

# National Endowment for the Arts 2019 Annual Report

<b>THE YEAR IN REVIEW</b> .....	3
Grants .....	6
Initiatives .....	8
Lifetime Honors .....	12
Research .....	13
Online Community .....	15
<b>FINANCIAL SUMMARY FY 2019</b> .....	16
<b>NATIONAL COUNCIL ON THE ARTS</b> .....	18
<b>NEA DISCIPLINE DIRECTORS</b> .....	19



2019 National Heritage Fellow Balla Kouyaté performing on the *balafon* at the annual concert in Washington, DC. Photo by Tom Pich

# NATIONAL ENDOWMENT for the ARTS

 arts.gov

April 15, 2020

Dear Mr. President:

It is my pleasure to submit the Annual Report of the National Endowment for the Arts for Fiscal Year 2019.

Since it was established by Congress in 1965, the National Endowment for the Arts has awarded more than \$5 billion to strengthen the creative capacity of our communities by providing all Americans with diverse opportunities for arts participation. The Arts Endowment extends its work through partnerships with state arts agencies, local leaders, other federal agencies, and the philanthropic sector.

The Activities highlighted in this report illustrate the Arts Endowment's continuing commitment to keeping the arts a vital part of the lifeblood of this nation. I am confident that as we continue to invest in the arts, we are investing in the very things that make this country great: creativity, inspiration, and hard work.



Mary Anne Carter  
Chairman  
National Endowment for the Arts



# The Year in Review

## Fiscal Year 2019

In fiscal year (FY) 2019, Mary Anne Carter was confirmed as the 12th chairman of the National Endowment for the Arts on August 1—she had been acting chairman since June 5, 2018.

As part of Chairman Carter’s commitment to ensuring all Americans enjoy access to the arts, the agency continued to host National Council of the Arts (NCA) beyond agency headquarters as a way to deepen its connection with the people and places it serves. The October 2018 NCA meeting was held at the National Museum of Women in the Arts in Washington, DC; the March 2019 NCA meeting was held on Capitol Hill; and the June 2019 NCA meeting was held in Detroit, Michigan.

As part of the agency’s commitment to access, the Arts Endowment continued its outreach to address the underrepresentation of historically black colleges and universities, or HBCUs, in its grantmaking. Staff were encouraged to visit HBCU campuses whenever they were traveling in the field, and the agency hosted three interns from HBCUs during the summer of 2019, who helped us catalogue the arts programming, degrees, and faculty for each HBCU so that the Arts Endowment can better target its outreach efforts. In September, the agency co-hosted a day-and-a-half convening called Dream It – Achieve It: Federal Cultural Funding Opportunities for HBCUs in conjunction with the 2019 annual HBCU Week conference. The convening raised awareness about career pathways in the arts, humanities, and culture sectors, shared information about federal funding opportunities within these sectors, and offered insight on how to create competitive grant applications. The agency also added new language to its FY 2020 guidelines specifically encouraging applications from HBCUs. In recognition of the Arts Endowment’s efforts, the White House Initiative on HBCUs shared the agency’s outreach strategy with all federal agencies participating in the initiative as an example of best practices, and encouraged them to replicate these endeavors.

As with many other federal agencies, the Arts Endowment experienced significant disruptions during the 35-day partial government shutdown. While most of our staff was furloughed, there was a core team of



Susan Fisher Sterling, director of the National Museum of Women in the Arts, hosted the October 2018 meeting of the National Council on the Arts. NEA File Photo



individuals that worked every single day to ensure our staff and grantees had the guidance and resources they needed for the duration. During the shutdown, staff were able to identify funding and develop logistics that would allow the agency to reopen even while the government remained shuttered. Although

the government reopened before this contingency plan took effect, the Arts Endowment is now prepared to keep the agency open for several weeks should another lapse in funding occur.



In mid-March, then-Acting Chairman Carter led an Arts Endowment contingent to attend the Eighth World Summit on Arts & Culture in Kuala Lumpur, Malaysia, organized by the International Federation of Arts Councils and Culture Agencies. She met with other international senior executive staff, such as ministers of culture and heads of cultural agencies, to discuss issues and challenges facing the arts on a governmental level. For the event, the Arts Endowment, in partnership with the U.S. Embassy in Kuala Lumpur, hosted a reception for conference attendees representing 81 countries. We arranged for the vertical dance company BANDALOOOP to perform at the event as a demonstration of the unique artwork happening in the U.S.

Another international accomplishment for the National Endowment for the Arts was the announcement of a new chapter in its partnership with the Japan-United States Friendship Commission (JUSFC). Since 1978, the Arts Endowment and the JUSFC have collaborated on the US-Japan Creative Artists Fellowship Program, which sends American artists to Japan for extended stays as a way to forge international connections and understanding, and to imbue visiting artists with an appreciation for Japanese culture and artistic traditions. In honor of the Tokyo Summer Olympics, this year American



artists were paired with Japanese artists, and together, these teams collaborated on projects that reflected the themes of the Tokyo Olympic Games; unity, collaboration, and the long-time friendship between the United States and Japan. This was the first time since the fellowship's inception that such collaborations took place. Although the Olympic Games have been postponed due to the pandemic, plans are still in place to present the resulting artworks to coincide with the Olympic and Paralympic Games whenever they occur.

The National Endowment for the Arts and its partners at Blue Star Families and the Department of Defense were delighted to have First Lady of the United States Melania Trump and Second Lady of the United States Karen Pence serve as honorary co-chairs of Blue Star Museums in 2019. Every summer, Blue Star Museums invites active duty service members and their families to visit over 2,000 museums across the country free of charge. One of the program's highlights was a visit by Chairman Carter and the Second Lady to Pearl Harbor, where they celebrated the tenth summer of Blue Star Museums. The Pearl Harbor National Memorial was one of several Hawaiian cultural institutions that participated in Blue Star Museums in 2019.



The Second Lady of the United States Mrs. Karen Pence was the featured speaker at the Blue Star Museums event at Pearl Harbor, Hawaii, in June 2019. Photo by Brandyn Liu

# Grants

Children from Utah's Bonneville Elementary School participate in Tanner Dance's Side-by-Side program, supported by the Arts Endowment. Photo courtesy of Tanner Dance



Although FY 2019 was interrupted when the government shut down from December 22, 2018 until January 25, 2019, the National Endowment for the Arts was able to advance its mission of making the arts available in every community across America. The agency budget in FY 2019 was \$155 million, an increase of more than \$2 million from the previous fiscal year. Nearly 2,500 grants were awarded, including lifetime achievement awards, Literature Fellowships, and state and regional partnership agreements, reaching every Congressional district in the country. Annually, 65 percent of Arts Endowment grants go to small- and medium-sized organizations, while 36 percent of projects reach underserved populations, such as people with disabilities, people in institutions, and veterans. Each dollar awarded by the Arts Endowment in direct grants to nonprofits leverages up to nine dollars in private and other public funds.

The Arts Endowment's principal grant program, Art Works, awarded almost 2,000 grants totaling nearly \$29 million in FY 2019. These grants were awarded to organizations in all 50 states, the District of Columbia, and five U.S. jurisdictions. Projects represented 13 artistic disciplines, from arts education to visual arts.

The Challenge America grant program, which primarily supports local projects by small and mid-sized organizations reaching underserved populations, awarded 138 grants totaling \$1.38 million in FY 2019.

The Arts Endowment awarded 35 Our Town grants in FY 2019, totaling more than \$4.11 million. One-third of the recommended grantees were first-time applicants to the Arts Endowment, and more than half of the projects served rural or tribal communities. Our Town grants support partnerships of artists, arts organizations, and municipal governments



A screening during the 3rd International South Asian Film Festival, supported by the Arts Endowment. Photo by Najib Joe Hakim



that work to revitalize neighborhoods by placing the arts at their core. This practice places the arts at the table with land-use, transportation, economic development, education, housing, infrastructure, and public safety strategies to address community challenges.

The Arts Endowment awarded 35 Literature Fellowships in creative writing for poetry, totaling \$875,000 in FY 2019. The recipients hailed from 19 states and are diverse in ethnicity and background. Since 1967, the Arts Endowment has awarded more than 3,500 Literature Fellowships totaling over \$54 million. Many recipients of the National Book Award, National Book Critics Circle Award, and Pulitzer Prize in Poetry and Fiction were recipients of Arts Endowment fellowships early in their careers.

All FY 2019 grants can be found through our online grant search, which allows users to search with various criteria for any Arts Endowment grants from 1998 to present. For earlier grants, users can find listings of awards in Annual Reports from 1965 to 1997.



The Dancing Wheels dance company, a National Endowment for the Arts grantee in FY 2019. Photo by Dale Dong

# Initiatives

By law, 40 percent of the Arts Endowment's funds are awarded to state arts agencies (SAAs) and regional arts organizations (RAOs). With these grants, the SAAs/RAOs are able to fund arts education programs, regional touring projects, and arts activities in underserved communities, among other activities. To date, 16,000 communities have been served each year through these state-federal partnerships, according to the National Assembly of State Arts Agencies.

The SAAs also facilitate the statewide contests for our Poetry Out Loud (POL) competition, presented in partnership with the Poetry Foundation. POL culminates with a semi-finals and national finals held in Washington, DC, which are webcast live. Approximately 275,000 students from every state, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands participated in the program during the 2018-19 school year. In May 2019, Minnesota State POL Champion Isabella Callery (Anishinaabe), a high school senior at Arcadia Charter School in Northfield, was named the national champion. Mid Atlantic Arts Foundation, a regional arts organization, administers the national finals.



2019 Poetry Out Loud National Champion Isabella Callery of Minnesota (middle) with second-place winner Scottlynn Ernestine Ballard of Illinois (left) and third-place winner Alejandro J. Campo of Georgia (right). Photo by James Kegley



The regional arts organization Arts Midwest plays an important role in two initiatives: the National Endowment for the Arts Big Read and Shakespeare in American Communities. For 2018-19, the Big Read, which broadens our understanding of our world, our communities, and ourselves through the joy of sharing a good book, awarded grants totaling more than \$1 million to 78 organizations in 31 states. Since 2006, the National Endowment for the Arts has funded more than 1,400 Big Read programs, providing more than \$20 million in grants to organizations nationwide, and reaching every Congressional district in the country. Grantees have leveraged more than \$50 million in local funding to support their Big Read programs. More than 5.7 million Americans have attended a Big Read event, approximately 91,000 volunteers have participated at the local level, and 39,000 community organizations have partnered to make Big Read activities possible.

Shakespeare in American Communities, which introduces middle and high school students to live Shakespeare productions, awarded grants to 40 nonprofit, professional theater companies in 25 states and the District of Columbia to produce plays and create accompanying educational activities during the 2019-2020 season. Arts Midwest and the National Endowment for the Arts also announced the expansion of the Shakespeare in American Communities program into the juvenile justice system. Shakespeare in American Communities: Juvenile Justice awarded seven grants totaling \$170,000 for programming for young people in the U.S. criminal justice system during the 2019-2020 season. Since the program's inception in 2003, Shakespeare in American Communities has introduced three million middle and high school students to the power of live theater and the works of William Shakespeare.

Southern Exposure, a public-private program funded by the Arts Endowment with the Mid Atlantic Arts Foundation and the Robert Sterling Clark Foundation, awarded grants in 2019 to support 37 engagements in 18 states by performing arts companies from Argentina, Brazil, Mexico, and Chile. The goal of the

program is to build greater appreciation and understanding of Latin America by presenting exemplary Latin American performing artists to audiences across the United States who might not otherwise have access to this work.

In addition to partnerships on the state and regional levels, the National Endowment for the Arts collaborates with other agencies on the federal level.

Blue Star Museums is an important joint initiative among the



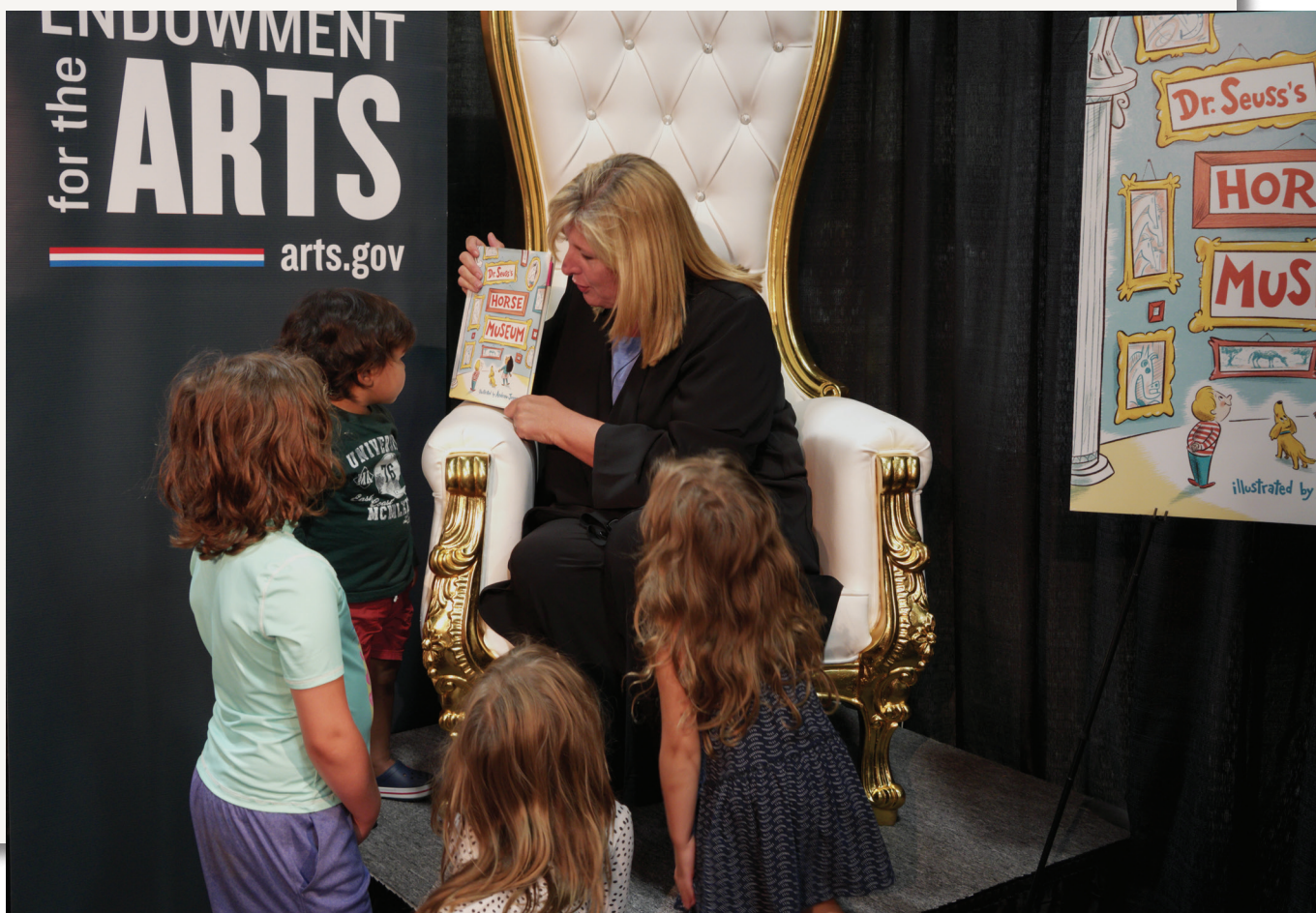


Arts Endowment, the Department of Defense, and Blue Star Families that offers free museum admission to active duty service members and their families from Armed Forces Day through Labor Day. Annually, more than 2,000 museums participate, reaching an estimated 900,000 people across the country. Blue Star Museums celebrated its tenth anniversary during the summer of 2019.

Another partnership with the Department of Defense, as well as the Department of Veterans Affairs, is Creative Forces: NEA Military Healing Arts Network. The initiative began in 2011 to support creative arts therapies for service members and their families at the National Intrepid Center of Excellence (NICoE) at Walter Reed National Military Medical Center—Bethesda, Maryland, a facility dedicated to serving combat veterans with traumatic brain injuries and psychological health conditions. In 2013, Creative Forces expanded to the Fort Belvoir Community Hospital's NICoE satellite at Fort Belvoir, Virginia. The success of the initiative led to the Congressional allocation of additional funds for the program's further expansion.

Creative Forces now has clinical sites at 11 military bases throughout the country, and one telehealth program that provides services for patients in rural and remote areas. In 2019, Creative Forces supported approximately 14,000 clinical encounters and treated 2,800 new patients.

In FY 2019, the National Endowment for the Arts launched the next phase of Creative Forces by funding 10 Community Connections projects at 11 Creative Forces sites. These projects developed or supported community-based arts programs, providing a continuum of care for patients transitioning from the clinic to the community, and introducing the arts to service members and veterans who might not have prior experience with formal art therapy.





Throughout FY 2019, work also continued on building the online National Resource Center portal, which launched in the summer of 2020. The resource center offers access to research, tools for building capacity for arts programs, and best practices for community engagement strategies. The resource center is designed to provide support for clinical and community stakeholders across the growing Creative Forces Network, as well as others interested in developing their own arts and military programming.

The Arts Endowment also collaborates annually with the Library of Congress on the library's National Book Festival, which took place in Washington, DC, in August 2019. As in years past, the Arts Endowment hosted the Poetry and Prose stage, which featured conversations with some of our nation's finest writers—many of whom are National Endowment for the Arts Literature Fellows—as they discussed their books and careers. The event began with recitations from 2019 Poetry Out Loud winners, including National Champion Isabella Callery. There were also panel discussions on various topics with writers and poets such as Ilya Kaminsky, R.O. Kwon, Dorianne Laux, and former Poet Laureate Natasha Trethewey. In 2019, the Arts Endowment also supported children's programming at the festival, which included a special pre-publication reading of *Dr. Seuss's Horse Museum* by Chairman Mary Anne Carter.

The Arts Endowment has also forged partnerships with private entities as a way to further expand arts programming across the country. The Musical Theater Songwriting Challenge, for example, is a partnership with the American Theater Wing, along with collaborators Disney Theatrical Productions, Concord Theatricals, and National Music Publishers' Association's S.O.N.G.S. Foundation. Beginning as a pilot program in FY 2017, the Musical Theater Songwriting Challenge invites high school students to write and submit original songs that could be part of a musical theater production. The competition went nationwide in FY 2018, and in FY 2019, the program received almost 200 applications from high school students in 40 states. Six regional winners were chosen, each of whom worked with a mentor to refine their submitted song. The competition culminated with a professional recording of each winner's final, original song at New York City's Reservoir Studios.



# Lifetime Honors

The [NEA National Heritage Fellowship](#) concert took place in September 2019 at the Library of Congress's Coolidge Auditorium in Washington, DC. The concert included performances by Basque musician Dan Ansotegui, balafon player and djeli Balla Kouyaté, and Tejano singers Las Tesoros de San Antonio. Crow storyteller Grant Bulltail, African-American storyteller Linda Goss, leatherworker James F. Jackson, Spanish colcha embroiderer Josephine Lobato, decoy carver Rich Smoker, and folklorist Bob Fulcher were also featured. An archive of the event can be found on [arts.gov](#).

The [NEA Jazz Masters](#) tribute concert, originally scheduled for April 2020 in San Francisco, California, took place virtually in August 2020 due to the COVID-19 pandemic. The 2020 NEA Jazz Masters are Dorthaan Kirk, Bobby McFerrin, Roscoe Mitchell, and Reggie Workman. An archive of the event is available on [arts.gov](#).

President Trump announced the 2019 [National Medal of Arts](#) recipients in November, holding a ceremony at the White House for the presentation of the medals. The Arts Endowment held a reception for the awardees the night before. The awardees were Alison Krauss, Sharon Percy Rockefeller, Jon Voight, and the musicians of the U.S. military.



Chairman Mary Anne Carter with representatives of the U.S. military bands, recipients of the 2019 National Medal of Arts, at the White House ceremony. Photo by Daniel Swartz



# Research

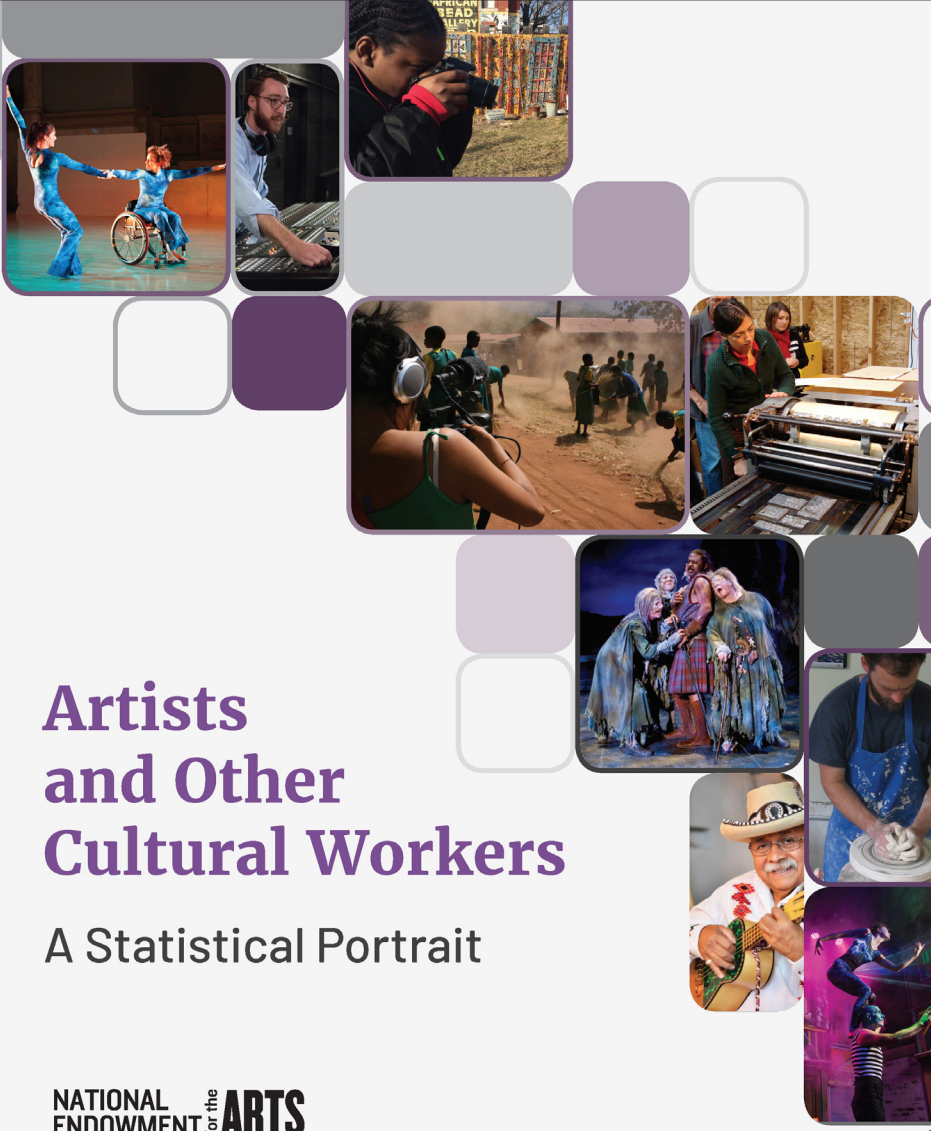
The agency's Office of Research and Analysis (ORA) continued its review of the arts and culture sector's economic contributions through its online series of Arts Data Profiles (ADPs) as well as in-depth research reports and studies.

In March, ORA released the latest figures from the Bureau of Economic Analysis (BEA) Arts and Cultural Production Satellite Account. Results from 2016, the most recent year that information was available in FY 2019, revealed that the arts and culture sector contributed more than \$804.2 billion, or 4.3 percent, to the U.S. economy that year. From 2014 to 2016, the average annual growth rate of the arts and culture sector was 4.16 percent, nearly double the 2.22 percent growth rate of the total U.S. economy. The data showed that more than five million Americans work in industries that produce arts and cultural goods and services, receiving \$386 billion in compensation.

Other notable research reports included *Artists and Other Cultural Workers: A Statistical Portrait*. Among the report's key findings are the following:

- Nearly 2.5 million workers are artists. People who spend the majority of their work time pursuing an artistic practice are defined as an artist.
- In addition, there are approximately 333,000 workers who hold secondary jobs as artists.
- Artists are becoming a larger share of the U.S. labor force, and the artist unemployment rate hit an 11-year low in 2017.

Another research report released in FY 2019 was *The Arts in Neighborhood Choice: Findings from the 2015 American Housing Survey*. This report is the



## Artists and Other Cultural Workers

### A Statistical Portrait

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result of a collaboration between the Arts Endowment and the U.S. Department of Housing and Urban Development (HUD). Findings were derived from a series of questions asked as part of the 2015 American Housing Survey (AHS), a national household survey the U.S. Census Bureau administers every two years. The report notes that roughly 40 percent of U.S. adults agree that living near arts and cultural events is important. Of those respondents, 90 percent feel that the arts improve the overall quality of neighborhoods.

In FY 2019, ORA awarded 15 grants totaling \$724,000 for research projects that investigate the value and impact of the arts in the United States, such as the arts' ability to improve health, resilience, and well-being in individuals with chronic health conditions. At the conclusion of each project, grantees will submit a report of their findings, methods, and data sources.

FY 2019 also saw third year of ORA's National Endowment for the Arts Research Labs program. The cross-sector projects supported through the program investigate how the arts contribute to positive outcomes for individuals and communities. Four labs, totaling nearly \$900,000, were funded at University of California at San Diego in La Jolla, California; Texas Tech University in Lubbock, Texas; University of Colorado Denver in Aurora, Colorado; and William Marsh Rice University in Houston, Texas.

ORA continued to convene the Federal Interagency Task Force on the Arts and Human Development, a task force of 13 federal agencies and departments that works to encourage more and better research on how the arts help people reach their full potential at all stages of life.



# Online Community

The National Endowment for the Arts has continued to interact with the general public and its constituents through several online channels. The agency produces the Art Works blog, which annually publishes more than 200 posts, including interviews with artists, spotlights on arts projects, and guest artist posts. The Arts Endowment also produces the weekly Arts Works podcast, which features interviews with artists and arts leaders. In addition, the agency publishes a magazine, *NEA Arts* (now *American Artscape*), which includes special audio and video features for its online version. The agency also frequently hosts webinars for the field, offering resources and support on topics as varied as how to prepare a successful grant application to how to prepare students with disabilities for careers in the arts. Altogether, these various communication methods inform and engage the American people about arts activities and artists across the country, showcasing the importance of the arts to the vitality of the nation.

The Arts Endowment also continues to interact with the general public through our social media channels. Content on Facebook, Twitter, Instagram, and YouTube reaches an increasingly larger audience each year.


The agency also interacts with the field in a more in-depth way through its newsletters: quarterly newsletters to the arts community containing information about specific artistic disciplines, as well as a monthly newsletter to the arts community on what is happening at the agency and in the arts in general.


The National Endowment for the Arts has continued webcasting its National Council on the Arts meetings, as well as events such as the Poetry Out Loud National Finals, the NEA Jazz Masters Tribute Concert, and the NEA National Heritage Fellowships Concert.





2019 National Endowment for the Arts National Heritage Fellowships Concert Webcast


Up next AUTOPLAY


 NEA National Heritage Fellow Billy McComiskey at the 2016... National Endowment for the Arts 985 views • 2 years ago


 Celebrating the National Endowment for the Arts' 55th... National Endowment for the Arts 175 views • 2 weeks ago

 Art Works Podcast: Mama Linda Goss, 2019 National Heritage... National Endowment for the Arts 361 views • 1 year ago

 2019 NEA Jazz Masters Tribute Concert Webcast Archive National Endowment for the Arts 5.2K views • 1 year ago

 NEA Opera Honors: Marilyn Horne Tribute National Endowment for the Arts 20K views • 10 years ago

 NEA National Heritage Tribute Video: Thomas Maupin National Endowment for the Arts 14K views • 2 years ago

 Art Works Podcast: A conversation with 2014... National Endowment for the Arts 2.1K views • 5 years ago

# Financial Summary

<b>SUMMARY OF FUNDS AVAILABLE</b>	<b>FY 2019</b>
Appropriated Program Funds	122,850,000
Appropriated Balance, Prior Year <sup>1</sup>	3,828,976
Nonfederal Gifts <sup>1</sup>	901,565
Interagency Transfers <sup>1</sup>	500,000
<b>TOTAL PROGRAM FUNDS AVAILABLE</b>	<b>128,080,541</b>
<b>TOTAL PROGRAM SUPPORT FUNDS AVAILABLE <sup>1</sup></b>	<b>3,771,265</b>
<b>TOTAL SALARIES &amp; EXPENSES FUNDS AVAILABLE <sup>2</sup></b>	<b>37,648,578</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>169,500,384</b>

<sup>1</sup> Includes FY 2018 unobligated funds brought forward into FY 2019, prior year deobligations carried forward into FY 2019, and funds newly available in FY 2019, as applicable.

<sup>2</sup> Includes appropriated funds, nonfederal gifts, and interagency transfers including FY 2018 unobligated funds brought forward into FY 2019, prior year deobligations brought forward into FY 2019, and funds newly available in FY 2019, as applicable.



## Summary of Funds Obligated for FY 2019<sup>1</sup>

**TOTAL**

(\$ in thousands)

<b>Creation of Art</b>	
Direct Endowment Grants	
Project Support	13,644
Challenge America	765
<b>Total Creation of Art</b>	<b>14,409</b>
<b>Engaging with Art</b>	
Direct Endowment Grants	
Project Support	45,902
Challenge America	6,714
<b>Total Engaging with Art</b>	<b>52,616</b>
<b>Promoting Knowledge</b>	
Direct Endowment Grants	
Project Support	6,594
Challenge America	48
<b>Total Promoting Knowledge</b>	<b>6,642</b>
<b>Partnerships for the Arts</b>	
State & Regional Partnerships	
Basic Plan Support	38,754
Underserved	10,467
<b>Total Partnerships for the Arts</b>	<b>49,221</b>
<b>Total Program Funds Obligated</b>	<b>122,888</b>
<b>Total Program Support Funds Obligated</b>	<b>2,051</b>
<b>Total Program &amp; Program Support Funds Obligated</b>	<b>124,939</b>
<b>Total Salaries &amp; Expenses Funds Obligated</b>	<b>32,585</b>
<b>TOTAL FUNDS OBLIGATED</b>	<b>157,524</b>

<sup>1</sup> Includes appropriated funds, nonfederal gifts, and interagency transfers

# National Council on the Arts

(As of August 2020)

Mary Anne Carter  
Chairman,  
National Endowment for the Arts

Bruce Carter, Ph.D.  
Arts Researcher  
Miami Beach, FL

Aaron Dworkin  
Violinist/Music Educator  
Ann Arbor, MI

Lee Greenwood  
Performer/Songwriter  
Nashville, TN

Deepa Gupta  
Philanthropic Professional  
Chicago, IL

Paul Hodes  
Attorney/Musician/Former  
Congressman  
Concord, NH

Maria Rosario Jackson,  
Ph.D.  
Urban Planning & Community  
Policy Specialist  
Los Angeles, CA

Emil J. Kang  
Arts Philanthropy Professional  
New York, NY

Charlotte Kessler  
Patron/Trustee  
Columbus, OH

María López De León  
Arts Administrator  
San Antonio, TX

Rick Lowe  
Artist, Community Organizer  
Houston, TX

David “Mas” Masumoto  
Organic Farmer/Author  
Del Rey, CA

Barbara Ernst Prey  
Visual Artist  
Oyster Bay, NY

Ranee Ramaswamy  
Dancer, Choreographer, Teacher  
Minneapolis, MN

Tom Rothman  
Film Industry Executive  
Los Angeles, CA

Olga Viso  
Independent Curator and  
Consultant  
Minneapolis, MN

## Ex-Officio Members, United States Congress

### Senate

Tammy Baldwin  
(D-WI)

### House

Chellie Pingree  
(D-ME)

Glenn Thompson  
(R-PA)

Appointment by Majority and Minority  
leadership of the remaining Members of  
Congress to the Council is pending.



# Arts Endowment Discipline Directors

(As of August 2020)

Music & Opera  
Ann Meier Baker

Accessibility  
Beth Bienvenu

Museums, Visual Arts, and Indemnity  
Wendy Clark

Media Arts  
Jax Deluca

Arts Education  
Ayanna N. Hudson

Design and Creative Placemaking  
Jen Hughes

Research and Analysis  
Sunil Iyengar

Folk & Traditional Arts  
Clifford Murphy

Dance  
Sara Nash

Presenting, Multidisciplinary Works,  
and Artist Communities  
Brandon Gryde

State, Regional & Local Partnerships,  
and International Activities  
Michael Orlove

Theater & Musical Theater  
Greg Reiner

Literary Arts  
Amy Stolls

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