



**Association of Performing Arts Professionals  
2021 Member Meeting Minutes  
Wednesday, January 13, 2021  
3:00 p.m. – 4:30 p.m.  
Zoom**

**Present:** Karen Fischer, Board Chair; Lisa Richards Toney, President & CEO; APAP Board of Directors; APAP Membership; and APAP Staff

**Board Chair Welcome, Karen Fischer**

Karen Fischer, Board Chair, honored the Indigenous ancestors and elders whose legacies and land bring the membership together. She paid respect to the land in which she resides, encouraging attendees to share a land acknowledgment in the Zoom chat. She also acknowledged the Piscataway, Pamunkey, and Anacostan people of what is now Washington, DC, the site of APAP's office.

Fischer officially called the 2021 Annual Members Meeting to order at 3:02 p.m. Eastern.

- Fischer reminded attendees that there would be an open mic portion at the end of the meeting.
- As the official annual business meeting for the Association, only current organizational members may vote, with only one vote per organization.
  - Electronic voting was open to members in advance of the conference, at which time the voting quorum was established. 115 valid votes were cast; 71 votes were needed to achieve quorum.

**Approval of the 2020 Member Meeting Minutes**

The first item up for vote was the approval of the 2020 Member Meeting minutes. Fischer called for a motion to approve the minutes. The motion was moved and seconded. The Minutes passed.

**Chair's Report, Karen Fischer**

Fischer began her report stating that she is inspired and energized, and that the success of the virtual conference is an affirmation of the work that we do, the values we hold, and the care we have for each other.

- Fischer noted that membership has come together against the backdrop of the pain of 2020 and the distress of the violence that took place at the Nation's Capital on January 6<sup>th</sup>.
- The conference brought the membership and the field together in many needed ways. "We have our people to support us, to be our helpers, to share our hurt, our hopes, our achievements, our plans and our dreams. We are stronger together."

Fischer acknowledged the work of her fellow board members, a group of committed and thoughtful leaders that reflect the broad and diverse APAP membership.

- The board typically meets four times a year, but with the executive search and the dual crises of the pandemic and social injustice, the APAP Board met eight times in addition to their committee work. Fischer mentioned each board member by name and thanked them for their contributions.
- Fischer acknowledged that many Board Alumni generously contributed to surpass Halsey and Alice North's fundraising match challenge that was announced at the 2020 conference.
- She also extended a special thank you to APAP staff, who have been working tirelessly to produce APAP's first all-virtual conference.

Fischer acknowledged that in January 2020, the former APAP President and CEO, Mario Garcia Durham, announced his departure.

- After the announcement, the Board of Directors engaged Arts Consulting Group, who worked with the APAP staff and board to find our new leadership.
- Fischer expressed her utmost thanks to the hardworking group who served on the search committee helping to steward a graceful transition from Mario Garcia Durham to Lisa Richards Toney, APAP's new President and CEO.
- Fischer stated that it has been her privilege to work with Richards Toney over the past seven months and remarked that Richards Toney is fearless, thoughtful, courageous, and passionate about APAP's role as a servant leader. Such qualities have enabled her to lead the organization and field amid crises.
- Fischer recalled that during the initial COVID shutdown (mid-March 2020), APAP quickly partnered with colleagues at existing service organizations and newly forming associations to become a clearing house for resources, an advocate for government and other funding support, and a convener to address fault lines in the ways we do business.
- When the murder of George Floyd unleashed the frustrations of decades and centuries of social injustice, APAP became an advocate, resource, and place for dialogue about how the field can commit to equitable and anti-racist practices.
  - Fischer noted that there are many who have been doing this work for decades, often underfunded, many of whom were panelists at the conference.

And finally, Fischer noted that the 2021 conference was APAP's first entirely virtual conference.

- APAP learned from the regional conferences and listened to the voices of the field about what was needed at the conference.
- Due to contractual constraints with the Hilton, the APAP team had a shortened planning window; she applauded the staff, board, and speakers for successfully curating and producing a meaningful conference.
- Fischer detailed conference highlights:
  - Affinity groups provided safe spaces for identity-based conversations and agendas.
  - The plenaries and panels shared knowledge across various areas that are vitally important to our field, including the feature of Dr. Fauci and BIPOC-centered visions for the future.
  - Exhibits, showcases, and pitch sessions exemplified the incredible range of creative voices in the field, setting the stage for further engagement.
  - The closing plenary with Yo-Yo Ma was moving and the eloquence of his cello performance spoke to the moment we are in.

Fischer concluded by saying that APAP is moving forward boldly and with intention. She then invited Treasurer Jennifer Johnson, to share the Treasurer's Report.

### **Treasurer's Report, Jennifer Johnson**

Johnson shared that the report represents the 2019-2020 financial year, therefore the full impact of the pandemic is not reflected in the report. Johnson presented APAP's Annual Audited Financial Report for the Fiscal Year ending June 30, 2020.

### **Audit Findings**

- The 2020 Annual Audit was conducted by the firm of SB & Company, a certified public accounting and business advisory firm. The firm rendered a clean and fair opinion of the Association's financial position as of the fiscal year ending June 30, 2020. The audit concluded with no management points.
- The audit was also reviewed by an independent Audit Committee and the Financial Affairs Committee before being approved by the full Board of Directors at a special meeting in December 2020.

### ***TOTAL INCOME - \$4,096M:***

As presented in the FY20 audit, revenue sources totaled:

- 53.3% Conference revenue at \$2,181,868 (\$2.181M)
- 22.7% Membership Dues at \$927,963 (\$927K)
- 17.6% Grants and Contributions at \$719,524 (\$719K)
- 6.5% Other revenue at \$266,713 (\$266K)

### ***TOTAL EXPENSES - \$4,092M:***

Expenses for the year totaled:

- 85.5% Program Services at \$3,499,497 (\$3.499M)
- Supporting Services:
  - 13% of General and Administrative support at \$531,727(\$531K)
  - 1.5% Fundraising at \$60,909 (\$60K)

### ***PROGRAM EXPENSES - \$3.499M:***

- Of the 84% in Program Services:
  - 58.4% supported the Annual Members Conference at \$2,042,688 (\$2,042M)
  - 17.7% Professional Development Programs at \$619,089 (\$619K)
  - 15.9% Membership Services at \$555,255 (\$555K)
  - 8.1% Marketing, Public Affairs and Communications at \$282,465 (\$282K)

### ***NET ASSETS - \$2.688M:***

Changes to the organizations net assets resulted in:

- \$1,064,437 of Unrestricted Net Assets, a modest gain of \$6,800 compared to a gain of \$3,900 in the year prior.
- \$813,502 in Temporary Restricted Net Assets, a slight increase of \$8,000 over FY2019.
  - A small percentage of this number is attributed to the release of donor restricted funds from American Express Leadership, Doris Duke Foundation Leadership Transition, National Endowment of the Arts, and the Wallace Foundation.
- \$810,794 in Permanently Restricted Net Assets

- Overall, FY2020's Net Assets totaled \$2,688,736 compared to \$2,675,973 in FY2019.

### **Noteworthy Items**

- APAP continues to offer Conference Participant Assistance Funds, comprised of member contributions. The funds are held as temporarily restricted contributions until awarded.
  - Since inception, the fundraising efforts have yielded a total of \$6,820 and granted \$5,500 in awards to qualifying participants.
- Regarding grant restricted funds, APAP continues to fulfill commitments from prior year's temporary restrictions and release grant revenue as expenses become due and payable.
- Permanently restricted net assets are comprised of both Dawson and Classical Connection Endowments, which support specific programs.
- As of the close of the 2020 fiscal year, the target reserve is at a mid-level range of \$916k compared to \$903k in FY2019.
  - APAP's cash reserves are held in an investment account and serve to support capital improvements or operating shortfalls; usage of the funds are subject to board approval.

### **Audit Summary**

Fiscal year 2020's financial performance met with the requirements as set forth by governance and the independent auditor's examination.

Lastly, Johnson added that as her term of Treasurer was coming to an end, it had been an honor and a privilege to serve the Association and the field. She expressed appreciation for Richards Toney and the APAP staff for their rigor and care, as well as the nine members who comprise the Financial Affairs Committee.

### **Board Governance Report, Laura Colby**

Colby introduced the second item up for vote, the 2021 slate of new and returning board members.

#### **Board Members proposed to renew their board service for a second three-year term**

- Alicia Adams, Vice President of Dance and International Programming, The John F. Kennedy Center for the Performing Arts, Washington, DC
- Lulani Arquette, President and CEO, Native Arts and Cultures Foundation, Vancouver, WA
- Eddie Cota, Director of Brands and Partnerships, Universal Music Group and Founder, Champion City, Los Angeles, CA
- Beth Macmillan, Executive Director, Artown, Reno, NV
- Toby Tumarkin, Vice President, Global Head of Artists & Attractions, IMG Artists, New York, NY

#### **Board Members proposed to renew their board service for a third and final three-year term**

- Karen Fischer, Founder and Director, Pasifika Artists Network, Maui, HI
- Michael Reed, Senior Director of Programs and Organizational Initiatives, ASU Gammage, Tempe, AZ
- Daniel Bernard Roumain, Artist/Educator, New York, NY and Tempe, AZ

#### **Proposed New Board Members to begin their first three-year term**

- Anna Glass, Executive Director, Dance Theatre of Harlem, New York, NY
- Chris Harrington, Senior Director & Curator, @ The Max and Managing Director, DSO Paradise Jazz Series, Detroit Symphony Orchestra, Detroit, MI

- Stephanie McKee, Executive Artistic Director, Junebug Productions, New Orleans, LA
- Jill Robinson, CEO & Founder, TRG Arts, Colorado Springs, CO

Colby entertained the motion to approve the slate of the eight renewing and four new board members. The motion was introduced and seconded.

While the total votes were counted, Colby thanked two departing board members for their service.

- Gwethalyn Bronner, Executive Director, College of Lake County, James Lumber Center for the Performing Arts, Grayslake, IL
- Jennifer Johnson Director, Programming, Arts Commons, Calgary, Alberta, Canada

Fischer then reviewed the votes (previous electronic votes added to the live votes submitted).

- The board slate passed with 235 yeses, 6 nos, and 20 abstentions.
- Fischer welcomed APAP's new board members. Fischer also thanked departing board member (and Governance Chair) Laura Colby, President, Elsie Management, Brooklyn, NY for her service on APAP's board.

Fischer shared the 2021 slate of officers of the Board of Directors.

- Renae Williams Niles, *Board Chair*, Principal, Renae WN Consulting, Los Angeles, CA
- Daniel Bernard Roumain, *Vice Chair*, Artist/Educator, New York, NY/Tempe, AZ
- Michael Reed, *Vice Chair*, Senior Director of Programs and Educational Initiatives, ASU Gammage, Tempe, AZ
- Jean Cook, *Secretary*, Artist, New York, NY
- Kendra Whitlock Ingram, *Treasurer*, President and CEO, Marcus Performing Arts Center, Milwaukee, WI
- Alicia Adams (*at-large*), Vice President of International Programming and Dance, The John F. Kennedy Center for the Performing Arts, Washington, DC
- Beth Macmillan (*at-large*), Executive Director, Artown, Reno, NV

Fisher stated that although her service as the Board Chair concludes, she is fortunate to serve another term on the board. As her tenure comes to an end, she reflected on some highlights over the last few years.

- In 2018, the board made a commitment to REDI (racial equity, diversity, and inclusion) and created a task force (which is now a standing committee) and implemented regular trainings.
  - In past the six years, APAP's board membership has gone from 30% BIPOC to 70% BIPOC.
- In 2019, the board and staff created a strategic plan for APAP, which framed the executive search and addressed the parallel crises of the pandemic and institutionalized racism, as well as served as the foundation for the curation of the conference.
- Fischer thanked the membership for the privilege of serving as the board chair and thanked the artists and cultural practitioners who are the heart and soul the field.

Fischer introduced incoming Board Chair Renae Williams Niles, who acknowledged her mentors and shared her personal history with APAP. Williams Niles expressed that it is her great honor to serve as the new board chair.

Fischer then introduced Lisa Richards Toney, APAP's President and CEO.

## **President and CEO Remarks – State of the Association, Lisa Richards Toney**

Richards Toney expressed gratitude for the membership, board, and staff.

- Richards Toney shared a bit about herself. Since her first experience of APAP when she was Villar Arts Fellow at the Kennedy Center, Richards Toney has always thought of APAP as *the* organization for guiding performing arts professionals at every stage of their careers.
- She shared that her career has been one of persistence and perseverance. Career highlights include working at the American Place Theatre in New York City, Debbie Allen Dance Academy, Penn Falkner Foundation, and the DC Commission on the Arts and Humanities.
  - Richards Toney has spent the last 20 years imagining, pushing, inventing, and leading, and she is proud to now lead APAP.
- Taking on the President and CEO position at this challenging time allowed Richards Toney to focus on her “why,” which is to be in service to performing arts professionals who have courageously and passionately chosen to be part of the arts industry.
- Richards Toney reviewed APAP’s four strategic pillars, which are at the center of everything that the organization does.
  1. Strengthen Field Engagement
  2. Increase Year-Round Professional Development Programs
  3. Explore New Business Models
  4. Continue Racial Equity, Diversity, and Inclusion (REDI) Work
- Richards Toney expressed that she has enjoyed meeting people over the last six months to learn their story and hear about their APAP experience.
- She acknowledged the deep impact of the pandemic on so many lives, which has called into focus the urgency of APAP’s work to support members through the provision of services, networks, and relief that renew members’ faith and give them direction.
- APAP has also experienced a budget shortfall and is not immune to the financial impacts of the pandemic. Richards Toney has been able to employ management strategies to steady the mission and embolden APAP’s vision with creativity and innovation.
- In APAP’s first financial forecast for FY21, a deficit of \$1.2M was projected. The projected shortfall reflected the ripple effect from the pandemic and highlighted how the organization’s business model relies heavily on both membership and conference revenue (the two largest areas of earned income in a historically \$4M budget).
  - Membership dues revenue are expected to decrease by 40% and our annual conference revenue to drop by 80%.
- Richards Toney worked with her team to radically adjust expenses, which included cuts to staff, salaries, and adjustments to overhead costs, which reduced our total budget by 45%, leaving a deficit of \$479,592.
  - Simultaneous to the organization’s financial challenges, APAP needed to forge new and innovative pathways to make membership, programming, and conference more accessible.
- Richards Toney shared that because of conversations with national funders, she is confident that we will close the operating deficit for fiscal year 2021 while simultaneously working to strengthen the cash position for starting fiscal year 2022.
- APAP remains committed to build back better, focusing on the following areas:
  - Prioritizing equitable partnership with our constituents
  - Expanding our service model that centers accessibility and inclusion
  - Increasing advocacy efforts on the field’s behalf

- Providing turn-key programming that supports all APAP's constituents, including new opportunities for small and mid-sized presenters
- Maintaining high visibility to ensure incomparable member value
- Focusing on creating field-wide agreements and resulting action needed to rectify the wrongs of the past
- Increasing awareness and action around the climate crisis and systemic anti-racism

Richards Toney concluded by sharing that she envisions a sustainable business model that will allow APAP to explore new ways of doing business with diverse income streams that ensures APAP can be accountable to our organizational vision and our strategic framework at this pivotal moment. She stated that she hopes the conference has demonstrated APAP's promise to its members – that APAP works *with* its members to build our shared future.

**Fischer adjourned the formal business meeting at 4:00 p.m. Eastern.**