

Chapter 8: The National Art Education Foundation

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The National Art Education Foundation (NAEF) originated as part of the leadership of Nancy MacGregor, President of the National Art Education Association (NAEA) from 1983 until 1985. Her passion for helping art teachers generated the idea for a foundation. In a 1984–1985 midwinter meeting in the living room of her home in Columbus, OH, she met with Tom Hatfield, then Executive Director of NAEA; Robert Curtis, the incoming President; and Jim Lance, an executive with the Ohio State Department of Education and an attorney. The charter for NAEF, along with the original bylaws, were signed on March 5, 1985, and filed in the Commonwealth of Virginia (N. MacGregor, personal communication, March 2020). This officially established the Foundation as a separate entity from NAEA; both are 501(c)(3) organizations, but they are governed by separate boards. MacGregor announced the establishment of the Foundation to the NAEA membership in the April issue of *NAEA News* and she included NAEF in her presidential address to the NAEA membership at the 1985 NAEA Convention in Dallas (April 18–23; N. MacGregor, personal communication, March 2020).

The early history of NAEF is sketchy. From the establishment of the Foundation in March 1985 until January 25, 1991, there are limited written records in the NAEF office, the NAEA office, and the [NAEA archives](#) at The Pennsylvania State University. The NAEF Articles of Incorporation (1985) state that

The Board of Trustees shall cause to be at the registered office of this corporation originals or copies of: (1) records of all proceedings of trustees, and committees; (2) all financial statements of this corporation; and (3) Articles of Incorporation and Bylaws of this, and all amendments thereto and restatements thereof. (Article VIII, Section 8.02)

However, these do not exist as archived records. Longtime NAEA staff members remember that in the early days of the Foundation, formal meetings of the Trustees were not held, with much of the business being conducted by telephone and correspondence on an as-needed basis.

The first written records of meetings of the Trustees that are known to exist relate to a January 25, 1991, meeting in Los Angeles. The Trustees met again in March 1991 in Atlanta, GA, in conjunction with the NAEA Convention; although there are no formal minutes of that meeting, handwritten notes exist.

The Trustees met in Phoenix in 1992 (again in conjunction with the NAEA Convention), but no written records of that meeting have been found in the archives. With the exception of an agenda and a list of the motions passed, there is not record of the 1993 meeting held in Chicago. Fortunately, from 1994 forward, formal minutes of annual meetings of the Trustees (held in conjunction with the annual NAEA meetings) have been archived at the NAEF office.

Purpose of the Foundation

According to the NAEF Articles of Incorporation (1985; see Appendix 8A), the purpose of the Foundation is “to receive, administer, and disburse [sic] funds, property, and gifts of any kind exclusively for charitable, educational, and scientific purposes”; to “direct some of its support through the National Art Education Association”; and

to assist the National Art Education Association directly or indirectly in their efforts of representing the teachers of art in America; improving the conditions of teaching art; promote the teaching of art; encourage research and experimentation in art education; to hold public discussions on art related matters; to sponsor institutes, conferences, and programs on art education; and to publish articles, reports, and surveys about art. (p. 1)

The founding document also gave the Foundation the following powers:

- a. To aid in the fulfillment of education and service functions of the NAEA by providing funds;
- b. To make grants and loans of any corporate property for the purpose of furthering the purposes of the corporation;
- c. To solicit, accept, administer, and disburse gifts, grants, and bequests of property of every kind or to hold said property in trust in such manner as the corporation deems appropriate for furthering of the purposes of the corporation;
- d. To receive grants, from government or other sources and to disburse such grants for the support of the purposes of the corporation;
- e. To make distributions to the National Art Education Association or any organization organized to support the NAEA that is exempt from federal income tax. (pp. 2–3)

Thus, from its outset NAEF was given broad parameters in which to work. It could support activities within NAEA as well as art education activities outside NAEA.

Governance

The Articles of Incorporation outlined the general governance structure for the Foundation, determining that its governance would be vested in a Board of Trustees, with the initial Trustees selected by the incorporators and future Boards selected by duly qualified and seated Trustees of the Foundation. The bylaws for the Foundation (see Appendix 8B), written at the same time as the Articles of Incorporation and revised over the years, have provided guidance for day-to-day operations.

The initial bylaws specified that the number of Trustees should not be less than three but could be increased to any odd number if a majority of the Trustees approved. They further stipulated that a seat must be reserved on the Board of Trustees for the Executive Director of NAEA and its immediate Past President. Other Trustees would be individuals who “demonstrate a concern for art education and a commitment to excellence in art education at the national level.” Trustees can be members of NAEA; however, directors, trustees, or employees of NAEA cannot, at any time, constitute more than 50% of the Foundation Board. The term of office for a Trustee was initially established at 3 years with a provision that an individual could serve a second 3-year consecutive term if duly elected. The length of the term of the immediate Past President of NAEA was not specified in the initial bylaws.

NAEF Trustees

The original Trustees, as established in the Articles of Incorporation, were: Thomas Hatfield, NAEA Executive Director; Nancy MacGergor, NAEA President (1983–1985) and professor of art education at The Ohio State University; William Eells, an executive at Ford Motor Company and an activist in the arts in Ohio (as well as the nation); and W. Howard Adams of New York, NY. Adams was a former chairman of the Missouri Council of the Arts, director of the Arts Councils of America, an associate of the Rockefeller Brothers Fund, director of the National Program for the National Gallery of Art, and a fellow of the Myrin Institute in New York.

Officers of the Board were established for a chair, a vice chair, a secretary, and a treasurer, with the NAEA Executive Director serving as secretary and treasurer. The term of the officers was stipulated as 1 year. At minimum, an annual meeting of the Board was to be held for the purpose of electing officers and taking care of any other business of the Foundation.

Sometime between the establishment of the Foundation in 1985 and 1991, the Board of Trustees had changed in membership. Eells and Adams were no longer mentioned in any existing records as Trustees. MacGregor, a founding Trustee, began a term as a Trustee starting in 1985 by virtue of her being the immediate Past President of NAEA. The two NAEA Presidents who immediately followed her, Robert Curtis (1985–1987) and Charles Qualley (1987–1989), were very involved with the Foundation during their respective presidencies as NAEF was in its beginning stages. Both officially assumed a Trustee position following their terms as NAEA President and both, with MacGregor as a third, were ultimately named Life Trustees. David Baker would have served as a Trustee following his NAEA presidency (1989–1991) as would have James M. Clarke (1991–1993). Because the bylaws did not specify the length of the term of the immediate Past President of NAEA, MacGregor, Curtis, and Qualley continued to serve on the Board of Trustees through the 1990s, although their successors did not.

In January 1991, Robert Curtis chaired the first documented meeting of the Trustees, in Los Angeles; Thomas Hatfield, Nancy MacGregor, and Charles Qualley attended, but Baker and Clark did not. Although no formal minutes exist of the second meeting held in March 1991 in conjunction with the NAEA National Convention in Atlanta, GA, written notes indicate that a decision was made to have seven people on the Board. At the 1994 meeting, one new Trustee was added: Jerry Stashak, a member of “the SHIP” (the name for the commercial vendors at the NAEA Convention). Curtis completed a 3-year term as chair of the Trustees at this meeting, and Stashak was elected to replace him. Clark, immediate Past President of NAEA, did not attend the meeting, but NAEA President Mark Hansen did—although his term as a Trustee would not have begun until the end of his presidency in 1995.

At the 1996 meeting, the Trustees discussed expanding the Board and agreed to add Liz Smith Cox, Ann Luce, Laura Chapman, Mac Arthur Goodwin, and Ronald MacGregor, with 2- to 3-year staggered terms to be decided later. It was also observed in those discussions that the original group of Trustees “has adopted the attitude that they will be around as long as they wish.”

At the 1998 meeting, the Trustees noted that their number should be formalized. Possible Honorary Trustee positions were also considered at this meeting. The minutes of the 1999 meeting in Washington, DC, refer to a document, “A Proposal for Changes in the Manner of Election and Terms of Service for the Trustees of the NAEF,” but a copy of that document is not known to exist. At the 2003 meeting in Minneapolis, the Trustees discussed and approved a proposal for a process for Trustee nominations.



The 2000 bylaws revision (approved at the Trustees meeting in Los Angeles) reflects a restructuring of the Trustees, creating four classes: Life Trustees, regular Trustees, an NAEA Trustee, and Honorary Trustees. Nancy P. MacGregor, Robert W. Curtis, and Charles A. Qualley were named as Life Trustees. Honorary Trustees could be an individual or organization making a contribution of \$500,000 or more to the Foundation. The term of office for regular Trustees was changed from 3 years to 4 years. The amended bylaws also added a provision for establishing a board of advisors to assist in the development and operation of the Foundation, although there is no record that such a body has ever been established. The 2000 amendments deleted a section on removal of Trustees and added a section on remuneration, stating that all Trustees of any class would serve without remuneration. Action was also taken to stagger the terms of the existing Trustees to set in motion a rotation system. In 2001 the Trustees modified the bylaws so that the NAEA President would serve during the 2 years of that position as well as 2 years as Past President, giving that individual a 4-year term as a Trustee.

In 2005 the Trustees amended the bylaws to change the number of Trustees from seven to 10. Potential new Trustees were discussed. In 2006 a staggered plan of service for Trustees was approved by the Board, and in 2009 the Trustees voted to amend the bylaws to increase the number of regular Trustees to 17 (making the total voting number 20, with the 3 Life Trustees). They also discussed the value of having someone from the business community serve on the Board.

At the 2010 Trustees' meeting in Baltimore, it was agreed that the bylaws needed some editing and minor revisions; this task was assigned to a committee and resulted in the 2011 bylaws revision. Some changes were minor: taking care of editorial issues, updating language to reflect current IRS codes, and stipulating the amount of time for giving notice of meetings. A section was added to allow for meetings of the Trustees via electronic means such as teleconferencing and conference phone calls. The description of the secretary/treasurer was also modified, allowing the Chair of the Trustees and the NAEA Executive Director to hire someone to fulfill these responsibilities. Two substantive issues were addressed:

- A provision was added to the bylaws authorizing the establishment of a standing Executive Committee (comprising the chair, one Life Trustee, vice chair, secretary/treasurer, the chair of the Finance Committee, and one regular Trustee to be appointed by the chair). The chair of the Trustees serves as chair of the Executive Committee.
- It was stipulated for the first time that regular Trustees would be selected from the NAEA membership, excluding the possibility of naming external Trustees (as was done in the original bylaws).

Although these substantive issues should probably have been voted on by the Trustees, the records do not indicate that they were.

The 2012 modifications, approved by the Trustees at their March 1, 2012, meeting in New York City, added an additional officer: the past chair of the Trustees. This is an appointed position with a 2-year term of service following serving as chair of the Trustees. The duties of the past chair are to provide continuity by acting as a resource to the chair, represent NAEF when the chair or vice chair are unavailable, serve as a nonvoting member of the Executive Committee, and perform other duties as may be prescribed by the chair or Executive Committee.

■ **The growth of the Foundation has come primarily from three sources: (1) two sizeable estate gifts; (2) major gifts from NAEA; and (3) annual giving, primarily from the NAEA membership with more individuals [now] giving larger amounts.**

For the first 15 years of the Foundation, the Trustees essentially acted as a committee of the whole. By 2000, a committee structure began to emerge among the Trustees. Among the first active committees were the Grants Committee, the Finance Committee, and the Development Committee. Subsequent years saw an expansion of the use of committees among the Trustees to include a Nomination Committee, a Communication Committee, and an Executive Committee.

The 2019 amendments were approved at the March 13 meeting of the Trustees in Boston. The revisions made the NAEA Executive Director a voting member of the Foundation's Board. In the original bylaws, the Executive Director was a voting member, but the 2000 revision had identified the Executive Director as a nonvoting member of the Trustees because of concerns about conflict of interest.

Building the Foundation

Since its modest beginning with \$500, there has been continuous discussion among the Trustees about how to raise money for the Foundation, the development of policies, and administrative fee structures associated with managing NAEF assets. The Foundation has slowly but steadily grown until today; it now has approximately \$2.5 million in assets. The growth of the Foundation has come primarily from three sources: (1) two sizeable estate gifts; (2) major gifts from NAEA; and (3) annual giving, primarily from the NAEA membership. Although the latter accounts for the smallest source of income, annual giving has grown steadily over the years with more individuals giving larger amounts.

At the first documented meeting of the Trustees in 1991, they discussed different approaches to fund-raising, and this discussion was revisited many times over the years. From the modest beginning of \$500 in 1985, the financial status of the Foundation in 1991 showed a balance of \$8,900 on hand. It was also reported that NAEA was committed to making a donation to the Foundation of \$6,000 annually for operating costs. At the 1993 meeting in Chicago, discussion ensued about an administrative fee structure for the Foundation.

Estate Gifts

In 1992, the Foundation received its first sizeable gift from the estate of Mary McMullan Packwood to create the Mary McMullan Art Education Fund. According to the signed agreement in the NAEF archives,

The purpose of The Mary McMullan Art Education Fund (the fund) is to promote art education as an integral part of

the curriculum. Specifically, it is intended that the National Art Education Foundation fund those activities, programs, workshops or training sessions to establish and/or improve the instruction of art in public and private elementary and secondary schools as well as schools of higher education in the United States of America.

Who Was Mary McMullan Packwood?

Mary McMullan Packwood was an art education leader who worked in Missouri, Illinois, and Texas. She was born on January 22, 1914, in Columbia, MO, the daughter of John Taylor and Ola (Crutchfield) McMullan. She received her bachelor of science in education from the University of Missouri in 1936 and her Master of Education from the University of Missouri in 1941. She did postgraduate work at the Art Institute of Chicago in 1956, at Northwestern University, and at the University of Hawaii in 1960.

She served as supervisor of art in the Trenton Public Schools in Missouri from 1936 to 1939. She was an instructor in art at the University of Missouri in Columbia during the 1940–1941 academic year, and at Eastern Illinois University in Charleston, 1941–1942. She was supervisor of art in the Hinsdale Public Schools in Illinois from 1942 to 1944 and in the Peoria Public Schools in Illinois from 1948 to 1953. From 1953 to 1960, she was a consultant for Unified Arts in the Oak Park Public Schools in Illinois while serving as an assistant professor of art at Illinois State University (ISU) in Normal. She was promoted to associate professor of art at ISU in 1960, where she taught until 1973—when she became professor of art at Texas College of Arts and Industries in Corpus Christi (now Texas A&M University-Corpus Christi). She retired from that position in 1976.

Professor McMullan Packwood was president of the Illinois Art Education Association in 1954 and president of the Western Arts Association from 1962 to 1964. She served as a member of the NAEA Board from 1962 to 1965, and was vice president of the American Association of University Women from 1989 to 1991. She was named an NAEA Distinguished Fellow in 1989. Her numerous publications include a book published by NAEA, *Art Education in the Elementary School* (1967). The establishment of the Mary McMullan Fund to support projects that promote art education as an integral part of the curriculum is an excellent example of what art teachers are capable of doing if they are committed to the profession of art education.

The agreement spelled out specific criteria to be considered with regard to the distribution of funds, and specified that only income from the fund would be distributed; any undistributed income would be added to the principal of the fund. The first time the fund is mentioned in the proceedings of the Board of Trustees is at the April 3, 1993, meeting in Chicago. Since then, proposals for support from this fund have been accepted and reviewed annually, initially by the Board of Trustees and later by an expanded group of reviewers from the field. As of January 1994, there was \$38,800 in the corpus of the McMullan Fund.

In 1994 the Foundation received another sizeable gift, from the Ruth Elise Halvorsen estate, to create The Ruth Halvorsen Professional Development Fund. According to the signed agreement, the purpose of the Fund is to

promote the National Art Education Association's efforts to initiate and encourage the understanding and implementation of, and to demonstrate its commitment to the goals for student learning the NAEA has promulgated through its *Visual Arts Standards*. Annual scholarships will be awarded to selected art educators whose proposals for scholarships focus on understanding, issues, and implementation specifically relating to the *Visual Arts Standards* document. Scholarships may include, but are not limited to tuition, room and board, related study materials, or limited travel costs for study.

The agreement further addressed the criteria for awards and how they would be administered.

These two pioneering art education philanthropists recognized the important role that NAEA had played in their professional

lives, helping them to achieve success as leaders in art education. They also realized the importance of giving back to the Association that had helped them achieve so much. Thus, they included NAEF in their estates, leaving a legacy that will live on in perpetuity. Although no other large estate gifts have been received by the Foundation to date, several are committed, and, no doubt, McMullan's and Halvorsen's leadership has motivated others to make commitments in their estates to the Foundation. The actions of McMullan and Halvorsen and those who have made future commitments to the Foundation through their estates set an example for NAEA members and others who care about art education. Their actions provide exemplars for teachers working with informed tax and financial advisors to give back to the Association that has supported them and helped them to achieve success in the field of art education.

NAEA Gifts

From the Foundation's very beginning, NAEA recognized the importance of such a companion organization and contributed \$6,000 per year toward its operations. These annual operating funds sustained the Foundation through its first 10 years, being used primarily to pay printing and postage costs to get the word out to the membership about funding opportunities available through the Foundation. By 1995 the Foundation's operating costs had reached a point that \$6,000 was not sufficient. At that point, the Trustees supplemented the operating costs from unrestricted funds that the Foundation held.

Recognizing the importance of research to the field of art education, and that the Foundation was in a better position to run a research grant program than was the Association, the NAEA Board crafted an agreement with the Foundation to

Who Was Ruth Elise Halvorsen?

Ruth Halvorsen was a longtime member of NAEA and a leader in the Association. She was born in Camus, WA, on November 16, 1896. She studied at the Portland Art Museum School; the Pratt Institute in Brooklyn, where she received the Pratt Institute Alumni Award for distinguished service in art education; the University of Oregon; and Columbia University. Influential teachers in her life included Walter Beck, Charles Martin, Albert Heckman, and Jean Charlot.

She taught at Lincoln High School in Portland from 1922 to 1943 and was supervisor of art in the Portland Public Schools from 1944 until 1962. From 1943 until 1962 she also taught at Portland State College. In 1947 she established the annual Oregon Scholastic Arts Award Exhibition. Halvorsen was active in the formation of the Contemporary Crafts Gallery in Portland. She authored many articles on art education, as well

as books, and received the Theta Sigma Phi Woman of the Year Award in 1948.

A member of many professional arts organizations, she was president of the Pacific Arts Association from 1954 to 1956 and President of NAEA from 1961 to 1963; she was among the founding class of NAEA Distinguished Fellows in 1983.

Halvorsen was also an exhibiting artist. Her oils and watercolors were exhibited widely in California, Oregon, and Washington. She was featured in many one-person shows in museums and galleries throughout the Northwest, and was especially known for her landscape subjects. Her preferred media were oil and watercolor. Halvorsen's work can be found in the collections at Reed College, the University of Oregon in Eugene, Fort Summer Marine Hospital in New Mexico, and the [Portland Art Museum](#).

■ One of the significant contributors to the growth of the Foundation in its early years is the money that NAEA transferred to NAEF to establish the research grant program. At the 1999 meeting in Washington, DC, the Trustees affirmed that building principal for the Foundation remained a priority.

create the NAEA Research Grants in Art Education Fund. The purpose of the fund was “to initiate and encourage research in art education, and to demonstrate its commitment to the goals for research” in the NAEA’s *Visual Arts Research Agenda Toward the 21st Century* (NAEA Research Commission, 1994).

A program of NAEA donations to the Foundation for the purpose of supporting research activity was begun in September 1993 when the NAEA Board approved giving the Foundation \$250,000 to start the research grant fund. By the April 10, 1994, meeting of the Trustees in Baltimore, a request for proposals had been drafted for review and approval. The Trustees decided that proposals for research grants would be blind-reviewed by the Trustees and researchers in the field. At the Convention in New Orleans in 1997, it was announced that NAEA would donate \$600,000 to the NAEF research fund. In 1998, NAEA made another contribution of \$300,000 to the Foundation to support research. The majority of the Foundation’s funds for research have come directly from NAEA.

Gifts From NAEA Members

Another source of funding for the Foundation has been annual gifts by NAEA members and others. Although the amount of money raised this way has been small, it has grown annually and indicates that NAEA members are aware of the Foundation and recognize the need to support it. In 2012 the Foundation began holding an annual fund-raising event at each National Convention. Although this has drawn attention to the Foundation and given NAEA members an opportunity to become better acquainted with the work of the Foundation, it has not raised a significant amount of money.

Corporate Funding

In 2004 a SHIP fund was established with \$20,000 as a Foundation benefit to NAEA members for the purpose of awarding grants for art equipment and materials that focus on student learning in art. The Board determined that only

income from the \$20,000 will be distributed, with any funds not awarded or returned by the receiver being added to the principal of the fund. Any individual or institutional member of NAEA, professional state art teachers’ association, or education foundation is eligible to apply.

Summary

The Foundation’s assets have grown steadily since its founding. Although it is beyond the scope of this chapter to provide a detailed analysis of the Foundation’s finances, it seems appropriate to give an indication, as reflected in the minutes of the meetings of the Trustees, of the growth of the Foundation’s corpus over time (See Table 1; figures are as reported in the minutes of Trustees’ meetings or forms filed with the IRS).

Table 1. Value of Assets of the National Art Education Foundation

Year	Value of assets in dollars
1994	262,980.54
1995	438,470.46
1996	730,731.87
1998 ^a	1,500,000.00
2001 ^a	1,600,000.00
2007 ^a	2,619,984.11
2011	2,411,453.00
2012	2,384,000.00
2015	2,609,552.00
2016	2,430,122.00
2017	2,352,122.00
2018	2,416,414.00

^aValues are approximate.

At the 2003 meeting of the Trustees in Minneapolis, the minutes reported that printouts of a statistical history of the Foundation from 1989 to April 2003 was distributed. Unfortunately, this document was not saved, and that history is lost. One of the significant contributors to the growth of the Foundation in its early years is the money that NAEA transferred to NAEF to establish the research grant program. At the 1999 meeting in Washington, DC, the Trustees affirmed that building principal for the Foundation remained a priority. This is reflected in the growth of the Foundation’s assets through 2007. Over the past 10 to 12 years, the assets of the Foundation have not increased significantly. This is probably related to the fact that in 2011 the Foundation began to support NAEA projects at a significant level. However, to determine why this is the case would require a careful and detailed examination of the activities of the Foundation during this period as well as the financial records. It is beyond the scope of this chapter to do such an analysis.

Many opportunities exist for increasing the corpus of the Foundation, but they will take a committed effort on the part of the Trustees, NAEF staff members, or others interested in the Foundation to mount programs and campaigns to raise funds. With a limited staff and many Trustees who are still active professionals and hold positions where raising money for an entity other than their employer might present a conflict-of-interest situation, it is difficult to devote the time needed to actively raise money for the Foundation. As previously noted, the 2000 bylaws made provisions for establishing a Board of Advisors to assist in the development and operation of the Foundation, but this has never been acted upon. Such a group could prove invaluable in identifying prospects, educating and cultivating those prospects, making an ask for a contribution to the Foundation, and thanking and recognizing donors.

Management of the Foundation

For the first 24 years, the day-to-day affairs of the Foundation were managed by NAEA staff working with the Trustees. In addition to providing \$6,000 per year to the Foundation from the very beginning, NAEA also supported the Foundation with staff time and actually provided a physical location for the Foundation. At the 2008 meeting of the Trustees in New Orleans, the idea of hiring an individual to manage the Foundation's activities was proposed and seriously discussed. At that time, it was reported that NAEA made an in-kind contribution of between \$30,000 and \$40,000 annually to support the day-to-day activities of the Foundation. At that same meeting, the Trustees were informed that NAEA had retained an independent certified public accountant to conduct a thorough analysis of NAEF governing documents as well as the history and composition of NAEF funds to ensure IRS compliance and a guide to future planning efforts.

In 2009 the Trustees hired NAEF's first employee—Kathi Levin, a part-time contract program/development officer to manage, in conjunction with the NAEF chair, all aspects of the Foundation: grant making, events management, fund-raising, donor management, and support for the NAEF committee structure.

Management of the Foundation's Assets

From its beginning in 1985 until 2000, the assets of the Foundation were managed by the NAEA Executive Director and NAEA staff. In 2000 the Trustees approved the use of an external firm, RNC Capital Management, to manage a portion of the assets. By 2002, one third of all Foundation assets were managed by RNC. In 2006, after consideration and extensive

discussion of a plan presented by Charles Rosenfeld, senior vice president for investments at Citigroup Smith Barney, the Trustees decided to switch the management of Foundation assets from RNC to Smith Barney. During the following year, the Trustees worked with Rosenfeld and Kimberly Knight to establish an investment policy (see Appendix 8D) that reflected a conservative approach while maximizing income for grant distribution.

To avoid penalties for cashing out investments before their maturity, it took several years to move all of the NAEF assets to Smith Barney. In 2007, only about 35% of the assets were managed by Smith Barney. The Trustees continued to focus much of their efforts on insuring that NAEF had sound fiscal policies and conducted its business in a manner that was in line with the founding Articles of Incorporation and Bylaws. In 2008 the Trustees approved a fiscal policy (see Appendix 8E). The financial activities of the Foundation have undergone an annual audit.

Grants

The first documented grants by NAEF—five Teacher Incentive Grants of \$500 each—were awarded in 1989, just 4 years after the establishment of the Foundation. In 1994, the Foundation awarded its first two Mary McMullan grants; in 1995, its first seven Ruth Halvorsen Professional Development Grants; in 1998, its first 3 NAEF Research Grants; and in 2005, its first SHIP Grant. The Foundation [continues to make annual awards](#) in these five grant categories.

Teacher Incentive Grants

The Teacher Incentive Grant program provides support “for scholarship support of projects that promote the improvement of the teaching of art” (NAEF, 2021, p. 2). These grants support individual art educators to test new models in their classrooms and include classroom-based action research projects that facilitate the development of the applicant's teaching capacities to provide visual arts instruction that reflects the vision promulgated by NAEA, including such things as student learning, student assessment, and classroom management.

Mary McMullan Grants

Mary McMullan Grants support projects that “promote art education as an integral part of the curriculum; to establish and/or improve the instruction of art in public and private elementary and secondary schools as well as schools of higher education in the US” (NAEF, 2021, p. 9). The grants are intended to support the improvement of the applicant's teaching through the development of curriculum models, pilot projects focusing on teacher training and student learning, and the development of policy models “that promote quality art

- In 2014, NAEF Trustees approved a proposal to support an NAEA leadership development effort with \$100,000 over a 2-year period, and in 2017, an additional \$50,000 was granted to NAEA, with \$30,000 funding the [School for Art Leaders](#) and \$20,000 for the second (2018) [Research Commission Preconference](#).

education to educators, business leaders, and policy makers—people in positions to effect lasting improvements in the status of art education” (NAEF, 2021, p. 9).

Ruth Halvorsen Professional Development Grants

These grants provide scholarships for selected art educators to participate in professional development. The proposals must focus on understanding, implementation, and issues specifically relating to the [National Visual Arts Standards](#) (NAEF, 2021, p. 7).

NAEF Research Grants

These grants support research in art education that “advances knowledge in the field of art education and that supports exploration of scholarly topics and themes in research” (NAEF, 2021, p. 11)—generally those topics identified by the NAEA Research Commission’s Agenda (see Chapter 9). Grants are awarded to art educators to pursue a broad range of research topics. Applicants are encouraged to conduct research that investigates the impact and importance of art education in student learning and provides hard data to support the findings of the research. Multiple researchers who are members of NAEA may apply for a collaborative project as long as a leading researcher is identified.

SHIP Grants

SHIP Grants are made to “selected art educators whose proposals seek art equipment and/or instructional curriculum resources used to focus on student learning specifically related to the National Visual Arts Standards” (NAEF, 2021, p. 14).

Since awarding its first Mary McMullan Grants in 1989 through 2020, NAEF has awarded more than \$800,000 in grants to more than 370 individuals (see Appendix 8F). Of this total amount,

- \$74,000 in Teacher Incentive Grants has been awarded to 90 individuals,
- \$78,000 in Mary McMullan Grants has been awarded to 90 individuals,
- \$88,000 in Ruth Halvorsen Professional Development Grants has been awarded to 91 individuals,

- \$550,000 in NAEF Research Grants has been awarded to 110 individuals, and
- \$10,000 in SHIP Grants has been awarded to 20 individuals.

Over the years the Trustees have focused a great deal of attention to articulating a grant process, communicating that process to the NAEA membership, and ensuring that proposals for support are reviewed in a fair and objective manner. The Trustees have also consistently worked to improve the size of the grant awards in each category. The initial Teacher Incentive Grants were in the amount of \$500 each. The maximum amount was increased to \$1,000 in 1998, and currently these grants range up to \$2,500. Similarly, the amount of the grants in other categories have increased over the years. McMullan Grants began at a \$1,000 maximum and now range up to \$3,000. Halvorsen Professional Development Grants began at a maximum of \$500 each and now range up to \$3,000 each. SHIP grants began at \$500 and have increased to \$1,000 in the latest round of grant making. NAEF Research Grants have seen the greatest increases: Initially, the maximum grant was \$3,000; in the latest round of grant making, the maximum was \$10,500. These increases reflect the growth of the Foundation’s assets and their careful management, as well as the desire of the Trustees to make the grants as attractive as they can for NAEA members.

The Trustees have also explored many avenues over the years to inform potential grant applicants about the available support and to assist them in honing their skills in grant writing. Minutes of the Trustees meetings are filled with discussions on these topics. [Grant guidelines](#) first written in 1996 have been continuously expanded and refined to ensure that NAEA members understand what each grant category will (and will not) fund and the process for applying for grants in each category. Since 2003, NAEF Trustees have presented a session at the NAEA Convention on how to write grants.

Prior to 2002, all grant proposals were reviewed by the Trustees; in 2003, it was determined that reviews of proposals would be done by individuals in the profession as well as by the Trustees. A systematic process for identifying qualified reviewers was put in place.

■ The Foundation has in place a solid governance structure that works toward fulfilling its original goals. It made remarkable strides early on, and established five grant programs for NAEA members, which are mature and rigorous in their selection processes.

Consistent with its founding purposes, in 2011 NAEF began to support activities of NAEA in addition to providing grants in the established categories. The Trustees approved \$25,000 in seed money to support the NAEA Research Task Force charged with creating a plan for reestablishing the NAEA Research Commission. In 2012, the Trustees committed to supporting the [NAEA Research Commission](#) with \$100,000 over 2 years. In 2014, NAEF Trustees approved a proposal to support an NAEA leadership development effort with \$100,000 over a 2-year period, and in 2017, an additional \$50,000 was granted to NAEA, with \$30,000 funding the [School for Art Leaders](#) and \$20,000 for the second (2018) [Research Commission Preconference](#). An additional \$10,000 was approved as matching funds for a grant that NAEA was seeking. In 2019, an additional \$10,000 was approved to support the piloting of NAEA's [Cultural Competency in Leadership and Teaching Certificate Program](#).

Long-Range Planning

In 1995, 10 years after the creation of the Foundation, the Trustees began to discuss the need for long-range planning at their annual meeting in Houston. It was discussed again in 1996, and once again noted as important at the 2002 meeting in Miami Beach—at which time the Trustees agreed that a working document on this topic would be developed. In 2003, the Trustees received a formal proposal for long-range planning and were asked to respond to it following the meeting. At that time, the Trustees also acknowledged the need for better understanding the Foundation's relationship to NAEA.

One of the outcomes of a planning retreat for the NAEF Board of Trustees in fall 2008 was recognition of the need for increased visibility through the NAEA website and Convention exhibit with NAEA Member Services, NAEF presentations to the Delegates Assembly, annual NAEF presentations to the NAEA Board of Directors, recognition of NAEA grant recipients during the Convention, and designated space for NAEF articles in the *NAEA News*. The Trustees also identified the need for an examination of the bylaws, creating a comprehensive

plan for fund-raising, and exploring the value of holding a planning retreat every 3 years.

Following their second planning retreat in fall 2015, the Trustees of the Foundation adopted new mission and vision statements at their annual meeting in 2016. The [NAEF Mission](#) is to invest “in innovative initiatives to support instructional practice, research, and leadership in visual arts education.” The [Vision Statement](#) reads:

As an independent, philanthropic organization, the National Art Education Foundation (NAEF) supports a wide variety of professional activities, including support for visual art educators to participate in professional development programs; the promotion of visual arts education as an integral part of the curriculum; the exploration of new models of visual arts instruction in public and private K-16 schools; the promotion of the teaching of art through activities related to the instructional process, curriculum, student learning, student assessment, management, or discipline; the purchase of equipment and/or instructional resources; and conducting research in visual arts education. NAEA (sic) is a sister organization to the National Art Education Association (NAEA) and provides support for a variety of visual arts education programs for the Association and its members.

A third planning retreat was held in 2018 immediately following the NAEA National Convention, and plans for a retreat in 2019–2020 were unanimously supported by the Trustees at their 2019 meeting in Boston.

Concluding Thoughts

This chapter provides a brief overview of the 34-year history of the National Art Education Foundation from its beginning in 1985 through 2019, examining the purpose of the Foundation as well as how the Foundation is governed and how it was built. I have discussed the management of the activities and assets of the Foundation, and described its grant programs and the activity related to each grant program (including money awarded and the number of art educators who have benefited from the Foundation's support). The long-range planning efforts of the Trustees ensures that the Foundation's future is robust and that it stays true to course to

- assist NAEA directly or indirectly in its efforts to represent teachers of art as they in turn work to promote the teaching of art;
- improve the conditions of teaching art;
- encourage research and experimentation in art education;
- hold public discussions on art-related matters;

- sponsor institutes, conferences, and programs on art education; and
- publish articles, reports, and surveys about art.

Through the process of compiling this brief history, several observations were made. The Foundation has in place a solid governance structure that works toward fulfilling its original goals. It made remarkable strides early on, and established five grant programs for NAEA members, which are mature and rigorous in their selection processes. More recently, the Foundation has provided support for a number of NAEA initiatives. The Foundation has also done an excellent job of informing the NAEA membership about the availability of grants, assisting members in developing their grant-writing skills, and sharing with the membership those who have contributed to the Foundation annually as well as those who have received support.

These accomplishments are a solid foundation upon which to build to ensure that NAEF fully realizes its purpose, as stated in the Articles of Incorporation. To that end, several recommendations emerged during the process of putting this history together:

- 1. Additional research needs to be done about the history of the Foundation,** including a financial analysis to project the future financial health of the Foundation's assets, to enable a more thorough and complete account of its activities.
 - a. The Trustees need to maintain complete and accurate records and archive them for future study.
 - b. Efforts need to be made to uncover any existing records of NAEF, especially those of the early years, and add them to the archives to ensure as complete a history as possible.
- 2. The Foundation needs to move forward aggressively to increase its assets.** Over the years, the Trustees have had many conversations about fund-raising and have generated some excellent ideas that could potentially substantially increase NAEF assets. Yet, little has been done to pursue these ideas beyond obtaining some testamentary commitments from individuals. This is, no doubt, due to several factors, including a lack of staff and the fact that many Trustees are still working at institutions where they have responsibilities for fund-raising—and raising money for NAEF would present a potential conflict of interest. There is also a need to mitigate the commonly held belief that teachers may be limited in what they can give; excellent examples are presented through the generosity of McMullan and Halvorsen.

3. The Trustees should form an advisory/action group, approved in the 2000 revision of the bylaws. This move would address the shortage of staff as well as limitations that may be placed upon the Trustees. Members of such a group should be selected because of their willingness to devote the necessary time to tackle some of the ideas that have been put forward in the past as well as new ideas that the Trustees and the Group would generate.

4. The Trustees need to ensure transparency regarding the Foundation's financial status. A lack of transparency might be a potential deterrent to attracting larger gifts to the Foundation. The Trustees should consider publishing an annual report that includes a summary of the activities of NAEF and a financial statement, and make these readily available to the NAEA membership as well as potential donors.

With the continued commitment of those who serve as Trustees, the possible active involvement of an Advisory Group, and increased visibility and support by the members of NAEA, the future bodes well for the National Art Education Foundation. ■

Notes

1. This history of NAEF is based upon existing written minutes of the Foundation's Trustees meetings provided by the NAEF office and the NAEA office. The limited material about the NAEF from the NAEA archives at The Pennsylvania State University were also used. Sincere thanks to Robert Curtis, Life Trustee; Nancy MacGregor, Life Trustee; Charles Qualley, Life Trustee; and Douglas Blandy, past chair of the Foundation Trustees, for their careful and thoughtful review of this chapter.
2. Many of these records are also incomplete; for example, the minutes of the Trustees' 2003 meeting report the distribution of a statistical history of the Foundation from 1989 to April 2003. Unfortunately, this document was not saved, and that history is lost.
3. Major revisions of the bylaws occurred in April 2000, March 2011, March 2012, and March 2019, with some small modifications occurring at other times. In 2007 a committee from the Trustees was appointed to review the bylaws, but no changes were recommended.
4. Although central to the governance of the Foundation, prior to 2000 it is impossible to know exactly how and when the number of Trustees was modified or if the number was modified at all, even though the original bylaws stipulated that the Trustees were responsible for maintaining original copies of records of all proceedings of trustees and committees at a "registered office."
5. This is likely where the concept of "Life Trustees" originated, although the first formal documentation of life members is in the 2000 amendments to the bylaws.
6. There were no naming policies in place at the time the McMullan Award and the Halvorsen Professional Development Grants were established. In 2008, the Trustees formalized a policy to guide naming gifts in the future (see Appendix 8C). It determined that going forward a named fund would require a gift of a minimum of \$100,000.
7. As of February 1995, the corpus of the Halvorsen Fund was \$96,000.
8. Minutes of Trustees' Meeting, April 17, 2004, Denver, CO.

9. National Art Education Foundation Grant Program Information and Application Materials, 2020, p. 22.
10. Minutes of Trustees' Meetings, March 17, 2011, Seattle, WA; March 1, 2012, New York, NY; March 28, 2014, San Diego, CA; March 1, 2017, New York, NY; March 21, 2018, Seattle, WA; March 13, 2019, Boston, MA.
11. In 1995, it was also proposed that an NAEA Advisory be written so members would have a clear understanding of the Foundation, although a review of the NAEA archives indicates that it was never written.

References and Additional Resources

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- Secretary / Treasurer Report, National Art Education Foundation, March 1994, NAEF Archives.
- Signed agreement between the NAEF and Mary McMullan Packwood dated August 10, 1992. NAEF Archives.
- Signed agreement between the National Art Education Association and the National Art Education Foundation dated November 29, 1993. NAEF Archives.
- Signed agreement for the Halvorsen Professional Development Funds, December 14, 1994, NAEF Archives.

National Art Education Foundation Minutes of Trustees Meetings

January 25, 1991	Los Angeles, CA
April 3, 1993	Chicago, IL
April 10, 1994	Baltimore, MD
April 9, 1995	Houston, TX
April 28, 1996	San Francisco, CA
March 22, 1997	New Orleans, LA
April 4, 1998	Chicago, IL
March 27, 1999	Washington, DC
April 2, 2000	Los Angeles, CA
March 15, 2001	New York, NY
March 24, 2002	Miami Beach, FL
April 5, 2003	Minneapolis, MN
April 17, 2004	Denver, CO
March 5, 2005	Boston, MA
March, 22, 2006	Chicago, IL
March 26 2008	New Orleans, LA
April 17, 2009	Minneapolis, MN
April 14, 2010	Baltimore, MD
March 17, 2011	Seattle, WA
March 1, 2012	New York, NY
March 28, 2014	San Diego, CA
March 16, 2016	Chicago, IL
March 1, 2017	New York, NY
March 21, 2018	Seattle, WA
March 13, 2019	Boston, MA

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Note: The following NAEF Appendices will be available with the online posting of this chapter:

- Appendix 8A: NAEF Articles of Incorporation
- Appendix 8B: Original NAEF Bylaws
- Appendix 8C: NAEF Grant-Naming Policy
- Appendix 8D: NAEF Investment Policy
- Appendix 8E: NAEF Fiscal Policy
- Appendix 8F: NAEF Grant Recipients, 1989–2022