorough cost analysis was completed this year and, after 18 years without a dues adjustment, a cost analysis has revealed that in today's dollars, we are losing almost \$2 for every membership that is fulfilled.

To remain viable as an organization and deliver the benefits and services that members and potential members value and expect, a Fiscal Impact Committee has been appointed by NAEA President Barry Shauck, as outlined in the NAEA Constitution/Bylaws, to study and recommend a future dues increase. Members of the Committee include: Kim Defibaugh, Eastern Region Vice President; Deborah Barten, Pacific Region Vice President; Patricia Franklin, Southeastern Region Vice President; Kathryn Hillyer, Western Region Vice President; Diane Scully, Secondary Division Director and member of Executive/Finance Committee; and Dennis Inhulsen, past Western Region Vice President.

Administration and Finance

To have a full understanding of revenue/expenses and profit margins, cost centers have been developed for each revenue stream: membership, convention, publications, and NAHS. Association trends continue to reflect a universal downturn not only in membership, but also in advertising, convention, and publication revenues--downward as much as 30%, particularly within professional/education associations. We continue to assess the ROI (return on investment) in all areas of the organization. The Board accepted the proposed FY2011 budget that projects a conservative 2% increase in NAEA revenues while maintaining expenditures and controlling costs. *Additionally, beginning with the new FY2011 budget July 1, 2010, NAEA will no longer charge the \$.04 per member administrative fee to states who participate in the dues collection agreement.*



As we go forward, our challenge will be to continue the positive growth trends in membership, convention registrations, and the sale of publications. Strategic and creative marketing will be key to our success as well as broader member engagement through the efforts of our Board and all NAEA leaders--members inviting members to join. Our Big Audacious Goal--ever large and particularly audacious in this climate--remains: to double our membership over the next 5 years!

Development and Outreach

The work of developing Official Position Statements continues through VP leadership within the regions and a highly functional Delegates Assembly. Under the leadership of NAEA Division Directors, the professional development aspects of lesson and curriculum planning have been addressed, resulting in the launch of NAEA's Virtual Community of Practice and the NAEA Lesson Planning Gallery. To ensure transparency and opportunity for member participation, a 'Procedure Map' has been created for the development of NAEA Position Statements (www.arteducators.org/statements) and a 'Procedure Map' for NAEA-approved Lesson Plans is currently under development.



The collaborative work with colleagues representing music, dance, and theater education has resulted in a "21st Century Arts Skills Map" to be released summer 2010 in cooperation with the Partnership for 21st Century Skills. Preliminary plans are being explored for the subsequent development of a "Visual Arts Skills Map." Committees are well underway in their work to review final documents in our *Standards* series to ensure currency of knowledge and information. Pertinent content continues to be identified as we grow the critical value of our website and designate member-only access to specific benefits. The NAEA online store is now fully operational.

Headquarters Building



The structural challenges posed by the NAEA Headquarters facility and a desire by the NAEA Board of Directors to relocate NAEA Headquarters closer to Washington, DC, has resulted in recent offers to purchase the building. On behalf of the Board of Directors, an offer was recently accepted contingent upon a 45-day study period. Should the sale go forward, proceeds will be invested and Headquarters would relocate into professional office space which has been identified for temporary leasing in Alexandria, Virginia--near Reagan National Airport and minutes from downtown DC. This move would be completed by the end of the summer.

In closing, on behalf of the NAEA Board of Directors and staff, please accept our appreciation for your commitment to shared leadership as we envision NAEA Next!

Warm wishes for the summer months and all that refreshes!

Sincerely,

A handwritten signature in black ink, appearing to read "Deborah B. Reeve".

Deborah B. Reeve, EdD

Executive Director