



Power of culture

**MASS CULTURAL COUNCIL
EXECUTIVE COMMITTEE**

**WEDNESDAY, OCTOBER 22, 2025
10:00 – 11:30 AM**

BROADCAST MEETING

MEETING WILL BE LIVESTREAMED AT
https://www.youtube.com/live/et7hK_EiJjY

MEETING MATERIALS WILL BE POSTED ONLINE AT
[HTTPS://MASSCULTURALCOUNCIL.ORG/ABOUT/BOARD/](https://massculturalcouncil.org/about/board/)
Under "October 22, 2025, Executive Committee Meeting"

AGENDA	VOTE
1. Call to Order – Open Meeting Law Notice	
2. Minutes	X
2a. Executive Session - February 25, 2025 Meeting	
2b. Executive Session - April 16, 2025 Meeting	
2c. August 6, 2025 Meeting	
3. Chair Report	
4. Executive Director Report	
4a. Summary of 10/8 Advancement Committee Report	
5. Public Affairs Update	
5a. Legislative Update	

- 5b. Upcoming Events
- 6. Extension and Update of Current Strategic Plan Recommendation** X
- 7. Business Operations Update**
 - 7a. Federal Funds
- 8. Travel**
 - 8a. Travel Approvals X
 - 8b. Discuss Travel Policy Updates
- 9. Draft Agenda October 29, 2025 Mass Cultural Council Meeting** X
- 10. Adjourn**



Power of culture

MASS CULTURAL COUNCIL EXECUTIVE COMMITTEE

(IN ADVANCE OF THE 167TH MEETING OF MASS CULTURAL COUNCIL ON AUGUST 19, 2025)

WEDNESDAY, OCTOBER 22, 2025

RESOLUTIONS

Section 2(a)

RESOLVED: that the Executive Committee affirms its prior approval of the executive session minutes of the February 25, 2025 Executive Committee (previously approved in executive session on April 16, 2025) Meeting in the form presented.

Section 2(b)

RESOLVED: the Executive Committee approves the executive session minutes of the April 16, 2025 Executive Committee Meeting in the form presented.

Section 2(c)

RESOLVED: that the Executive Committee approves the minutes of the August 6, 2025 Executive Committee Meeting in the form presented.

Section 6

RESOLVED: To recommend to Mass Cultural Council the 2 year extension of the Council's FY24-26 Strategic Plan as presented.

Section 9

RESOLVED: To approve the draft agenda for the 167th Meeting of Mass Cultural Meeting on October 29, as presented.

Minutes of Closed Executive Session Meeting

Mass Cultural Council Executive Committee

Tuesday, February 25, 2025

Online Meeting

Committee Members Present were:

Marc Carroll, Chair

Jo-Ann Davis, Vice Chair

Che Anderson

Simone Early

Cecil Barron Jensen

Julie Wake

After voting unanimously to enter closed Executive Session, Chair Marc Carroll began the meeting by summarizing and reviewing the materials sent to the Committee, specifically the Salary Benchmarking Report (“Report”) prepared by the Arts Consulting Group, (“ACG”) dated February 21, 2025, and the February 21, 2025 email from Executive Director Michael Bobbitt to Chair Carroll. Chair Carroll then provided the Committee with a brief recap of Mr. Bobbitt’s salary history to date. He noted that back in August of 2023 when Mr. Bobbitt’s base salary was increased from \$170,625 to \$185,000, the MCC requested that an independent third- party salary study be conducted, prior to any further increases in Mr. Bobbitt’s base pay, to ensure that the Executive Director’s salary was fair, competitive and reasonable in the context of his role and the Boston market. In October of 2024, Mr. Bobbitt requested his base salary be increased to \$207,000, triggering the salary benchmarking study conducted in February of 2025 by ACG. The Chair noted that the ACG Report proposes a salary range of \$179,000-\$215,000, with \$197,000 being the

midpoint of the range. This recommendations factors into account COLA adjustments for the Boston market.

Chair Carroll further noted that Mr. Bobbitt was scheduled to take, and will be taking, the state 3% across-the-board COLA increase that went into effect January 1, 2025, which raises Mr. Bobbitt's salary to \$190,550. In view of this background, Chair Carroll recommended, given Mr. Bobbitt's length of service, and the ACG benchmark data, that Mr. Bobbitt's salary be increased to the mid-point of the range, \$197,000, effective upon the vote of the full Council at their next meeting.

Chair Carroll then opened-up the discussion to the full Committee, asking if there were any questions about the ACG Report, the concerns raised by Mr. Bobbitt, or the recommended increase in salary to \$197,000. A full discussion ensued among Executive Committee members regarding the detail in the ACG Report and the proposed range; the Committee fully endorsed the ACG Report. There was discussion around Mr. Bobbitt's concerns. There was also discussion around whether Mr. Bobbitt would be eligible for the 3% across-the-board state COLA scheduled for July 1, 2025, which Council Member Early advised of, but which the other Committee Members were unaware. The focus of the Committee's discussion centered around whether there should be any increase in Mr. Bobbitt's salary, at this time, given the projected COLA increase in July 2025, the precarious nature of funding for the Arts and potential projected cuts, as well as the need to be mindful of the salaries of other state leaders in the Commonwealth, while balancing the need to compensate Mr. Bobbitt fairly based on his tenure, recognizing his highly effective performance and the recommended salary range contained in the ACG Report.

After a robust discussion, Chair Carroll called for a Vote, asking: 1) Should there be any salary increase? and, 2) If yes, should the salary be raised to the mid-point of the recommended range, \$197,000?

A Motion was made by Council Member Anderson and seconded by Vice Chair Davis to increase Mr. Bobbitt's salary, and to increase it to the mid-point, \$197,000. Before taking the vote, Committee Members Early and Wake asked for further discussion, which the Committee fully participated in. After

further discussion, a Motion was made by Council Member Anderson to increase Mr. Bobbitt's salary to the mid-point, such Motion being seconded by Council Member Wake. By roll call vote, all Council Members present voted unanimously to increase Mr. Bobbitt's salary to \$197,000, effective upon the full Vote of the MCC at its next meeting.

There were no further questions, and Chair Carroll adjourned the meeting at 10:30am.

Minutes of Closed Executive Session Meeting

Mass Cultural Council Executive Committee

Wednesday, April 16, 2025

Online Meeting

Committee Members Present were:

Marc Carroll, Chair

Jo-Ann Davis, Vice Chair

Che Anderson

Julie Wake

Absent: Simone Early, Cecil Barron Jensen

The Executive Committee voted unanimously to enter closed Executive Session and voted to approve the minutes of the closed Executive Session meeting on February 25, 2025.

Chair Carroll began the meeting by summarizing the discussion at the February 25th Executive Session wherein the Committee voted to recommend to the full Council, at its meeting on February 26, 2025, to increase Executive Director Michael Bobbitt's annual salary to \$197,000. Chair Carroll reminded the Committee that the Council vote on February 26th was tabled since additional information around state COLA increases that were forthcoming in July of 2025 and January of 2026 needed further discussion, and Mr. Bobbitt asked that some language clarifications be made to the Salary Benchmarking Report ("Report") prepared by the Arts Consulting Group dated February 21, 2025 that the Committee used in making its salary decision.

At the meeting, Chair Carroll provided the Committee with the amended Report, dated March 12, 2025 which contained minor language changes but

not the substantive salary range recommendation, and he confirmed for the Committee that state COLA increases, applicable to Mr. Bobbitt were indeed scheduled for July of 2025 and January 2026.

In view of the additional information, Chair Carroll opened discussion to the full Committee inquiring if there were any additional questions or concerns. The Committee members again discussed the merits of an increase given the now projected July 2025 and January 2026 increases, the precarious nature of funding for the Arts, balanced against the competitive Boston market, the objective salary data and Mr. Bobbitt's positive and solid performance. The Committee also discussed the need to do an independent Executive Director level Compensation and Salary Benchmark Study every three (3) years, and that the Committee should reserve the right to evaluate any projected COLA increases for the Executive Director on an annual basis.

After discussion, Chair Carroll called for a Vote, asking: 1) Should Mr. Bobbitt's salary be increased by \$6450 to \$197,000; 2) Should the Executive Director's salary be reviewed every three (3) years by an independent 3rd party Compensation Consultant, and 3) Should the Council reserve the right to evaluate, on an annual basis, the state COLA's proposed for the Executive Director?

A Motion was made by Council Member Wake and seconded by Council Member Anderson to recommend to the full Council to increase Mr. Bobbitt's salary to \$197,000; that the Executive Director's salary be reviewed every three (3) years by an independent compensation consultant, and that the proposed annual state COLA's for the Executive Director be reviewable by the Council at any time prior to their becoming effective. By roll call vote, all Council Members present voted unanimously in favor of all three proposals, effective upon the vote of the full MCC at its next meeting.

There were no further questions or discussion, and Chair Carroll adjourned the meeting at 11:45am.

UNOFFICIAL DRAFT SUBJECT TO APPROVAL BY THE COMMITTEE AT ITS NEXT MEETING

MINUTES OF THE MEETING

MASS CULTURAL COUNCIL EXECUTIVE COMMITTEE

WEDNESDAY, AUGUST 6, 2025

ONLINE MEETING

Executive Committee Members Present were

Marc Carroll, Chair
Jo-Ann Davis, Vice Chair
Ché Anderson
Simone Early
Julie Wake

Staff Members Present were

Michael J. Bobbitt, Executive Director
David Slatery, Deputy Executive Director
Catherine Cheng-Anderson, Chief Financial Officer
Jen Lawless, Senior Director of Program Operations
Bethann Steiner, Senior Director of Public Affairs
Christian Kelly, Public Relations & Events Manager
Ann Petruccelli Moon, Deputy Chief of Staff

Guests Present were

Paul Burke, MA Division of Capital Asset Management and Maintenance

Chair Marc Carroll called the meeting to order at 10:01am and asked Deputy Executive Director David Slatery to read the Open Meeting Law statement. He then asked if Committee Members had reviewed the minutes of their June 25 meeting and if they had he would entertain a motion and a second to approve them. Simone Early moved to approve the minutes; Julie Wake seconded the motion. By roll call vote and noting that Cecil Barron Jensen and Iván Espinoza-Madrigal were absent it was unanimously

RESOLVED: to approve the minutes of the June 25, 2025 Executive Committee Meeting in the form presented.

Prepared on 9/12/25

The Chair then gave his report. A few weeks ago, he had the opportunity to meet with the Chairs of the New York and California state arts agencies. It was a valuable exchange of ideas and best practices, and it reaffirmed just how strong an agency Mass Cultural Council is. With no disrespect to our peers, he came away deeply impressed by the extraordinary work of the Agency's leadership team and staff. He plans to share more reflections at the full Council meeting. He also paused to extend condolences to colleagues at Jacob's Pillow who experienced a recent tragic event on their campus resulting in the death of a valued member of their staff. On a brighter note, the Chair was pleased to welcome a new Council Member, Tom Bernard, who will officially join us on August 19. Tom, who will take the seat previously held by Secretary Yvonne Hao, brings a wealth of experience, and we look forward to everyone meeting him at that meeting. Finally, the Chair welcomed **Paul Burke**, Senior Project Manager with the Department of Capital Asset Management and Maintenance (DCAMM) to the meeting. Paul was in attendance to provide an update on the Agency's office lease extension.

Paul shared that he has been working with David Slatery and Cathy Cheng-Anderson on the lease amendment and wished to provide a brief update on the process. The current 10-year lease is expiring, so the landlord was approached, and an extension was explored. The landlord was interested in continuing to have Mass Cultural Council as a lessee and provided a proposal for a 5-year extension, which is the statutory maximum beyond the original 10 years if it can be shown to be in the best interests of the Commonwealth. Paul conducted a cost-benefit analysis, which demonstrated that extending the lease up to 15 years was indeed in the Commonwealth's best interest. Based on that analysis, the team negotiated with the landlord. The landlord's initial proposal was a higher price, but after several rounds of discussion a competitive agreement was reached. As is typical in an extension, the team sought landlord improvements and a market-rate comparison. In this case, valuable improvements were secured, including a new card access system, an intrusion alarm, and a full repainting of the premises. The landlord also offered an allocation of free rent over the 5-year term. Since improvements were already included, we applied the credit toward reducing rent, which made the overall cost even more favorable. Paul's market analysis confirmed the rent was below market rates and therefore advantageous to the Commonwealth. In addition to savings, the extension avoids moving costs and operational disruptions. Paul presented this analysis to the DCAMM Commissioner, who approved it, subject to final review and execution. We are now drafting the lease amendment for consideration, and once approved, we will move forward with execution.

David added that the intention is to include the new lease numbers in the spending plan the Council will review and approve at the upcoming Council Meeting.

Vice Chair Jo-Ann Davis thanked Paul for the detail and clarification on the process; Michael extended his thanks to Commissioner Baacke.

Marc asked Paul for more information about the security improvements, specifically the card system. Paul explained that it is a security system that will tie into the current alarm system. Each employee will be issued a key card or a fob that will grant them access to the office space. It will secure the space and track when people arrive. If an employee leaves Mass Cultural Council the card can be deactivated, no need to return a physical

key. Cathy clarified that the space already has an alarm system, and it was recently upgraded. The new system will lock some interior doors where computers and servers are stored. Cathy also shared that there is a video camera in place so while individuals will not need to use their key card to swipe out of the space, their departure is visible on the security camera; there will also be some temperature sensors added ensuring temperature and moisture levels are adequate throughout the office space.

There were no further questions. The Chair asked Michael for his Executive Director's report.

Michael noted that Ann shared her monthly report to all Council Members earlier this week and that includes a full list of recent meetings and engagements. Michael is pleased to share that activities for FY26 are well underway. The Agency has received NEA funding, and following consultation with the Healey Driscoll administration, we have accepted the award. As a precaution, we are distributing only 80% of organizational grant funds initially, holding back 20% in reserve in case of any changes.

Recent external engagements have included: a recording of the Circle Round podcast at Tanglewood, a keynote address for the Black Theater Network in Los Angeles, another keynote address for the Lehigh Valley Arts + Culture Summit, the NASAA Board Meeting in Washington, D.C., a Boston Art Review panel in Provincetown, and a series of workshops for Charlotte, NC's Blumenthal Arts. Michael will also speak at Building Healthy Communities presented by the New Jersey Performing Arts Center, the Council of State Government's Eastern Leadership Academy, the American Society of Landscape Architects National Conference in New Orleans and the National Assembly of State Arts Agencies' Executive Forum in Omaha, Nebraska.

Michael and the staff have also had excellent meetings with the Lodging and Restaurant Associations on a new campaign to hire local artists for work in restaurants and hotels, and with the Secretary of Transportation to explore several arts-related initiatives—conversations we will be following up on.

Finally, Michael shared that the Agency's MITx partners will be guest speakers at the upcoming Council meeting, where they'll provide updates on the arts entrepreneurship course scheduled to launch in January.

There were no questions for Michael; the Chair asked Bethann for her Public Affairs report.

Bethann shared that it had been a busy summer. She and Michael testified before the House Committee on Federal Funding, Policy and Accountability and the Joint Committee on Tourism, Arts and Cultural Development at an Informational Hearing on the impacts recent changes are having on tourism, arts, and cultural development in Massachusetts. It was a packed room of more than two dozen elected officials, who were both supportive and engaged. It was an excellent opportunity to thank them, acknowledge shared concerns, and emphasize that while we continue to monitor developments closely with our partners, Massachusetts remains in a strong position as we prepare our spending plan and launch programs. The following week, the Healey-Driscoll Administration's office for federal funds and infrastructure held a listening session focused on sector impacts; Dave spoke during this session. It was encouraging to see colleagues on Beacon Hill staying attentive to federal shifts and their implications.

Looking ahead, we expect a brisk pace of public hearings once the legislature returns. Two bills we helped file have not yet had hearings, but we anticipate testifying in September and October. Meanwhile, the Public Affairs team has been working hard to refresh our external communications tools. The website is being updated from FY25 to FY26 content, program guidelines are being finalized, and our printed materials are in production. Bethann thanked Dawn Heinen who has been managing the many updates to MassCulturalCouncil.org. After the Council meeting, the refreshed website will feature updated "Programs at a Glance" and other communication tools to better highlight what the Agency offers. Bethann is also excited to preview a new "Advancement" webpage at mcc.org/advancement, created with the Advancement team. Finally, as a new approach, rather than hosting only program-specific events, Public Affairs is planning regional convenings in the fall and spring to celebrate all investments together. This format—something the Agency has done in the past—will allow us to host larger groups at events, foster broader connections, and spotlight the full scope of the Agency's impact. Council Members are encouraged to attend the events.

The Chair asked for clarification on the updates to the website Bethann mentioned and if the team is launching a new website. Bethann explained that it is not a new website but rather transitioning a large amount of information on the current website from FY25 to FY26 now that the new fiscal year has begun and the spending plan will soon be reviewed by the Council which will mean the launch of new grant programs and other initiatives.

There were no further questions, the Chair moved to the next agenda item – a presentation on the budget and program allocation plan for FY26.

Cathy Cheng-Anderson, Chief Financial Officer, presented the proposed FY26 Budget and Program Allocation Spending Plan, along with an overview of the related FY26 grant recommendations. She explained after the Executive Committee meeting, the FY26 grant recommendations for most Mass Cultural Council grant programs based on this plan will be presented to the Programs Committee. When approved, the plan and the recommendations will be voted on by the full Council on August 19, 2025. She noted that the agency's legislative mandate requires that at least 75% of the Line Item 0640-0300 appropriation of \$26,975,152 be allocated to grantmaking, establishing a minimum of \$20,231,364. The FY26 plan exceeds this requirement, dedicating \$27,095,983 to grantmaking—134% of the statutory minimum.

Cathy provided a revenue summary showing total projected FY26 revenue of \$33.8 million, comprised of \$27.0 million from state appropriations and earmarks, \$5.1 million in estimated Chapter 23K Gaming Funds, \$354,000 from MassDevelopment for the Cultural Facilities Fund, \$1.3 million from the National Endowment for the Arts across several programs, and \$64,000 from the Harry Rice Trust. She detailed that the state appropriation includes \$26,045,152 for core operations and \$930,000 for 19 legislative earmarks funding specific arts and cultural projects, including a \$25,000 honorarium for the Commonwealth's first Poet Laureate.

Cathy explained at high level the grant program allocations for FY26 are as follows: Organizations – \$7.2M (28%), Artists & Youth – \$4.2M (16%), Communities – \$6.57M (25%), Equity & Inclusion – \$4.04M (15%), Advancement – \$687K (3%), and Other Grants (Gaming and Trust) – \$3.46M (13%). Cathy also reviewed the Massachusetts Gaming

Fund (Chapter 23K), explaining that 2% of the Commonwealth's gross gaming tax revenues go to the Massachusetts Cultural and Performing Arts Mitigation Trust Fund. The FY26 plan includes \$5.1 million for the Gaming Mitigation Grant Program, with \$4.6 million for grants to eligible nonprofit performing arts centers and \$356,000 for administrative and outreach activities. Funding sources include \$2,580,414 available as of June 30, 2025, and \$2,545,166 in anticipated new revenue by December 31, 2025, with any surplus carried forward.

Finally, Cathy reported that the Commonwealth's FY26 Capital Plan provides \$10 million for the Cultural Facilities Fund, administered with MassDevelopment, and that Mass Cultural Council receives \$350,000 annually for administration. The FY26 plan includes \$354,000 in available administrative funds, reflecting the FY26 allocation plus a \$4,000 carryforward from prior years.

Cathy handed the presentation to Michael.

Michael shared that Advancement is a major area of opportunity for the Agency, and there are several exciting initiatives underway. One is the Arts Benefit initiative, which seeks to encourage the private sector to include arts access in employee benefits packages; the Agency is bringing on a consultant to support this work. Mass Cultural Council has also received **a \$75,000 grant** from the National Endowment for the Arts to expand its arts-and-health initiatives. In partnership with MassChallenge, Mass Cultural Council is developing a series of white papers and events to position creativity as a professional development tool. Michael is also working with higher education institutions to revise curricula to better integrate civics and business. In addition, the forthcoming STEAM Advisory Report will explore how the STEM Council can advance arts integration; some funding has been reserved in case additional resources are needed. Other initiatives include a pilot program with MassPort to bring live music to Logan Airport, as well as continued support for the **MITx project**, which is preparing to launch and requires modest additional investment.

Michael then turned the presentation over to Jen Lawless, Senior Director of Program Operations, who highlighted four key equity and access priorities for FY26. She began with the continued support of the Access and Disability Learning Hub—developed in partnership with Open Door Arts—which serves as a central resource for cultural organizations seeking training, technical assistance, and practical strategies to advance accessibility and disability inclusion. This work supports the multi-year d/Deaf & Disability Equity Plan. The second priority is the second year of the Tribal Cultural Council Grant Program, which provides funding to Native American and Indigenous artists, cultural practitioners, and community-led initiatives, aligning with the Native American & Indigenous Peoples Equity Plan created in collaboration with Indigenous stakeholders. Third, Jen outlined dedicated investments in Work Without Limits and expanded in-house assistance to offer navigation services and accommodations for individual applicants—particularly those with disabilities or limited incomes—to ensure all eligible artists can participate in Mass Cultural Council's grant programs. Lastly, she described funding for the Native American & Indigenous Peoples Advisory Taskforce and the Disability Advisory Committee, both of which will help guide the implementation of the equity plans by advising on grantmaking strategies and guidelines, identifying opportunities to increase engagement with artists, cultural workers, and organizations, and recommending staff training and capacity-building efforts.

Cathy concluded the presentation by sharing several operational highlights. She explained that payroll adjustments will provide 2% cost-of-living increases for union staff in July 2025 and January 2026, and for managers in July 2025 only, in line with executive branch guidance. She also noted that rent is projected at \$387,000, with a rate increase anticipated mid-year, and that rent, and electricity together will account for approximately 1.2% of the FY26 budget. In addition, the plan calls for continued modernization and standardization of Mass Cultural Council's network infrastructure.

The Chair asked Michael to refresh memories and clarify what the MITx program entails.

Michael explained that MITx is MIT's social corporate responsibility platform, which offers free online courses in a wide range of subjects. Recognizing that the arts sector often lacks affordable access to business training, MIT faculty approached Michael about developing an arts entrepreneurship course. Initially designed for a small group of 25 participants, Michael was able to expand the idea by placing it on the MITx platform. Over the past year, he has worked with MIT's Sloan School of Management to adapt its pedagogy into coursework tailored for artists. The result is a high-quality, asynchronous virtual program that allows participants to learn at their own pace, with some opportunities for peer interaction. Because it will be available globally on the MITx platform, enrollment could reach hundreds of thousands of people. The course will be free to the arts sector, accessible on any device, and will provide participants with a certificate from MIT—a valuable addition to résumés and a tool for building entrepreneurial skills. Mass Cultural Council provided initial seed funding, with additional support from Eastern Bank, The Boston Foundation, and a few other funders. The course is slated to launch in January, and the Agency is planning a major outreach push to spread the word.

There were no further questions, so the Chair asked for a motion and a second to approve the budget and program allocation plan for FY26. Julie Wake moved to approve the plan; Che Anderson seconded the motion. By roll call vote and noting that Cecil Barron Jensen and Iván Espinoza-Madriral were absent it was unanimously

RESOLVED: that, the Executive Committee recommends that the Council approve for recommendation to the Programs Committee and full Council the FY26 Budget and Program Allocation Plan presented to the Executive Committee.

The Chair moved to the next item on the agenda: out-of-state travel requests. Cathy explained that all requests were outlined in Committee Members' packets. The requests total \$9K. Each one demonstrates a clear public benefit, directly supports the staff member's core job responsibilities, and aligns with the Agency's mission, strategic plan, and equity goals. They also represent a cost-effective use of resources. Dave noted that an updated version of the travel request memo had been sent to Committee Members; the Chair asked what the update was, and Dave explained that it was an additional request for Program Manager Dan Blask.

Ché Anderson asked if at the next meeting the Committee could discuss the current out-of-state travel policy. He would like there to be a higher cost threshold that would require staff to bring smaller requests before the Executive Committee. The Chair noted that the current policy requires out-of-state travel within New England above \$800 to be

approved by the Committee and any travel to states outside of New England. He recalled that two years ago when the policy was last reviewed, there was much discussion as to what the cost threshold should be. The travel policy will be added to a future agenda for discussion. The Chair then asked for a motion and a second to approve the current travel requests. Ché Anderson moved to approve the requests; Simone Early seconded the motion. By roll call vote and noting that Cecil Barron Jensen and Iván Espinoza-Madrigal were absent it was unanimously

RESOLVED: to approve the staff-recommended out-of-state travel requests presented to the Committee at the August 6, 2025 Meeting.

The Chair moved to the final item on the agenda: approval of the agenda for the August 19 Council Meeting. Vice Chair Jo-Ann Davis noted that the year had a typo in it, Dave will fix this. There were no further questions or edits. Julie Wake moved to approve the agenda as amended; Simone seconded the motion. By roll call vote and noting that Cecil Barron Jensen and Iván Espinoza-Madrigal were absent it was unanimously

RESOLVED: that the Executive Committee approve the draft August 19, 2025 Mass Cultural Council Agenda as amended at the Executive Committee Meeting.

The end of the agenda had been reached and Marc, as Chair, adjourned the meeting at 11:02am.

STRATEGIC PLAN EXTENSION

To: Mass Cultural Council
Fr: Michael Bobbitt, David Slatery, Jen Lawless, Bethann Steiner, Catherine Cheng-Anderson
Dt: October 22, 2025
Re: Strategic Plan Extension

BACKGROUND

Mass Cultural Council adopted its current Strategic Plan in March 2023 to cover the three fiscal years from July 1, 2023, through June 30, 2026 (FY24-26). The Agency has experienced and learned a great deal through the implementation of the current plan. While much has been accomplished, there is still much to do. While the Values, Vision, Mission, and core Goals of the Strategic Plan remain unchanged, staff recommends that modest refinements be made to the Plan and that it be extended through FY28.

The current Mass Cultural Council FY24-26 Strategic Plan can be found [on our website](#) and is set forth below with proposed updates and adjustments related to the extension of the plan through FY28 in **red**.

We anticipate that with the extended Plan, the Agency would next go through a comprehensive strategic planning process starting sometime in the latter half of 2027.

CURRENT PLAN

Values

The statement of what is most important to us; our non-negotiables

Creativity. Mass Cultural Council believes that creativity is the key to solving many of society's concerns and advancing this asset helps to make the Commonwealth a preeminent place in the nation for it to thrive.

Public Service. Mass Cultural Council serves the Commonwealth and all who live, work, visit, and play here by amplifying creativity, providing

resources, expanding relationships, and championing transformational changes that maintain and grow a thriving creative and cultural ecosystem.

Inclusion. Mass Cultural Council works to build a diverse and equitable creative and cultural sector in the Commonwealth, ensuring that all who practice and participate in creative and cultural expression see themselves in it.

Vision

The better world we are working towards

Mass Cultural Council envisions a diverse creative and cultural sector that is valued as essential in the Commonwealth.

Mission

Our role in creating that world

Mass Cultural Council advances the Commonwealth's creative and cultural sector by celebrating traditions and talents, championing its collective needs, and equitably investing public resources.

Strategy

Mass Cultural Council's strategy is to analyze its investments (of money, time, resources, etc.) to ensure that its work and any new opportunities advance equity in the sector. Mass Cultural Council prioritizes opportunities that both advance equity and a) support transformational change via advocacy/education, and/or b) elevate, nurture, or celebrate the sector.

Goals

Our Impact

Build and support programmatic practices that advance equity, diversity, and inclusion through our services to the sector.

Our Ecosystem

Advance the creative and cultural sector through building partnerships, identifying recommendations, and storytelling, both inside and outside of the sector

Our Culture

Ensure that our internal systems, structures, and ways of working reflect our values and advance the sector's needs.

Objectives

Our Impact: Our most powerful tools for delivering on our mission.

Goal 1: Build and support programmatic practices that advance equity, diversity, and inclusion through our services to the sector

Objectives

1. Consolidate programs and services to provide a) clear and simple pathways for grantees and b) increased capacity of the agency to achieve strategic goals.
 - A. Encourage, incentivize and drive regionalization of local cultural councils and the improvement and professionalization of the Cultural Districts.
2. Increase use of data and research to strengthen programming and services.
 - A. Support climate change issues through programmatic practices and encouragement of cultural sector to develop internal capacity.
 - B. Support and advocate for closing business acumen gaps in arts/cultural education and in the cultural sector generally.
3. Ensure accessibility, inclusivity, and equity in our grant making.

Our Ecosystem: We are both for and of the creative and cultural sector.

Goal 2: Advance the creative and cultural sector through building partnerships, identifying recommendations, and storytelling, both inside and outside of the sector

Objectives

1. Increase use of data and research to strengthen programming and services by telling the sectors' stories to decision makers and community leaders which advance awareness and integration in the Commonwealth and support for the sector
 - A. Invest resources into economic forecasting about the potential economic impact and performance of the sector given key

recommended policy interventions and use such information to develop a "Creative Massachusetts 2035 Plan."

- B. Investigate and research regions, states, and other internationally recognized robust and sustainable creative sectors and translate any knowledge gained into recommendations and or practices to be implemented in Massachusetts.
- 2. Build sector policy and advocacy priorities and efforts with our partners, beyond funding, to advance the sector, address the sector needs, and integrate, deepen, and expand creativity and culture everywhere in the Commonwealth
 - A. Continue working with Governor's Office/Legislature/other state agencies on identifying, developing and implementing practices and policies affecting Sector priorities- such as implementing the recommendations from Governor's Cultural Policy Development Advisory Commission.
 - 3. Identify areas of strategic alignment and build relationships with other state agencies, networks, sectors, and organizations which can support and advance the creative and cultural sector
 - A. Specifically engage with the education sector to expand arts education policy and programming on a lifelong learning basis focusing on all aspects of education from early childhood to elementary and secondary schools, post-secondary and graduate education, creative youth development, arts and aging, lifelong learning, as well as developing and implementing a STEAM curriculum and being involved with all relevant aspects of DESE and DHE policymaking.
 - B. Develop memoranda of understanding (MOUs) with select state agencies (e.g., DESE, EOEEA, HHS) to establish long-term pipelines for arts, culture, and cross-sector initiatives.
 - 4. Build immersive, intensive, and interactive education opportunities for government and civic leaders to change minds and hearts and deepen knowledge and awareness of the vast benefits of the sector beyond economic impact.
 - 5. Enhance or update our brand to more clearly define and communicate agency identity in service to increasing our visibility and reach.

6. Use intentional storytelling, sector-wide convenings, and stewardship to galvanize, celebrate, and support the sector

A. Develop plans to host a largescale sector-wide and cross-sector convening, perhaps with an award component, designed to increase connection between those working in arts and culture and other economic sectors, as well as political leaders, to not only celebrate, uplift and tell the story of the sector but to enhance the perception of the creative sector as a resource and valuable participant and thought partner in other policy arenas.

Our Culture and Infrastructure: Our staff and council are a critical resource for the sector.

Goal 3: Ensure that our internal systems, structures, and ways of working reflect our values and advance the sector's needs.

This goal is ongoing and continues.

Objectives

1. Identify agencies high level competencies, structure, and culture needed for implementation and alignment with strategic goals
2. Foster a culture of continuous improvement by a) using and b) periodically reevaluating the efficiency and effectiveness of our practices, policies, tools, and systems
3. Leverage tools and technology to streamline our work.
4. Operationalize a practice of communication and cross agency collaboration among staff and between departments as it relates to strategic goals.
5. Build a culture and internal supports which prioritize and promote staff relationship building with and outreach to all constituents (sector, partners, government and civic leaders).
6. Develop clear roles and responsibilities for governing council members that align with strategic goals.

Addendum

Summary of Progress Toward Strategic Objectives under Mass Cultural Council's FY24-26 Strategic Plan

Outlined below are the goals of the current Strategic Plan. Under each goal, is a list of achievements to date towards that goal.

Goal 1: Build and support programmatic practices that advance equity, diversity, and inclusion through our services to the sector. Please see below for a summary list of specific advances made toward this goal.

1. Consolidate programs and services to provide a) clear and simple pathways for grantees and b) increased capacity of the Agency to achieve strategic goals
 - Went from 18 grant programs to 9.
 - Simplified/shortened applications.
 - Moved some programmatic work to other partners better suited to do the work (i.e. Open Door Arts, Arts Pharmacy, etc.)
 - Reviewed/redesigned all the programs, we are finalizing the last three now.
2. Increase use of data and research to strengthen programming and services
 - Conducted and shared Cultural Asset Inventory. Using data to expand our reach and make the case for investment into the field from other sectors.
 - Used data to analyze grant overlap so we could adjust our policies and reach more grantees.
 - Collect and use data to track progress on our equity goals (i.e. new grantees, geographic diversity, and demographic diversity).
3. Ensure accessibility, inclusivity, and equity in our grant making
 - Developed and implemented outreach and recruitment plans to increase diversity of our applicants and grantees.
 - Introduced priority points to target historically underfunded individuals and organizations.
 - Developed and implemented BIPOC-Centered Organization Self-Identification process.
 - Working with advisory committees to identify additional areas of work to improve programs.

Goal 2: Advance the creative and cultural sector through building partnerships, identifying recommendations, and storytelling, both inside and outside of the sector.

1. Increase use of data and research to strengthen programming and services by telling the sectors' stories to decision makers and community leaders which advance awareness and integration in the Commonwealth and support for the sector.

Mass Cultural Council released the 2024 Cultural Asset Inventory and used this new data which quantifies the size, scope, economic impact and needs of the cultural sector to convene several in person and remote briefings with policymakers, advocacy partners, philanthropic leaders, cross sector partners and arts and culture stakeholders. By sharing this new data – in writing, in briefings, and with colorful one-pagers of key datapoints broken down by state and counties – Mass Cultural Council continues to develop a narrative of the economic power, as well as the need for new and ongoing public support – for those who work in the cultural sector.

2. Build sector policy and advocacy priorities and efforts with our partners, beyond funding, to advance the sector, address the sector needs and integrate, deepen, and expand creativity and culture everywhere in the Commonwealth.

In the 2025-2026 legislative session Mass Cultural Council developed two new bills which are pending before the Legislature. One focuses on our goal to rebrand STEM to STEAM – embracing arts and creativity as a core educational subject and valued skill, just like science, technology, engineering, and math. The second attempts to clarify the Cultural Facilities Fund statute to ensure all municipal and tribally owned cultural facilities are eligible, regardless of size or age. Additionally, the Agency continues to monitor and advocate for bills under review by the Legislature of interest to the sector and continues to be a thought partner with other state agencies on various policy and programmatic initiatives. With the conclusion of the Cultural Policy Development Advisory Council and the filing of said recommendations with the Governor in April 2025, Mass Cultural Council stands ready to help the Administration implement the recommendations.

3. Identify areas of strategic alignment and build relationships with other state agencies, networks, sectors, and organizations which can support and advance the creative and cultural sector. Mass Cultural Council built strong ties with:

- **State Agencies:** Executive Offices of Labor, Housing, Public Health, and Education and well as MassPort, MassDOT and MassHousing—advancing arts in workforce, housing, and health.
- **Education & Workforce:** DESE, Executives across higher education, Boston University summit on arts education curricula, Tufts Field Projects proposing to work on 'Workforce Development for the Creative Economy: Building a Creative Workforce Pipeline for MA', STEM to STEAM advocacy at the Commonwealth's STEM Council.
- **Health Sector:** Focus on arts prescriptions with clinics and insurers. National Endowment for the Arts "Arts & Health" grants, City of Franklin, the City of Brockton, in conversation with more than a dozen other municipalities on Opioid Funds.
- **Business & Innovation:** MassChallenge's Creative Advantage program, Main Street America, and business resource development, Associated Industries of Massachusetts, Massachusetts Restaurant and Lodging Association.

4. Build immersive, intensive, and interactive education opportunities for government and civic leaders to change minds and hearts and deepen knowledge and

awareness of the vast benefits of the sector beyond economic impact. The Council is educating civic leaders through:

- **Degrees of Change Summit:** A hands-on event with Boston University to boost business and advocacy skills.
- **Policy Engagement:** STEM to STEAM testimony and Percent for Art agency outreach.
- **Creative Platforms:** Events like the Envisioning Access Golf Tournament to reach new audiences.
- **Narrative Shift:** Focusing on research and data drive outcomes to promote the arts as essential to health, housing, and innovation—not just economic impact.

5. Enhance or update our brand to more clearly define and communicate agency identity in service to increasing our visibility and reach.

Mass Cultural Council's teal and orange logo and tag line "Power Of Culture" is widely recognized by public sector and cultural sector partners and stakeholders. Continued focus on building new relationships and strategic partnerships outside of the cultural sector increases the visibility and reach of our messaging and initiatives.

6. Use intentional storytelling, sector-wide convenings, and stewardship to galvanize, celebrate, and support the sector.

Mass Cultural Council has a robust library of digital tools, including a dynamic website, two blogs, three monthly e-newsletters, and daily engaging content on social media which is paired with colorful and informational print materials used to celebrate and support the cultural sector. Additionally, the Agency convenes several celebrations each fiscal year – in FY26 the model is changing to large regional celebrations instead of program-by-program celebrations – and maintains media relations to foster external attention to our efforts.

Goal 3: Ensure that our internal systems, structures, and ways of working reflect our values and advance the sector's needs.

1. Identify agencies high level competencies, structure, and culture needed for implementation and alignment with strategic goals.

The Council has undertaken a comprehensive review of internal competencies and organizational structure to ensure alignment with strategic priorities. Agency culture has been reinforced through ongoing DEIA initiatives, staff engagement practices, and professional development. These efforts help ensure that the agency's day-to-day operations reflect its values and that staff are empowered to contribute fully to the implementation of strategic goals.

2. Foster a culture of continuous improvement by a) using and b) periodically reevaluating the efficiency and effectiveness of our practices, policies, tools, and systems.

Policies, procedures, and systems are regularly evaluated for efficiency and effectiveness. Over the past two years, staff have piloted new workflows, incorporated audit recommendations and operational best practices, and updated procurement, travel, and HR processes. Feedback loops through staff memos, and

surveys, have been institutionalized, ensuring continuous refinement of tools and practices.

3. Leverage tools and technology to streamline work. Mass Cultural Council has made significant technology investments to modernize operations. These include expanding use of SmartSimple for grants management, implementing MMARS and CIW enhancements to strengthen fiscal reporting, and upgrading cybersecurity system and training to ensure compliance. Staff have also transitioned to upgraded laptops, cloud-based collaboration platforms, and virtual meeting tools, improving both workflow efficiency and accessibility across teams. In addition, staff participate in monthly technology training designed to build skills and maximize the effective use of targeted tools.
4. Operationalize a practice of communication and cross agency collaboration among staff and between departments as it relates to strategic goals.

Agency-wide practices, such as daily memos, monthly all-staff meetings, and cross-departmental working groups, have strengthened internal communication and collaboration. Strategic goals are consistently connected to staff-level work, ensuring alignment. This connection is reinforced through updated job descriptions, regular planning cycles, project updates, and individual goal setting, which help staff see how their responsibilities contribute to the larger mission.

5. Build a culture and internal supports which prioritize and promote staff relationship building with and outreach to all constituents (sector, partners, government and civic leaders).

Staff are encouraged and supported to build relationships with grantees, partners, and civic leaders. Initiatives like equity planning efforts, and outreach have deepened community engagement. The launch of the Tribal Cultural Council program and the Access & Disability Learning Hub demonstrate commitment to expanding and sustaining sector-wide relationships.

6. Develop clear roles and responsibilities for governing council members that align with strategic goals.

Council member expectations have been articulated through strategic engagement in key initiatives. Council input is actively integrated into budgetary, policy, and programmatic decisions, ensuring governance supports the strategic plan.



Power of culture

To: Mass Cultural Council
From: Michael Bobbitt, Executive Director
David Slatery, Deputy Executive Director
Cathy Cheng-Anderson, Chief Financial Officer
Date: October 22, 2025
Re: **Out-of-State Travel**

Under the Mass Cultural Council's Out-of-State Travel Policy, any staff travel outside Massachusetts must receive prior approval from the Executive Committee. Travel within New England—Maine, New Hampshire, Vermont, Rhode Island, and Connecticut—is not considered out-of-state unless it involves airfare, overnight lodging, or registration fees over \$800.

The travel requests outlined below total \$325. Michael's request provides clear public benefit, supports the employees' core job duties, aligns with the Council's mission, Strategic Plan, and Equity Plan, and represents a cost-effective use of resources. All required Travel Authorization Forms, Procurement Request Forms, and State Ethics disclosures are on file.

[Capacity Interactive's Boot Camp 2025](#) 11/6 and 11/7 in Brooklyn, NY.

Executive Director Michael Bobbitt has been invited to lead a panel discussion at the event on the current state of arts funding bringing the perspectives of government organizations, foundations, and corporations together in dialogue about how they can move forward productively together. The Boot Camp is a conference 100% focused on arts and culture, with the goal of helping arts administrators build a holistic foundation to become stronger marketers, champions, and advocates for themselves – this aligns with Mass Cultural Council's advancement goals. There is no registration cost as Michael is a presenter. Capacity Interactive will cover \$1,000 of Michael's lodging and travel expenses. The Agency will cover the balance of those expenses which we estimate will be around \$325.

OUT-OF-STATE TRAVEL POLICY

~~Per Section 2, Line Item 0640-0300 of Chapter 41 of the Massachusetts Acts of 2019 (Massachusetts FY20 state budget), Massachusetts Cultural Council was required to establish a policy for pre-approving all out of state staff travel including any associated travel budgets. The Council adopted such a policy in January and under Section 54 of the Council's enabling act (M.G.L. Chapter 10 Sections 52-58A), the Council delegated the authority to pre-approve any such out of state travel to the Executive Committee.~~

This policy represents ~~a restatement and update of~~ the out-of-state travel policy and sets forth guidelines for out-of-state business travel and establishes criteria for the reimbursement of travel expenses. In compliance with the standards prescribed by the State Comptroller's Office, Operational Supplier Diversity Office, and Executive Office for Administration and Finance, this policy mandates the maintenance of economic efficiency and cost-effectiveness in its application.

1. All travel must have a clear public benefit for the Mass Cultural Council and have a direct benefit to an employee's essential job functions.
2. ~~Out~~An out-of-state travel ~~requests budget~~ will be ~~sent~~included as part of the agency's overall spending plan and presented to the Executive Committee ~~before its scheduled meetings. The Executive Committee will consider and decide upon such requests and then inform the Council of any approvals in for one-time approval each August as part of its regular budget cycle. All travel shall also align with the subsequent Council's mission, Strategic Plan, and Equity Plans, and represent a cost-effective use of resources. Travel will be reported regularly to the Council meeting.~~
3. The agency is responsible for maintaining documents including the Travel Authorization Form, any required State Ethics disclosure forms, and Procurement Request Form. No expenses or reimbursements detailed in this form shall be approved by staff unless they are consistent with applicable provisions of statute and this guidance. While these forms are primarily for internal record-keeping, they may be provided to the Executive Committee and Council as ~~needed requested~~ but will not be routinely submitted for review or approval.
4. ~~For this policy "Out of State Travel" excludes travel within New England (Maine, New Hampshire, Vermont, Rhode Island, Connecticut), unless it involves airfare, overnight accommodations, or registration fees over \$800. In exceptional cases where a quorum of the Executive Committee cannot be assembled for travel approval within a reasonable period of time, the~~

~~Chair of the Council can grant approval. This decision must be reported at the next Council and Committee meetings.~~

~~5.4.~~ Mass Cultural Council employees receiving travel subsidies from external entities, are required to comply with state ethics regulations as well as this policy. This requires the employee directly consult with the State Ethics Commission and may require the submission of any required disclosure and determination forms as stipulated in Commission regulations such as 930 CMR 5.08(2)(d)1.

Any forms which are required to be disclosed to the employee's "appointing authority" must be submitted to the Deputy Executive Director and the Chief Financial Officer both for record-keeping and to ensure adherence to state conflict of interest laws. Furthermore, travel fully subsidized by an external entity, which has been appropriately disclosed and approved under ethics law and does not involve the use of agency funds, is exempt from the Council/Executive Committee's pre-approval process. However, such travel must be reported at the subsequent meetings of the Executive Committee and Council.

~~6.5.~~ Except for mileage reimbursement for private vehicles, employees are expected to submit corresponding itemized receipts showing the vendor's name, description of purchase/s and date for all purchase/s they seek reimbursement/s for. Eligible reimbursements include:

- Economy/coach airfare and ground transportation (train, bus, taxi, ridesharing services) including reasonable tips not more than 20% of the fare.
- Economical hotel and lodging considering proximity to the business destination and personal safety.
- Conference fees
- Private auto-mileage: \$0.67 /mile.
- Parking and tolls
- Car rental arrangements
- Purchase of gas for car rental
- Meal reimbursement following federal guidelines set-forth by the [General Services Administration \(GSA\)](#):

BREAKFAST:	\$13.00 (applicable period 3:01 to 9:00AM)
LUNCH:	\$15.00 (applicable period 9:01AM to 3:00PM)
DINNER:	\$26.00 (applicable period 3:01 to 9:00PM)

~~7.6.~~ Parking tickets, fines, valet service, personal expenses, alcohol related expenses, entertainment, newspapers, magazines, laundry services, travel accident insurance, change fees for non-emergency personal reasons, pre-check fees, and any related expenses are the responsibility of the employee and will not be reimbursed.

8.7. _____ Per IRS requirements, reimbursement requests submitted 120 days or more after the expense was incurred will be treated as taxable wages to the individual receiving the payment and subject to all applicable employee and employer payroll taxes. Reimbursement requests submitted after 120 days will be accepted, however taxes will be withheld, and will be added to the taxable gross income on the employee's W-2.

DRAFT 10.15.2025- REVISED POLICY

OUT-OF-STATE TRAVEL POLICY

This policy represents the out-of-state travel policy and sets forth guidelines for out-of-state business travel and establishes criteria for the reimbursement of travel expenses. In compliance with the standards prescribed by the State Comptroller's Office, Operational Supplier Diversity Office, and Executive Office for Administration and Finance, this policy mandates the maintenance of economic efficiency and cost-effectiveness in its application.

1. All travel must have a clear public benefit for the Mass Cultural Council and have a direct benefit to an employee's essential job functions.
2. An out-of-state travel budget will be included as part of the agency's overall spending plan and presented to the Executive Committee and Council for one-time approval each August as part of its regular budget cycle. All travel shall also align with the Council's mission, Strategic Plan, and Equity Plans, and represent a cost-effective use of resources. Travel will be reported regularly to the Council.
3. The agency is responsible for maintaining documents including the Travel Authorization Form, any required State Ethics disclosure forms, and Procurement Request Form. No expenses or reimbursements detailed in this form shall be approved by staff unless they are consistent with applicable provisions of statute and this guidance. While these forms are primarily for internal record-keeping, they may be provided to the Executive Committee and Council as requested but will not be routinely submitted for review or approval.
4. Mass Cultural Council employees receiving travel subsidies from external entities are required to comply with state ethics regulations as well as this policy. This requires the employee directly consult with the State Ethics Commission and may require the submission of any required disclosure and determination forms as stipulated in Commission regulations such as 930 CMR 5.08(2)(d) 1.

Any forms which are required to be disclosed to the employee's "appointing authority" must be submitted to the Deputy Executive Director and the Chief Financial Officer both for record-keeping and to ensure adherence to state conflict of interest laws. Furthermore, travel fully subsidized by an external entity, which has been appropriately disclosed and approved under ethics law and does not involve the use of agency funds, is exempt from the Council/Executive

Committee's pre-approval process. However, such travel must be reported at the subsequent meetings of the Executive Committee and Council.

5. Except for mileage reimbursement for private vehicles, employees are expected to submit corresponding itemized receipts showing the vendor's name, description of purchase/s and date for all purchase/s they seek reimbursement/s for. Eligible reimbursements include:

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7. Per IRS requirements, reimbursement requests submitted 120 days or more after the expense was incurred will be treated as taxable wages to the individual receiving the payment and subject to all applicable employee and employer payroll taxes. Reimbursement requests submitted after 120 days will be accepted, however taxes will be withheld, and will be added to the taxable gross income on the employee's W-2.

**ONE HUNDRED SIXTY-SEVENTH MEETING
OF MASS CULTURAL COUNCIL**

**WEDNESDAY, OCTOBER 29, 2025
12:00 – 3:00 PM**

**MASS CULTURAL COUNCIL OFFICE
10 SAINT JAMES AVENUE, 3D FLOOR
BOSTON, MASSACHUSETTS**

NOTE: THIS IS AN OPEN PUBLIC MEETING AT THE ADDRESS NOTED ABOVE

AND WILL NOT BE LIVESTREAMED

MEETING MATERIALS WILL BE POSTED ONLINE AT
[HTTPS://MASSCULTURALCOUNCIL.ORG/ABOUT/BOARD/](https://massculturalcouncil.org/about/board/)
Under "October 29, 2025, Council Meeting"

AGENDA**VOTE**

1. Call to Order – Open Meeting Law Notice

2. Guest Speaker- Open Door Arts

3. Minutes

X

3a. Minutes of the August 19, 2025 Meeting

4. Chair Report

5. Executive Office Report

- 5a. Executive Director Report
- 5b. Advancement Update
- 5c. Equity progress report

6. Public Affairs Report

- 6a. Legislative Update
- 6b. Upcoming Events
- 6c. Outreach to Legislators and Public Officials

7. Business Operations Report

- 7a. Federal Funds
- 7b. Travel Approvals

[10 minute Break]

8. Extension and Update of Strategic Plan

9. Programs Report

10. Conflicts of Interest

11. Additional FY26 Grant Recommendations

- 12a. **Arts & Health** **X**
- 12b. **MassChallenge**
- 12c. **Clarification on ability to award unused approved grant funds**

12. Adjourn