

National Art Education Association

# LEADERSHIP

“Committed to effective communications and transparency toward creating an ever greater member experience.”

*Lens*

Dear Colleagues:

I was recently given a small book entitled *What Makes You Smile?* It's filled with more than fifty one-line comments, each accompanied by a simple line drawing that illustrates the thought. The question posed in the title of this little book is indeed compelling. I am smiling as I draft this issue of *Leadership Lens* to share an update on the work of the NAEA Board during its recent meeting in Seattle, and the work in which we all are engaged toward advancing NAEA's mission and achieving our BIG audacious goal of doubling our membership!

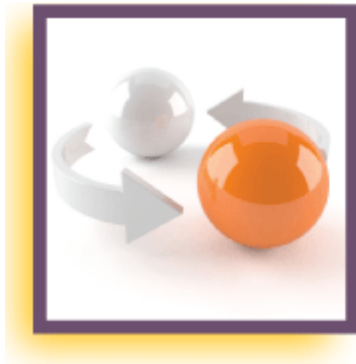


**NAEA National Convention**

The vibrancy of our NAEA professional community was clearly evident in Seattle! The historic NAEA gathering inaugurated that city as a west coast destination for art educators. We welcomed more than 3,800 new and returning participants to a robust national convention that challenged us to think more deeply about Creativity,

Imagination, and Innovation in Art Education. I would like to express our congratulations and sincere gratitude to Dr. Sandra Kay, 2011 NAEA National Convention Coordinator, and to Ginny Lane, Carl Clausen, Lisa Crubaugh, and the Washington Art Education Association who, together with our mighty NAEA staff, ensured an excellent Convention experience for our members.

Plans are underway for New York City, March 1-4, 2012. The early March date has required Convention session proposals to be received by NAEA on or before **May 15, 2011**. Our staff is already busy working with Dr. Deb Greh, the 2012 national convention coordinator, to create another memorable Convention experience as we also celebrate NAEA's 65th anniversary in 2012! For more information, visit [www.arteducators.org/convention](http://www.arteducators.org/convention).



## Leadership Transitions

I want to acknowledge the exemplary work of your national Board and express my gratitude for the collective and respective contributions made by each of the Division Directors who recently completed their terms: Bob Reeker, Elementary; Mary Miller, Middle Level; Diane Scully, Secondary; John Howell White, Higher Education; Mark Coates, Supervision and Administration; and Lesley Wellman, Museum Education. The NAEA Officers—your President, President-elect, and Past President—all work very closely with me as your Executive Director and with the full Board to ensure strong leadership and commitment to the mission, vision, and goals for which our members hold NAEA leadership accountable. We also want to recognize the excellent leadership and work contributed by our Elects and regional directors, committee chairs, and issues group chairs.

Very special thanks to Barry Shauck for his vision, energy, and willingness to embrace new opportunities as President. I also want to express my gratitude to Dr. Bonnie Rushlow for her extraordinary commitment to service on the NAEA Board as a Division Director and a Vice President; over the past six years, she's served us as President-elect, President, and most recently as Past President. Through her selfless gift of time and wisdom, Bonnie was instrumental in helping set new directions through her support of a new NAEA Executive Director, the Board of Directors, and all NAEA leaders—whether leading a state association, an issues group, or special committee.

As I write, Dr. Bob Sabol has fully transitioned as NAEA President, and President-elect Dennis Inhulsen has assumed his responsibilities as one of three NAEA officers. Both joined me in Washington, DC, just a few weeks ago to represent NAEA at the 24th Arts Advocacy Day. And our new Division Directors have begun their terms: Kirby Meng, Elementary; Linda Kieling, Middle Level; Lynn Felts, Secondary;

James Rolling Jr, Higher Education; Barbara Laws, Supervision and Administration; and Anne Manning, Museum Education.

NAEA has a bright future indeed, as evidenced by the strong commitment to leadership and service exemplified by your national Board of Directors both past and present. As you have an opportunity, please join me in extending our deep appreciation to them for their service to NAEA.

In fulfilling leadership responsibilities, the Board is committed to identifying and nurturing leaders through more-active work with regional directors to ensure a slate of strong candidates for annual elections.

As we prepare for the upcoming election of regional Vice Presidents, I encourage each of you to consider serving NAEA in a new role on the NAEA Board, or nominating someone who you believe would both contribute and benefit by national Board service. The deadline for nominations is July 1, 2011. For nomination materials, visit [www.arteducators.org/callfornominations](http://www.arteducators.org/callfornominations).



## 2011-2014 Strategic Planning

Over the past three years, guided by our mission and the 2007-2010 Strategic Plan, we've made remarkable progress toward achieving or exceeding the goals and expectations set in 2007. Policies and procedures have been implemented that ensure timely communications, transparency, and effectiveness, while operations have been streamlined to reduce costs, enhance efficiencies, and build organizational capacity.

Recognized as a leading force and respected voice for visual arts education, NAEA is positioned to meet the responsibility set forth in our newly revised mission and address the goals identified in the new 2011-2014 Strategic Plan. Barry Shauck introduced the five goals that comprise the framework during his presidential address in Seattle. This dynamic planning process is archived on the NAEA website at [www.arteducators.org/naeanext](http://www.arteducators.org/naeanext). State association leaders are encouraged to use this framework within the context of planning the priorities and goals that will help achieve membership growth and other goals in their respective states. A mini print version of the Strategic Plan is available for distribution at state conferences. For copies, contact Christie Castillo, Member Services Manager, at [ccastillo@arteducators.org](mailto:ccastillo@arteducators.org).

As in the 2007-2010 Strategic Plan, successful implementation of our new plan will require the NAEA Board and all other leaders and staff to meet specific responsibilities within the "work plan" to ensure goals are met.



## Leadership and Advocacy

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 federal advocacy and policy agenda. NAEA participated as a national co-sponsor of Arts Advocacy Day, held April 4-5, 2011, in Washington, DC, and hosted by Americans for the Arts. President Bob Sabol and President-elect Dennis Inhulsen joined me in representing NAEA. President Sabol and I also participated in a White House briefing on the arts and education. NAEA Officers also joined me last week for the spring Arts Education Partnership Forum, *Picturing a Complete Education – Keep the Arts in Mind*, held May 6-7 in Washington, DC. During the Forum, The President's Committee on the Arts and Humanities released its report, [Reinvesting in Arts Education – Winning America's Future Through Creative Schools](#). Bob Sabol's study funded by the National Art Education Foundation, *No Child Left Behind and Its Impact on Art Education*, is referenced as well as NAEA's *Learning in A Visual Age*. Copies of the study can be downloaded from NAEA's web site at <http://www.arteducators.org/nclb>.



## Federal Arts and Arts in Education FY11 Appropriations Update

FY2011 Federal Budget funding has been finalized following the recent budget debates. The National Endowment for the Arts will receive \$155 million for the current fiscal year, a funding cut of 7.5%. The National Endowment for the Humanities will receive the same \$155 million appropriation.

In addition, \$25.5 million in funding was restored to the Arts in Education program at the U.S. Department of Education, which had been eliminated in a previous continuing resolution to keep the federal government open. It is not clear at this time how this funding will be distributed among current grantees, including the Kennedy Center and VSA.

The Corporation for Public Broadcasting and the Smithsonian Institution did not

incur any cuts.



## Arts Standards Review/Revision Collaborative Project

NAEA leadership continues to be engaged in a project to review and update the Arts Standards developed in 1994. Colleagues from the music, dance, and theatre professions, along with the State Education Agency Directors of Arts Education (SEADAE), the College Board, and the Arts Education Partnership (AEP), have made commitments to the project. Barry Shauck joined me in representing NAEA at the February 23 planning meeting held in NYC at the College Board to review project management plans. Follow-up monthly webinars are being held for committee reports regarding communications, project governance structure, and development/funding. NAEA will participate in a small working group to develop an executive summary that will capture the status of arts education within a global context and the rationale for the essential value of arts education. We expect this document to make a compelling statement about the essential value of arts education and set the stage for funding opportunities to support standards review/revision. The parties involved are developing unified messaging to formally announce the project to respective members of collaborating organizations and external groups as plans unfold.

NAEA and collaborating partners will be identifying discipline-based writing/review teams in the near future. Should you have expertise or interest in participating as a writer/reviewer, please express your interest and a brief overview of qualifications to NAEA Executive Assistant and Convention/Programs Coordinator Kathy Duse ([kduse@arteducators.org](mailto:kduse@arteducators.org)) by June 15, 2011.



## Governance

In fulfilling leadership responsibilities, NAEA's Board has challenged all Association leaders to identify and nurture emerging leaders through the appointment of regional directors, and to ensure a slate of strong candidates for annual elections. The self-evaluation completed by the NAEA Board in 2010 will inform and guide

leadership development and organizational vibrancy throughout the implementation of the 2011-2014 Strategic Plan. The Board-only section of the website is now operational, and all Board materials are housed there for sitting Board members. The Board Agenda book will be reformatted within the framework of the 2011-2014 Strategic Plan goals, and will continue to capture the depth and breadth of activities and operations.

The ongoing review and revision of NAEA policies and procedures will culminate in a comprehensive NAEA Policy Handbook. The Handbook is currently being reformatted and designed to include policies and procedures. The new version of the document will incorporate Division/VP handbooks into one comprehensive document for all leaders, to ensure consistency and transparency.



## Membership

The January membership report reflected 17,652 active members—an increase of 914 members compared to January 2010. As a result of the implemented member-retention strategies, NAEA has a member renewal rate of 77%, compared to the most predominantly reported rate of 65-69%. The top ten states with the largest NAEA membership are, in order, MI, PA, NY, VA, MO, NC, IL, TX, GA, and MD. Most members reside in the following regions: Western (6,660), Eastern (4,631), Southeastern (4,215), and Pacific (1,852).



## NAEA Mission and Member Dues

NAEA is the only worldwide professional education association exclusively devoted to visual arts education. Costs have risen significantly since the last dues increase 20 years ago, and it has become ever more challenging for the Association to achieve success in advancing its mission, leading research and knowledge in the field of visual arts education, supporting the dynamic groups of NAEA members in meaningful ways, and setting the standards for 21st-century teaching and learning in visual arts education.

To remain viable as an organization and deliver the benefits and services that members and potential members value and expect, a Fiscal Impact Committee appointed by the NAEA Board and Chaired by Western Region VP Kathryn Hillyer studied the urgent need and implications for adjusting membership dues in alignment with today's costs. The committee found that in today's dollars, NAEA spends \$51.92 per member to provide the services associated with each membership—effectively losing almost \$2 per active member, and even more for student members and retired art educators, compared to the current cost of membership.

Association best practices include policy that calls for a regular dues increase schedule. Nevertheless, NAEA has not addressed this need for far too long. Membership dues have risen only twice in the last 35 years and were last increased in 1992 (from \$37.50 to \$50). At that time, the cost for NAEA to provide membership services was approximately \$25 per member, leaving 50% of dues to invest in the development of new member benefits and allocate a portion to reserve funds.

NAEA has absorbed the loss in recent years, but continuing such a practice would be irresponsible, placing the Association in a highly volatile position and compromising our financial health and well-being.

Recognizing the critical need to correct the imbalance of membership fulfillment costs versus dues revenue, the Fiscal Impact Committee sought input by surveying multiple leaders from every state art education association and shared the survey results with the 2011 Delegates Assembly in Seattle, Washington. The committee's research, fact-finding activities, and discussions during the Delegates Assembly resulted in recommending a modest adjustment: increasing dues by \$15, effective July 1, 2011—the start of NAEA's next fiscal year. The NAEA Board of Directors approved the following recommendation submitted by the Delegates Assembly:

*Increase national dues for all categories of membership by \$15, effective July 1, 2011, and provide a rebate of \$3 per member who joins/renews at the new dues rate to the State Association Partners who participate in a dues collection agreement with NAEA.*



### **NAEA and State Association Partnerships: Dues Collection Agreement Benefits**

Analyzing membership data is a priority among staff; records indicate that every state that participates in the dues-collection agreement has consistently grown membership. As part of its commitment to supporting state leadership and doubling our membership, NAEA has established the following new services to state

associations that participate in the dues collection agreement. These services are provided at no additional cost to the state associations.

- Membership recruitment - NAEA designs and develops marketing materials and procures prospect lists; quarterly promotions are sent to all prospects, and letters inviting prospects to join likewise are mailed quarterly.
- Membership Maintenance - NAEA maintains, analyzes, and integrates join/renew functions within a dynamic member database; processes transactions and absorbs credit card fees; and provides monthly reports to State Association Partners.
- Marketing services - NAEA provides design support and expertise for creating co-branded (state and national) membership materials, advocacy materials for state conferences, and promotional pieces for state and national conferences.
- Web-based services - NAEA provides e-blasts sent on behalf of state associations; in addition, NAEA created a new State Leaders Ning site for sharing information/ideas among state leaders.
- Strategic services - NAEA provides governance support and strategic planning guidance, archives legal documents including state association constitutions and bylaws, and provides support and guidance regarding 501(c)(3) IRS designation.

At one time, the value of a dues collection agreement may have been questioned. Today, however, the agreement provides significant and valuable benefits to the 40 state associations who currently participate in the program.



## Administration and Finance

Financial forecasts continue to be mixed at best; the mounting crisis over state budget deficits, and the resulting impact on education, projects the most dramatic losses yet in education programs and teaching positions at every level. A number of schools have reduced teaching positions and cut programs, and some museums have closed for weeks at a time and furloughed staff. Professional education associations are experiencing unprecedented losses in membership, convention attendance, and publication/advertising sales—all of which result in significant downturns in revenue.

NAEA operations and staffing have been streamlined to ensure efficiencies, and we continue to carefully assess the return on investment (ROI) in all areas of the Association. The Association's fiscal success each year is dependent upon earned income in three areas: membership, the annual convention, and publication sales. Although NAEA is financially sound, with invested reserves, our primary dependence upon earned revenue creates volatility. Under the 2011-2014 Strategic Plan,

maintaining organizational vibrancy will be contingent upon diversifying revenues through the development of new programs, corporate partnerships, or foundation grants.

The Executive/Finance Committee and staff remain both diligent and prudent, and will continue to study opportunities that ensure fiscal health going forward.



## Development and Outreach

**NAEA Platform:** The work of developing Official Position Statements continues through VP leadership within the regions and a highly active Delegates Assembly and Platform Working Group. Nine new position statements were brought forth this year for delegates to review and recommend action to the Board. Seven were adopted, available for your viewing at [www.arteducators.org/statements](http://www.arteducators.org/statements); the Position Statements on Design Education and Freedom of Speech are under further study and review.

**Instructional Resources Gallery:** Under the leadership of NAEA Division Directors, the professional development aspects of lesson and curriculum planning resulted in last year's launch of NAEA's virtual community of practice and the NAEA Instructional Resources Gallery. Work continues in both areas as new resources are vetted for the Gallery and submission procedures are institutionalized.

**Virtual Community of Practice:** Other pertinent content continues to be identified as we expand the value of our website and designate member-only access to specific content areas. The online NAEA store is fully operational, making it easy to purchase books, NAHS resources, and affinity items. The Board-only area has launched where any resources pertinent to the Board are available, including Board Agenda books, Meeting Minutes, a calendar, travel forms, and the like.

The State Leader Ning site is under construction and will be launched early summer. This exclusive site will offer opportunities for state association leaders to share ideas, photos, event information, blogs, and discussions.

Additionally, as the NAEA virtual community of practice is expanded, new blogs will be explored this year through work with Issues Group Chairs. This will afford groups an opportunity to create a blog that addresses respective issues, allowing members to readily connect with others through areas of interest.

**Art Education Delegation to Cuba:** NAEA is working with *Professionals Abroad*, a division of *Academic Travel Abroad*, to host an Art Education Delegation to Cuba October 2011. The delegation, co-hosted by NAEA President Bob Sabol and Past

President Barry Shauck, is limited to 25 participants. Watch for upcoming announcements and further details on the NAEA website.

**Task Force to Re-Establish the NAEA Research Commission:** Under the direction of President Sabol and President-elect Dennis Inhulsen, a Task Force has been appointed and charged with developing a plan to re-establish an NAEA Research Commission that is sustainable. Task Force members include Chair Bob Sabol, Associate Chair Dennis Inhulsen, and members Doug Blandy, Juan Carlos Castro, Kerry Freedman, Diane Scully, Mary Ann Stankiewicz, John Howell White, and Enid Zimmerman.

The Task Force will recommend a plan to the NAEA Board next fall for review and action.



## Board Actions, March 2011

The following information highlights the actions taken by the NAEA Board during the March 2011 meeting held in Seattle, WA, and provides an update on organizational activities.

**Motion 1** was MOVED and CARRIED by Kathryn Hillyer, seconded by Bob Reeker, to approve the Consent Agenda:

- Schedule of Activities and Meeting Agenda
- Board Meeting Dates (Summer and Fall 2011)
- November 2010 Minutes
- Ratification of Research Commission Task Force (Item 3000/1)
- Ratification of Individual Presentation Limit Policy (Item 500/2)
- Ratification of Proposal Submission Deadline (Item 500/2)

**Motion 2** was MOVED and CARRIED by Diane Scully, seconded by Kim Defibaugh, to accept the report of the NAEA Awards Program Review Committee.

**Motion 3** was MOVED and CARRIED by Kathryn Hillyer, seconded by Mary Miller, to establish a small ad hoc group of 2-3 Board Volunteers to work with Committee Chair Lamb, NAEA Member Betsy Logan, and NAEA contractor Kathi Levin to further refine the committee recommendations for NAEA Executive Committee consideration and approval.

**Motion 4** was MOVED and CARRIED by Diane Scully, seconded by Pat Franklin, to approve recommendations of the *Design Standards for*

*School Art Facilities* Review Committee, with refinement informed by Board discussion.

**Motion 5** was MOVED and CARRIED by John White, seconded by Mary Miller, to approve recommendations of the *Purposes, Principles, and Standards for School Art Programs* Revision Committee, as presented.

**Motion 6** was MOVED and CARRIED by Mark Coates, seconded by Kim Defibaugh, to approve co-sponsored academies, as presented, for 2011.

**Motion 7** was MOVED and CARRIED by Bob Sabol to ratify the recommendation of the Executive/Finance Committee to accept the financial reports, as presented.

**Motion 8** was MOVED and CARRIED by Kim Defibaugh, seconded by Mary Miller, to approve the Proposed FY2012 Budget as presented.

**Motion 9** was MOVED and CARRIED by Diane Scully, seconded by Bob Reeker, to: (1) approve the regional directors for Middle Level (Chris Grodoski, Western Region, 2011-12, and Pamela Denise Valentine, Pacific Region Director-Elect, 2013-14); (2) approve regional directors for Supervision & Administration (Ralph Caouette, Eastern; Sue Castleman, Southeastern; Beverly Fletcher, Western; and Katie Hall, Pacific); and (3) approve regional directors for Museum Division (Michelle Grohe, Eastern; Wendy Wolf, Southeastern; Stacy Fuller, Western; and Ben Garcia, Pacific).

**Motion 10** was MOVED and CARRIED by Diane Scully, seconded by Bob Reeker, to accept the Position Statement on Graduation Requirements in the Visual Arts as presented.

**Motion 11** was MOVED and CARRIED by John Howell White, seconded by Mary Miller, to accept the Position Statement on Professional Development, as modified.

**Motion 12** was MOVED and CARRIED by Mark Coates, seconded by Kathryn Hillyer, to accept the Position Statement on Pre-service Education and its Relationship to Higher Education, as modified.

**Motion 13** was MOVED and CARRIED by Mary Miller, seconded by John Howell White, to accept the Position Statement on Scheduling Time for the Arts and Funding and/or Resources for Visual Arts Education, as presented.

**Motion 14** was MOVED and CARRIED by John Howell White, seconded by Lesley Wellman, to accept the Position Statement on PreK-12 Teacher Evaluation in the Visual Arts, as presented.

**Motion 15** was MOVED and CARRIED by John Howell White, seconded by Mary Miller, to accept the Position Statement on Visual Arts as a Core Academic Subject, as modified.

**Motion 16** was MOVED and CARRIED by Bonnie Rushlow, seconded by Bob Reeker, *not* to approve the Position Statement on Design Education, as recommended by the 2011 Delegates Assembly.

**Motion 17** was MOVED and CARRIED by Diane Scully, seconded by Mary Miller, to return the statement on Freedom of Speech to the platform working group to make recommended modifications from Delegates Assembly review and discussion, and present to the Board in July for review and action.

**Motion 18** was MOVED and CARRIED by John Howell White, seconded by Kim Defibaugh, to approve an increase in national dues for all categories of membership by \$15, effective July 1, 2011, and provide an annual rebate of \$3 per member joining or renewing at the new member rate to State Association Partners who participate in the NAEA dues collection agreement.

**Motion 19** was MOVED and CARRIED by John Howell White, seconded by Mark Coates, for NAEA to work with Academic Travel to host an Art Education Delegation to Cuba in Fall 2011, co-hosted by Shauck and Sabol, and open to interested NAEA members.

**Motion 20** was MOVED and CARRIED by Kathryn Hillyer, seconded by Mary Miller, to adopt the Ning policy as presented.

**Motion 21** was MOVED and CARRIED by John Howell White, seconded by Mary Miller, to adjourn the meeting at 5:40 p.m.

In closing, I would like to share a few more things I've been thinking about that make me smile:

- Together, through shared leadership, we have transformed NAEA to be leaner and even smarter, ensuring the health and vibrancy of our professional community;
- NAEA's image has been enhanced and our stature has grown far beyond our own community;
- The heightened energy spreading out from NAEA to the far reaches of our membership, and the new initiatives—and innovations—that have triggered ever greater momentum and engagement among our members;
- The ever-growing access to resources you want and need; and
- The way our vibrant community is celebrated.

How do you put a price on moments of inspiration? How do you do a cost-benefit analysis on finding your voice, becoming a stronger advocate for art education, or assuming the mantle of leadership?

In all of our work, value is continually at play. This is what awaits the individual art


educator who joins our state and national associations.

Through the choices we make as leaders, the value we bring to the individual art educator—by being a collective of individuals who are passionate about art education—is, literally, beyond calculation.

Discovering new ways to increase that value—new ways to champion and support your work as leaders and the work of every single member—inspires the passion and renews the energy, and motivates the choice that your NAEA staff makes every day to work tirelessly on your behalf. And this makes me smile!

Warm wishes for the remaining days of this school year and for a refreshing summer!

Sincerely,

A handwritten signature in black ink, appearing to read "Deborah B. Reeve". The signature is fluid and cursive, with a large initial "D" at the start.

Deborah B. Reeve, EdD  
Executive Director