



A Strategic Plan for the Arts 2014-2018

Summary of Our Planning Process . . .

In the fall of 2012, the New Hampshire State Council on the Arts embarked upon a comprehensive strategic planning process to help us map out the allocation of human and financial resources in the most effective ways over the next five years. This process involved focus groups, interviews, a public forum, online surveys, as well as input from the Councilors and staff, and touched upon a wide range of individuals and organizations. The process brought about a renewed understanding of the pivotal role that arts and culture play in supporting healthy and innovative communities of New Hampshire and a deeper understanding of the role that the State Arts Council has in connecting, facilitating and investing in the arts. This plan reflects careful thought and provides clear direction for the work ahead of us.

Council & Staff Input . . .

To initiate the strategic planning process, Councilors and staff gathered with Maren Brown, of Maren Brown Associates, in September of 2012 to reflect on the organization's strengths, weaknesses, opportunities and threats (SWOT). This process helped to surface important themes that were used to shape the research process. Additional retreats were held with staff to gather input into the plan, to synthesize research results, and to draft the plan. A subcommittee of Council members was convened to review and provide input into the plan as it developed, and the Commissioner of the Department of Cultural Resources (of which the Council is an agency) was interviewed by Brown for his perspective on the future priorities of the Department. Senior staff was engaged in the development and editing of the plan. Kelly Barsdate, Chief Programming and Planning Officer of the National Assembly of State Arts Agencies, provided additional guidance in the final editing of the plan.

In-depth Interviews . . .

Telephone interviews were held in December, 2012 and January, 2013 with eleven regional and national experts who offered their thoughts into trends, opportunities, and needs from the perspective of their respective fields, as well as how the arts and the State Arts Council might play a role in supporting their work. The interviewees represented diverse disciplines that interface with the arts either directly or in significant ways, including arts advocacy, creative economic development, traditional arts, health care, veterans services, immigrant and refugee communities, at-risk youth, and education (from Pre-K through higher education). All interviews were conducted by Maren Brown of [Maren Brown Associates](#). [\[Click here for Interview Research Report\]](#)

Online Surveys . . .

Two customized, online surveys were administered in January and February of 2013 to gather input from primary constituent groups of the State Arts Council. One survey was tailored to organizations and schools; the other to artists. The surveys were designed to help the State Arts Council learn more about the needs and priorities of these two basic groups, assess the impact of State Arts Council programs and services, and to ultimately provide insights that could help shape future strategic priorities of the State Arts Council.

The surveys were promoted through a combination of direct email invitations to contacts generated from the agency's robust central database and through web links posted on the State Arts Council's website. In total, 502 individuals responded to the two online surveys, representing 292 artists and 210 organizational representatives. This response was out of a total of 2,159 emails (with nine opt-outs and seven undeliverable addresses), for a total useable list of 2,143. The overall response rate to both emailed surveys was an impressive 23%, with a 100% completion rate. Surveys were designed and administered by [Maren Brown Associates](#). [[Click here](#) for *Survey Research Report*]

Focus Groups & Forum . . .

Eight focus groups were held between February and April, 2013 with a total of 87 individuals from across the state of New Hampshire participating. The focus groups were designed to learn more about the range of issues facing the state, determine how the arts can help to assist with other areas of public responsibility, and surface innovative strategies to ensure that high-quality arts experiences are available to all New Hampshire citizens. Participants included both existing constituents, as well as individuals who represented areas where the State Arts Council wished to gather additional information.

Focus groups were organized around the following topics: (1) Addressing the Needs of "Youth at Risk" Through the Arts, (2) Arts Education and Accessibility – Reaching Youth with Disabilities, (3) Nurturing and Preserving New Hampshire's Heritage and Traditional Arts, (4) Designing Communities for Livability and Prosperity through the Arts, (5) Reconnecting New Hampshire Veterans to Community Life through the Arts, (6) Higher Education and the Arts – Connecting with Future Arts Leaders and Constituencies, (7) Building Strong Communities through Public Value Partnerships for the Arts, and (8) Arts Learning: PreK-12—In Schools and In Community Settings.

A half-day statewide forum entitled, "Creative Solutions: A Look at the Economic Impact of New Hampshire's Cultural Nonprofits," highlighted recent research sponsored by the State Arts Council in collaboration with Americans for the Arts. The forum provided the opportunity to collect information from participants about community challenges and how the arts—and specifically the New Hampshire State Council on the Arts—could help address these challenges. Focus groups were facilitated and analyzed by Maren

Brown, of [Maren Brown Associates](#),. [**Click here** for *Focus Group and Forum Research Report*]

Underserved Groups . . .

The State Arts Council put special effort into connecting with populations state that have historically been challenged due to geographic isolation, economic disadvantage, cultural divides or lack of accessibility to arts opportunities. The focus groups that centered on meeting the needs of veterans and their families, youth with substance abuse problems, youth with mental and physical disabilities were particularly helpful. Our interviews with representatives of organizations who serve these citizens helped us to better understand the needs of these constituents, and strategize how our programs and services could effectively meet these needs.

Our mission emerges from our authorizing legislation . . .

The New Hampshire State Council on the Arts strives to ensure that every citizen and community in New Hampshire enjoys the cultural, civic, economic, and educational benefits of the arts.

Our shared vision . . .

The New Hampshire State Council on the Arts recognizes that creative expression and participation in the arts nurture creativity and are essential to the human spirit. It is with creativity and ingenuity that our towns, cities, and state can meet the social and economic challenges ahead of us. As stewards of public investment in the arts, the State Arts Council seeks to play an important role in nurturing creativity, building more vibrant communities, and strengthening New Hampshire's economy. We recognize there are many ways to express beauty and that artistic expression has roots in many cultures. Therefore, our vision ensures that the benefits of experiencing the arts are available to people of all backgrounds and in all regions of the state.

Our values & beliefs . . .

As we envision the future of our state and implement our strategic plan we have affirmed our shared beliefs that in New Hampshire:

- Public support for the arts is an essential investment in the state's quality of life, economy, and future.
- Public funding leverages private support and for the arts; both are essential to sustaining the arts.
- All New Hampshire residents should have access to the arts regardless of age, income, ethnicity, ability, geography, or any other potential barrier.
- Experience with and participation in the arts are both basic to a complete education.

- The arts are critical to healthy individuals and communities.
- Cultural diversity and a range of cultural expressions enrich a community.
- Heritage-based traditional arts are important to community pride and identity, and support for tradition bearers helps to assure that the state's cultural heritage will be preserved and available for future generations.
- Student, amateur, and professional artists all contribute to the state's artistic vitality.

Our guiding principles . . .

In providing services to the state of New Hampshire, we will strive to:

- Strengthen arts organizations and artists in order to build more vibrant communities.
- Serve citizens from all backgrounds and communities from all regions of the state in order to provide broad access to the arts.
- Demonstrate the important contribution the arts make to the social and economic well-being of the state.
- Respond to changing economic, cultural, and demographic conditions of the state to create a culture of inclusion in the arts.
- Cultivate and encourage partnerships that advance the State Arts Council's goals.
- Encourage the pursuit of a wide range of artistic disciplines.
- Exercise due diligence in the awarding of public funds.
- Conduct competitive grant reviews through a peer review process, using criteria that foster excellence in arts administration, project management, and artistic content.
- Ensure that all applicants are treated equitably and consistently.
- Have safeguards in place to eliminate conflicts of interest from the panel review process.
- Monitor grantees to ensure that funds are generating the public benefits outlined in proposals and are leveraging private investment.
- Employ qualified staff and invest in their continuing professional development.
- Seek continuous improvement in the areas of planning, assessment, and evaluation.

GOAL 1 - STRENGTHEN THE ARTS

Strengthen New Hampshire arts organizations and artists to drive economic growth and enhance the quality of life in communities.

Objective

- 1. Invest in New Hampshire's arts infrastructure by funding nonprofit arts organizations and artists.**

Strategies

- a. Create public value and secure the vitality of nonprofit arts organizations by funding exemplary cultural organizations for a portion of their general operating expenses.
- b. Help enliven communities by funding arts project grants that provide a wide range of arts engagement opportunities for people of all ages.
- c. Invest in pilot initiatives that meet emerging needs and drive innovation in the arts, including the support of public art, creative economy/downtown revitalization, and arts in health care.

Objective

- 2. Build stronger connections within New Hampshire's arts community by convening and supporting local, state and regional networks, especially in areas where there is limited infrastructure.

Strategies

- a. Connect arts organizations with agencies of state government, encouraging them to expand their vision and their ability to address a wider range of social and community challenges through the arts.
- b. Facilitate the evolving work of the New Hampshire Creative Communities Network (NHCCN) in order to build strong connections with nonprofit arts organizations, for profit creative businesses, artists, policy makers, regional and city planners, historic preservationists, and others.
- c. Collaborate with the Commissioner of Cultural Resources' office to explore instituting a regular conference/gathering for the statewide sharing of information/best practices in creative economy work, modeled on the regional New England Foundation for the Arts Creative Communities Exchange.
- d. Partner with the New Hampshire Department of Education to support the New Hampshire Arts Learning Network and their efforts to share ideas and best practices amongst arts learning providers in the state.
- e. Convene heritage-based organizations such as farm museums, history museums and historical societies, to facilitate the sharing of best practices related to research, documentation, programming, preservation, and marketing of traditional crafts, music and dance.
- f. Build upon the [NH Arts in Healthcare Conference 2013](#) to explore the establishment and support of an "arts in health care" network.

Objective

3. Create professional development opportunities for New Hampshire cultural organizations and artists.

Strategies

- a. Collaborate with state, regional, and national partners to offer professional development workshops, webinars, and briefings on topics of importance and relevance to nonprofit arts organizations and artists.
- b. Connect arts organizations, artists and advocacy groups to state, regional and national online resources through the expansion of the State Arts Council's website.
- c. Expand the State Arts Council's artist entrepreneurial workshop series to address the needs of artists at various points in their careers and working in a broad range of disciplines.

Objective

4. Support research that clearly demonstrates the value of the arts to New Hampshire's quality of life.

Strategies

- a. Build upon the work of New Hampshire's first statewide participation in the 2011 Arts and Economic Prosperity IV Study (AEP IV), conducted by Americans for the Arts (AFTA), by encouraging and facilitating the ongoing collection and analysis of data that supports the connections between arts and the economy; such as developing standard templates for data collection of audience participation and identifying partners or low-cost sources that can provide analytics.
- b. Seek private funding to support participation in a second statewide *Arts in Economic Prosperity Survey* when available from AFTA, and seek providers of survey models that can assess the economic impact of individual artists and for-profit businesses.
- c. Build upon the 2010 Measuring Up: New Hampshire Arts Education Data Survey by monitoring information collected by the New Hampshire Department of Education's data systems and other sources to evaluate changes in levels of access to arts education in New Hampshire public schools.

- d. Sponsor research to learn about the status and condition of arts education in rural New Hampshire communities to better understand barriers to their participation in arts opportunities.
- e. Build upon the 2013 Arts in Health Care Survey and explore ways to promote existing research, and capture new and compelling data, on the efficacies of arts in health care and make this information available to health care providers and artists working in health care settings.

GOAL 2 - ARTS LEARNING

Nurture arts learning, creativity, and innovation through the arts.

Objective

1. Invest in arts learning opportunities for pre-K through high school students.

Strategies

- a. Fund high-quality arts learning residencies and projects that can serve as models.
- b. Pilot and evaluate a streamlined “arts learning to go” grant program for early learning in cooperation with New Hampshire Department of Education early education staff.
- c. Partner with the New Hampshire Film and Television office to expand promotion of the New Hampshire High School short film festival and promote exemplary films.

Objective

2. Promote state and local education policies that are inclusive of the arts.

Strategies

- a. Support the inclusion of the arts in statewide curriculum standards by working closely with the New Hampshire State Department of Education in the formulation of their voluntary standards.
- b. Collaborate with the nationally-based Arts Education Partnership to convene a New Hampshire statewide arts education policy forum

that reviews and inventories current arts policies, identifies opportunities, and maps out future action steps with partners.

- c. Make presentations on the importance of integrating the arts in learning at key events, such as State School Board meetings and statewide conferences of education administrators.
- d. Continue to support, implement and evaluate the statewide Poetry Out Loud program for New Hampshire's high school aged youth.

Objective

- 3. Provide statewide leadership in the advancement of "arts and design" as an integral component of STEM (science, technology, engineering, and math) initiatives, grants, and legislation.

Strategies

- a. Continue to promote STEAM (science, technology, engineering, arts, and math) with the New Hampshire State School Board and other stakeholder groups.
- b. Explore partnerships with science and technology institutions to advance and support the inclusion of the arts in their programs.
- c. Include a panel on STEAM at the State Arts Council's Arts in Education Conference.
- d. Continue to identify STEAM as a target priority in arts learning grants.

Objective

- 4. Work in partnership with the New Hampshire Department of Education (NHDOE) and other stakeholders to assure consistent communication and the shared delivery of services to the field.

Strategies

- a. Collaborate with the NHDOE to support the New Hampshire Arts Learning Network's comprehensive communication plan that provides current information on arts education policy, extended learning opportunities, and New Hampshire's competency-based graduation requirements that include the arts.

- b. Connect the New Hampshire Arts Learning Network with existing education and social service networks to help broaden inclusion of the arts in non-classroom environments (e.g. [NH Children in Nature Coalition](#), the [UNH Disabilities Institute](#), [New Hampshire regional prevention networks](#), etc.).
- c. Connect arts leadership and faculty in higher education with the current needs of arts educators, teaching artists, and students in levels pre-K through 12.

Objective

- 5. Expand opportunities and resources for teaching artists and educational sites.

Strategies

- a. Provide professional development for teaching artists and arts educators through the State Arts Council's Arts Education Conference.
- b. Develop workshops for teaching artists that encourage aligning arts projects and residencies with current curriculum standards and the integration of best practices in arts learning.
- c. Pilot new initiatives that provide professional development and networking opportunities for teaching artists, educators, and youth, such as an in-depth week-long institute in arts education (using the HOT Schools model), and the implementation of an "arts careers fair" (based on the [Colorado State University](#) model).
- d. Continue to provide a juried artist rosters for teaching artists and for folklife and traditional artists to connect educators and home school communities with qualified resources; work to increase the number of artists with disabilities to provide broader inclusion.
- e. Develop innovative activities and content for the New Hampshire Folklife website and promote it more broadly as a learning tool for in-school, homeschooled students and English as a Second Language (ESL) students.
- f. Increase visibility of existing community-based programs that bring arts learning to underserved youth, including refugee and immigrant youth, youth with disabilities, youth with substance abuse disorders, children of incarcerated adults, and youth in the most rural areas of the state.

Objective

6. Expand evaluation of the State Arts Council's arts learning grants and activities in order to identify the most effective means of advancing access to arts learning in New Hampshire.

Strategies:

- a. Explore models of evaluation from New England state arts agencies, particularly the Youth Reach program of the Massachusetts Cultural Council.
- b. Continue to advance recommendations of *Measuring Up, the New Hampshire Arts Education Data Project Report* in order to improve access to arts learning.

GOAL 3 - ARTS INCLUSION

Foster arts engagement for diverse and underserved populations and for heritage-based artistic traditions.

Objective

1. Encourage cultural organizations to develop arts programming that is accessible to all, especially developmentally, geographically, and economically marginalized populations.

Strategies

- a. Partner with Very Special Arts and the New Hampshire Governor's Commission on Disabilities to offer professional development and training on the Americans with Disabilities Act and current trends in meeting the needs of those with disabilities for State Arts Council staff, nonprofit organizations, and teaching artists.
- b. Initiate pilot funding to enable at least two major New Hampshire cultural organizations per year to deliver high quality arts programming to the most rural underserved areas of the state.
- c. Initiate pilot funding to enable up to two service-based organizations that work directly with immigrant and refugee populations to provide greater access to the arts to these underserved populations.

- d. Explore a partnership with community-based service providers that work with at-risk, incarcerated youth, or youth with incarcerated parents, to encourage them to utilize arts engagement as a means of developing positive decision-making and social skills.

Objective

- 2. Advance the important role the arts have in helping to create an environment conducive to healing and in providing a higher quality of life for individuals in health care settings.

Strategies

- a. Provide funding to health care providers including hospitals, nursing homes and rehabilitation centers for projects that engage trained artists to work directly with patients and staff.
- b. Seek additional private and public funding sources that can expand the reach and depth of the State Arts Council's support of arts in health care.
- c. Convene administrators and health care providers to share model projects and research on the efficacy of the arts in healing and the positive impact that the arts can have on mitigating serious developmental disabilities and improving end-of-life care.
- d. Offer convening opportunities and professional development for artists seeking to work in health care settings.
- e. Provide funding support for New Hampshire artists seeking to increase professional qualifications to work in health care settings.

Objective

- 3. Research, document, and assist in the preservation of New Hampshire's heritage-based traditional art forms.

Strategies

- a. Conduct fieldwork and documentation of traditional arts and artists in New Hampshire representing a broad range of cultural, ethnic, community, recreational and occupational artistic expressions.
- b. Fund Traditional Arts Apprenticeship grants with master artist and apprentice teams in order to perpetuate traditional arts, providing for

- c. Identify tradition bearers in underserved areas and communities of New Hampshire and the issues affecting their ability to engage fully with and preserve their traditional art forms; referring them to areas of support within the State Arts Council and other community resources.
- d. Utilize professional standards in the compilation and management of documentation of heritage-based traditional arts and artists and ensure the long-term stewardship and access to this material through periodic disposition at one or more public archives.

Objective

- 4. Promote deeper public understanding of and appreciation for heritage-based traditional art forms in New Hampshire and strengthen the capacity of tradition bearers and the organizations that provide public venues for heritage-based traditional arts.

Strategies

- a. Develop broad-reaching special projects, activities, and publications that utilize accurate research and innovative technologies and help to connect traditional artists with communities.
- b. Develop professional development opportunities for community-based volunteers and staff of heritage-based organizations in New Hampshire to promote new or improved programming and interpretive skills.
- c. Develop special projects and activities that convene and provide professional development and networking opportunities for heritage-based traditional artists in New Hampshire.

GOAL 4 - ARTS AWARENESS

Raise public awareness of the value of the arts to New Hampshire's quality of life and economic well-being.

Objective

1. Communicate the value of the arts and build arts supporters.

Strategies

- a. Provide a longitudinal view of the impact of State Arts Council funding through various means including the agency website.
- b. Compile public-value stories from State Arts Council-funded grants and services and make them more broadly available through the agency website, email communications, and social media sites.
- c. Promote the availability of reports, case studies and other resources in the “Art Matters” portal of the agency website, as well as through targeted e-mail communications, social media, convenings, and other means.
- d. Increase subscriptions to the State Arts Council’s email communications ([Art Starts and eOpps](#)) and social media sites (Facebook and YouTube), as well as the Department of Cultural Resources’ (@NHCulture Twitter account).
- e. Work with community networks to establish a volunteer speaker’s bureau charged with making presentations to decision-makers at the state, city, and local level, in order to affect public policy that supports the importance of the arts in economic development, education, health care, and the preservation of cultural identity.
- f. Build the next generation of arts advocates by partnering with higher education institutions to develop a series of presentations for students of arts disciplines that familiarizes students with the history of public funding for the arts in the United States, the respective roles of nonprofit arts organizations and for profit arts businesses, and the network of state arts agencies.
- g. Engage in national policy discussions and initiatives to raise awareness of the importance of heritage-based art forms to community identity and vitality, and the role that state arts agencies and nonprofit organizations can have in supporting and preserving them.

Objective

2. Honor and celebrate artistic excellence and contributions to the cultural life of New Hampshire through public recognition programs.

Strategies

- a. Honor a wide range of accomplishments by awarding Governor's Arts Awards to New Hampshire communities, organizations, artists, and young people.
- b. Allocate funding to enable the New Hampshire Artist and Poet Laureates to be more engaged and visible through public presentations on behalf of the State Arts Council.
- c. Help to promote the New Hampshire Business Committee for the Arts annual awards ceremony that honors New Hampshire businesses that support the arts.

Objective

3. Model and promote best practices in the acquisition of and stewardship of public art.

Strategies

- a. Administer a fair and inclusive process for the selection of artwork for state-funded public buildings through [New Hampshire's Percent for Art](#) legislation.
- b. Enhance educational interpretation of major works in the State Art Collections, incorporating new media and technologies, to expand access to and appreciation for the arts.
- c. Secure resources to engage a professional photographer to document outstanding examples in the State Art Collections and create an online gallery and a map of public art sites.
- d. Share best practices in public art management with towns and cities in New Hampshire considering and developing public art programs to advance the important benefits of a public art program, as well as the challenges of professional stewardship.

- e. Explore options for engaging artists contracted for Percent for Art commissions in presenting arts education related activities in connection with their commissions.

Objective

- 4. Expand public visibility of the value of the State Arts Council's programs and services.

Strategies

- a. Raise awareness of the value the State Arts Council brings to the state to coincide with the Council's 50th anniversary in 2015.
- b. Work in partnership with State of New Hampshire Office of Information Technology to re-design the State Arts Council website for ADA compliance and so that it clearly communicates the value of the State Arts Council's programs and services.
- c. Work with the Department of Cultural Resources Public Information Office to better promote State Arts Council-funded projects in local and regional radio, magazine and newspaper outlets.
- d. Make use of social media and other technology, including webinars, to raise the visibility of the State Arts Council and reach new audiences.
- e. Partner with the New Hampshire Film and Television Office on creating Public Service Announcements produced by high school students that promote the arts.
- f. Develop a promotional feature for the State Arts Council's online artist rosters that provides a hyperlink to artist work samples on software such as YouTube, Instagram, or Flickr.

Objective

- 5. Partner with the leaders in New Hampshire's tourism promotion to develop greater awareness of New Hampshire's cultural assets for visitors to the state.

Strategies

- a. Seek opportunities to incorporate the arts at the Boston-Manchester Regional Airport, in welcome centers, libraries, and other public venues.

- b. Help to underwrite culture and arts organizations to be able to attend the Governor’s Conference on Tourism.

Objective

- 6. Provide leadership in helping to shape New Hampshire’s public policy in the arts

Strategies

- a. Collaborate with the Department of Cultural Resources in the shaping of topics for the Commissioner’s quarterly roundtable meetings that help to address the needs of the artists and arts organizations.
- b. Advance policies that grow the Department and State Arts Council’s budget, enabling the Arts Council to strengthen the arts.
- c. Engage the Governor-appointed Councilors to cultivate civic, business and education leaders and promote the inclusion of public investment in the arts in their public planning agendas.

GOAL 5 - EXPAND CAPACITY

Sustain and expand the State Arts Council’s capacity to serve constituents.

Objective

- 1. Invest in technology to strengthen the agency’s grantmaking, service delivery, and other administrative functions.

Strategies

- a. Optimize the State Arts Council’s grants management systems by streamlining application processes, utilizing online technologies, and following best practices in transparency and accountability.
- b. Capture enhanced performance metrics for non-grant program services through new technologies (e.g. online event software, email service provider metrics, website analytics programs, and social media metrics).

- c. Update and improve in-house desktop technology and training for staff.

Objective

- 2. Support staff capacity through professional development and advocate for increased resources.

Strategies

- a. Continue to provide professional development opportunities for staff including funding to attend national conferences, training in new technologies, and attendance at relevant workshops.
- b. Assess aspects of State Arts Council special projects and communications that can be supported through part-time temporary positions and/or contracted to independent specialists.
- c. Work with the Commissioner's office to seek an increase in human resource capacity at the State Arts Council in order to meet the increased needs of the state's arts community.
- d. Ensure smooth transitions through staffing changes, with the creation and maintenance of procedures manuals and cross-training protocols.
- e. Review and update State Arts Council position responsibilities and future goals during the annual performance review period and amend as needed.

Objective

- 3. Explore an internship program to support State Arts Council special initiatives and introduce college students to the field of arts management.

Strategies

- a. Research and clarify State of New Hampshire policies regarding internships, especially with regard to issues of liability, confidentiality, access to state computers, and other issues that may impact the ability to host interns.
- b. Identify the types of special projects and ongoing agency functions that are best suited to interns and develop appropriate internship opportunities.

- c. **Work with area colleges and universities to promote internship programs (e.g. through the Stay Work Play New Hampshire initiative).**

Objective

- 4. **Partner with state and regional organizations to increase capacity to serve constituents.**

Strategies

- a. **Work with our regional partner, the New England Foundation on the Arts (NEFA) to leverage NEFA’s *Creative Ground* online portal for artist listings and the New Hampshire State Council on the Arts’ juried artist rosters to provide arts presenters and New Hampshire schools with enhanced access to qualified artists.**
- b. **In collaboration with the five other New England state arts agencies, assess the most fruitful venue for regional collaboration while evaluating the value of membership in the New England Foundation for the Arts over a two-year period to be followed by assessment.**

ACKNOWLEDGEMENTS . . .

The New Hampshire State Council on the Arts was established in 1965 as the official state arts agency with legislation (RSA 19-A) designed “to insure that the role of the arts in the life of our communities will continue to grow and play an ever more significant part in the welfare and educational experience of our citizens.” We are one of 56 state and jurisdictional arts agencies that in partnership with the National Endowment for the Arts, expands access to and impact of the arts across the United States.

The New Hampshire State Council on the Arts is a Division of the Department of Cultural Resources.

Commissioner, Van McLeod
Business Manager, Kathleen M. Stanick
Public Information Officer, Michele Angers

The New Hampshire State Council on the Arts is advised by a 15-member Council that is appointed by the Governor and confirmed by the Executive Council. Councilors as of 2013 are listed below. Those noted with ♦ served on the Strategic Planning Advisory Committee.

Dr. Roger Brooks, Chair, Concord ♦
Jacqueline R. Kahle, Vice Chair, Wilton ♦

Richard W. Ayers, Sanbornton ✦
Emile Birch, Canaan
Susan Duprey, Concord
Darryl Furtkamp, Andover
Sara Germain, Dublin
Amanda Merrill, Durham ✦
Elizabeth Morgan, Amherst
Toni H. Pappas, Manchester
Erle B. Pierce, Bow
Timothy G. Sink, Concord
Billie Tooley, Portsmouth
Peter Warburton, Exeter
J. Christopher Williams, Nashua

New Hampshire State Arts Council staff:

Lynn Martin Graton, Acting Director
Cassandra Mason, Chief Grants Officer
Catherine O'Brian, Grants Coordinator, Arts in Education and Arts in Health Care
Julianne Morse, Grants Coordinator, Heritage & Traditional Arts

Collections management support for the State Arts Collections is provided by
Department of Cultural Resources Office of Curatorial Services:

Carey Johnson, Curatorial Specialist

The State Arts Council deeply appreciates the time and considered thought that many individuals from around the state contributed to the development of this strategic plan.

For more information on individuals who participated in the process:

- [Click here](#) for *Interview Research Report*
- [Click here](#) for *Survey Research Report*
- [Click here](#) for *Focus Group and Forum Research Report*

Contact us . . .

New Hampshire State Council on the Arts
19 Pillsbury Street, 1st Floor,
Concord, NH03301
www.nh.gov/nharts Ph: (603) 271-2789

Large-print versions of this document are available upon request.
Readers, foreign language interpreters and audio versions may be arranged with a three-week advance notice.