

WESTAF

June 2022 Executive Director Forum



Kodis, Louie. *Inland Northwest in Full Color*. Spokane Public Facilities District.
Image from the [Public Art Archive](#).

Spokane, Washington

June 27-29, 2022

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Agenda

June 2022 WESTAF Executive Director Forum

June 27 - 28, 2022

[The Centennial Hotel](#)

303 W North River Dr | Spokane, WA 99201

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Meeting objectives

- Engage state and jurisdictional arts agencies in meaningful dialogue about opportunities and challenges in their individual states and as a region
- Continue learning as a network about equitable grantmaking in arts, culture, and the creative economy
- Facilitate further engagement between state and jurisdictional arts agencies and WESTAF trustees

Participant profile

- 13 western state arts agency executive directors and three jurisdictional arts agency leaders
- WESTAF Trustees
- WESTAF Staff
- Leaders from the creative economy sector in Washington state
- National partner organizations

Monday, June 27, 2022

Meeting Location: [Davenport Centennial Hotel](#), Skyline Ballroom

303 W North River Dr, Spokane, WA 99201

Zoom Room: [Link](#)

Meeting ID: 8311 6188 279

Passcode: 283609

3:00 p.m.	Welcome and Introductions - Tamara Alvarado & Christian Gaines
3:30 p.m.	Overview of Session - David Holland, Cynthia Chen, Moana Palelei HoChing

3:45 p.m.	Executive Director's Forum Session: Being Strategic Now - Mary Margaret Schoenfeld and Maren Brown (guest facilitators)
5:15 p.m.	Regional Partner Handbook Discussion - David Holland and Justine Chapel <ul style="list-style-type: none"> • Regional Partner's Handbook
6:00 p.m.	Break
6:30 p.m.	Meet in the Lobby of the Hotel and Travel to Dinner
6:45 p.m.	Cocktails and Dinner <i>Location: Barrister Winery 1213 West Railroad Ave, Spokane, WA 99201</i>
9:00 p.m.	Depart for Davenport Centennial Hotel

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Tuesday, June 28, 2022

Meeting Location: [Davenport Centennial Hotel](#), Skyline Ballroom
303 W North River Dr, Spokane, WA 99201

Zoom Room: [Link](#)

Meeting ID: 8640 7198 394

Passcode: 718703

7:00 a.m.	Breakfast - available from 7:00 a.m. <i>Skyline Ballroom</i>
9:00 a.m.	Group Reflections - Tamara Alvarado
9:30 a.m.	Racial Equity and Capitalization in Arts Funding - Eddie Torres, Grantmakers in the Arts <ul style="list-style-type: none"> • Presentation Deck
10:15 a.m.	Break
10:30 a.m.	Racial Equity and Capitalization in Arts Funding Continues

11:15 a.m.	Break
11:30 a.m.	Equity in State Arts Agency Grantmaking - Kelly Barsdate, National Assembly of State Arts Agencies
1:30 p.m.	Lunch
2:30 p.m.	Adjourn
2:45 p.m.	Board transport to Terrain Gallery
3:00 p.m.	Field Experience - Terrain Gallery Tour and Equity Drinks - SAA Executive Directors, Trustees, Staff, and ELC <i>Location: Terrain Gallery 628 N Monroe St, Spokane, WA 99201</i>
5:45 p.m.	Depart for Northwest Museum of Art and Culture from Terrain
6:00 p.m.	SAA Executive Directors, Trustees, and Staff Social <i>Location: Northwest Museum of Art and Culture 2316 W 1st Ave Spokane, WA 99201</i>
7:45 p.m.	SAA Executive Directors, Trustees and Staff Dinner <i>Location: Northwest Museum of Art and Culture 2316 W 1st Ave Spokane, WA 99201</i>
8:30 p.m.	Depart for Davenport Centennial Hotel

Wednesday, June 29, 2022

Location: Meeting Location: [Northwest Museum of Art and Culture](#)
2316 W 1st Ave | Spokane, WA 99201

Zoom Room:

7:00 a.m.	SAA Executive Directors, Trustees, and ELC Breakfast <i>Location: Skyline Ballroom</i>
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8:30 a.m.	<p>Equity Gathering Panel: Bring Down the Dams - Restoring Flow to a Vibrant Arts Ecosystem in Washington State</p> <p>Location - Cheney-Cowles Building - Northwest Museum of Art and Culture - Auditorium</p> <p>Northwest Museum of Art and Culture</p> <p>2316 W 1st Ave Spokane, WA 99201</p> <p>Transportation: <i>Meet in the main lobby of the hotel by 8:15 a.m. to board the charter bus to go to the Museum.</i></p>
11:45 p.m.	<p>SAA Executive Directors, Trustees, and Staff Depart for Hotel</p> <p>Transportation: <i>Transportation: Meet where the bus dropped off at 11:45 a.m. to board the charter bus to go back to the hotel.</i></p>
12:15 p.m.	<p>SAA Executive Directors and Trustees Lunch</p> <p><i>Location: Skyline Ballroom</i></p>
1:00 p.m.	<p>SAA Executive Directors Depart</p>

Resources and Pre-Readings

Racial Equity and Capitalization in Arts Funding Session Suggested Readings
Eddie Torres, President and CEO, Grantmakers in the Arts

[Are Cultural Organizations Recession-Ready? | Grantmakers in the Arts \(giarts.org\)](#)

[Arts Grantmakers' Changes in Practice 2021: Increased Giving and Flexibility | Grantmakers in the Arts \(giarts.org\)](#)

[Being Pro-BIPOC is Being Pro-Humanity | Grantmakers in the Arts \(giarts.org\)](#)

Equity in State Arts Agency Grantmaking Session Description

Kelly Barsdate, Chief Policy and Planning Officer, National Assembly of State Arts Agencies

During this session, Kelly Barsdate (Chief Program and Planning Officer from NASAA) will facilitate a group conversation around equity in state arts agency grantmaking. Executive Directors will be invited to reflect on progress made – and progress still needed – to reduce funding obstacles for small organizations, rural groups, BIPOC communities and other underserved constituencies. The discussion will focus on practical actions state arts agencies can take to embody equity in their grant policies and procedures.

Participant Bios

Speakers, Facilitators, and Guests

Tamara Alvarado | WESTAF Chair

Program Officer | David and Lucile Packard Foundation

Tamara Alvarado is a program officer in Local Grantmaking with the David and Lucile Packard Foundation leading the cultural and civic investments in the Vibrant Communities portfolio in five Bay Area counties. She most recently served as the executive director of the Leo M. Shortino Family Foundation. Alvarado previously served as the executive director of the School of Arts and Culture at the Mexican Heritage Plaza. Prior to that position, she was the director of multicultural leadership for 1st ACT Silicon Valley. From 2003-2008, she served as executive director of MACLA/Movimiento de Arte y Cultura Latino Americana in San Jose, California. From 1999-2003, she served as program director for the newly opened Washington United Youth Center, a partnership between Catholic Charities and the City of San Jose. She is the past president of the board of directors for ACE Charter Schools in San Jose. Alvarado is also co-founder of the Multicultural Arts Leadership Institute, a leadership development program for people of color working in arts, culture, and entertainment. A traditional Aztec dancer, she is a member of Calpulli Tonalehqueh Aztec Dance. Alvarado is originally from Escondido, California and holds a bachelor's degree in Spanish literature from Stanford University.

Kelly Barsdate

Chief Program and Planning Officer | National Assembly of State Arts Agencies

Kelly Barsdate joined NASAA in 1991. She is the chief architect of NASAA's strategic plan and oversees NASAA's member service portfolio, including research activities, member education programs, communications, state technical assistance and special initiatives. Kelly leads NASAA's State Arts Agency Boot Camps, an intensive leadership development program designed for state arts agency executives. She draws on deep knowledge about the state arts agency field to advise and train state arts agency staff, council members and constituents on public value fundamentals, effective advocacy, strategic planning, program design and evaluation practices. She has managed collaborations with the National Governors Association, the National Conference of State Legislatures, the National Center for Charitable Statistics, Grantmakers in the Arts, the National Endowment for the Arts and other policy partners. Kelly has authored numerous monographs on arts policy, including NASAA's Practical Advocate series, *Why Should Government Support the Arts?*, *A State Arts Agency Performance Measurement Toolkit* and *A State Arts Agency Strategic Planning Toolkit*. She is the editor of NASAA's Policy Briefs and is a contributing editor of the peer-reviewed *Journal of Arts Management, Law and Society*. She holds an Executive Certificate of Facilitation from Georgetown University, a Change Leader certification from the state of Utah, and a degree in English from Oberlin College. Prior to joining NASAA, Kelly was a researcher at Educational Research Services Inc., where she focused on school demographics, multicultural education and program evaluation. Her arts background includes studies in clarinet performance, arts education and orchestral conducting at the Oberlin Conservatory of Music as well as

community based training in dance and ceramics. Born and raised in Alaska, Kelly is a keen birdwatcher and avid amateur naturalist.

SuJ'n Chon

Principal | Novum Lux

Through Novum Lux, SuJ'n partners with organizations led by people of the global majority or white-led organizations making meaningful investments towards their equity goals. She is also a writer, artist, photographer, environmentalist, curator, and co-founder of IDEA Odyssey, a visual arts collective based in Seattle's Chinatown-International District. She works and lives on the beautiful Swinomish reservation in Skagit County with her companions, Han (human) and Josephine Baker (feline).

Maren Brown

Principal | Maren Brown Associates, LLC

Maren Brown is the Principal of the arts consulting firm, Maren Brown Associates, LLC and has over 30 years of experience in the field of arts management, in arts service organizations, art and history museums, and arts in higher education. Brown has consulted on strategic plans for a variety of state and regional arts agencies, including the Mid-Atlantic Arts Foundation, Mid America Arts Alliance, Massachusetts Cultural Council, Delaware Division of the Arts, New Hampshire State Council on the Arts, Tennessee Arts Commission, New England Foundation for the Arts, and Vermont Arts Council. She has also worked extensively with state arts agencies, national service organizations and foundations to meet their consulting and training needs, including the Barr Foundation, Mid-America Arts Alliance, Americans for the Arts, Kennedy Center for the Performing Arts (National Arts Partnerships Program), Illinois Arts Council, Massachusetts Cultural Council, New Hampshire State Council on the Arts, Arkansas Arts Council, Wisconsin Arts Board, Connecticut Office of the Arts, California Arts Council, Washington State Arts Division, and Tennessee Arts Commission, among others. She founded the arts management degree program and the National Arts Policy Archives and Library at the University of Massachusetts Amherst, has delivered multiple training programs on various arts management subjects—ranging from strategic planning to program evaluation in arts organizations—to thousands of arts practitioners nationwide. She is the co-editor of the 5th and 6th editions of Fundamentals of Arts Management, used in 45% of the arts management degree programs in the nation. She has an M.B.A. from the University of Massachusetts Amherst. She is also a practicing egg tempera painter.

Mary Margaret Schoenfeld

Independent Arts Management Consultant

Schoenfeld is an independent arts management consultant. She has a particular focus and expertise working with funding agencies, including planning and facilitation work with the Barr Foundation, Massachusetts Cultural Council, Delaware Division of the Arts, Vermont Arts Council and Vermont Historical Records Program, Cultural Affairs office of the Arlington (VA) Economic Development Department, Oklahoma Arts Council, and the Mid-America Arts Alliance. She has provided training programs for state arts agencies in California, Illinois and Tennessee, and served as a grant review panelist for state arts agencies in Arkansas, Kentucky, Tennessee, Vermont and Virginia. She served for ten years as the National Coordinator for the six US Regional Arts Organizations, representing them on

the National Assembly of State Arts Agencies' board of directors. A former state and local arts agency staff member, Schoenfeld also managed community development and local arts agency service programs at Americans for the Arts, where she coordinated the work of the US Urban Arts Federation and managed community and economic development-focused professional development opportunities for the field. She has an MA in Public Affairs from the University of Minnesota, and has taught in the arts management graduate programs at Goucher College and George Mason University. Schoenfeld lives in Arlington, Virginia, where she serves as a member, and sits on the Executive Committee of the Economic Development Commission.

Eddie Torres

President & CEO | Grantmakers in the Arts

Edwin Torres joined Grantmakers in the Arts as president & CEO at the end of 2017. Torres served on the GIA board of directors from 2011 through 2016. He most recently served as deputy commissioner of cultural affairs for New York City, where he collaborated on the development of the city's long-term sustainability plan, a study of and efforts to support the diversity of the city's cultural organizations and the city's first cultural plan. Prior to joining the NYC Department of Cultural Affairs, he was a program officer with The Rockefeller Foundation, where he worked on the foundation's support for arts and culture, jobs access, and resilience. He has also served in the dean's office at Parsons the New School for Design, on the arts and culture team at The Ford Foundation as well as on the staff of the Bronx Council on the Arts. He holds a Master of Arts in Art History from Hunter College and a Master of Science in Management from The New School.

State and Jurisdictional Arts Agency Directors

Michael Faison

Executive Director | Idaho Commission on the Arts | Boise, Idaho

Michael Faison is the executive director of the Idaho Commission on the Arts. Faison previously served as the arts in education division director of the Pennsylvania Council on the Arts, the assistant director of the Oregon Arts Commission, and the executive director of the Center for Arts Management and Technology at Carnegie Mellon University in Pittsburgh. Faison has served as an information technology consultant for Pittsburgh's Manchester Craftsmen's Guild and worked as a high school art and commercial art teacher in the Austin, Texas Independent School District. Faison is a member of the National Assembly of State Arts Agencies board, past-president of the Heinz College, Carnegie Mellon University Alumni Association board, member of the WESTAF Equity and Inclusion Committee, and former WESTAF trustee. He holds a bachelor's degree in studio art from the University of Texas at Austin, a master's degree in management from Carnegie Mellon University, and multiple Texas teaching certifications.

Sandra Selk Flores

Executive Director | Guam Council on the Arts and Humanities Agency

Sandra (Sandy) Flores grew up in the village of Inalahan on Guam, surrounded by her father's CHamoru culture and her mother's passion for art. She spent many years in the continental US including time earning her bachelor's degree at Northwestern University in Illinois and her Masters in Peace and Justice from the University of San Diego in California. She enjoyed a career as an entrepreneur and gravitated toward the arts. In San Diego Sandy worked with the CHamoru diaspora as a board member of the CHE'LU organization. She helped to found the Uno Hit CHamoru dance and cultural education program in 2012 and in 2016 she helped establish the House of Chamorros organization that recently completed the House of Chamorros cottage in Balboa Park, San Diego, California. Sandy was appointed Executive Director of Guam CAHA in June 2021. In this position, she hopes to create more collaborations between Guam and the island's diaspora community. Her goals are to grow the agency's capacity to provide public art, expand the visibility of Guam's performing arts, and establish a non-profit arm of the agency.

Jonathan Johnson

Executive Director | Hawai'i State Foundation on Culture and the Arts (SFCA)

Jonathan Johnson grew up in Honolulu, attended public schools from K-12 and has been with the Hawai'i State Foundation on Culture and the Arts (SFCA) since 1988. Johnson held many positions within the agency's public art program, including director of the Hawai'i State Art Museum (HiSAM) and was appointed executive director of the state arts agency in 2014. Johnson has a passion for integrating the arts in public education and ensuring access to arts in rural and underserved communities. He draws on his 32 years of arts administration experience as he helps to guide SFCA in carrying out the goals of the agency outlined in the strategic plan for FY2019-2023. The plan's priorities focus on "supporting the artistic expressions of Hawai'i's diverse cultures and communities, enhancing public engagement in culture and the arts, strengthening arts education for all learners, and enriching the public sphere through the arts."

Tatiana Gant

Executive Director | Montana Arts Council

Tatiana Gant is the executive director of the Montana Arts Council. She is a trained visual artist and, for several years, maintained a studio practice. Her work includes ceramics, drawing, metals, printmaking, painting, photography, and sculpture. Gant also founded a community clay studio, and supported the management of a not-for-profit, multi-arts, community-based organization. She earned a bachelor's degree in fine art from Adams State College in Alamosa, Colorado and a bachelor's degree in fine arts from the School of the Art Institute of Chicago. Gant previously served as the executive director for the Illinois Arts Council Agency.

Karen Hanan

Executive Director | ArtsWA

Karen Hanan was appointed executive director of ArtsWA (the Washington State Arts Commission) by Governor Jay Inslee effective March 2014. The agency, established in 1961, is charged with speaking up for the public value of the arts, building leadership in and for the arts, strengthening arts education in Washington's public schools, documenting the impact of the arts on local communities and in peoples' lives and sharing the findings, building participation in the arts, and acquiring and caring for artwork in

the State Art Collection sited at the state's K-12 public schools, colleges, universities, and state agencies. Prior to this appointment, Hanan was executive director of Arts Northwest, the regional service organization for the performing arts. Before that, she was the founder and first executive director of the Olympic Peninsula's Juan de Fuca Festival of the Arts, a four-day multicultural, multi-stage festival held each year over Memorial Day weekend. The Festival also offers programs, shows, and outreach to locals and visitors year-round. Hanan holds a bachelor's degree from Leeds Polytechnic in England. She is well known as a resource to the greater arts community in the Northwestern USA and beyond. In 2014, Hanan was honored with a Distinguished Service Award in recognition of "exceptional leadership and dedication to the field."

Margaret Hunt

Executive Director | Colorado Creative Industries

Margaret Hunt is the director of Colorado Creative Industries in the Governor's Office of Economic Development and International Trade appointed by Governor John Hickenlooper in 2013. She oversees public policy and administration for CCI. She has been instrumental in the development and initiation of Colorado's \$85 million Community Revitalization Program, the Creative District Community Loan Fund, and the establishment of Space to Create Colorado – the first state-led initiative in the U.S. to provide artist and creative sector live/work space. Space to Create projects have been opened in Loveland and Trinidad and seven additional projects are in development phases in Ridgway, Grand Lake, Colorado Springs, Grand Junction, Ignacio and Carbondale. Margaret is the former director of the Utah Division of Arts and Museums. Margaret has extensive experience in community and economic development. She served as the director of community and economic development for Salt Lake City during the 2002 Winter Games and for PacifiCorp Energy Company. Hunt previously worked as a consultant for Fundraising Counsel Inc., a Salt Lake City-based firm that advises nonprofit organizations on how to raise money. Hunt has served on the boards of the National Assembly of State Arts Agencies, WESTAF, Take Note Colorado, Denver Theater District, Repertory Dance Company and the Downtown Alliance, and was active in fundraising for Ballet West. She currently serves as co-chair of Philanthropy Colorado's Arts & Funders group. Margaret is also a visual artist with work hanging in the Salt Lake City International Airport and in private collections. She is the author of *Live in the Mystery*, published in 2020.

Anne L'Ecuyer

Executive Director | Arizona Commission on the Arts

Anne L'Ecuyer is the Executive Director of Arizona Commission on the Arts. L'Ecuyer is a policy strategist, facilitator, and seasoned executive who stays closely connected to an international network of creative leaders and individual artists. She is an expert in creative placemaking and placekeeping, creative industries and cultural tourism, and the integration of the arts toward educational, social, and environmental goals in communities in the United States. Throughout her career, Anne has worked with a range of large and small organizations at national, state, and local levels, and consulted with hundreds of arts leaders on strategy and support for their efforts. Previously, she served on the executive team at Arts on the Block, taught graduate studies in Arts Management at American University, and led the Field Services team at Americans for the Arts.

Michelle Laflamme-Childs**Executive Director | New Mexico Arts**

As executive director of New Mexico Arts, Michelle Laflamme-Childs works to develop creative ideas to strengthen, evolve, and diversify programs at the agency while forging new partnerships to address the changing needs of artists and arts organizations across New Mexico. With her eye toward better serving rural and other historically underserved and excluded communities, Michelle and the New Mexico Arts team are exploring innovative ways to better address issues of access and equity in their grantmaking, public art program, and field capacity building efforts. An arts administrator for almost 20 years in both the private and public sector, Michelle also pursues her own creative practice as a poet with one published chapbook and a book-length manuscript in the works and can be found spinning fresh beats as a radio DJ on local radio station 98.1 Radio Free Santa Fe. She holds a BA in English literature from the University of Massachusetts, an MA from St. John's College in Santa Fe, and hopes someday to complete her MFA in creative writing at the University of Texas, El Paso.

Michael Lange**Director | Wyoming Arts Council**

Michael Lange has been the executive director of the Wyoming Arts Council since 2014. Prior to serving as executive director, Lange served as the community development specialist for the Arts Council and worked for the University of Wyoming, where he used the arts as a catalyst for co-curricular student development initiatives. Lange is a trustee for WESTAF (the Western States Arts Federation). His research interests are centered on exploring and creating structures and atmospheres that promote creativity and collaboration. He has presented this topic at different regional and national conferences and has taught classes on arts administration and leadership in social entrepreneurialism. Lange is also a musician and composer, performing mostly in the jazz idiom. He holds a bachelor's degree in music and a master's degree in public administration.

Tony Manfredi**Executive Director | Nevada Arts Council**

Tony Manfredi joined the Nevada Arts Council as executive director in September 2017. Manfredi provides the strategic direction and leadership for the organization, assessing and overseeing current programming; optimizing business development opportunities for artists, arts organizations and the public; representing the agency and state in regional and national forums; and managing the staff and budget housed within state government. His professional background combines 24 years of strategic planning, management, marketing, creative, and fundraising services for both local and international businesses and organizations. Manfredi is a graduate of the University of San Diego with degrees in communication studies and art. Previously, Manfredi was senior vice-president of content and marketing for Reno's Public Broadcasting Service member station KNPB. During his time at KNPB, Manfredi helped manage steady revenue growth and reduced overall department expenses while analyzing the effectiveness of, and changing where necessary, past fundraising activities.

Jonathan Moscone**Executive Director | California Arts Council**

Jonathan Moscone, most recently the chief producer at Yerba Buena Center for the Arts, is the newest director of the California Arts Council. Moscone is the top arts official in the country's most populous state, reporting to the governor and overseeing an annual budget of about \$25 million to \$30 million; last year's one-time infusions of \$60 million to the California Creative Corps and \$40 million to youth arts initiatives; and an additional \$30 million, which Newsom's office proposed in January, that would go to the state's 14 Cultural Districts. Before joining YBCA in 2015, Moscone served as artistic director of California Shakespeare Theater for 15 years, broadening the company's work beyond the Shakespeare canon and beginning an investment in diversity, equity and inclusion practices. The son of former San Francisco Mayor George Moscone, Moscone has deep civic and artistic connections throughout the Bay Area and beyond.

Andrea Noble

Executive Director | Alaska State Council on the Arts

Andrea Noble is the executive director of the Alaska State Council on the Arts (ASCA), appointed to the position by the Council in 2016 when the organization was pursuing legislation to transition from a government agency to a public corporation. Noble has worked at ASCA since 2006 and served as the agency's public art program director and a grants administrator. She is formerly the curator of arts education at the Anchorage Museum of History and Art and spent 10 years as a middle and high school art and French teacher in Anchorage and British Columbia. Noble holds bachelor's degrees in arts education from University of British Columbia, Vancouver, BC Canada, and Honors bachelor's of fine arts from the University of Western Ontario, London, Ontario Canada. Language studies include French and Japanese. She serves as an ex officio board member of the Alaska Arts and Culture Foundation, whose mission is to support the Alaska State Council on the Arts, and has lived in Alaska since 1998.

Vicki Panella Bourns

Director | Utah Division of Arts and Museums

Victoria Panella Bourns is the director of the Utah Division of Arts and Museums. During her tenure, the organization's grants budget has grown substantially, Americans for the Arts honored Utah Governor Gary Herbert with its Governor's Arts Leadership Award, and Arts and Museums received the National Leadership Grant for Museums, a prestigious award from the Institute for Museums and Library Services, one of only 12 grants distributed nationally. As a founding member of the Dance Theater Coalition, she produced, directed, choreographed, and performed in numerous original dance and theatre works. Bourns then worked for some of Utah's premier cultural organizations: Repertory Dance Theater, KUER (FM90), and the Salt Lake Acting Company. She helped transform Utah Citizens for the Arts into the Utah Cultural Alliance and served as treasurer for the State Arts Advocacy League of America. Bourns serves on the board of the WESTAF, on the Finance Committee for the National Assembly of State Arts Agencies and is chair of the Salt Lake County Zoo, Arts and Parks Tier I Advisory Board. After receiving her bachelor's degree in dance from the University of Utah, she earned a master's degree in arts administration.

Brian Rogers

Executive Director | Oregon Arts Commission

Brian Rogers, a longtime arts and culture consultant, was named executive director of the Oregon Arts Commission and the Oregon Cultural Trust in June of 2014. He has led planning and facilitated retreats, with a focus on funding stabilization and grant programs, for several state arts agencies and multiple cultural organizations across the country. Rogers served as deputy executive director of the Pennsylvania Council on the Arts (PCA) for 16 years, where he was responsible for grant programs, financial oversight, and the administration of the agency. He led development and implementation, through a public/private partnership, of the innovative and groundbreaking data collection and reporting tool, the Cultural Data Project. Rogers served on the governing body for the project and acted as the state's task force manager. He also implemented several PCA programs and services, including Picture Pennsylvania, a statewide traveling exhibition program. He helped conduct and implement four strategic planning processes, one of which resulted in a nationally recognized funding reorganization that more than doubled the number of applicants funded while providing a higher level of service. During his more than 20 years with the PCA, Rogers also served as deputy director of administration, program director for art museums, and fellowship manager. An active and accomplished artist, Rogers holds a bachelor's degree in fine arts from Tyler School of Art at Temple University, where he majored in painting, and a master's degree in fine arts from the Graduate School of Art at the University of Arizona.

Tasi Sunia

Program Manager | American Samoa Council on Arts, Culture, and Humanities

To be added.

Parker Yobei

Executive Director | Commonwealth Council for the Arts & Culture

To be added.

WESTAF Staff

Cynthia Chen

Manager of Public Policy and Advocacy | WESTAF

Cynthia Chen is a versatile arts and culture professional with diverse experiences in development, marketing, grant writing, and advocacy at local, state, and international levels. Trilingual in English, French, and Mandarin, Chen has helped with the production of cultural projects in the United States, France, China, and Taiwan. Chen contributed to revenue and international development for publicly managed cultural institutions such as the Centre Pompidou and Musée d'Orsay. Raised in the Salt Lake City area, Chen began her career working as a legislative fellow for the Utah Cultural Alliance and continued to engage actively in public policy issues as the development associate for the nationally-recognized youth media arts nonprofit, Spy Hop Productions, where she worked on a legislative appropriation at the Utah State Legislature for the construction of a new media arts education facility. Chen graduated magna cum laude with a bachelor's degree in music (with honors) from the University of Utah where she majored in flute performance and minored in political science. She holds a

master's degree in public policy with a specialization in cultural policy and management and the distinction of summa cum laude from Sciences Po Paris. Chen is also an alumna of the Harvard Kennedy School's Public Policy and Leadership Conference and WESTAF's Emerging Leaders of Color program.

Christian Gaines

Executive Director | WESTAF

A film, arts, and technology leader with experience in the nonprofit and for-profit sectors, Christian Gaines has held leadership positions at the Sundance Film Festival, the Hawai'i International Film Festival, and the American Film Institute. For five years, Gaines ran business development at Withoutabox, a film festival submissions platform acquired by IMDb, a division of Amazon. In 2013, Gaines became executive director of ArtPrize, a disruptive international art competition held in Grand Rapids, Michigan. During this time, he served as a council member on the Michigan Council for Arts and Cultural Affairs. In January of 2019, Gaines joined WESTAF as its executive director. Gaines is passionate about bringing opportunities to artists, creating joyful spaces, and inspiring teams to do their best work.

Cameron Green

Executive Coordinator | WESTAF

Cameron Green supports the executive director and the board of trustees and is the primary driver for the operationalization of WESTAF's Strategic Plan and 10-Year Vision. Green has a background in arts administration, customer service, museums, and higher education, with over nine years of experience in these areas, including organizing the Western Spirit Juried Art Show and Sale and the Cheyenne Frontier Days™ Invitational Western Art Show and Sale. He has been an invited speaker for various cultural organizations throughout Wyoming and at academic conferences throughout North America. Green graduated with a master's degree in history with a minor in gender and women's studies from the University of Wyoming in 2018 and is a 2021 alumni of the WESTAF Emerging Leaders of Color program. In addition to his work with WESTAF, he serves as the statewide Wyoming history day coordinator.

Moana Palelei HoChing

Senior Policy Analyst | WESTAF

Moana Palelei HoChing manages key public policy and advocacy programs, develops new initiatives, and provides counsel to WESTAF's executive director and deputy director. HoChing contributes to research and policy communications and is spearheading WESTAF's effort to engage Pacific jurisdictions in its work. She currently serves as indigenous curator at losteden.gallery and creative director of Pasifika First Fridays. HoChing is also the chair of the Zoo, Arts, and Park (ZAP) Program Tier 1 Board, where she assists in directing \$14.3 million of Utah taxpayer dollars to 22 arts and cultural nonprofits, as well as three zoos throughout the Salt Lake Valley. She previously served as the assistant director of educational outreach of the Honoring Nations program at the Harvard Project on American Indian Economic Development and is a multidisciplinary artist, technologist, and fierce advocate for Indigenous affairs, having consulted on projects in Kenya; Waikato, Aotearoa; New Orleans; New York; Las Vegas; Denver; and throughout Indian Country and has her own production company, Crazyhorse Productions. HoChing is a proud alumna of the National Pacific American Leadership Institute (NAPALI), Harvard University's Administrative Fellowship Program (AFP), and WESTAF's Emerging Leaders of Color program.

David Holland**Deputy Director | WESTAF**

David Holland joined WESTAF in 2019 as director of public policy to lead its advocacy and public policy programs and services and serve as the primary liaison with federal agencies, regional arts organizations, state and local arts agencies, and state arts advocacy groups. His role has evolved to also drive the impact of WESTAF's leadership and professional development programming, grantmaking, and technical assistance and consulting services across teams as deputy director. He is leading a new Bay Area Arts Policy and Leadership Seminar and co-directing the development of the state of Washington's Creative Economy Strategic Plan. Since joining WESTAF, he has also launched the Creative Vitality™ Summit; authored the Creative Economies and Economic Recovery report in partnership with NASAA; chaired the redesign of the National Endowment for the Arts' Performing Arts Discovery program working with regional and national partners; established the Western Arts Advocacy Network; collaborated on developing new equity-focused relief and resilience grantmaking programs in the West and the Commonwealth of the Northern Mariana Islands; spearheaded WESTAF's Arts and the Rural West gathering; reimagined its Arts Leadership and Advocacy Seminar; joined the faculty of the Emerging Leaders of Color program; and secured private and public investment for WESTAF's programs. Holland previously served as associate director of the Arts and Business Council of Greater Boston. Other prior roles include leadership and senior management positions with VCU da Vinci Center for Innovation, VCU School of the Arts, ART 180, the Latin Ballet of Virginia, Arts & Business, and the UK innovation foundation Nesta. Holland also served as a senior consultant with BOP Consulting and worked as campaigns officer for the UK's National Campaign for the Arts. For more than 13 years, he has served as an independent management consultant and is currently on the faculty of the MA in Arts Administration program at Goucher College. He serves as a panelist and on steering committees for the National Endowment for the Arts, Colorado Creative Industries, and the Oregon Arts Commission. He is also co-chair of the Creative States Coalition and serves on the national Cultural Advocacy Group. He is a Salzburg Global Fellow, Evan Carroll Commager Fellow, and a fellow of the Royal Society of Arts. Holland holds a bachelor's degree in economics and Asian studies from Amherst College and masters degrees in international studies and diplomacy and the history of art from the University of London, SOAS.

Travel Expense Reimbursement Policy for WESTAF Guests

October 1, 2019

The Western States Arts Federation (WESTAF) reimburses individuals traveling on WESTAF business for actual and necessary travel expenses up to a reasonable amount. When traveling on WESTAF-related business, please exercise prudence.

Required Documents for Reimbursement

The travel expense reimbursement form (attached) must be completed when requesting reimbursement, and itemized receipts must be included. All reported expenses, including hotel, airline, ride sharing, parking, and meals, require a detailed itemized receipt as well as the final credit card charge receipt signed by the purchaser.

To qualify for a reimbursement, please submit the documentation in the following format:

- Complete the WESTAF Travel Reimbursement Form and place it at the top of your documents.
- On a separate sheet of paper, provide notes of your trip so that staff can properly code the expenses (e.g. *travel to Denver for TourWest Panel Meeting*). If you incurred an unusual expense, please note why (e.g. *one extra hotel night in Denver because the airport was closed due to a large snowstorm*).
- Include itemized receipts for all items listed on the reimbursement request form.

Reimbursement for Meals

WESTAF has a per diem meal policy in which the individual may spend any amount on a meal as long as the total daily meal costs do not exceed \$60.00. Other WESTAF restrictions on meal reimbursement are:

- WESTAF will not reimburse a tip of more than 20%. In addition, the tip is considered to be part of the meal price: For all meals in a single day, WESTAF will reimburse for no more than the \$60.00 total. Please keep in mind that WESTAF will only reimburse meals on the day the individual flies in, between meeting dates, and the day the individual flies out. If the individual chooses to extend their stay outside the meeting dates, they will be responsible for those meal costs.
- Itemized receipts for meals are required, not optional. WESTAF will not reimburse or pay for meals unless a detailed receipt is provided.
- Because of restrictions on the NEA funds it receives, WESTAF cannot use NEA funds to reimburse the purchase of alcohol. Thus, WESTAF discourages those traveling on WESTAF business from seeking reimbursement for the purchase of alcoholic beverages.
- WESTAF does not reimburse for snacks or beverages, unless they are purchased in lieu of a meal.
- When traveling for WESTAF-hosted meetings and events, meal expenses will not be reimbursed if the meal is provided by WESTAF.

Air Travel

WESTAF requires travelers to book their travel through our designated travel agent, Corporate Travel Management (CTM). Below are the guidelines we ask our travel agent to adhere to:

- *Arrival and Departure Times.* When booking flights, please review the meeting agenda for start and end times. We want to be sure to avoid scheduling arrivals and departures at times that would cause travelers to miss the starting events or require them to leave earlier than the meeting adjourn time. The ideal arrival time would be at least 45 minutes to 1 hour before the event start time and the ideal departure time would be at least 1 hour to 90 minutes after the event end time, depending on the distance to the airport from the meeting location. However, we also want to avoid charges for extra hotel nights or extra costs in airfare if the timing needs to be adjusted, so please work with the travel agent to make these arrangements. They will notify WESTAF of potential delayed arrival or early departures.
- *Direct vs. Connecting Flights.* While WESTAF prefers that travelers secure the lowest fare, it seeks to avoid the purchase of tickets for connecting flights. However, if there is a significant difference in cost, we will ask the traveler to take a connecting flight. For example, if travel from Point A to Point B is \$600 direct and \$350 through a connecting city, WESTAF would choose the connecting itinerary.
- *Pre-Approval of High Fares.* All tickets with a fare that exceeds \$500 must be approved in advance by WESTAF. The travel agent will work with the main WESTAF contact for the event on the approval process.
- *Higher Fare Tickets.* If a traveler wants to purchase a more expensive ticket due to timing, airline advantages, or an extended stay, it can be accommodated as long as the traveler pays the difference in cost. In order to facilitate this, WESTAF will require CTM to notify WESTAF of the lower fare amount and the amount the traveler elected to pay. CTM will then book the traveler's preferred itinerary on the WESTAF account and the traveler will then be responsible for paying the difference for the preferred flight after the meeting.
- *Changes and Cancellations.* Changes and cancellations are discouraged; however, should travel arrangements need to be changed for legitimate business reasons, guests must apply any travel credits to the very next WESTAF event. Misuse or abuse of travel credits paid for by WESTAF will be considered quite serious. Guests are to track credits with each airline to ensure the funds are not lost and the credit is applied to future business travel.

The air travel guidelines are subject to change for Alaska and Hawai'i guests. Please notify WESTAF at your earliest convenience if you need additional days.

Additional Fees for Travel

Many airlines now offer basic or discounted airfares that allow passengers to bring only one personal item such as a purse, briefcase, or small underseat bag. Such airlines charge for checking a larger carry-on bag and/or checking luggage. WESTAF will reimburse employees and others traveling for WESTAF for one extra bag charge. The maximum reimbursable fee for this service is \$30.00. For some airlines, this may mean that the traveler must check a bag in lieu of carrying on luggage, as a carry-on may have a higher fee. Please always choose the lowest cost baggage option—either free carry-on or lower cost checked bags.

WESTAF will reimburse travelers for more than one bag under the following circumstances: 1) the traveler is transporting meeting materials or special equipment as requested by WESTAF or 2) the traveler is required to travel for several days. The WESTAF travel agent will work with the traveler to book the cheapest bag option. If a passenger supported by WESTAF wishes to incur fees for more than one bag, the fees for the additional bag(s) can be purchased by the traveler at check-in. However, those fees will not be reimbursed by WESTAF. If the airline offers free carry-on or free checked bag options, WESTAF will not pay additional baggage fees for the traveler. View a list of current [airline baggage fees here](#).

WESTAF will not pay fees incurred for making a seat selection, preferential treatment in boarding, flight changes, or upgrades. If the traveler is charged for any of these items, they must pay for them directly at

check-in or pay the difference in the ticket cost. For example, an all-inclusive ticket might cost \$350 and a low fare ticket may cost \$150. In this case, WESTAF will pay the fare amount of \$150 and the traveler will be required to pay the additional \$200 if they prefer the all-inclusive ticket. As a rule, if a traveler wants to book a higher-fared flight when there is a cheaper option available, WESTAF asks the traveler to pay the travel agent the difference in cost via credit card.

Mileage

Mileage is reimbursed by WESTAF for up to the [IRS rate of \\$0.58 per mile](#). If a personal vehicle is used for an extended trip, please refer to the [WESTAF Automobile Policy](#) and be sure to include a Google Maps screenshot of your mileage.

Deadline for Reimbursement Requests

Travel expense reports must be printed in ink, signed, dated, and returned to WESTAF with the appropriate receipts within 14 days of the completion of a trip. If the reimbursement is not received within the 14-day period, the reimbursement will not be accepted.

In-Kind Tracking

Please record the value of your in-kind contributions of time and other services at the bottom of [the expense reimbursement form](#). This information is used to help match the funds the NEA allocates to WESTAF on a matching basis.

Approval of Expense Reports

All reimbursement requests and expense reports are subject to the approval of the executive director and/or the director of finance and administration.