



**Association of Performing Arts Professionals
2024 Member Meeting Minutes
Sunday, January 14, 2024
11:00 a.m. – 12:30 p.m.**

Present: Renae Williams Niles, Board Chair; APAP Board of Directors; APAP Membership; and APAP Staff

Board Chair Welcome - Renae Williams Niles

Renae Williams Niles welcomed everyone and then officially called the 2024 Annual Members Meeting to order at **11:02 a.m. Eastern**.

Williams Niles started with a land and labor acknowledgement. Manhattan has always been a gathering and trading place for many Indigenous peoples, where nations intersected from all four directions since time immemorial. It was a place to gather and to seek refuge in times of conflict and struggle. APAP pays respect to all ancestors past and present, and to future generations. We acknowledge that our conference is situated on the island of Manhattan – or "Manahatta"– traditional lands of Munsee, Lenape, Canarsee, Unkechaug, Matinecock, Regawonk, Shinnecock, and the Haudenosaunee confederacy. We respect that many Indigenous people continue to live and work on this island and acknowledge their ongoing contributions to this area. We do this to reaffirm our commitment and responsibility, furthering our own understanding of local Indigenous peoples and their cultures. And in acknowledging the harms and the mistakes of the past, we seek to consider how each of us in our own way can contribute towards the spirit of reconciliation and collaboration. We also acknowledge the labor of enslaved Africans and the many generations of their descendants, as well as immigrants who built much of this country.

Williams Niles took a moment to thank all the sign language interpreters contributing to the entire conference. She asked the attendees to thank them with applause. In particular, she thanked the two ASL interpreters serving today, Desiree and Emily.

Williams Niles reminded the attendees that this is the official business meeting of the Association, and as such, only current full members may vote. **Williams Niles** also asked that there only be one vote per organization. Online voting was open to members in advance of the conference, at which time APAP was able to establish a quorum of 119. She reminded members that if they have already voted electronically, to please abstain from voting today.

Approval of the 2023 Member Meeting Minutes

The first item up for vote was the approval of the 2023 Member Meeting minutes. There was a motion to approve the minutes. There was no discussion and no comment. Members who had not voted previously were invited to vote. Members were asked to raise their hands for either "abstention," "yes," or "no" votes. The final vote was: **121 yes, 0 no and 9 abstentions**. The 2023 minutes were approved.

Chair's Report - Renae Williams Niles

Williams Niles reflected on her time as board chair, beginning three years ago in 2021. She was initially reluctant due to personal and professional commitments at that time. She knew that she would be serving in a role that immediate past chair **Karen Fischer** executed so impactfully. However, she knew the role would entail supporting APAP's new President and CEO, **Lisa Richards Toney**. **Williams Niles** shared that **Richards Toney** has more than proven her incredible capability, and it has been such an honor to work with her. **Williams Niles** expressed missing Richards Toney at the Conference and offered heartfelt condolences to her as she mourns the unexpected loss of her mother, which occurred simultaneous to the start of Conference. **Williams Niles** shared that **Richards Toney** is looking forward to re-engaging with APAP's membership soon. **Williams Niles** expressed pride in the APAP staff, board, donors, and collaborators for all that has been accomplished in the past three years:

- APAP doubled down on its commitment to READI (Racial Equity, Accessibility, Diversity, and Inclusion), noting the inclusion of the letter "A" for accessibility. This includes accessibility in all its forms.
- During the past few years, APAP recommended and received your approval for very meaningful and impactful changes to the APAP bylaws, ensuring that they will better reflect APAP's quest for more inclusion and diverse representation on the board. APAP augmented its written documentation and revised internal processes and policies with the hope of better equipping future APAP boards and staff.
- APAP hosted its first virtual conferences, which attracted more new members than ever before. APAP made a highly successful return to in-person conferences just last year, with some of the staff experiencing the in-person conference for the first time. **Williams Niles** thanked the board and staff again for their work in this tremendous effort.
- **Williams Niles** happily announced APAP has engaged ADC Consulting, LLC to begin its journey of sustainability planning for the organization. The previous strategic planning framework expired about 2 years ago, and both **Richards Toney** and **Williams Niles** decided that the work of beginning a new process had to be put on pause due to APAP's financial position post-pandemic. During that pause, both staff and board continued to set priorities, board committee goals, as well as tangible and measurable goals for the organization.
- **Williams Niles** shared more about the sustainability planning journey. APAP is looking to create a plan that will sync a set of carefully researched strategic priorities with a series of actionable steps towards long-term sustainability. That sustainability is the only way towards exciting growth and evolution. Importantly, APAP wants to hear from the membership and center its voices, experiences, and desires for the future. There will be time to begin sharing those ideas during the Town Hall portion of this meeting, hosted by **Alejandra Duque Cifuentes**, founder and principal of ADC Consulting, LLC.
 - APAP has designed a series of engagement opportunities so members can also be a part of the sustainability planning process. First, during this year's conference, members can visit the APAP Sustainability Planning Booth (#128) in Rhinelander. Members can connect onsite with the ADC

Consulting team and share their feedback, and as a reward for participating, have the option of entering a drawing to win a complimentary registration to next year's conference.

- **Williams Niles** shared that in the coming weeks, APAP will also be launching a survey and hosting focus groups. She encouraged members to stay tuned for more information about how to contribute to the process.
- Acknowledging that while there is always so much more to achieve, **Williams Niles** expressed gratitude to **Richards Toney**, the entire team at APAP, and her fellow board members. She asked all current board members to stand.
- **Williams Niles** acknowledged the board as her teammates and expressed her gratitude to each of them. She especially thanked the Executive Committee, which includes Vice-Chairs **Daniel Bernard Roumain** and **Michael Reed**. Both **Roumain** and **Reed** conclude their terms at this time, after having given many years to APAP and to the field, and nine years of board service, respectively.
- **Williams Niles** thanked the rest of the Executive Committee: **Anna Glass**, **Beth Macmillan**, **Alicia Adams**, **Christopher Heacox** and **Francine Sheffield**. She thanked new and continuing donors who recognize the essential role that APAP must play to ensure the vitality and long-term health of our field. She thanked the APAP staff for their valiant work all year and for managing all the hurdles and challenges of this year's Conference.
- **Williams Niles** reminded the membership that she will serve two more years on the board, sharing her gratitude for participating on the board and supporting **Richards Toney's** efforts to better the field.

Renae Williams Niles concluded her remarks and introduced Board Treasurer **Anna Glass**.

Treasurer's Report - Anna Glass

Before beginning the Treasurer's Report, **Anna Glass** acknowledged that due to the pandemic, much of the field is continuing to manage extraordinarily complex financial challenges. **Glass** shared that, like most, the Association's staff, board of directors, and Financial Affairs Committee are making every possible effort to remain fiscally diligent, focusing on building a more sustainable future.

Today's report represents the 2023 financial year (July 1, 2022 through June 30, 2023). **Glass** was pleased to present the Association of Performing Arts Professionals' Annual Audited Financial Statements for the Fiscal Year ended June 30, 2023.

The 2023 annual audit was conducted by SB & Company, a certified public accounting and business advisory firm. The firm issued an unmodified opinion of the Association's financial statements for the fiscal year ended June 30, 2023.

The audited financials were reviewed by an independent Audit Committee and the Board's Financial Affairs Committee. The financial statements were presented by SB & Company and approved by the Board of Directors on October 23, 2023.

The Association ended fiscal year 2023 with a deficit of \$16K, which was a great result given the profound impact of the COVID-19 pandemic on the performing arts industry, which saw a significant reduction in contributions and grant support in FY23. The organization continued to hold a solid cash balance.

REVENUE

Total revenue earned in FY23 was \$3.4M, a \$1.8M decrease from the previous fiscal year.

Glass drew attention to Grants and Contributions which comprised 17% of the total revenue in FY23, compared to 80% of the total revenue in FY22.

- ✓ 54% Conference Revenue at \$1.9M
- ✓ 21% Membership Dues at \$729K
- ✓ 17% Grants and Contributions at \$586K
- ✓ 5% Investment Income (net) at \$153K
- ✓ 3% Other Revenue at \$94K

EXPENSES

Total expenses in FY23 were \$3.4M, a \$1.4M decrease from last fiscal year.

- ✓ 81% Program Services at \$2.8M
- ✓ 19% Supporting Services at \$645K:
 - 93% Management and General at \$598K
 - 7% Fundraising at \$47K

Program Expenses of \$2.8M

This slide breaks down the expenses of Program Services that are provided to members:

- ✓ 47% for the annual Conference at \$1.3M
- ✓ 18% for Professional Development at \$512K
- ✓ 16% was regranted via the ArtsForward program at \$453K
- ✓ 14% Membership Services at \$381K
- ✓ 5% Public Affairs and Communications at \$129K

CHANGE IN NET ASSETS

The total change in net assets was a deficit of \$16K, which includes net assets with and without donor restrictions.

APAP ended fiscal year 2023 with total Net Assets of \$3.3M, represented in the following breakdown:

- ✓ \$1.3M in **Net Assets without Donor Restrictions**
- ✓ \$2.0M in **Net Assets with Donor Restrictions**

Net Assets with Donor Restrictions include the Dawson and Classical Connections Endowments, which support specific programs.

Following is an update on the Association's Reserves:

- APAP's cash reserves are held in an investment account and serve to support capital improvements or operating shortfalls. The balance in this account as of June 30, 2023, was \$675K. The Board of Directors has a Target Reserve goal for the Association. That

reserve balance is established annually. The Target Reserve goal as of June 30, 2023, was \$476K.

- The Board approves the use of reserves. \$250K was appropriated in July 2022 to support operating expenses.

AUDIT RECOMMENDATIONS

Our auditors made the following recommendations:

- Review and update Allowance for Doubtful Accounts and establish a formal policy.
- Review and update Policies and Procedures that have not been updated for several years.
- Review the actual investment allocation on a recurring basis to ensure it aligns with the investment policy.
- Prepare a written policy on the treatment of membership dues as earned revenue.

Board Governance Report - Christopher Heacox

Christopher Heacox introduced the second item up for member vote, the 2024 slate of new and renewing board members. Five board members are standing for re-election for an additional term in accordance with APAP's bylaws. **Heacox** asked that renewing board nominees stand when introduced. The proposed current Board Members standing for renewal of their board terms were: **Christopher Harrington**, President & CEO, The Ordway Center for the Performing Arts, Saint Paul, MN; **Stephanie McKee-Anderson**, Executive Artistic Director, Junebug Productions, New Orleans, LA; **Jill Robinson**, CEO & Founder, TRG Arts, Colorado Springs, CO; **Alicia B. Adams**, Vice President, Dance and International Programming, The John F. Kennedy Center for the Performing Arts, Washington, DC; **Beth Macmillan**, Executive Director, Artown, Reno, NV.

Heacox requested a motion to approve the slate of five renewing board members. **Karen Fischer** made the motion to approve the slate of five renewing Board members, and it was seconded by **Michael Reed**. Hearing none, the motion to approve the slate of the five renewing board members was approved.

Heacox introduced the third item up for vote: the proposed 7 new board members:

Delbert Anderson, Artist, Educator, & Festival Director, Delbert Anderson Trio & DDAT Management, Farmington, NM; **Shane Fernando**, CEO, Thalian Hall Center for Performing Arts, Wilmington, NC; **Ally Haynes-Hamblen**, Executive Director, Charles W. Eisemann Center for Performing Arts, Richardson, TX; **Rika Iino**, Founder & Producer, Sozo Artists, Oakland, CA; **Shelley Quiala**, Executive Director, International Festival of Arts & Ideas, New Haven, CT; **Aparna Ramaswamy**, Co-Artistic Director and Artist for Ragamala Dance Company, Minneapolis, MN/CA; and **Mark Wilson**, Executive Director of the Zoellner Arts Center at Lehigh University, Bethlehem, PA.

Heacox thanked the six departing board members for their service to APAP: **Lulani Arquette**, President and CEO, Native Arts and Cultures Foundation, Vancouver, WA; **Karen Fischer**, President, Pasifika Artists Network, Wailuku, HI; **Anna Glass**, Executive Director, Dance Theatre of Harlem, New York, NY; **Michael Reed**, Senior Director of Programs and Organizational Initiatives, ASU Gammage, Tempe, AZ; **Toby Tumarkin**, Executive Vice

President - Global Head of Artists & Attractions, IMG Artists, New York, NY; and **Daniel Bernard Roumain**, Artist/Educator, New York, NY/Tempe, AZ.

At this time, **Heacox** announced the board officers for 2024. They are as follows: **Chris Heacox**, Chair; **Alicia Adams**, Vice-Chair; **Beth Macmillan**, Vice-Chair; **Francine Sheffield**, Secretary; **Amy Lam**, Treasurer; **Cristina Vazquez**, At-Large and **Jacob Yarrow**, At-Large.

Renae Williams Niles adjourned the formal business meeting at **12:00 p.m. Eastern**.