

# MARYLAND STATE ARTS COUNCIL

## Annual Retreat

Harbourtowne, St. Michael's  
Thursday, May 8 to Friday, May 9, 2008

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### List of Attendees

#### MSAC Staff:

Elizabeth A. Bentley-Smith  
Sharon Blake  
Elizabeth M. Carven  
Janel K. Cohen  
Theresa M. Colvin  
Carla L. Dunlap  
Pamela Dunne  
Lauren Dugas Glover  
Shirley Howard  
John F. Izzo  
Cliff Murphy  
Christine Stewart

#### MSAC Councilors:

Carole Alexander  
Dania Blair  
Debbie Cameron  
Nancy Haragan  
Dave Harp  
Abby Hoffman  
Scott Johnson  
Bill Mandicott  
Bobbie Messenger  
Alisa Pipkin

Department of Business and Economic  
Development, Division of Tourism, Film, and the  
Arts:

Hannah Byron, Assistant Secretary  
Andréa Vernot, Deputy Assistant Secretary

**Thursday, May 8, 2008**

❖ **FACILITATOR ASKS THE GROUP ABOUT THEIR HOPES FOR THIS RETREAT**

- Sound footing on where we want to go → clear direction
- Good research and goals
- Collaboration → on the same footing
- Meeting new people
- Mosaic to help with team building
- With so many new people, move in new directions
- Cohesive group → pointing in same direction
- Fuller sense of history and next 10 years
- Great first step in building broad, bold and inclusive process to talk about the arts
- Connection to other council members
  - Am new, but want to learn more...am especially interested in change
- Understanding of the role and direction and to plan where we are going
- Energy and excitement about the next most achievable goals
- Get to know everyone
  - Interested in change
  - Challenge to build broader audiences
- In long range, see dynamic of plan with programs
- Meet all of the above goals
- Have a good start
  - Since there are lots of moving parts, be careful to look before changing
- Meeting everyone and more understanding of the MSAC process
- Better communication skills and new tools to help with change
- Learn trust and appreciation for one another
- Acknowledge and foster symbiotic relationship between councilors and staff
- All work together
  - Have a better understanding of our [councilors] role and what is expected of us
- Look at history and be careful/thoughtful with change
- Continue to learn what MSAC is all about and identify the role of the councilors
- Get up to speed
  - Learn councilors and form a connection with them

❖ **TIMELINE: AN EXERCISE IN EXAMINING OUR HISTORY**

- Items listed in timeline include:
  - Major accomplishments
  - Key events
  - People who made a big difference/Key Players
  - Note: The items listed in the timeline are not a complete representation of all work completed by MSAC, but rather highlights as noted by the Staff and Councilors.

❖ **EXTERNAL ENVIRONMENT TRENDS ANALYSIS**

➤ Small Group Exercise: Within three categories (Economics, Demographics, Technology), list what external trends the group feels is a **threat** and/or **opportunity** internationally, nationally, regionally, and state-wide; then determine the *top five* within each group.

▪ **Economics**

• ***Top Five***

- ◆ ***High energy costs***
- ◆ ***Uncertainty in a global economy***
- ◆ ***Arts districts used to drive economic development and form partnerships***
- ◆ ***Reduction of philanthropy leading to donor fatigue***
- ◆ ***Loss vs. gain of industries***

▪ **Full Economics List:**

- High energy costs
- Uncertainty → political, global market
- Transportation costs
- Resource costs within global market
- Higher costs of living
- Arts as a catalyst for redevelopment
- Higher taxes
- Loss of industries
- BRAC growth
- Economic pressure on inflation
- Cost of war
- Urban vs. suburban vs. rural issues
- Regional partnerships
- Reduction of philanthropy
  - ◆ Donor fatigue
- Stability of MSAC funding
  - ◆ General fund increasing
- MSAC funding becoming vital
- Loss of industries → film, horse-racing, etc.
  - ◆ Gain of BRAC, BioTech, university jobs

▪ **Demographics**

• ***Top Five***

- ◆ ***Aging population***
  - ***Threat = losing audiences***
  - ***Opportunity = develop new audiences***

- ◆ *Working/trained artists*
  - ◆ *Growing Hispanic population*
    - *ESOL*
    - *Ethnic shifts in neighborhoods*
  - ◆ *Geographic diversity by region*
  - ◆ *Changing/shifting audience priorities*
    - *Threat = time*
  - ◆ *Opportunity = “re-tool” delivery systems*
- **Full Demographics List:**
- Aging population
    - ◆ Graying of patrons
  - English as a Second Language (ESOL)
    - ◆ Need more attention to traditional languages barriers
      - Not aware; not promoted
      - New audiences integrating of arts into ESOL
  - Growing Hispanic population
  - Ethnic shifts in neighborhoods
  - Geographic diversity
  - Regionality workplace
  - Working/trained artists as a growing segment of population
  - Younger retirees → have both more time and money
  - Inner-city migration
    - ◆ Industrial hubs
  - Changing interests/arts audiences
  - Decreasing youth “active” partnerships in traditional arts
  - Emergence of “new media” opportunities
  - Changing/shifting audience priorities
  - Decrease collaboration, increase in “user-generated art”
  - Demise of arts education and its impact
  - Growth of international visitor audience
  - Trends in philanthropic giving
  - Growing family size
  - Societal trend of shrinking time
  - Growth of full “quality-of-life” retirement homes
  - Dying of traditional arts
    - ◆ Losing sense of identity

- **Technology**
  - *Top Five*
    - ◆ *MSAC needs to lead the way → need to proselytize; higher a tech person*
    - ◆ *MSAC website needs to be first priority → the first impression; our public face; showcase MD arts community via You Tube and MySpace tools*
    - ◆ *Determine how to provide assistance to those “left behind” → beef up Technology Enhancement Grants*
    - ◆ *Potential reallocation of resources/technology*
    - ◆ *Communicate to the labor force that Maryland is a dynamic place to live/work → under 35; consistent with DBED goals/mission*
  
- **Full Technology List:**
  - MSAC needs to lead the way
  - MSAC needs to look at its own best practice
  - MSAC website needs to be top priority
    - ◆ Need better organization and content
  - How to provide assistance to those left behind
  - Get on board with You Tube and MySpace
  - Need to be there for under 35
  - To take advantage → need to improve internal controls
  - Internal
    - ◆ Limited department resources
    - ◆ Gone from leaders to falling behind
  - External
    - ◆ Beef up tech grants
    - ◆ Build listservs
    - ◆ Share and collaborate oversight of the website

## ❖ OUR CORE VALUES

- The **Core Values** that are most central to our agency are:
  - **Commitment to excellence**
  - **Access to the arts for all the citizens of Maryland**
  - **Nondiscrimination in all our activities and especially in funding the arts**
  - **The Arts for their integral role in society, raising invigorating communities and transcending differences**
  - **Fairness, equity and integrity in all our processes**
  - **Transparency of our actions**
  - **Inclusion and diversity**

- We also value:
  - Freedom of expression
  - Value our audiences → are we a service organization?
  - Support arts venues
  - Value working artists and artistic behavior
  - Leadership in the field
  - General operating support is crucial
  - Importance of arts education
  - Awareness of Maryland's culture and traditions

### Friday, May 9, 2008

#### ❖ **OUR VISION FOR THE FUTURE OF MARYLAND'S ARTS: IMAGINE MARYLAND IN 2013**

- The facilitator asked participants to imagine Maryland in the year 2013 and answer the following questions:
  - What do the major, mid-, and small arts organizations look like?
  - Are there new organizations?
  - Where are the arts growing within Maryland? Where is there stagnation?
  - What about MSAC are you most proud of?
  - Where is the money for the arts? What is the economic status with foundations, corporate, individual, and government support?
  - How is the status of public art?
  - What does the audience look like? Has it changed or remained static?
  - How are the youth interacting with the arts? What about adults?
  - What about individual artists?
  - How is the state responding to the arts? What about government officials?
  - How is the media reacting to Maryland arts?
  - What about the arts and education services?
  - What phrase best describes the arts in Maryland?
- The group was divided in two with the following instructions: within each group ask each person to present one thing they see in the future; then discuss the clusters of similarities; and create a cover for a magazine with title, headlines, and quotes
- Group A
  - Clusters → red=staff development; blue=arts education; purple=arts infrastructure and industry; green=funding; orange=participation
  - "One Thing" list
    - The arts have a vibrant public face
    - \$30 million in funding for the arts

- Arts in education has become infused in afterschool programs
- Free museum admission
- Individual artists can create economically prosperous lives and have a viable living as an artist
- Integrated arts curriculum at all levels
- Artist communities have flourished in western MD and eastern shore
- Comprehensive arts program (funded mandate) for all recreation centers
- More employment and opportunities/training for arts administrators including increased salaries
- Arts and entertainment districts receive more funding
  - ◆ Get individual artists awards
- Arts in education and individual artists are implanted in senior centers
- Appreciate and support funding by local government
  - ◆ Reach 10% goal at local level
  - ◆ Change in mindset
- Stability of infrastructure of small and medium arts organization in state
- Revenue stream for public art (legislation)
- Artists on government payroll
- Inspired/active audiences (all art) consumers
- Healthy growth in arts diversity
  - ◆ Available and celebrated
- Traditional arts and dance in forefront
- Maryland presenters network takes hold
- Variety of advocacy
- Technology for artists and organizations
- Increase in cultural tourism districts geographically throughout the state
- Vibrant/robust touring program that exports Maryland artists across state lines
- Greater coverage of Maryland arts in national media
- Art (all disciplines) taught at all grades
- Maryland thought of as mecca for bold, cutting edge, innovative art
- More of a connection between higher education and community
- Larger organization partner with small/medium organizations
  - ◆ Breaking down geographic barriers statewide
- Vibrant cultural diversity program
- Strong support networks for artists (residencies, studios, etc.)
- From MSAC → greater technological communication outreach (i.e. blogs, podcasts, etc.)
- Access to art for disabled and under-represented populations
- Maryland has first PhD program for arts administration
- Stronger film industries and studios
- Recognize and include private for-profit community within MSAC discussion

- Broader, more creative base for funding
- Statewide media programming
  - ◆ Increase marketing initiatives
- Fellowships/sabbaticals for artists and arts administrators
- Strengthen and make a player the dance community
- Completed discussion with a well-designed website for MSAC
- Group B
  - “One Thing” list
    - Maryland widely recognized as great place for artists to work and we attract artists to come to the state
    - Small areas revitalized and attracting artists
    - Public art program funded
    - Resurgence in small town living
      - ◆ Have three towns named best arts communities (presently only one)
    - Not necessary to convince about value of arts
    - Lead in technological aspect of the arts
    - Increase or visibility of and participation in the arts
    - More arts spaces and performances spaces
    - Acknowledge/embrace role in local community and present/sponsor arts festivals in disadvantaged areas
    - Lead the way in research and in research partnerships (BRAC)
    - Public artist integrated in process from the beginning
      - ◆ Even more than a typical percent for art program
    - 14 films produced in Maryland due to competitive incentive programs Maryland provides
    - Southern Maryland has arts and entertainment districts/communities
    - Art in all public schools
    - Inclusion of other creative industries such as bio tech, gaming, graphic design, etc.
    - Maryland artists are touring regionally, nationally, and internationally
    - Broader artists networks/networking systems (especially dance)
    - Maryland/Baltimore is a tourist destination due to the arts
    - Leading the way in funding and being funded
    - MSAC is outreaching successfully to those artists who do not presently view MSAC as a resource
    - Individual artists feel involved, included, and assisted
    - Arts and entertainment current districts are “there” and attracting artists and businesses
    - MSAC has funding and is funding A&E districts
    - Time magazine person of the year is an Maryland artist
    - Programs for intergenerational and multigenerational seniors are in progress

- Reached and maintaining 10% goal
  - MSAC is of greater service to working class and impoverished citizens
  - Larger MSAC staff appropriate to meeting goals (about double to present size)
  - Better tracking of individual artists → maintain a “where are they now?”
  - Private sector is participating and contributing on higher level
    - ◆ Potential partnerships in the works
  - Clusters → public art is funded and integral; valuation of the arts; arts and entertainment districts; education and the arts; small town revitalization through the arts; individual artists; visibility of the arts; elderly and senior art; more funding; partnerships developed especially with less obvious organizations and other creative groups; film incentives; legislation for film, art in public schools and funding
  - Completed discussion ended with a Time cover designed after the Beatles’ “Sgt. Pepper’s Lonely Heartsclub Band” album
- ❖ **“PARKING LOT” IDEAS (e.g. items that could not be covered during the retreat but that participants felt were important)**
- Cheat Sheet → description of staff and their functions for the Councilors
  - Questioning of committees → how do they work...how do they evolve?
    - Written in the by-laws
  - Revisit the by-laws
  - Do they need to be updated?