

# **The Prairie Arts Management Institute 2008**

*Practical Arts Leadership Training*

***Sioux Falls, South Dakota, June 3-6, 2008***

*Vision*

*Values*

*Mission*

*History*

*Structure*

**Some Comments**

**2008 Evaluation by Participants**

including recommendations for future

*Funded through grants from the **National Endowment for the Arts**, Washington, DC a federal agency, **Arts Midwest**, Minneapolis, MN, a regional arts agency and **the South Dakota Arts Council**, a state agency.*

*Sponsored by South Dakotans for the Arts, the Missouri Association of Community Arts Agencies and the South Dakota Arts Council*

*Narrative by Janet Brown, Director  
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# **The Prairie Arts Management Institute 2008**

*Practical Arts Leadership Training*

## *Evaluation*

**The Prairie Arts Management Institute (PAMI) is a four-day professional development and training opportunity geared to leadership of mid-sized and small arts organizations from communities of all sizes. PAMI, created in 2001, is sponsored by South Dakotans for the Arts and the South Dakota Arts Council, in partnership with the Missouri Association of Community Arts Agencies. Partial funding in 2008 was provided by the National Endowment for the Arts, a federal agency and Arts Midwest, a regional arts agency and the South Dakota Arts Council, a state agency.**

## **PAMI Vision:**

*Mid-sized and small arts organizations in the Prairie States will excel with professionally trained, confident and experienced leadership with community support for relevant programs that reach all citizens.*

## **PAMI Values:**

*Artistic participation*

*Artists in our Communities*

*Accessibility*

*Constituent Needs*

*Quality Education and Educators*

*Community Values and Voice*

## **PAMI Mission:**

The Prairie Arts Management Institute provides professional development and practical training for staff of mid-sized and small community arts organizations.

## **Prairie Arts Management History**

The Prairie Arts Management Institute grew out of South Dakotans for the Arts 13-year management of the five state arts conference, Art Beyond Boundaries (ABB). This two-day conference provided 90-minute professional development workshops plus artist showcases for staff and board members of arts organizations from Montana, Nebraska, North Dakota, South Dakota and Wyoming.

After 13 years, registrations were declining and an assessment was done. This assessment defined a need for more detailed training for staff of small and mid-sized arts organizations. Organizations in the region do not attend national conventions for reasons of relevancy and cost. They do, however, need professional development training in almost every area of nonprofit arts management. It was determined that the Prairie Arts Management Institute (PAMI) would be planned and promoted by statewide assemblies of local arts organizations from the prairie states. State arts agencies would also promote the Institute.

This decision by the planning committee of PAMI attracted the sponsorship of the National Community Arts Network, the national association of statewide community arts service organizations. Arts Midwest, a regional arts organization, which serves many of the states involved in PAMI, has also been a sponsor and a funder. The National Endowment for the Arts has supported PAMI since its inception in 2001.

The following states were designated as the market area: Iowa, Kansas, Minnesota, Missouri, Montana, Nebraska, North Dakota, South Dakota, Wisconsin and Wyoming plus the Canadian provinces of Manitoba and Saskatchewan.

## **PAMI Structure**

It was decided by the planning committee that PAMI should be structured to give participants the maximum amount of personal attention from master teachers and that learning would be active and based on real issues from registrants. National arts leaders (master teachers) instruct three master sessions over four-days. Each master session is a six-hour course. Participants provide information on their careers, community and organization to instructors prior to PAMI. They come prepared to answer questions pertaining to the specific needs of their organizations. Every participant attends each course on a rotating basis. Artist performances, tours of local arts offerings plus a special “graduation ceremony” dinner highlight the networking social time for participants. In 2006, the Institute changed days from Wednesday through Saturday to Tuesday through Friday based on participant recommendations.

Augustana College in Sioux Falls, South Dakota is the location for PAMI for several reasons. Sioux Falls is large enough to be a regional shopping center with many cultural organizations but small enough to not be intimidating or too expensive for arts administrators coming from small and mid-sized organizations. Four airlines fly into Sioux Falls and it is at the crossroads of north/south I-29 and east/west I-90. Hotels range from \$50 to \$120 per night. The conference hotel rate was \$58.00 plus tax in 2008. Augustana College provides housing in dormitories at a cost per night of

\$23. A meal plan for the four days is \$85.00. Registration for PAMI is \$350 for early bird registration and \$450 for those who register later.

Affordability is a critical issue in PAMI's success. PAMI provides \$200 scholarships on a per need and first come, first served basis to participants from returning organizations. PAMI scholarship funds began as a carry-over from cash reserves of Art Beyond Boundaries and were limited to participants from SD, MT, WY and NE. Although those funds are now depleted, PAMI scholarships continued in 2008 with support from the National Endowment for the Arts. Other participants receive professional development support from their state agencies.

The Prairie Arts Management Institute is promoted by the state arts agencies and statewide assemblies of local arts organizations in the 10 states designated earlier plus Manitoba and Saskatchewan. Postcards are mailed to local arts agencies in all ten states. Labels are provided by the states and the mailing is done by South Dakotans for the Arts in late January with a March deadline. The target market is paid staff from small and mid-sized organizations. In this region, these are organizations with budgets under \$250,000 for mid-sized and under \$75,000 for small. However, PAMI participants have represented community organizations from Minneapolis, MN and Lincoln, NE as well as rural towns of 1500 people or less in North Dakota and Iowa.

South Dakotans for the Arts evaluates PAMI through written evaluations by participants and interviews with master teachers and members of the planning committee.

The 2001 PAMI was attended by 40 arts administrators from ten states plus Manitoba and Saskatchewan. 41 registrants attended PAMI 2002 from eight states and Saskatchewan. The 2003 PAMI was attended by 32 participants from eight states and Saskatchewan. Planners contributed the drop in attendance in 2003 to the economy as well as specific events (like graduations) in those who wanted to return but could not for personal or professional reasons. Registration was up in 2004 with 40 registrants accepted and 39 attending. In 2005, 31 participants registered and 30 attended. Thirty six (36) participants registered in 2006 and 32 attended from nine states. In 2007, 42 participants attended from eight states. 40 participants attended from seven states in 2008. Registration costs have remained at \$350 from the Institute's inception.

The Prairie Arts Management Planning Committee members were:

Dennis Holub, Executive Director, South Dakota Arts Council

Patricia Boyd, Executive Director, South Dakotans for the Arts

Michael Gaines, Executive Director, Missouri Association of Community Arts Agencies

Janet Brown, PAMI Founder and Director

## **PAMI Goals and Curriculum**

PAMI's goal is to provide practical arts leadership training and professional development for staff of mid-sized and small community arts organizations. The goal in all courses is to expand beyond fundamentals of arts management into a larger discussion of the arts in the community, providing community service and flourishing due to relevancy, good management and connectivity to constituents. PAMI gives participants a maximum amount of personal attention from master teachers, an active learning environment and curriculum based on real issues of participants. Based

on research done by the American Symphony Orchestra Leadership program, four days is the optimum length for an Institute aimed at working administrators.

PAMI planners identify essential areas of management for master sessions based on needs of those attending. Master teachers are selected for their practical experience in the course area and their understanding of small and mid-sized organizations. Teachers are also chosen because of their abilities to connect with students, add a level of excitement about learning and engage participants in discussion about the specifics of their communities and organizations. The curriculum and teachers for the seven Institutes are as follows:

#### **Year ONE (2001)**

- ❖ **Community Audience Development/Marketing** taught by **Diane Mataraza**, national consultant, former director of the NEA Locals Program and former executive director of the Alliance of New York State Arts Organizations.
- ❖ **Education** taught by **Dr. David O'Fallon**, executive director of the Perpich Center for Arts Education, Minneapolis, MN and former director of NEA Education Program.
- ❖ **Leadership** taught by **John McCann**, national consultant and director of the Institute of Cultural Policy and Practice, Virginia Tech.

#### **Year Two (2002)**

- ❖ **Organizational and Community Planning** taught by **Bill Bulick**, national consultant and past executive director of the Regional Arts Council, Portland, OR.
- ❖ **Community Involvement** taught by **Kathie deNobriga**, national consultant and past founder and executive director of Alternative Roots, Atlanta, GA.
- ❖ **Development** taught by **Brian Bonde**, Vice-President of Development, Children's Care Hospital and School, Sioux Falls, SD.

#### **Year Three (2003)**

- ❖ **Financial Management (our job whether we like it or not)** taught by **Tina Burdett**, Norman, OK, Development Director, Center for Children and Families, Adjunct faculty, Goucher College, Baltimore, MD. Masters of Arts in Arts Administration teaching Financial Management.
- ❖ **Assessing and Evaluating Programs and People** taught by **Craig Dreeszen, Ph.D.** Northampton, MA. Director, Dreeszen & Associates, national nonprofit consulting firm. Former Director, Arts Extension Service, University of Massachusetts, Amherst.
- ❖ **Personal Leadership** taught by **Dr. David O'Fallon**, Minneapolis, MN, Director of the MacPhail Center for the Arts, past Executive Director of Perpich Center for Arts Education; past Director of NEA Arts Education program and consultant to the Arts Education Partnership, Washington, DC.

#### **Year Four (2004)**

- ❖ **Writing Well Brings Money, Influence and a Seat at the Table** taught by **Diane Mataraza**, Cocoa, FL., national arts consultant, former Director of the National Endowment for the Arts Locals Program, former Executive Director of the Academy of Recording Arts and Sciences Foundation and former Executive Director of the Alliance of New York State Arts Organizations.

- ❖ **Leadership Challenges When Values Clash** taught by **Dr. Matthew Fairholm**, Vermillion, SD, faculty, University of South Dakota W. O. Farber Leadership Institute past professor at George Washington University, Washington DC and consultant for numerous governmental and corporate entities including the US Postal Service and the Internal Revenue Service.
- ❖ **Who's on your Board, Why are They There and What are They Doing?** taught by **Janet Brown**, Sioux Falls, SD, nationally recognized arts consultant, Chair of the Department of Performing and Visual Arts, Augustana College, Sioux Falls, SD, past Executive Director of South Dakotans for the Arts, past board member for Americans for the Arts. Past administrator, manager and fundraiser for New York Shakespeare Festival, American Conservatory Theatre, San Francisco and Minneapolis Society of Fine Arts.

#### **Year Five (2005)**

- ❖ **Using the Web to Communicate, Organize and Promote** taught by **Barb Evenson**, Rapid City, SD, Direction of Communications and Operations, Dahl Arts Center, Rapid City, SD and owner, Computer Options Consulting. Twenty years as consultant in computer system design and small office automation using net-based, data-driven solutions for marketing, customer service and product delivery.
- ❖ **Arts and the Economy – Helping Your Community Grow** taught by **Randy Cohen**, Washington, DC, Vice President of Research and Information, Americans for the Arts. Collaborator with the President's Committee on the Arts and the Humanities "Coming Up Taller," the White House report documenting 225 arts programs for youth-at-risk, and the U.S. Department of Justice's Youth ARTS Project, the first national study to statistically document the impact of arts programs on at-risk youth.
- ❖ **Community Arts Development: Greater Impact, Greater Involvement, Stronger Communities** taught by **Maryo Ewell**, Gunnison, CO, owner Community/Art Development, a national arts consulting and research firm. Past Associate Director of the Colorado Arts Council, board member of Robert Gard/Wisconsin Idea Foundation and Advisory Board and faculty of the MA in Arts Administration program at Goucher College

#### **Year Six (2006)**

- ❖ **Public Relations and Marketing the Arts** taught by Lendre Kearns, San Diego, CA, Communications Director for the La Jolla Playhouse, La Jolla, CA; former Communications Director for the Guthrie Theatre, Minneapolis, international arts consultant.
- ❖ **Financial Leadership: Guiding Your Organization to Long Term Success** taught by Tina Burdett, Development Director for the Center for Children and Families, Norman, OK; former Education Director for the Oklahoma City Arts Council; former Executive Director of the Oklahoma Assembly of Local Arts Agencies; past board member of Americans for the Arts, Washington, DC and current adjunct faculty for Goucher College's Masters of Arts in Arts Administration program.
- ❖ **Execution and Follow-Thru: Getting What Needs to be Done, Done** taught by John McCann, Co-director of the Institute for Cultural Policy and Practice in the School of the Arts, Virginia Tech, Blacksburg, VA; consultant for many national and local arts organizations including the American Symphony Orchestra League leadership program.

### **Year Seven (2007)**

- ❖ **Creative Leadership, Creative Organizations** taught by Dr. David O'Fallon, President, The MacPhail Center for Music, Minneapolis, MN., past Executive Director of the Perpich Center for Arts Education, MN and Education Director for the National Endowment for the Arts.
- ❖ **Grantsmanship From Both Sides** taught by Ramona Baker, national consultant, facilitator and speaker, Indianapolis, IN. past CEO of the Arts Council of Indianapolis and Huntington (Alabama) Arts Council, Americans for the Arts board of directors and adjunct faculty member for Goucher College, Baltimore, Master of Arts in Arts Administration.
- ❖ **The Fundraising Board – Giving, Getting and Gala Success** taught by Brian Bonde, President of the Children's Care Hospital and School Foundation, Sioux Falls, SD, Chair of the South Dakota Arts Council, Advanced Certified Fundraising Executive certification by the Association of Fundraising Professionals (AFP), owner of The Comfort Theatre Company, producing and touring musical productions in the Midwest.

### **Year Eight (2008)**

- ❖ **"Animating Democracy: Creative Community Engagement"** taught by Barbara Schaffer Bacon, Amherst, MA, Americans for the Arts and national consultant. The arts can be challenged to address civic change that affects people in real ways. This course offers key concepts of arts-based civic engagement.
- ❖ **"Strategic Planning for Cultural Organizations"** taught by Dr. Craig Dreeszen, Florence, MA, author, national consultant, teacher and facilitator. Organizations that make a difference make plans to do so. Learn how to gather the people, clarify the vision and agree on strategic plans that help you reach your goals.
- ❖ **"Public Policy and Your Organization"** taught by Janet Brown, PAMI Director, national consultant and speaker. Understanding public policy and how it is made or changed is crucial to the survival of arts organizations. Can you determine governmental policy instead of having it thrust upon you?

## **What some attendees said about PAMI in 2008**

*“Just a note to tell you how much I enjoyed 2008 Prairie Arts Management Institute. The classes were outstanding as were the instructors...The networking and meeting other arts administrators was invaluable. Thank you for a great learning experience.”*

Linda Christman, Bismarck Art and Gallery Assn.  
Bismarck, North Dakota

*“...I’m so glad I was there! When I think of how much I gain from the courses and instructors you put together, I realize how fortunate we are to have PAMI. Besides that, it’s fun! So thank you...I’m looking forward to spending time with all the great materials provided as well.”*

Jane Rasmussen, Sisseton Area Arts Council  
Sisseton, South Dakota

*“I truly feel blessed to have been a part of Prairie Arts. I believe I felt the magic. I loved Sioux Falls, the people and the elegant simplicity of the program and the place. It gave me... a real sense of reconnecting with the real people doing the real work.”*

Barbara Schaffer Bacon, Master Teacher  
Belchertown, Massachusetts

*“Thank you so much for the best PAMI yet! The master teachers were magnificent, the food was fantastic and the student group was more passionate about arts administration than I ever remember! I really appreciate this wonderful opportunity. Thank you for doing such a wonderful job!”*

Kristi Kittleson, Project Coordinator  
Missouri Association of Community Arts Agencies

## **Prairie Arts Management Institute VIII**

June 3-6, 2008

Augustana College, Sioux Falls, SD

### **Institute Evaluation –**

*32 participants/28 respondents (87.5%)*

*Not all questions were answered by all respondents*

*Percentages are based on numbers answering that question*

**FACILITIES AND SERVICES:** Please evaluate the overall quality of the facilities and services in terms of the following:

	Excellent	Good	Fair	Poor
Conference Location	22 (81.5%)	5 (18.5%)	0	0
Session Rooms	18 (66.7%)	8 (29.6%)	0	1 (3.7%)
Meals	22 (84.6%)	4 (15.4%)	0	0
Dorm Accommodations (if applicable)	1 (16.6%)	2 (33.3%)	3 (50%)	0
Registration Procedures	21 (84%)	4 (16%)	0	0
<b>OVERALL QUALITY OF FACILITIES AND SERVICES</b>	<b>17 (68%)</b>	<b>8 (32%)</b>	<b>0</b>	<b>0</b>

**PLANNING:** Please evaluate the overall quality of Institute planning in terms of the following items:

	Excellent	Good	Fair	Poor
Length of Institute	18 (69.2%)	8 (30.8%)	0	0
Institute Date	17 (65.4%)	6 (23.1%)	3 (11.5%)	0
Registration Fee	22 (84.6%)	4 (15.4%)	0	0
Dorm Housing Fee	4 (66.7%)	2 (33.3%)	0	0
Meal Fee at Augustana	18 (81.8%)	4 (15.4%)	0	0
<b>OVERALL QUALITY OF INSTITUTE PLANNING</b>	<b>21 (80.8%)</b>	<b>5 (19.2%)</b>	<b>0</b>	<b>0</b>

## Barbara Schaffer Bacon: Civic Engagement

	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
Presenter's knowledge of subject:	24 (92.3%)	2 (7.7%)	0	0
Applicability of information to your organization	20 (76.9%)	5 (19.3%)	1 (3.8%)	0
Organization of presentation	22 (84.6%)	4 (15.4%)	0	0
Response to questions	24 (92.3%)	2 (7.7%)	0	0
Handout materials	20 (76.9%)	5 (19.3%)	1 (3.8%)	0
<b>OVERALL EVALUATION OF SESSION</b>	<b>22 (84.6%)</b>	<b>4 (15.4%)</b>	<b>0</b>	<b>0</b>

## Craig Dreeszen: Strategic Planning

	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
Presenter's knowledge of subject:	25 (96.1%)	1 (3.8%)	0	0
Applicability of information to your organization	24 (92.3%)	1 (3.8%)	1 (3.8%)	0
Organization of presentation	22 (84.6%)	3 (11.5%)	3 (3.8%)	0
Response to questions	21 (80.8%)	5 (19.2%)	0	0
Handout materials	22 (91.6%)	2 (8.3%)	0	0
<b>OVERALL EVALUATION OF SESSION</b>	<b>22 (84.6%)</b>	<b>4 (14.4%)</b>	<b>0</b>	<b>0</b>

## Janet Brown: Public Policy and the Arts

	Excellent	Good	Fair	Poor
Presenter's knowledge of subject:	24 (88.9%)	3 (11.1%)	0	0
Applicability of information to your organization	19 (70.4%)	8 (29.6%)	0	0
Organization of presentation	21 (77.8%)	6 (22.2%)	0	0
Response to questions	23 (85.1%)	4 (14.8%)	0	0
Handout materials	23 (88.5%)	3 (11.5%)	0	0
<b>OVERALL EVALUATION</b>	<b>22 (84.6%)</b>	<b>4 (15.4%)</b>	<b>0</b>	<b>0</b>

### OF SESSION

### THE FUTURE OF PAMI:

*PAMI has been offered for six years. Your help is needed in determining the continuation and future of PAMI. Your suggestions will be appreciated as the sponsors look to the future.*

How many PAMIs have you attended      1(9) 2(4) 3(1) 4(4) 5(3) 6(2) 7(1) 8(2)

Did your organization receive a grant or  
Scholarship for you to attend this year?      Yes(20)      No(7)

Would you like to return next year?      Yes(27)      No(0)

What courses would you like to see offered?

- Follow-up on civic engagement – 2 (next steps – how to use kits)
- Economic development and cultural tourism - 2
- Technology – 2 (Wed based fundraising; Technology Marketing; Strategic Messaging)
- Fundraising - 1 grantwriting
- Living Wills or Gifting programs – 1 (Legalities (ex: creating endowments)
- More hands on activities like Barbara's
- Revenue Streams/Income Sources/Earned Income
- Recounting By-Laws
- Board book – writing and developing

- Policy handbook development; Board development
- Staffing
- Effective evaluation methods
- Creative budgeting
- Methods of Evaluating Programs

**Other Comments on this year's PAMI or future PAMIs**

- Have Katrina do desk yoga workshop
- Thank you!
- Chairs are uncomfortable
- Put Friday night things on Thursday night and end earlier to allow for far away travel
- A bit cold but remembered this from before so dressed accordingly
- Excellent opportunity for everyone in the arts! Thank you for this opportunity!
- Lunches seemed too long – I lost some focus/ideas
- I enjoyed the [something] created in my thought processes in Janet & Barbs class
- Shorter lunches, out earlier, trolley tours
- Eat evening meals at a different time
- I would prefer afternoon classes start at 1:00 and end at 4:30 with dinner at 6-6:30
- As someone new to the arts administration field, I found this institute to very enlightening and helpful. Meeting and learning from others in the field has been encouraging.
- Hold the entertainment and graduation ceremony on Thursday night so those driving can head out Friday afternoon.
- Lunch breaks could be shorter. There were about half an hour too long
- Wireless internet!
- Lunch shorter then afternoon session shorter
- Put the Friday dinner on Thursday so more can attend and then people can leave Friday after the session
- Instead of cookie breaks how about fruit or crackers???
- Fitness center use
- Everything was great!
- More flexibility in the timing. Tuesday night through Friday night is too long. The three sessions Wed/Thurs/Fri are ideal, but could the Friday night event be Thursday night instead? Or could the Tuesday night intro take place Wednesday morning?? I like every minute of it, but it's hard to be gone so this long.
- Thank you, thank you, thank you!
- I would pay my own way to attend – very valuable
- Higher scholarships for people that come longer distances
- SDAC re-instate professional development grants – make a stand for standing behind professional development – making it accessible
- Thank you! This years experience was one of the best!
- Learned a lot of useful/useable information this year – thanks!
- Networking opportunities were great
- Loved the Washington Pavilion tour and Zandroz and Prairie Star evening. It was so nice to have a glass of wine!
- "I'll be back!"
- Need more breaks during sessions
- Over abundance of food

<b>FName</b>	<b>LName</b>	<b>Organization</b>	<b>Address</b>	<b>City</b>	<b>State</b>	<b>Zip</b>	<b>Phone</b>	<b>Email</b>
Linda	Anderson	Rapid City Arts Council	713 7th Street	Rapid City	SD	57701	(605)394-4101	linda@thedahl.org
Rebecca	Bessman	Sioux Falls Jazz & Blues Society	123 S. Main Ave., Ste 204	Sioux Falls	SD	57104	(605)335-6101	becky@sfjb.org
Sarah	Bierstedt	Haggard-Twoood Charitable Trust	1709 E. Lucas St.	Algona	IA	50511	(515)295-3370	musicctch@netamumail.com
Melanie	Bliss	LIVE On Stage	2021 1st Avenue	Sioux Falls	SD	57105	(605)335-1148	mbliss@liveonstage.biz
Pat	Boyd	South Dakotans for the Arts	PO Box 414	Lead	SD	57754	(605)722-1467	patsoda@rushmore.com
Janet	Brown	PAMI Director	1900 S. Center Ave.	Sioux Falls	SD	57105	(605)334-1392	janetbrown@sio.midco.net
Gwen	Cannon	Metro Regional Arts Council	2324 University Ave. Ste 114	St. Paul	MN	55114	(651)523-6389	gwen@mrac.org
Linda	Christman	Bismarck Art and Gallery Assn.	422 E. Front Ave.	Bismarck	ND	58504	(701)223-5986	baga@midconetwork.com
Anne	Clark	Washington Pavilion of Arts & Science	301 S. Main Ave.	Sioux Falls	SD	57104	(605)367-7397 x2371	aclark@washingtonpavilion.org
Brette	Covington	North Platte Community Playhouse	PO Box 1045	North Platte	NE	69103	(308)532-8559	brettecovington@gmail.com
Craig	Dreeszen	Dreeszen & Assocs.	33 Bardwell St.	Florence	MA	01062	(413)585-8474	craig@dreeszen.com
Barb	Evenson	Rapid City Arts Council	713 7th Street	Rapid City	SD	57701	(605)394-4101	barb@thedahl.org
Teresa	Fankhauser	Allied Arts Council	118 S. 8th Street	St. Joseph	MO	54501	(816)233-0231	teresa.fankhauser@stjoearts.org
David	Fraher	Arts Midwest	2908 Hennepin Ave. #200	Minneapolis	MN	55408	(612)341-0755	david@artsmidwest.org

Michael	Gaines	MO Assoc of Community Arts Agencies	PO Box 1202	Hannibal	MO	63401	(573)221-4853	michaelg@hannibalarts.com
Jan	Garrity	Yankton Area Arts Assn	508 Douglas Avenue	Yankton	SD	57078	(605)665-9754	yaa@iw.net
David	Gier	SD Symphony Orchestra	315 N. Main #204	Sioux Falls	SD	57104	(605)335-7933	deltagier@mac.com
Andrea	Graham	SDAC Folks Arts Coord.	1637 Glacier St.	Pocatello	ID	83201	(208)241-9200	andymeg@earthlink.net
Jeff	Haney	Robidoux Resident Theatre	126 S. 8th	St. Joseph	MO	64501	(816)232-1778	jeff.haney@rrtstjoe.org
Dennis	Holub	South Dakota Arts Council	711 E. Wells Avenue	Pierre	SD	57501	(605)773-3301	dennis.holub@state.sd.us
Rose Ann	Kelly	Washington Pavilion	301 S. Main Avenue	Sioux Falls	SD	57101	(605)367-7397	rkelly@washingtonpavilion.org
Kristi	Kittleson	Missouri Assn of Community Arts Agencies	2311 W. Dearborn	Springfield	MO	65807	(417)882-3717	kristi@macaa.net
Deb	Klebanoff	Sioux Empire Arts Council	309 E. Falls Park Dr.	Sioux Falls	SD	57104	(605)977-2002	director@siouxempireartscouncil.com
Beth	Knuths	Madison Area Arts Council	1106 Regency Dr.	Madison	SD	57042	(605)256-2829	evdvknuths@yahoo.com
Katrina	Lehr-McKinney	Sioux Falls Jazz & Blues Society	123 S. Main Ave. #204	Sioux Falls	SD	57104	(605)335-6101	katrina@sfjb.org
Nancy	McDowell	Liberty Ctr Assn for the Arts	111 W. 5th Street	Sedalia	MO	65301	(660)827-3228	lcaa@iland.net
Greta	Murray	SW MN Arts and Humanities Cncl	1210 E. College Dr. #600	Marshall	MN	56258	(507)537-1471	greta.smahc@iw.net
Paula	Nemes	Marshall Area Fine Arts Center	109 N. 3rd St.	Marshall	MN	56258	(507)532-5463	mafac@starpoing.net

Jim	O'Grady	Historic Homestake Opera House	309 W. Main St.	Lead	SD	57754	(605)584-2067	opera@rushmore.com
Linda	Olsrud	Dakota West Arts Council	PO Box 606	Bismarck	ND	58502	(701)222-6640	linda@dakotawest.org
Bill	Petersen	Fiddler Nelson	511 S. Pleasant St	Canton	SD	57013	(605)9874205	billpeter20@hotmail.com
Miranda	Pratt	PAMI	1900 S. Center Ave	Sioux Falls	SD	57105	(605)334-1392	prattmc@gmail.com
Bethany	Rasmussen	SD Symphony Orchestra	315 N. Main #204	Sioux Falls	SD	57104	(605)335-7933	bethany.rasmussen@sdsymphony.org
Jane	Rasmussen	Sisseton Area Arts Cncl	217 5th Avenue E.	Sisseton	SD	57262	(605)698-3025	jrasmussen@sbtc.net
Sharon	Rodning Bash	ArtsLab	2908 Hennepin Ave. S	Minneapolis	MN	55408	(612)341-0755	sharon@artsmidwest.org
Barbara	Schaffer Bacon	Animating Democracy	281 North Street	Belchertown	MA	01007	(413)256-8988	bsbacon@aol.com
Betty	Schaper	Mineral Area Cncl on the Arts	PO Box 1000	Park Hills	MO	63601	(573)518-2125	betty@mineralarea.edu
Leslie	Schumacher	Central Minnesota Arts Board	114-4th Ave. N POB 458	Foley	MN	56329	(320)968-4290	mail@centralmnartsboard.org
Lynn	Verschoor	SD Art Museum	PO Box 2250	Brookings	SD	57007	(605)688-4279	lynn.verschoor@sdstate.edu
Sharon	Winckler	South Dakota Arts Council	711 E. Wells Avenue	Pierre	SD	57501	(605)773-3301	sharon.winckler@state.sd.us
David	Xenakis	Dakota Sky Piano Comp	PO Box 1525	Sioux Falls	SD	57101	(605)338-2450	dxenakis@midco.net