



Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees

Parma Public Library
6996 Powers Boulevard, Parma, OH 44129
Wednesday, November 10, 2021, 4:00 pm

Note: Board meeting will also be livestreamed at <https://youtube.com/cacgrants>.

- 1. Call to order, approval of minutes**
 - a. Call to order
 - b. Call the roll
 - c. Motion to approve September 21, 2021 minutes
- 2. Public Comment on Today's Agenda**
- 3. Executive Director's Report**
- 4. Connect with Culture: SPACES**
- 5. Action Items and Reports – Grantmaking**
 - a. Project Support 2022
 - i. Action: Approval of scores and grants
 - b. Cultural Heritage 2022
 - i. Action: Approval of scores and grants
 - c. General Operating Support 2022
 - i. Action: Approval of scores and grants
- 6. Action Items and Reports – Finance and General Business**
 - a. Finance Report
 - b. Approval of contracts/policies
- 7. Other Business – Assembly for the Arts**
- 8. Adjourn**

Next Regular Meeting: Wednesday, December 15, 2021 at 4:00 pm
South Euclid-Lyndhurst Public Library
1876 South Green Road, South Euclid, OH 44121
Meeting livestream will be available on YouTube.



Minutes of the Regular Meeting of the Board of Trustees
Tuesday, September 21, 2021

A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 3:34 pm at South Euclid-Lyndhurst Public Library.

The roll call showed that Trustees Hanson, McGowan, Scott Taylor and Sherman were present. Nancy Mendez was absent. It was determined that there was a quorum.

Also in attendance were: CAC staff: Jill Paulsen, Meg Harris, Heather Johnson-Banks, and Jake Sinatra.

1. APPROVAL OF MINUTES

Motion by Trustee Hanson, seconded by Trustee Scott Taylor, to approve the minutes from the April 14, 2021 Board meeting. Discussion: None. Vote: all ayes. The motion carried.

2. PUBLIC COMMENT ON MEETING AGENDA ITEMS

There were no public comments on the meeting agenda items.

3. EXECUTIVE DIRECTOR'S REPORT

Ms. Paulsen thanked everyone for joining her and the Board. Ms. Paulsen's remarks can be found [here](#).

4. CONNECT WITH CULTURE

Ms. Paulsen introduced and welcomed Jeremy Johnson of Assembly. Mr. Johnson shared the ways that Assembly intends to be a bridge across the sector: serving nonprofits, creative workers/artists and businesses. Trustee Sherman invited Mr. Johnson to attend future Board Meetings to continue to share out about the work being done.

Motion by Trustee Hanson that Assembly for the Arts be afforded to the opportunity to address CAC's Board at every meeting, in keeping with the provisions of the statute with respect to the area arts council. Discussion: Trustee Scott Taylor stated that it should be based on Mr. Johnson's availability and Board agenda.

Amended motion by Trustee Hanson, Seconded by Trustee McGowan, that Assembly for the Arts be afforded to the opportunity to address CAC's Board at every meeting in keeping with the provisions of the statute with respect to area arts council, provided it is convenient to a representative from Assembly for the Arts and CAC's agenda permits. Vote: all ayes. The motion carried.

Trustee Sherman asked Mr. Johnson about Assembly for the Arts' work on a program for funding and support for artists. Mr. Johnson said that it is a top priority for the organization at finding multiple local regional and national streams of funding for artists while continuing to center artists of color. Trustee Sherman said she looks forward to seeing a timeline for this work at a future meeting.

5. BOARD ACTION – Finance and General Business

Finance Report

Ms. Harris' report can be found [here](#). Ms. Paulsen said that Cuyahoga Arts & Culture will recommend that the allocation to the GOS grant program for 2022 and 2023 remain the same \$10.2 million. Trustee Hanson shared that he appreciates this decision and values CAC's fiscal responsibility. Trustee Hanson recommended that CAC should continue to plan for operating budgets that reflect likely declining revenue. Ms. Harris shared that any CAC's operational budget increases are primarily related to personnel and healthcare costs. Trustee Scott Taylor would like to have more detailed around operations budgeting. Trustee McGowan shared that it could be itemized to help delineate areas that can be flatlined. Ms. Harris stated that a detailed budget is provided as part of the budget approval process at the December meeting.

Trustee Hanson New Business

Trustee Hanson shared that he has been appointed interim Executive Director at University Circle Inc., a CAC grant recipient. He announced his resignation from Cuyahoga Arts & Culture's Board effective September 30, 2021, in advance of starting his executive role at UCI on October 1. Trustee Hanson stated that he had also served on the board of the Ohio Arts Council and that their Ethics Policy, while in ways more rigorous because of the annual requirements for ethics training and financial disclosure, allows executive leadership and staff of grant recipients to serve on its Board. Trustee Hanson asked if there may be changes that could be made to Cuyahoga Arts & Culture Ethics Policy so that executive leadership, staff or board members of grant recipients would be able to serve on CAC's Board. Trustee Hanson shared his full thanks to the staff and the Board and excused himself from the meeting.

Trustee Sherman thanked Trustee Hanson for his suggestions asked other Trustees how they felt about exploring the ability to update CAC's Ethics Policy to have similar provisions to OAC's policy. Trustee McGowan said that perhaps CAC should benchmark its Ethics Policy to other like organizations. Trustee Scott Taylor stated that because CAC only has five Board members, having grant recipients on the Board would be different than an organization like OAC. Ms. Harris shared that OAC and Cuyahoga Arts & Culture are different political bodies so we should not assume we can make a direct comparison. Trustee Scott Taylor would like to know the cost of exploring the Ethic Policy. Trustee Scott Taylor said that she does not want to change or weaken CAC's Ethics Policy less restrictive but would support the requirement of annual ethics training and financial disclosure. Trustee McGowan shared that having individuals on the Board who are grantees does not sit well with her. Trustee Sherman stated that she would like to continue this discussion at the next Board Meeting

6. ADJOURNMENT

Motion by Trustee McGowan, seconded by Trustee Scott Taylor, to adjourn the meeting. Discussion: None. Vote: all ayes. The motion carried. The meeting was adjourned at 4:39 pm.

Charna Sherman, President, Board of Trustees

Attest:

Michele Scott Taylor, Secretary, Board of Trustees

Executive Director's Report

Regular Meeting of the Board of Trustees: November 10, 2021

Welcome to our November meeting.

Today we celebrate our new and returning grant recipients. At this meeting, we will conduct a majority of our 2022 grantmaking. I thank our grant applicants and the CAC staff for the months of work it took to get to today. I continue to be inspired by our team's thoughtful approach to their daily work – something that is even more valuable as we push through the 20th month of the pandemic.

In preparation for our meeting, please focus your attention on the slate of Board actions, including review and approval of 2022 Project Support, 2022 Cultural Heritage, and 2022 General Operating Support grants.

As you will read in the memo that follows, we recommend **249 grants totaling \$11,613,452** for our core grant programs in 2022.

Additionally, I am pleased to share that the CAC team is working in coalition with Assembly for the Arts to coordinate a joint ask for potential ARPA funding to the City of Cleveland on behalf of the creative sector. We have had strong, initial conversations with the City, including presenting to Council at its American Rescue Plan Act (ARPA) working group. Our coalition, inclusive of nonprofits (CAC's focus), creative businesses, and artists/creative workers, will take the same approach we did to secure CARES from the County in 2020. As we all know, we are stronger when we work together. Municipalities must use their ARPA allocations by the end of 2024.

Thanks, as always, for your attention to matters before the Board today.

Respectfully,

Jill

Updates from Staff

CAC Board of Trustees Meeting – November 10, 2021

Each year, Cuyahoga Arts & Culture staff members identify team objectives to guide our work that are mindful of the staff team [agreements](#) that we have made with one another, and grounded in CAC's [Mission, Vision & Values](#). Our team objectives fall into three areas: 1) grantmaking; 2) communication and raising awareness; and 3) effective teamwork and operations.

What follows is brief update on the progress made since last the Board met in September. View a list of our [2021 team objectives](#), which guide our work.

GRANTMAKING

2021 Grantmaking

General Operating Support (GOS)

To prepare for the end of 2021 and start of the 2022 grant year CAC staff are finalizing the 2021 Year-End Report, 2022 Goalsetting for GOS grant recipients.

Project Support (PS)

Staff have begun to close out 2021 grants and continue working with Project Support grant recipients as they carry out 2021 projects. All organizations are asked to take the proper measures to comply with COVID-19 guidance and reach out to their grant manager if material changes to their projects are necessary.

Resident-Led Grants

A final cycle of [2021 Neighbor Up Action Grants](#) is currently in under review by the Neighbor Up grants committee, and qualified arts and culture programming will be approved by CAC staff at the end of November.

With the 2021 CAC Match Fund through ioby (in our backyards) complete and Neighbor Up grants in their final round, CAC staff is turning toward 2022, and will bring recommended grant proposals for the Resident Led Grantmaking programs to the December board meeting for approval.

Support for Artists Grants (SFA)

Karamu House launched their SFA program this fall, and all awards will be distributed by the end of the year. Staff are working with the Center and Performance and Civic Practice and the remaining Learning Lab grantees to close out 2021 projects as well. Learn more [here](#).

Technical Assistance

Staff hosted “Revisiting Goalsetting,” a workshop for GOS grant recipients around best practices in setting organizational goals, with CAC funding criteria and reporting at the forefront. Nathan Motta of Dobama Theater played an integral part by serving as a case study in successful goalsetting with an equity framework. In October, CAC wrapped up its three-part series with Gradient Consulting called “Operationalizing Equity & Belonging in the Arts.” For all current grant recipients, CAC also continued to cover the registration costs for participation in Racial Equity Institute’s Groundwater, Phase I, and Latinx Challenge programs.

2022 Grantmaking

2022 Grant Recommendations

In September, CAC held its public panel reviews and online written panel review in accordance with the program guidelines for the three primary grant programs. Panel scores have been submitted and recommended grant amounts have been calculated. More information on 2022 grantmaking recommendations and panel are included in a memo in this packet.

Twenty-five arts and culture professionals from outside Northeast Ohio were recruited to serve as panelists who evaluated applications to our core grant programs. CAC's public grant review panels were held virtually during the week of September 27. Project Support applicants requesting up to and including \$5,000 were reviewed through a written panel process.

At the November meeting, the CAC Board will approve **249 grants totaling \$11,613,452** distributed across the 2022 Project Support, 2022-23 General Operating Support, and 2022 Cultural Heritage grants. 64 of the GOS grant recipients are organizations that did not need to re-apply for the 2022 grant year, per the guidelines, but continue to work with their grant manager and maintain eligibility.

COMMUNICATIONS / Connecting with residents

Media Relations and ClevelandArtsEvents.com

CAC is raising awareness of funded programs and events through our media partnerships with WKYC Channel 3 and FreshWater Cleveland in 2021. These partners help drive traffic to ClevelandArtsEvents.com (which attracts more than 15,000 pageviews per month) and spotlight lesser-known grantees, with a focus on racial equity. See media placements below for recent examples of paid media partner content.

Media Placements

In addition to consistent crediting for Cuyahoga Arts & Culture in the media by our partners, below is a sampling of recent media clips focused on CAC's work:

- [Arts and culture nonprofits in Cuyahoga County continue to take heavy losses in the pandemic | Crain's Cleveland Business \(crainscleveland.com\)](#)
September 21, 2021
- [Crain's editorial: Taking care | Crain's Cleveland Business \(crainscleveland.com\)](#)
September 26, 2021
- [Unidos por el Arte shines light on local Latinx artists \(freshwatercleveland.com\)](#)
October 14, 2021
- [Cleveland City Council won't develop its stimulus spending plan by self-imposed Nov. 1 deadline - cleveland.com](#)
October 25, 2021

See a [full list of media placements](#) since CAC's last Board meeting.

3. BUILDING INTERNAL CAPACITY / Effective Teamwork and Operations

Building Internal Capacity

Staff participated in, or presented at, the following workshops, trainings, and peer calls.

- Gradient hosted by CAC – Operationalizing Equity and Belonging in the Arts (Heather Johnson-Banks, Julia Murphy, Jill Paulsen)
- Gradient hosted by CAC – Organizational Goal Setting (Heather Johnson-Banks, Julia Murphy)
- Gradient hosted by CAC – Leveraging Whiteness for Good (India Pierre-Ingram, Heather Johnson-Banks, Julia Murphy, Jill Paulsen)
- Peak Grantmaking – Drive Equity: Collecting and Using Demographic Data (Julia Murphy)
- Grant Panels – Bravo Greater Des Moines (Heather Johnson-Banks)
- Grant Reporting – Bloomington Arts Commission (Heather Johnson-Banks)

Effective Teamwork + Operations

Creating an Antiracist Workplace

The Core Racial Equity Working Group (CREW) continues to make progress on its 2021 Goals which can be viewed [here](#). Work to collect and analyze demographic data around CAC's historic and present operations is underway. These data will be used to inform benchmarking for future goal setting. Using the Continuum of Becoming a Multicultural Organization, the CREW is also working to develop goals for 2022. In December, the CREW will present a recap of the team's action and learning throughout 2021.

Welcome Johnnia Stigall!

We are pleased to welcome Johnnia Stigall to CAC's team as grant programs manager. In this role, Johnnia will serve as the primary point of contact for 100+ grant recipients and support new and returning and new applicants throughout the process. She joins the rest of the grantmaking team in the work of designing and implementing grantmaking programs and supporting the nonprofit arts community in Cuyahoga County. Prior to joining CAC, Johnnia worked at the Cleveland Institute of Music and is a trained violist. Johnnia replaces Luis Gomez, who started graduate school at Cleveland State University to pursue a career in social work.

FINANCIAL UPDATE

2021 YTD

Revenue. Tax revenue through October 31 was \$10,077,966. This is \$152,704 (1.54%) above forecast and \$517,075 (4.88%) less than the same period in 2020. Interest revenue through October was \$152,588. The overall expected yield of funds held in reserve has decreased over the past two years and will be adjusted appropriately for future budgets.

Expenditure. The majority of CAC's budget is comprised of grants which were approved in 2020. These grants are accrued at the beginning of the year and recognized on the balance sheet. Non-grant expenditures through October were \$827,981 and are tracking \$109,926 below budget due to timing of payments.

Investments. As of October 31, CAC inactive monies are invested as follows:

- STAR Ohio: \$4,060,327 (yield .07%)
- RedTree Investment Group: \$12,924,156 (yield 1.24%)

Budget Projections at Year End

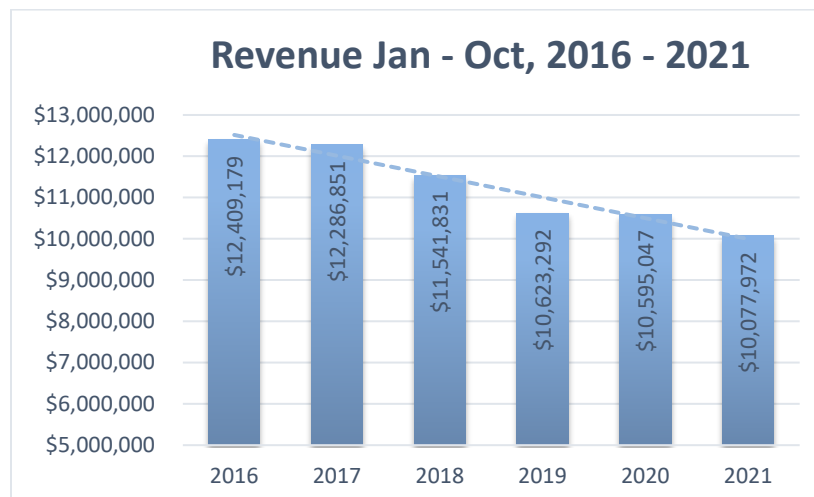
It is projected that CAC will end 2021 with tax receipts of approximately \$12 million, which is \$700,000 less than 2020, but slightly about the estimate for 2021.

Expenditures are under budget due to several factors. Thirteen nonprofits, to date, have declined their 2021 project grants, totaling approximately \$225,000. We will draw an estimated \$1.3million from the reserve, as planned, to cover the shortfall between revenue and approved budgeted expenses for 2021.

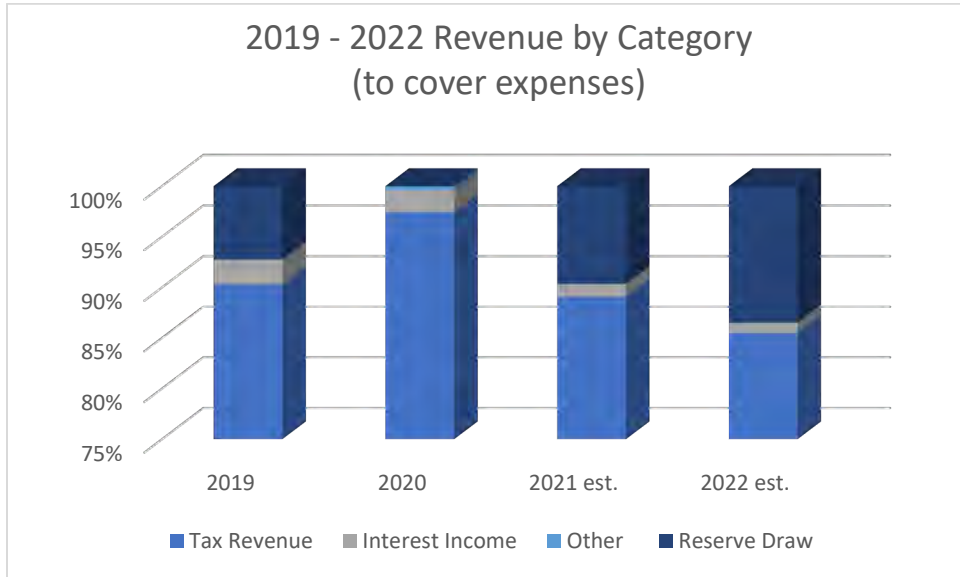
2022 Budget Preview

At the November 10 meeting the Board will be asked to approve the majority of grants for 2022. These approvals provide the foundation for CAC's 2022 budget, with grants comprising more than 90% of the budget. In December, staff will finalize team goals and objectives for 2022. This work will help us build the remainder of the 2022 budget, which will be presented to the Board for approval on December 15.

With relatively level funding of CAC's two primary grant programs, we anticipate the 2022 budget will be very similar to the 2021 budget on the expense side. The Project Support grant program will be lower than budgeted for 2021 because many of the organizations that normally participate in the program are still dealing with programming challenges and uncertainty due to COVID-19.



As has been discussed at recent meetings, and planned for since 2016, CAC's 2022 budget will draw significantly from the tax reserve account, to balance the budget. This is a long-term strategy implemented five years ago as CAC entered its second levy cycle. The goal was to ensure a more predictable level of grant funding year-to-year. The strategy has been successful as evidenced by CAC's ability to keep grant funding relatively level for a six-year period (2018-2023).



Cuyahoga Arts & Culture				
Through 10/31/21				
	Actual YTD	Budget YTD	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 10,077,966	\$ 9,925,262	\$ 152,704	101.54%
Interest	\$ 152,588	\$ 154,100	\$ (1,512)	99.02%
Other revenue			\$ -	
Total Revenue	\$ 10,230,553	\$ 10,079,362	\$ 151,191	101.5%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 296,141	\$ 316,149	\$ (20,008)	93.7%
Grant Panel Expenses	\$ 13,588	\$ 17,000	\$ (3,413)	
Grant Management Expenses	\$ 40,606	\$ 60,391	\$ (19,785)	67.2%
Awareness Activities	\$ 19,628	\$ 25,300	\$ (5,672)	77.6%
Grants**	\$ 12,271,808	\$ 12,532,634	\$ (260,826)	97.9%
Total A&C Exenditures	\$ 12,641,771	\$ 12,951,474	\$ (309,703)	97.6%
General & Administrative				
Salaries, Wages and Benefits	\$ 278,777	\$ 286,338	\$ (7,561)	97.4%
Facilities, Supplies, Equipment	\$ 64,901	\$ 70,805	\$ (5,904)	91.7%
Professional Fees	\$ 114,340	\$ 161,924	\$ (47,584)	70.6%
Depreciation	\$ -	\$ -	\$ -	
Total G&A Expenditures	\$ 458,018	\$ 519,067	\$ (61,049)	88.2%
Total Expenditures	\$ 13,099,789	\$ 13,470,541	\$ (370,752)	97.2%
Net Ordinary Revenue	\$ (2,869,236)	\$ (3,391,179)	\$ 521,943	

** Outstanding 2021 grant obligations are on the balance sheet.

Non-grant cash disbursements YTD	\$ 827,981	\$ 937,907	\$ (109,926)
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Cuyahoga Arts & Culture
Balance Sheet as of

Oct 31, 21

ASSETS

Current Assets

Checking/Savings

KeyBank \$ 109,928

RedTree (U.S.Bank) \$ 12,924,156

Star Ohio \$ 4,060,327

Total Checking/Savings \$ 17,094,411

Accounts Receivable

11000 · Accounts Receivable \$ 1,115,151

Total Accounts Receivable \$ 1,115,151

Total Current Assets \$ 18,209,562

Fixed Assets

15000 · Furniture and Equipment \$ 75,223

15001 · Software and Webdesign \$ 10,000

17000 · Accumulated Depreciation \$ (83,429)

Total Fixed Assets \$ 1,794

TOTAL ASSETS \$ **18,211,356**

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

24000 · Payroll Liabilities \$ 3,128

24200 · GOS Grants \$ 1,017,002

24300 · Project Support Grants \$ 1,101,528

Total Other Current Liabilities \$ 2,121,658

Total Current Liabilities \$ 2,121,658

Total Liabilities \$ 2,121,658

Equity

32000 · Retained Earnings \$ 18,958,933

Net Income \$ (2,869,236)

Total Equity \$ 16,089,697

TOTAL LIABILITIES & EQUITY \$ **18,211,356**

CIGARETTE TAX RECEIPTS FY 20 VS FY 21 YTD				
Month	2020	2021		
	2020	2021	\$VAR	20-21%VAR
JANUARY	\$ 1,076,305.39	\$ 879,251.89	\$ (197,053.50)	-18.3%
FEBRUARY	\$ 994,450.54	\$ 767,148.61	\$ (227,301.93)	-22.9%
MARCH	\$ 1,061,588.50	\$ 1,160,248.70	\$ 98,660.20	9.3%
APRIL	\$ 984,297.91	\$ 1,110,191.70	\$ 125,893.79	12.8%
MAY	\$ 857,554.60	\$ 887,123.22	\$ 29,568.62	3.4%
JUNE	\$ 1,974,335.05	\$ 1,919,137.93	\$ (55,197.12)	-2.8%
JULY	\$ 264,637.95	\$ 249,437.79	\$ (15,200.16)	-6%
AUGUST	\$ 1,110,212.04	\$ 1,133,490.66	\$ 23,278.62	2%
SEPTEMBER	\$ 1,204,394.78	\$ 856,790.12	\$ (347,604.66)	-29%
OCTOBER	\$ 1,067,270.43	\$ 1,115,151.23	\$ 47,880.80	4%
NOVEMBER	\$ 949,644.47			
DECEMBER	\$ 1,187,772.61			
TOTALS	\$ 12,732,464.27	\$ 10,077,971.85	\$ (517,075.34)	-4.880%



MEMORANDUM

Date: November 10, 2021
To: CAC Board of Trustees
From: CAC Program Staff: Heather Johnson-Banks, Julia Murphy, India Pierre-Ingram
Re: 2022 Grants: approval of panel scores and grant amounts

SUMMARY

In 2021, CAC accepted applications to its three core grantmaking programs: Project Support (PS), General Operating Support (GOS), and Cultural Heritage (CH). Staff facilitated the application and panel review process as outlined in the Board approved guidelines.

CAC staff are pleased to recommend to the Board a **portfolio of 169 grants totaling \$1,198,438 for Project Support, 69 General Operating Support grants totaling \$10.2 million, and 11 grants totaling \$215,014 for Cultural Heritage.**

BOARD ACTION

At the November 10 meeting, we recommend that the Board approve the results of the 2022 grant panel scores and grant amounts for all three grantmaking programs.

I. BACKGROUND

At its April meeting, the Board [carried motions to approve the grantmaking guidelines](#) for the 2022 Project Support, 2022-23 General Operating Support, and 2022 Cultural Heritage grant programs. Staff subsequently launched the application and panel processes for all three grant programs as outlined in those documents and described below. All programs launched May 3, 2021.

- [2022 Project Support](#) (PS) grants promote public access and encourage the breadth of arts and cultural programming in our community by supporting Cuyahoga County-based projects.
- [2022-23 General Operating Support](#) (GOS) grants strengthen the community by deepening its access to arts and culture through meaningful, multi-year core support grants to arts and cultural organizations based in and serving Cuyahoga County.
- [2022 Cultural Heritage](#) (CH) grants support and strengthen the community by providing flexible support to organizations that are representative of a culturally specific population. In its first year, the guidelines for Cultural Heritage were modeled after General Operating Support demonstrating a consistent grantmaking approach and shared goals for core organizational support.

II. APPLICANT TRAINING OPPORTUNITIES

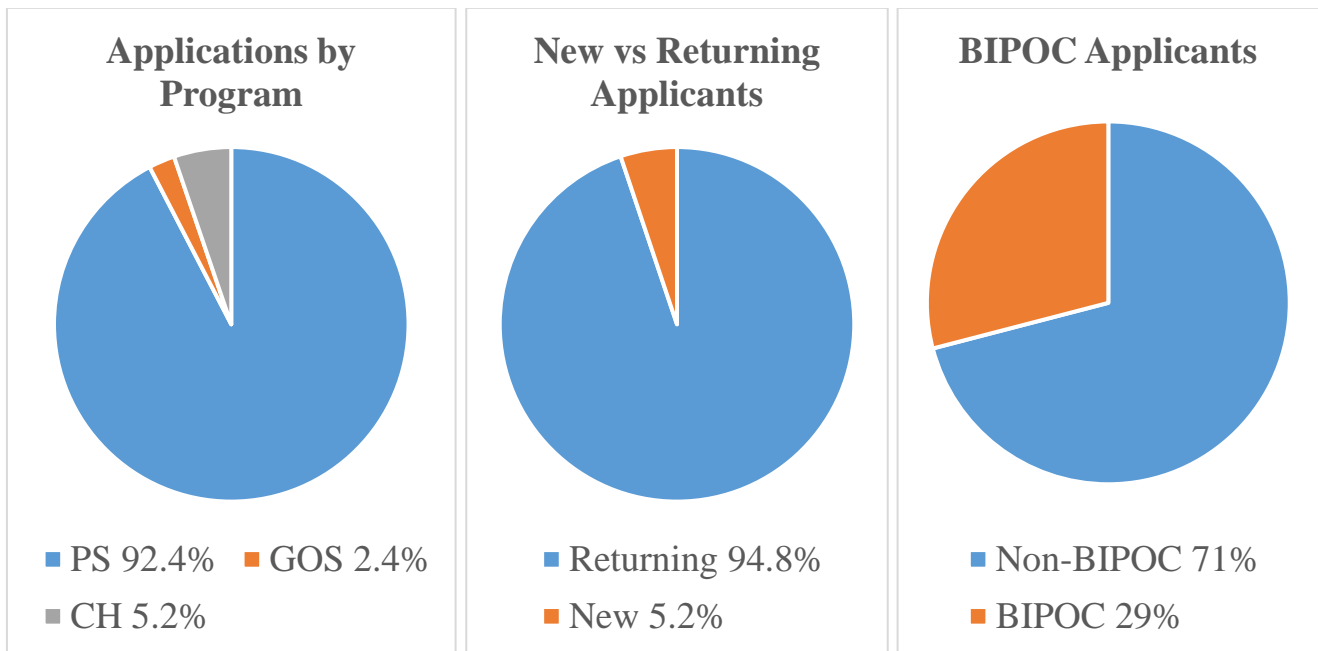
CAC staff provide a variety of technical assistance opportunities to ensure applicants have the tools and information to be successful in the process. To ensure every applicant gets the help they need, the team recorded all online workshops, which can be found on [CAC's YouTube channel](#). To ensure accessibility for volunteer-

based organizations, CAC staff hosted some Q&A sessions in the evening or during the lunch hour. CAC staff provided a significant amount of technical assistance one-on-one via phone and email.

This summer, those offerings included:

- Grant opportunities workshop (51 participants)
- Application workshops for the CH and PS programs (77 participants)
- Six Q&A sessions where applicants can connect with staff and learn from peers (82 participants)
- New workshop with Plante Moran on 990 and 990EZ (33 participants)
- SMU | DataArts Cultural Data Profile workshop (119 participants)
- Two rounds of virtual office hours where applicants meet with staff to address specific questions
- New organizational goalsetting workshop for GOS and CH applicants (16 participants)
- Regular emails and personal phone calls regarding technical assistance and reminders fielded by the entire CAC team.

III. APPLICANT POOL OVERVIEW



2022 Grant Applicant Breakdown			
	PS	GOS*	CH
Total Applicants	194	5	11
New Applicants	10	0	0
Returning Applicants	184	5	11
BIPOC Led and Serving	51	0	10

210 organizations submitted applications deemed eligible to be reviewed by panelists. First-time CAC applicants must participate in the Project Support grant program before being considered eligible to apply for another grant program. GOS and CH guidelines require two years of successfully completed Project Support grants from CAC to apply.

61 applicants self-identified as BIPOC (Black, Indigenous, People of Color)-led and serving organizations. This is the third time that CAC has asked applicants to self-identify, to track alignment to CAC’s organizational values.

*64 current General Operating Support grantees were exempt from applying as part of the steady cohort model outlined in the 2022-23 GOS guidelines. All GOS grantees confirmed via the Eligibility Check that they meet the requirements necessary to be eligible for GOS funding as outlined in the guidelines.

IV. PANEL REVIEW PROCESSES

As outlined in the guidelines, a panel of experts from outside of Cuyahoga County reviewed the applications based on CAC's funding criteria. Twenty-five qualified arts and cultural professionals served as panelists for the 2022 grant panel process; twelve panelists served on the Written Panel (PS requests of \$5,000 or less); eight panelists served on the live interactive Project Support panel; five panelists served on the live interactive General Operating Support and Cultural Heritage panels. See the Panelist Memo in this packet.

Using panel as an educational tool

Panelists deliberated and scored each application in accordance with the funding criteria in the 2022 grant program guidelines. The 2022 PS, GOS, and CH panel review meetings were recorded for the public record and are accessible via [CAC's YouTube page](#). All applicants will receive their scores, and comments from the written panel (Project Support requests of \$5,000 or less) will be shared and made public. The recorded panel video and written feedback ensure a transparent and consistent review process and serve as educational tools for current and future applicants. CAC staff encourages all applicants, whether they are funded or not, to share the links with their staff and boards.

Seeking feedback

In addition to a Public Comment Form and a Panelist Survey, staff will survey applicants as well. This feedback will be helpful as we look ahead to the next grant cycle.

V. CALCULATING GRANT AMOUNTS

CAC's Funding Criteria

The funding criteria for all three primary grant programs in 2022 are **Public Benefit**; **Artistic & Cultural Vibrancy**; and **Organizational Capacity**. To reflect CAC's role as a public funder – committed to using public dollars to benefit the public – CAC weighs Public Benefit more heavily than the other two funding criteria in all three grant programs (45 out of the 100 possible points are associated with Public Benefit). Applicants are aware of the criteria via the program guidelines, and panelists are trained to review applications using the criteria.

Calculating Grant Amounts

For all three grant programs, panelists reviewed each application against the funding criteria and provided a score using the scoring framework from 1-100, as outlined in the guidelines. Applicants needed an average score of at least 75 to be recommended for funding.

- **Project Support** grant amounts were calculated as a percentage of an applicant's requested grant amount, based on panel scores. 169 applications received a score of 75 points or higher with recommended grant amounts totaling \$1,198,438. Twenty-five (25) applicants did not receive a score high enough to be recommended for funding.
- **General Operating Support** grant amounts were calculated using CAC's funding formula, as in previous years, based on the three-year average of an organization's revenue. All five applicants received a score of 75 points or higher. When combined with the 64 current 'steady cohort' grantees, the total number of recommended General Operating Support grant recipients for 2022-23 is 69 with grants totaling \$10.2 million.
- **Cultural Heritage** grant amounts were calculated as a percentage of an applicant's revenue ranging from \$5,000-\$30,000, per the guidelines. All eleven organizations received a score of 75 points or higher, resulting in recommended Cultural Heritage grants totaling \$215,014.

Combined, this results in 249 grants totaling \$11,613,452 for the 2022 grant cycle.

NEXT STEPS: November 10 Board Meeting

At the November 10 meeting, CAC staff will ask the Board to approve the results of the 2022 Project Support panel, 2022 Cultural Heritage panel, and 2022-23 General Operating Support panel, including panel scores and recommended grant amounts 249 organizations totaling \$11,613,452.

See Appendix 1 for a list of all applicants' scores and recommended grant amounts. See Appendix 2 for a list of the 25 organizations that will not be recommended for funding.

APPENDIX 1: Reference for Board Action

† Indicates a BIPOC (Black, Indigenous, People of Color)-identifying organization

* Indicates a first-time Project Support grant recipient

Project Support

Organization	Score	Grant Amount
Abrepaso Flamenco*	78.33	\$4,000
Achievement Centers for Children	79.67	\$4,000
America Asian Pacific Islander Organization†	75.33	\$4,000
America SCORES Cleveland	81	\$13,700
American Hungarian Friends of Scouting	76.50	\$6,232
American Slovenian Polka Foundation	83.67	\$4,000
Aradhana Committee†	80	\$12,664
Art of Me*†	97.33	\$5,000
Arts in Strongsville	86.33	\$4,000
Arts Renaissance Tremont (ART)	88.33	\$4,000
Baldwin Wallace University	79.67	\$15,933
Bay Village Community Band	75	\$2,800
Beachwood Arts Council	75.33	\$3,960
Benjamin Rose Institute on Aging	87.33	\$4,000
Berea Arts Fest	76.50	\$6,583
Big Creek Connects	81	\$1,600
Blazing River Freedom Band	83.67	\$840
Blue Streak Ensemble	87	\$4,000
BorderLight	75	\$15,000
Brite Cleveland	88	\$17,600
Brooklyn Heights Service Clubs	75.33	\$4,000
Buck Out Foundation†	88.33	\$7,640
Building Bridges Murals	90.33	\$5,000
Burning River Baroque	95.33	\$5,000
Burten, Bell, Carr Development†	88	\$4,000
Campus District Inc.	97.33	\$5,000
Carolyn L. Farrell Foundation for Brain Health	85	\$15,050
Case Western Reserve University	83.33	\$4,000
Cassidy Theatre	90.67	\$5,000
Catholic Charities Diocese of Cleveland	84	\$4,000
Cedar Fairmount Special Improvement District	78.33	\$4,000
Cesear's Forum	80.67	\$4,000
Chagrin Arts	75.33	\$14,709
Chagrin Documentary Film Festival	87.33	\$17,467
ChamberFest Cleveland	75.33	\$15,067
Choral Arts Cleveland	82.33	\$4,000
City Ballet of Cleveland	84.33	\$4,000

CityMusic Cleveland	91.67	\$18,333
Cleveland Chamber Choir	83	\$10,214
Cleveland Chamber Collective	92.67	\$5,000
Cleveland Chamber Music Society	83.67	\$12,550
Cleveland Chamber Symphony	88	\$4,000
Cleveland Composers Guild	86.33	\$4,000
Cleveland Cultural Gardens Federation	90	\$18,000
Cleveland Leadership Center	79	\$4,000
Cleveland Opera Theater	87.33	\$17,467
Cleveland Philharmonic Orchestra	78.67	\$4,000
Cleveland Photo Fest*	90	\$5,000
Cleveland Rape Crisis Center	99	\$5,000
Cleveland Rocks: Past Present and Future	85.67	\$17,133
Cleveland School of the Arts Board of Trustees	89.33	\$17,867
Cleveland Seed Bank	88.33	\$4,000
Cleveland Shakespeare Festival	86	\$4,000
Cleveland TOPS Swingband	90.67	\$5,000
Cleveland Treatment Center	90	\$10,719
Cleveland Uncommon Sound Project	87.67	\$4,000
Cleveland Women's Orchestra	84.33	\$4,000
CollectivExpress [†]	94.33	\$5,000
Colors+Youth Center*	95.67	\$5,000
Comité Mexicano [†]	86.33	\$4,000
Community Cup Classic Foundation [†]	97	\$5,000
Connecting for Kids of Westlake OH	84.50	\$4,000
convergence-continuum	81.33	\$10,990
Coventry Village Special Improvement District	87.67	\$4,000
Cudell Improvement	87.67	\$9,001
DANCEVERT	89	\$4,000
Downtown Cleveland Alliance	90.67	\$10,467
Eliza Bryant Village [†]	99.33	\$5,000
ENCORE Chamber Music	91	\$18,200
Esperanza [†]	88	\$4,000
Far West Center	84	\$4,000
Focus On Education [†]	80	\$4,000
Folknet	86.67	\$3,200
Food Strong	90.67	\$5,000
FRONT International	87.67	\$17,533
Front Steps Housing and Services	93.67	\$5,000
FrontLine Service	98.33	\$5,000
FutureHeights	94.33	\$5,000
Gardening in the District	78.67	\$4,000
German Music Society	81.33	\$1,440
Global Cleveland*	83	\$4,000
Good Company: A Vocal Ensemble	80	\$4,000
Graffiti HeArt	78	\$4,000

Greater Cleveland Film Commission	89.67	\$4,000
Greater Cleveland Neighborhood Centers Association	80	\$16,000
Greater Collinwood Development Corporation	88.33	\$4,000
Harvard Community Services Center [†]	90.33	\$5,000
Heights Youth Theatre	84.67	\$15,462
Henry Johnson Center	88.67	\$4,000
Hispanic Business Center [†]	86.67	\$4,000
Historic Gateway Neighborhood Corporation	85	\$4,000
Historic Warehouse District Development Corporation	84.33	\$4,000
Hospice of the Western Reserve	85	\$17,000
In Harmony Therapeutic Services*	81.33	\$1,164
India Fest USA [†]	95	\$5,000
International Community Council	86.33	\$4,000
International Women's Air & Space Museum	92.33	\$5,000
Italian Cultural Garden	84.33	\$4,000
Jennings Center for Older Adults	83	\$10,458
Jewish Family Service Association of Cleveland Ohio	87	\$4,000
Jones Road Family Development Corporation	79.33	\$6,619
Kulture Kids	93.33	\$5,000
Lake Erie Institute	75	\$4,000
Lakewood Young Filmmakers Academy	80	\$3,960
LakewoodAlive	91.33	\$5,000
Larchmere PorchFest	94.33	\$5,000
Les Délices	88	\$17,600
Lexington-Bell Community Center	78	\$7,770
LGBT Community Center Greater Cleveland	85.67	\$4,000
Literary Cleveland	88.67	\$17,733
Little Lumpy's Center for Educational Initiatives [†]	78.50	\$5,018
Local 4 Music Fund	88	\$13,842
LYLESART [†]	79.33	\$4,000
Maelstrom Collaborative Arts	95.33	\$10,563
Malachi Center	95	\$4,750
Mandel JCC	87	\$16,536
May Dugan Center	95.67	\$5,000
MidTown Cleveland	91	\$5,460
MorrisonDance	83.67	\$4,000
Music and Art at Trinity	80.50	\$11,370
Naach Di Cleveland [†]	89.67	\$4,000
NewBridge Cleveland Center for Arts & Technology	84.67	\$16,933
North Union Farmers Market	92.33	\$5,000
Northeast Ohio Coalition for the Homeless	92.33	\$5,000
Notes for Notes	97.67	\$5,000
Notre Dame College	85	\$17,000
OCA Cleveland [†]	91	\$5,000
Open Doors Academy	89.33	\$17,867
Open Tone Music	90.33	\$18,067

PALS for Healing	92	\$5,000
Parma Area Fine Arts Council	77	\$2,400
Playwrights Local	92	\$11,604
Polish American Cultural Center*	75.33	\$4,000
Polish Village Parma	75.67	\$4,000
Quire Cleveland	82	\$8,790
Reaching Heights	97.33	\$5,000
Renovare Music*	88.67	\$4,000
Restore Cleveland Hope [†]	86.67	\$4,000
Roberto Ocasio Foundation [†]	90.67	\$5,000
Slavic Village Development	87	\$4,000
SOS: Strengthening Our Students [†]	85.67	\$4,000
Stellar Acrobatic Dance Academy [†]	96	\$5,000
Suburban Symphony Orchestra	88	\$4,000
Talespinner Children's Theatre	83	\$10,331
Tender Hearts Crusades [†]	97	\$5,000
The City Club of Cleveland	86.67	\$16,258
The Gathering Place	89	\$4,000
The Harvard Square Center [†]	79.67	\$4,000
The Movement Project	79.67	\$5,991
Thea Bowman Center [†]	86.33	\$4,000
Trobár Medieval*	79	\$4,000
UCI	82	\$16,400
University Hospitals (UH)	82	\$16,400
Ursuline College	95.33	\$5,000
VIVA Bavaria	85.33	\$4,000
Wake Up and Live's Actor's Studio [†]	84.67	\$4,000
Waterloo Arts	77.50	\$15,500
West Park Kamm's Neighborhood Development	90.33	\$4,500
West Shore Chorale	85.33	\$4,000
West Side Catholic Center	95.67	\$5,000
West Side Community House	85.67	\$17,133
Western Reserve Chorale	75.33	\$4,000
Western Reserve Fire Museum & Education Center	75.67	\$4,000
Western Reserve Land Conservancy	86	\$4,000
Westlake Chinese School [†]	94	\$5,000
Westown Community Development Corporation	86	\$4,000
Windsong, Cleveland's Feminist Chorus	92	\$5,000
Women in History	82.67	\$4,000
Youth Challenge	92.67	\$5,000

General Operating Support

Organization	Score	Grant Amount
Apollo's Fire Baroque Orchestra		\$101,762
Art House		\$20,482
Art Therapy Studio		\$44,895
Artists Archives of the Western Reserve		\$24,777
Assembly		\$41,599
BAYarts		\$55,757
Beck Center for the Arts		\$124,020
Broadway School of Music and the Arts		\$21,623
Center for Arts-Inspired Learning		\$91,716
Chagrin Valley Little Theater		\$31,262
Children's Museum of Cleveland		\$98,233
Cleveland Ballet	75.30	\$41,618
Cleveland Botanical Garden		\$16,3354
Cleveland Classical Guitar Society	95.33	\$25,544
Cleveland Institute of Art		\$563,713
Cleveland Institute of Music		\$507,024
Cleveland International Film Festival		\$139,394
Cleveland Jazz Orchestra		\$21,871
Cleveland Museum of Art		\$931,148
Cleveland Museum of Natural History		\$481,344
Cleveland Play House		\$312,221
Cleveland POPS Orchestra		\$62,064
Cleveland Public Theatre		\$106,671
Cleveland Restoration Society		\$75,049
Collective Arts Network	87	\$29,143
Contemporary Youth Orchestra		\$30,768
DANCECleveland		\$46,103
Dancing Wheels		\$35,898
Doan Brook Watershed Partnership	86.67	\$37,238
Dobama Theatre		\$48,164
Dunham Tavern Museum	82.33	\$14,198
Ensemble Theatre		\$18,900
Great Lakes Science Center		\$225,902
Great Lakes Theater		\$182,996
GroundWorks DanceTheater		\$43,362
Heights Arts		\$25,517
ICA - Art Conservation		\$86,746
ideastream		\$590,496
Ingenuity		\$36,768
Inlet Dance Theatre		\$27,839
Karamu House		\$128,283
Lake Erie Ink		\$27,839

Lake Erie Nature & Science Center		\$79,747
LAND studio		\$143,765
Maltz Museum of Jewish Heritage		\$143,078
Morgan Art of Papermaking Conservatory and Educational Foundation		\$36,634
Museum of Contemporary Art Cleveland		\$140,402
Nature Center at Shaker Lakes		\$67,248
Near West Theatre		\$72,441
North Coast Men's Chorus		\$24,300
Piano Cleveland		\$55,555
Playhouse Square		\$1,164,989
Progressive Arts Alliance		\$45,371
Rainey Institute		\$87,227
Rock and Roll Hall of Fame and Museum		\$69,6273
Roots of American Music		\$20,760
Shaker Historical Society		\$14,359
SPACES		\$34,668
The Cleveland Opera		\$15,097
The Cleveland Orchestra		\$1,027,491
The Music Settlement		\$193,895
The Musical Theater Project		\$52,611
The Sculpture Center		\$15,070
The Singing Angels		\$30,461
Ukrainian Museum-Archives		\$16,739
Valley Art Center		\$33,268
Verb Ballets		\$39,379
Western Reserve Historical Society		\$198,587
Zygote Press		\$27,284

Cultural Heritage Grant

Organization	Score	Grant Amount
AfricaHouse International [†]	80.67	\$25,618
Cleveland Association of Black Storytellers [†]	81.67	\$5,000
Djapo Cultural Arts Institute [†]	91.67	\$25,025
DuffyLit [†]	93.33	\$16,798
Foluke Cultural Arts [†]	93.67	\$30,000
Greater Cleveland Urban Film Foundation [†]	95	\$30,000
Julia De Burgos Cultural Arts Center [†]	93.33	\$30,000
LatinUs Theater Company [†]	92	\$29,932
Mojuba! Dance Collective [†]	90.33	\$7,923
Sankofa [†]	88.67	\$5,000
Slovenian Museum and Archives	86.33	\$9,718

APPENDIX 2: Reference for Board Actions

Applicants Not Recommended for Funding

2022 Project Support

Organization	Score
Art Song Festival	56
Arts Without Borders †	65.50
BlueWater Chamber Orchestra	54.50
Bodwin Theatre Company	29
Broadview Heights Spotlights	71
Cleveland Arts Prize	66
Cleveland Print Room	66
Detroit Shoreway Community Development Organization	65
Friends of the East Cleveland Public Library †	59.33
From Me 2 U †	58
Jewish Federation of Cleveland	60.50
Little Italy Redevelopment Corporation	67.33
M.U.S.i.C.	63.33
Mercury Theatre Company	62.50
Museum of Creative Human Art †*	71.33
Praxis Fiber Workshop	66.50
Rollin' Buckeyez †	74.33
Schmooze Ohio †	67
School of Cleveland Ballet	66
Shaker Arts Council	66
Sokol Greater Cleveland	59.33
The Brecksville Theater	62.33
Transformer Station	67.67
Tremont West Development Corporation	68.33
UpStage Players	67

† Indicates a BIPOC (Black, Indigenous, People of Color)-identifying organization

* Indicates a first-time Project Support grant recipient



MEMORANDUM

Date: November 10, 2021
 To: CAC Board of Trustees
 From: CAC staff: India Pierre-Ingram, Julia Murphy, Heather Johnson-Banks
 Re: 2022 Panelist Recruitment and Roster

SUMMARY
 Below is an update on the roster of 25 panelists for CAC’s 2022 Project Support (PS), Cultural Heritage (CH), and General Operating Support (GOS) grantmaking panels, which took place September 27-30th. Interactive Project Support, Cultural Heritage, and General Operating Support took place live on Zoom. Written Project Support Panel was completed online. No action is required.

Background

Panelists play a pivotal role in Cuyahoga Arts & Culture’s grantmaking process, serving as the independent group of outside experts that review and evaluate applications. Staff devoted time to recruit a diverse and reputable roster of panelists from across the nation. Their biographies appear on the following pages.

Panelist Selection

Staff vetted candidates through personalized outreach emails, references and interviews to ensure alignment with CAC’s funding criteria and process. This process resulted in a slate of respected regional and national leaders thoughtfully selected and qualified to evaluate grant applications. This year’s panels hosted a mix of returning (10) and new (15) panelists. The group is diverse in artistic/management expertise, race/ethnicity, gender and age:

Panelist Race	
Asian or Asian American	12%
Black or African American	16%
Hispanic or Latino/a/x	8%
Multiracial	12%
White or European American	52%

Panelist Age	
20-29	14%
30-39	27%
40-49	27%
50-59	14%
60-69	18%

Panelist Gender	
Gender Queer	4%
Female	36%
Male	60%

Panel Process

After the success of last year’s online interactive panel, CAC staff continued with this format. Panelists received all application materials and access to our online system in late August. They participated in training webinars and were provided with handbooks to ensure all were prepared to serve. Panelists deliberated and scored each application in accordance with the funding criteria in the 2022 grant program guidelines. The interactive panel review meetings for PS, GOS, and were recorded for the public record

and are accessible via [CAC's YouTube page](#). Written PS panel comments will be posted on CAC's website.

Panelist rosters were made available to the public on the first day of each public panel meeting in audience guides which are linked below.

- [Project Support](#)
- [Cultural Heritage](#)
- [General Operating Support](#)

Panelist Feedback

Panelists are asked to complete a survey following the close of panel. Below is some of the feedback offered about CAC's process that we will use to inform and improve our process:

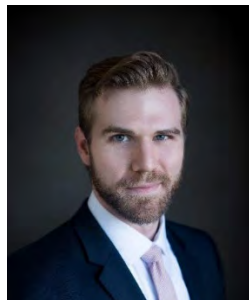
As a new panelist, I would have appreciated "Clearer language in the application budget and handbook language defining who are cultural/art workers. Including more about the sciences [would be helpful]. [CAC provided a] great template and provided a new perspective along with approach."

"I know this work isn't easy and I appreciate how you refine the application and processes each year to better meet your goals and hold organizations accountable for how they are working with their communities. In my experience as a panelist, I have always appreciated [CAC's] professionalism, your steadfast commitment to your mission to serve your community through arts and culture, and how you operate as a team."

Cuyahoga Arts & Culture 2022 Panelist Biographies

***denotes previous service as a Cuyahoga Arts & Culture panelist*

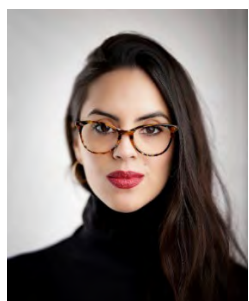
Meet the Interactive Project Support Panelists



Glen Ayars (he/him/his)
Dallas, TX

Glenn Ayars is the Cultural Programs Manager for the City of Dallas Office of Arts and Culture. Overseeing the Cultural Programs Division, Glenn manages various project- and operational-based funding programs for the department allocating \$6 million a year to Dallas-based artists, artist collectives, arts and culture organizations, and other non-profit organizations. Glenn's tenure in public service in the field of arts grantmaking adds to his other experience working with non-profit arts organizations, higher education, and arts instruction. This will be the second

time Glenn has served as a panelist for Cuyahoga Arts & Culture.



Karla Centeno (she/her/hers)
San Diego, CA

Karla is Co-founder of All of Us, an artist-run collective and online gallery, and recently begun a new role at Museum of Contemporary Art San Diego as the Director of Education and Engagement where she provides strategic leadership in the development of the Museum's educational initiatives and public and community engagement. She previously served as the Arts and Culture Project Manager at the City of San Diego Commission for Arts and Culture, helping manage the \$11M grantmaking program. Before her tenure at the City, Karla was the Director of

Education and Public Programs at the San Diego Art Institute, and a Gallery Educator at the Museum of Contemporary Art San Diego. While living in Mexico City, Karla worked with a team of six to organize the Material Art Fair, the city's only art fair devoted to emerging art practices. Karla also worked at the Rufino Tamayo Museum assisting in a yearlong partnership in which forty students from the U.S. and MX collaborated to create an exhibition.



Adam DesJardins (he/him/his)
Detroit, MI

Adam DesJardins is the Resource Services Coordinator at CultureSource, a regional arts service organization working to support arts and cultural organizations and artists in the seven counties of Southeast Michigan. Adam coordinates regranting initiatives and connects people to monetary and non-monetary resources to support and develop their work in arts and culture. He has worked for a plethora of arts organizations including CMAP, the Ann Arbor Summer Festival, the Detroit

Jazz Festival, UMS, and VSA/Accessibility at the Kennedy Center for the Performing Arts. Recently, he has served as a Michigan Council for Arts and Cultural Affairs Operational Support review panelist (FY2020 and FY2021), on the Professional Development Committee for the Arts Midwest Conference (2021), and on the Curatorial Council for the Sidewalk Detroit Festival (2021). He is also a 2019 Creative Community Fellow via National Arts Strategies. Adam has a B.A. in Sociology from the University of

Michigan and enjoys spending time junking for free furniture in Detroit and spending time with his grandparents.

Jeff Garrett (he/him/his)
Davison, MI



Jeff Garrett is a grant Program Manager for the State of Michigan Council for Arts & Cultural Affairs. Previously, Jeff served as the Director of the Art School at the Flint Institute of Arts. He has teaching experience in Michigan Public Schools, has been adjunct faculty at Vincennes University, Saginaw Valley State University, Mott College, and was Head of the Art & Design Department at Crowder College. He received a Master of Fine Arts degree in Ceramics with Distinction from Indiana State University.

Nikki Kirk (she/her/hers)
Wooster, OH



Nikki works as a program manager centered around equity in arts leadership. She works to envision, design, and implement programs to improve the entry, advancement, and leadership opportunities for arts administrators from backgrounds underrepresented in the arts and culture field.

Nikki holds a bachelor's degree in Political Linguistics from Pitzer College in southern California and a master's degree in Arts, Festival, and Cultural Management from Queen Margaret University in Edinburgh, Scotland, where she researched the impact of programming at the intersection of arts and social justice.

Her previous work experiences include organizations across the US, such as the Massachusetts Cultural Council, El Sistema USA, Berklee College of Music, and The Center for Arts-Inspired Learning, among others.

Kavita Mahoney (she/her/hers)
Indianapolis, IN



Kavita is the Arts Center Manager at the Garfield Park Arts Center, where she collaborates with local artists and organizations to elevate arts and culture, particularly in traditionally under resourced communities. She also curates exhibitions and public art initiatives in her community through an equity lens, including murals, festivals, and placekeeping events. As part of her community-based work, she has developed action-oriented DEI initiatives for neighborhood groups, government institutions, and cultural & environmental organizations.

Kavita holds a bachelor's degree in Studio Art and History of Art and a master's degree in Museum Studies from Indiana University, where she graduated with high honors and was selected as the Chancellor's Scholar for her graduating class. She has held positions at both local and national museums and art centers, including Newfields, Smithsonian Institution's Freer/Sackler Museums of Asian Art, the Indiana State Museum, the Indiana Historical Society, and was a 2019-2020 Arts & Culture Leaders of Color Fellow for Americans for the Arts.



Asif Majid (he/him/his)
Ellicott City, MD

Asif Majid is a scholar-artist-educator who works at the intersection of racialized sociopolitical identities, multimedia, marginality, and new performance, particularly through devising community-based participatory theatre. He has a PhD in Anthropology, Media, and Performance from The University of Manchester, an MA in Conflict Resolution from Georgetown University, and a self-designed BA in Interdisciplinary Studies (Global Peace Building and Conflict Management) from UMBC. Asif has published in multiple peer-reviewed theatre journals, as well as numerous books and media outlets. His performance credits include work with the Kennedy Center (US), Convergence Theatre (US), the Royal Exchange Theatre (UK), Action Transport Theatre (UK), and Unity Theatre (UK). From 2017-2019, Asif was a Lab Fellow with The Laboratory for Global Performance and Performance. Most recently, he was a Mellon/ACLS Public Fellow with the San Francisco Arts Commission. He can be found online at www.asifmajid.com.



Christopher Schram (he/him/his)
Kalamazoo, MI

Christopher Schram is the Director of Development for the Kalamazoo Symphony Orchestra in Kalamazoo, Michigan and has served as Executive Director/Artistic Director and/or Director of Advancement/Development at a number of institutions in Michigan, Illinois, and Florida including art museums, theaters, and multi-disciplinary organizations, including the Kalamazoo Institute of Arts (Kalamazoo, MI), Victory Gardens Theater and Court Theater (both in Chicago, IL), and the National Foundation for Advancement in the Arts/youngARTS (Miami, FL). He has served on grant review panels throughout the nation, including the Michigan Council for Arts and Cultural Affairs (five years), Florida Council on Arts and Culture (six years), the City of Chicago Department of Cultural Affairs, the City of Miami Beach Cultural Arts Council, and the Southern Arts Federation. He is also a producer, director, choreographer, actor, dancer, singer, classical pianist, and composer/lyricist. A cum laude graduate of Washington & Lee University, Mr. Schram holds a BS in business administration and a BA in French.

Meet the Written Project Support Panelists



Jenny E. Balisle (she/her/hers)
Richmond, CA

Jenny E. Balisle earned a B.A. in Art and Communication from the University of Wisconsin- Stevens Point and a M.F.A. from the Academy of Art College in San Francisco. Exhibits include the de Young Museum Artist-in-Residence, Orange County Center for Contemporary Art, Chicago Cultural Center, Korean Cultural Center, Harvard University, Farmington Museum, Museu Brasileiro Sao Paulo, and Shanghai Oil Painting & Sculpture Institute Art Museum.

Her work has been featured in such publications as The Huffington Post, WOMENCINEMAKERS, A5 Magazine, ZYZZYVA, The Drum Literary Magazine, and Sculptural Pursuits Magazine. Public art includes The Cube Art Project, Hearts in San Francisco, and South San Francisco Utility Box Mural Project.

Balisle works as an artist, advocate, curator, writer, lecturer, and instructor at UC Berkeley Extension and Academy of Art University. She is the Managing Director of the Arts and Culture Commission of Contra Costa County.



Donovan Entrekin (he/him/his)
Flint, MI

Donovan Entrekin is the Director of the Art School at the Flint Institute of Arts. Prior to joining the FIA in 2015, he served several arts institutions including the Interlochen Center for the Arts as Assistant Director of Admission and Financial Aid. Donovan holds an MFA in Studio Art and Four-Year Certificate in Painting and Printmaking from the Pennsylvania Academy of the Fine Arts. In addition to his administrative work, Donovan maintains a studio practice and regularly exhibits his paintings, drawings, and sculpture.



Philip Gaulty (he/him/his)
Los Angeles, CA

Philip Gaulty is a guitarist, composer, educator, and arts leader whose musical world lies at the intersection of contemporary classical music, American folk songs, and traditional hymns. His artistic practice explores music as a form of memorial, offering, and healing.

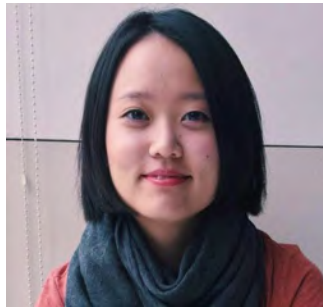
Gaulty is a co-founder of Bridge to Everywhere, a new music collective that explores connections between diverse musical traditions; Ikat Quartet, a contemporary guitar quartet; and Los Angeles Electric 8, an electric guitar octet. He has performed at LA Phil's Minimalist Jukebox, the Strathmore Guitar Festival, and Feria Internacional del Libro, among many others. In 2020, he gave his theatrical debut at The Wallis with the junkyard opera company, Four Larks. Recent solo performances include the Palace Theatre, KPFK's Global Village, and the Solo International Performing Arts Festival in Surakarta, Indonesia.

Grauly is an Adjunct Professor of Music at California State Polytechnic University, Pomona and a Teaching Fellow for National Arts Strategies' Executive Program in Arts and Culture Strategy. He received his M.M. in Guitar Performance from UCLA.



Leslie Holt (she/her/hers)
Chillum, MD

Leslie Holt is an internationally exhibiting visual artist with extensive experience teaching on the college level and in community settings. She has been a social worker and advocate for people with developmental disabilities, mental illness, and people receiving welfare benefits. Currently Leslie teaches adults with disabilities in the DC area. Her work is represented by David Lusk gallery in Memphis. In addition, she is the Co-director of Red Dirt Studio, a warehouse studio for a group of independently practicing artists and creative professionals in Mt. Rainier, MD. Leslie's current project, Neuro Blooms, uses the power of art to make mental health conditions visible and beautiful.



June Kim (she/her/hers)
Astoria, NY

June Kim (she/her) works as Grants Manager at The Juilliard School. Previously, she was Development Manager at the Santa Fe Opera, where she also worked as Executive Office Assistant. Her educational background in flute performance consists of bachelor's and master's degrees at St. Olaf College and Indiana University – Bloomington, where she also earned a master's degree in arts administration. In her work and throughout her career, June strives to make the arts accessible, inclusive, and welcoming to all.



Rebecca Kinslow (she/her/hers)
Lawton, OK

Rebecca Kinslow has over 20 years of experience as an arts leader, specializing in event-planning, marketing, community development, grantmaking, program management and organizational development in the non-profit, higher education and government sectors.

Rebecca has led the development and oversight of programs, partnerships, financial investments and cultural and racial equity strategies designed to support stronger arts & cultural organizations. She holds an Executive Certificate in Arts & Cultural Strategy and a Master of Science in Nonprofit Leadership from University of Pennsylvania. She has served on Americans for the Arts' County Arts Network and Equitable Investments Advisory Committee, the Create Justice Network Peer Learning Action Group, the Program Advisory Committee for the Arts & Business Council of Greater Nashville and the Government Alliance for Racial Equity Arts Workgroup.



Tetia Lee (she/her/hers)
Lafayette, IN

Tetia Lee has impacted the cultural landscape of Indiana for more than 20 years. Tetia has degrees from the School of the Art Institute Chicago, the American Academy of Art, the Florence Academy of Art, Indiana State University, and Texas Tech.

Tetia has served as the Chief Executive Officer of the Tippecanoe Arts Federation since 2008, where she has provided leadership for a regional cultural plan and its implementation. Her vision has allowed TAF to emerge as one of the strongest arts organizations in the state. Lee’s creation and development of TAF’s After School Art Program (ASAP), Mural Art Initiative, and ARTreach instrument lending library have received national attention and the support from the National Endowment for the Arts. Tetia is an advocate for equitable access to the arts and arts education. As an emerging leader she was honored to be named as a Joyce Fellow for Americans for the Arts.



Dana Manyothane (she/her/hers)
Denver, CO

A Native of Denver, Colorado, Dana is the former Executive Director of The Colorado Black Arts Festival prior to joining the Scientific and Cultural Facilities District team as a program officer in 2017. Dana is a passionate advocate for visual and performing arts and racial equity initiatives. She has served on the board or in board advisory positions in several non-profits in the Denver Metro area including African Leadership Organization and FreshLo. She is a graduate of the University of Colorado-Boulder, married, the proud mother of four teenage children and an avid consumer of cultural events. Dana’s hobbies include terra cotta pot painting, reading and roller skating. Dana has completed a half and full marathon and is learning to play bass guitar.



Yamina Nater-Otero (she/they)
Newark, NJ

When she is not out in her local park or at a nature preserve looking for birds, Yamina spends her time advocating for equity in the outdoors. They put their MA in Environmental Studies to good use at Audubon NY as Program Coordinator and at the Black and Latinx Birders Fund as secretary and committee member. Her passions include engaging diverse communities in topics such as bird conservation, redefining “the outdoors”, and urban environmental education. Yamina is outspoken about gatekeeping in the birding community, the need to preserve urban green spaces, and the ongoing effects of colonization. In their free time, they enjoy consuming far too much pop culture and spending time with her Boston Terriers.



Beth Prevor (she/her/hers)
New York, NY

Beth Prevor is a co-founder and Executive Director of Hands On, an arts service organization that advocates for access to the cultural arts for the Deaf community and audiences with disabilities. As Executive Director, Beth works with arts organizations to ensure inclusion for all by providing marketing, community engagement and audience development strategies. Beth is active as an advisory member to many groups including The New Jersey Theatre Alliance, The Alliance of Resident Theaters/New York, The National Arts Marketing Project and the Museum, Arts and Culture Access Consortium. She has led workshops on accessibility and the arts for organizations around the

country including the Kennedy Center’s Leadership Exchange in Arts and Disability Conference, Americans for the Arts, and Theater Communications Group. She is the 2015 recipient of the John F. Kennedy Center’s Excellence in Accessibility Leadership Lifetime Achievement award.



Kelly Purvis (she/her/hers)
Coronado, CA

Kelly Purvis is a Senior Management Analyst within the City of Coronado Manager’s office. During her tenure, Coronado has opened three city art galleries, established a Community READ program, adopted a Public Art Masterplan and completed a strategic plan for arts and culture. Purvis collaborates with sixteen Coronado non-profit art organizations to promote innovative programs, audience development and collaborations among arts organizations and artists. She manages Coronado’s extensive public art collection and collaborated on the launch of the free Coronado Public Art Walking Tour app highlighting the collection. Skilled in nonprofit organizations, development, community grants, event management, social media, volunteer engagement, public art administration, and team building – skills that contribute to the arts thriving in Coronado. Purvis is a resident of

Coronado, California for over 30+ years. She has a distinguished record of volunteer and advocacy work in education, historic preservation, residential planning and philanthropic endeavors. She holds a Bachelor of Arts (BA) focused in Political Science and Government from the University of Southern California and was honored with the USC Alumni Service Award in 2012.



Susan Roll (she/her/hers)
Escanaba, MI

Susan Roll has a Bachelor’s Degree in Industrial Engineering from University of Michigan. She worked in the electronics industry for over 20 years, primarily with Intel Corporation. Over time her career transitioned from engineering to program management to Human Resources. She has lived and worked in Ireland, China and Malaysia. She has over 20 years of management and training experience.

In 2000, Sue moved back to the Midwest to raise her children among family. In 2003 she founded Coaching for Results and offered coach services to business teams and owners in the Upper Peninsula of Michigan. In 2015 she returned to full time work - first as a business manager and then as Executive Director of the Bonifas Arts Center in Escanaba. Sue began writing grants in

2013 and became a grant panelist for Michigan’s Council for the Arts and Cultural Affairs in 2018. Currently, Sue supports the new Bonifas E.D. with history and advice (when asked) as well as grant research and writing.

Meet the Cultural Heritage and General Operating Support Panelists



LaShawnda Crowe Storm (she/her/they)
Indianapolis, IN

LaShawnda Crowe Storm is a mixed media and community-based artist, activist, community builder and occasionally an urban farmer. Whether making artwork or sowing seeds, she uses her creative power as a vehicle for dialogue around topics such as racial and gender violence, social change and justice. At the core of her practice is a desire to create community; any community in which the process of making art creates a space for difficult discussions with an eye towards community healing. She has received numerous awards for art and community activism. She received an M.F.A. from The School of the Art Institute of Chicago.



Marcia Festen (she/her/hers)
Chicago, IL

Marcia Festen is the founding director of the Arts Work Fund for Organizational Development. Arts Work Fund was launched in January 2007 to ensure there were dedicated resources to help strengthen small arts and cultural organizations in Chicago and Cook County. Before starting her consulting practice in 1999, Marcia was a Senior Program Officer at the John D. and Catherine T. MacArthur Foundation.

Marcia is the former board chair of 3Arts and believes in the importance of putting money directly in the hands of artists. She currently sits on the board of an anonymous foundation that supports women and girls in the arts and sciences.

She is also a painter with an active studio practice.



Jamaine Smith (he/they)
Philadelphia, PA

Hailing from Bushwick, Brooklyn (pre-gentrified), Jamaine Smith is an artist, administrator, and “ruffler of feathers”. He is a firm believer in the innate dignity, creative genius, and worth of every person and is committed to dismantling systems of oppression that fight against that. Jamaine has been immersed in the robust arts and culture sector of Philadelphia, PA for the past 9 years and enjoys walking alongside and assisting others on their paths of self-discovery/rediscovery and helping organizations pivot for the better. Jamaine is currently the Senior Manager of Mission Nurture & Community Life at Project HOME in Philadelphia, PA. He holds an BS in Social Work (Nyack College), MA in Urban Studies (Eastern University), and MBA

(Philadelphia University).



Kirkston Tyrone Spann (he/him/his)
Hammond, IN

Kirkston Tyrone Spann’s professional experience includes over 24 years in the nonprofit and higher education fields. He currently serves as the Indiana Program Officer for Asset Funders Network. Mr. Spann worked for the Foundations of East Chicago for 18 years managing their scholarship and grant programs. He also served as a consultant for Lake Area United Way and as the program director for the Gary Alumni Pathway for Students organization. Additionally, he worked as the 21st Century Scholar coordinator and associate director of admissions for Ivy Tech’s Lake County Campus. He attended Florida A & M University in Tallahassee, Florida where he received a BS degree in architectural studies. Mr. Spann continued his education at the University of Illinois in Champaign-Urbana where he received an MBA in real estate finance.



Sally Dix (she/her/hers)
Des Moines, IA

Sally Dix is the executive director for Bravo Greater Des Moines, a nonprofit organization that provides funding and support for arts, culture and heritage organizations in central Iowa. Bravo’s revenue comes primarily from 17 local government partners who contribute a portion of their hotel/motel tax. Over the past 10 years, Bravo has granted more than \$25 million to more than 90 arts organizations in central Iowa. Prior to joining Bravo, Sally served for nearly 10 years as the vice president of communications for the Science Center of Iowa. As part of the leadership team, she led the planning, opening and launch of the new \$62 million 110,000 square-foot facility. She has also served as the first executive director of the Iowa Affiliate of Susan G. Komen for the Cure. Sally has an undergraduate degree from Northwestern University and a master’s degree from Johns Hopkins, both in environmental science and policy. She also received her MBA from the University of Iowa.



**Board of Trustees
2022 Meeting Schedule**

All regular meetings will be held from 4:00 to 5:30 pm unless otherwise noted.

Date	Location
Wednesday, February 9	TBD
Wednesday, April 13 Annual Meeting	TBD
Wednesday, June 8 (potential)	TBD
Wednesday, September 14	TBD
Wednesday, November 9 (Approval of 2023 grant awards)	TBD
Wednesday, December 14 (3:30pm, executive session for personnel matters)	TBD