



Annual Membership Meeting
February 26, 2026
2:00 – 3:30 PM EST via Zoom

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2:00 - 2:05 pm

Opening with David Fakunle

2:05 - 2:10 pm

Call to Order and Welcome by the President, Gaelen McCormick

- Confirm and Approve Minutes of the 2025 Annual Meeting
- Recognize outgoing board members

2:10 - 2:30 pm

Summary of 2025 Achievements, Strategic Planning Update and Live Committee Reports

- Strategy, Member Programs & Services, NOAHCON - Staff
- Artist Workforce Development (AWD) Committee Report - Sarah Hoover, Co-Chair
- Finance Report - Elysian McNiff Koglmeier, Treasurer and Finance Committee Chair

2:30 - 3:10 pm

Annual Meeting Breakouts - *What is on your mind right now in the areas of public policy, marketing, funding, advocacy, capacity building or other core support areas?*

3:10 - 3:30 pm

Breakout Group Report-Outs and Closing Remarks

3:30 pm

Adjourn

2025 Annual Meeting Minutes

NOAH Annual Membership Meeting January 30, 2025 5:30 pm ET

Board Members Present:

Melanie Cohn, President; Gaelen McCormick, Vice President; Elysian McNiff Koglmeier, Treasurer; Antonia Dapena-Tretter, Brooke DiGiovanni Evans, Cindy Perlis, Miriam Zimms, Purvi Shah, Sarah Hoover, Sloka Iyengar, Lisa Howley, Lisa Simms Booth

New NOAH Board Members: Moira McGuire, Brenda Ross, Morgan Yacoe

Others present: Danielle Acerra, Director of Business Operations & Membership; Heidie Ambrose, Events & Communications Administrator

67 NOAH members

Proceedings:

At a membership meeting of the National Organization for Arts in Health, held through ZOOM conference call on January 30, 2025, the President, being in the chair of the board, was called to order.

I. President's Welcome:

Melanie Cohn, NOAH president, opened the meeting and welcomed the members.

Performance by NOAH member Dr. Shanae Rebecca Burch, who performed a poem and a song. Shanae acknowledged the various emergencies happening across the world and uplifted the work of the late Amelia Brown, the former Minister of Emergency Arts.

After the performance Melanie thanked Shanae for her opening performance and for her work so wonderfully embodying the intersection of the field. Melanie reminded the full membership that their work matters now more than ever and thanked everyone for their work across their various communities.

Melanie called for a vote for approval of the minutes from the 2024 meeting. After a quorum was reached and a poll conducted via zoom, the meeting minutes were approved by the membership.

Melanie passed the mic to Gaelen McCormick to welcome new board members joining the NOAH Board. Gaelen shared the names and bios of Moira McGruier, Brenda Ross, Morgan Yacoe. Gaelen then passed to Danielle Acerra and Heidi Ambrose to share more about organizational achievements.

2025 Annual Meeting Minutes (cont'd)

II. Organizational Achievements

Danielle Acerra and Heidie Ambrose gave an overview video highlighting 2024 “by the numbers.” Danielle and Heidie acknowledged the progress in the strategic planning efforts, conference registration increases in 2024, gave a shout out to the 13% increase in membership across the year and celebrated the launch of the NOAH HIVE.

The membership was asked to share a highlight of their experiences over the course of 2024 and a word cloud was generated in real-time of answers. Community and Connection were two words that were shared by several members.



The team gave a deep-dive recap into the 2024 conference including the immersive arts in health tours, captions available in all the rooms to create more accessibility, keynote speaker Rick Lowe and the Cam Busch awards.

Danielle and Heidie thanked the membership and board for their continued efforts and shared more about the plans for NOAHCON 25 in New York City.

Finally, they welcomed Sarah Hoover to discuss the accomplishments of the Credentialing Working Group (CWG).

III. Committee Report Outs:

Credentialing Working Group

Sarah Hoover and Elke Downer reported about the goals of supporting the artist workforce and the opportunities for driving career architecture within the field through a possible credential. The CWG has identified a few gaps needing to be addressed before a possible credential can be

2025 Annual Meeting Minutes (cont'd)

explored further. The group shared the working group of NOAH members focused on creating a Scope of Practice document, which was shared at the 2023 conference in a roundtable discussion. A Core Competencies document was developed and shared at the 2024 conference. Additionally, the CWG did an exercise of mapping to better understand what work is already happening. The group strives to create a final draft of these two documents by May 2025 and publish the papers as foundational documents in the field to support safe and clear pathways for artists. Sarah and Elke invited members to join the group, provide feedback, and get involved.

Finance Committee:

Elysian McNiff Koglmeier reported on the financial position of the organization, sharing a snapshot of revenue and expenses. She mentioned the membership and conference attendance growth and provided transparency around the areas that did not achieve their goals - conference sponsorships and project engagement for 2024. The small deficit seen in 2024 is seen as an investment in the work.

NOAHCON 2025 is an ambitious opportunity to have the conference in New York City with an increased budget and attendance goals. However, these goals allow for further investment in the current membership, staff, and growth and diversification of the organization. Elysian closed by sharing a “rose” - engagement seen in Houston and amplification of the work happening across the membership, and “thorn” - falling short on the financial goals for 2024, and a “bud” - the fund development committee to begin in 2025.

Strategic Planning:

Brooke Giovanni Evans reported about the strategic planning process. She thanked the membership for the participation in the focus groups, and shared the responses to the member feedback. There are new recordings in the member resources to support navigation of member resources. Additionally, the focus group take-aways were discussed at NOAHCON 24. In 2024, NOAH completed identity statements, relaunching NOAH’s committees with new charters including scope and goals, and welcoming new members to join the various committees.

Membership Committee:

Danielle shared the relaunch of the research forums and other events in response to the requests. There will be a regional meet-up opportunity for in-person gatherings of NOAH members. There is a \$5000 fund to support regional meet-up gatherings and invited members to reach out if wanting to organize a gathering.

Danielle welcomed Jillian Cooke, Antonia Dapena-Tretter and Cindy Purlis to help share about the various meet-ups across the country.

2025 Annual Meeting Minutes (cont'd)

Jillian shared about the New England Chapter regional meet-up, inspired by a NOAHCON. The group has been meeting for several years quarterly and online, discussing debriefs of the conference and providing opportunities for Jillian invited folks in New England to join and Antonia Dapena-Tretter shared about the west coast regional meet-up, that turned from in-person to a hybrid opportunity. She was also able to coordinate a tour of the Stanford facility for those in person.

Cindy Purlis also shared that her west coast meet-up in the Bay Area attracted people from all over the west - mentioning that everyone wants to be heard, seen, and feel like they belong. These meet-ups are an opportunity to bring together a group for connection, community, and share successes from across the field.

IV. Breakout Groups:

Danielle invited the membership to join breakout groups based on region to discuss the following questions:

- What are your regional health needs and how are you using the arts to respond?
- What questions or concerns do you have going into 2025 in the arts in health space?

Breakout Summaries:

Group 1 West:

- There was a discovery of regional supports are needed
- Political / national government concerns such as leaving the WHO, grants/research halted, and NIH funding changes
- "What is our role?" - these changes are public health issues and these major issues stem from degradation of truth, reality and human dignity
- NOAH can address and address together, how do we address these serious public health issues through the arts?

Group 2 South East:

- Stories of individual things happening across the regions were powerful
- Issues discussed included:
 - Mental health
 - Food addiction
 - Housing crises
 - Funding being cut
 - Natural disasters
 - Precarity of the work of artists
- How can NOAH Help to address work, equitable pay, communicate the value of the work that we do

2025 Annual Meeting Minutes (cont'd)

Group 3 Mid-West:

- Enhancements of the healthcare experience
- Build awareness of the impact of the work being done in hospitals for patients especially music with “neuro nostalgia” - this can impact patients and providers

Group 4 North East:

- Funding, cuts to NEA
- Advocacy is an important part of this work
- This is a non-partisan issue
- We need to support
- Asset mapping - this will help us understand what work is available.
- Social Prescribing - how can that move forward and support clinicians and prescribing folks who might need support in adding arts and culture to their toolkit

Group 5 South West:

- Thinking about the greater community and vulnerable communities
- Finding people within NOAH who are doing similar work
- It can help to be in a metropolitan area to do this work - how does that impact our rural communities
- Medical students - how can we engage with more providers earlier in their careers to help them

Regional groups will have an opportunity to connect in the future.

V. Closing:

After the breakout groups, Melanie Cohn thanked everyone for being in the community together and a group photo was taken of the NOAH Membership.

A motion was made and after a vote, the annual meeting ended.

Artist Workforce Development Committee Report

Co-Chairs: Sarah Hoover and Elke Downer

Members: Lis Chirinos, Tamara Wellons, Khristina Kurasz, Amy Furman, Elaine Sims, Lauren Arce, Renee Gallagher, Janice Baker, Emily Moores, Shelly Xie, Penny Brill, Ceci Norman, Felicia Snead, David Leventhal, Emilios Lemoniatis, Monica Delaney, Kelly Feltault, Renate Tsuyako Rohlfing, Joan Rossini, Christine Brooks, Jennifer Bockerman, Sara Wilson McKay, Sofia Gorder, Gianna Paniagua, Christine Licata, Tanya Maggi, Kimberly Kirkin, Sarah Mensink, Estelle Krestos, Kate Berk, Patty Bode, Margaret Carlock, Ladona Tornabene, Patricia Lambert

The Artist Workforce Development Committee was formally launched at NOAHCON 2025 and replaces the former Professionalization Committee. By January 2026, **13 former Credentialing Working Group members have joined forces with 20 additional NOAH members**, together representing arts in health practitioners, community artists, and creative arts therapists; arts administrators and program directors; arts, public health, and medical educators; public health and healthcare practitioners; researchers, evaluators, and consultants; and grantors and funders. Its charge is to oversee NOAH's strategy and development of resources to 1.) support members' professional development and 2.) advance best practices and the development of the field of Arts in Health and the professionals who work within it.

At NOAHCON 2025, the former Credentialing Working Group presented the **newly published NOAH position paper** [Advancing Practice in Arts in Health: Artist Workforce Development and Certification](#). The product of three years of collaborative, iterative work that included multiple rounds of member feedback, the paper stakes out a bold vision and recommendations for advancing practice in the field of Arts in Health. As of February 15, 2026, it has been **viewed 945 times and downloaded 515 times by readers across five continents**, with the majority coming from the United States, followed by Ireland, Germany, and the UK.

The newly formed committee is now organized into working groups to address goals for 2026:

- Continuing to advance the position paper through an expanded version and two journal articles
- Building resources and a communications strategy for ongoing advocacy for artist workforce development
- Reviewing and revising two other foundational documents (2023 Code of Ethics and 2017 Standards of Practice)
- Collecting feedback and providing recommendations on the Essentials of Arts in Health test
- Organizing NOAH's national/international representation in key organizations and initiatives to advance artist workforce development
- Updating the NOAH Professionalization website pages

Artist Workforce Development Committee Report (cont'd)

In addition, the committee will begin multi-year projects include 1.) gathering information on credentialing infrastructure and 2.) developing short-, mid-, and long-term recommendations for professional development programming.

Members will be provided with regular updates and opportunities for feedback as the work progresses. We are grateful for the diversity and breadth of NOAH members' expertise and willingness to contribute to advancing the field!

Conference Committee Report

NOAHCON 25 at a Glance

Co-chairs: Lisa Simms Booth and Moira McGuire. **Members:** Gaelen McCormick, Linda Jackson, Tammy Shella, Sheila Fontanive, Joseph Desiderio, Cassidy Conroy, Stephanie Riordan, Katherine Trapanovski, Leslie Weekes, Danielle Acerra. **2025 Host Team:** Rick Luftglass, Kira Pritchard, Nisha Sajnani, Jane Sullivan.

NOAHCON creates space to **explore** timely topics, **share** effective programs and practices across healthcare and community settings, and **connect** with a growing network to **inspire** conversation, collaboration, and innovation in arts in health.

2025 focus areas: Art + Design for the Built Environment | Community Health + Public Health | Equity + Advancing Wellbeing | Program Development + Sustainability | Research + Evaluation | Technology + Innovation

Location: NOAHCON 25 took place in-person at NYU Kimmel Center on November 5-7 in partnership with the Laurie M Tisch Illumination Fund, NYU Steinhardt, and the Jameel Arts & Health Lab. The virtual day was held on Nov. 18th via Zoom.

2024 Total attendees: 365, a 14% increase from 2023 at 319; includes in-person and virtual registrations (280 in-person/virtual, 85 virtual only)

2025 Total attendees: 513, a 40% increase from 2024 at 365; includes in-person and virtual registrations (405 in person/virtual, 108 virtual only)

Keynotes:

1. Jeremy Nobel, MD, MPH: “Creativity, Connection, and Health: Now and in the Future”
2. Ayanna Hudson, Chief Programs Officer, Americans for the Arts

Plenary Panels:

1. NOAH Artist Workforce Development featuring NOAH’s new position paper Advancing practice in Arts in Health: Artist Workforce Development and Certification
2. A Philanthropic Vision for Arts in Health: A Fireside Chat with Laurie Tisch and Jeffrey Brown
3. Visualizing Relationships Between the Arts & Health featuring the presentation of the first publication in the Jameel Arts & Health Lab - Lancet Global Series on the Health Benefits of the Arts, in collaboration with the World Health Organization.
4. Leading the Season of Arts & Health – A Groundbreaking Collaboration featuring findings from significant fall NY/NJ events: UNGA Healing Arts Week, Creating Health Communities Convening, and the National Organization for Arts in Health’s annual NOAHCON.

Conference Committee Report (cont'd)

The 2025 conference marked NOAH's ninth annual gathering. Significant points include:

- **Three landmark events. One transformative season.** From September to November 2025, New York and New Jersey came alive with the Season of Arts & Health — a celebration of the arts' power to boost health, well-being, and community connection. The Season of Arts & Health featured UNGA Healing Arts Week in September, Creating Healthy Communities Convening in October, and NOAHCON 25 in November.
- NOAHCON 25 was our 4th conference providing **both in-person and virtual options** giving attendees the flexibility to choose the best comfort level for travel, engagement and expense.
- Received 227 presentation and workshop proposals - the largest number yet! To accommodate as many proposals as possible, we held 3 concurrent sessions throughout.
- Most diverse attendees to date by role/affiliation, age and cultural representation.
- New offerings included:
 - Remarkable interactive pre-conference experiences provided by NYC NOAH members highlighting the rich local arts and health landscape and offerings
 - TDF made Captioning possible for all plenaries including keynotes
 - Held Awards ceremony during the kickoff party, enhancing the celebration and centering the work/missions of our members
 - NOAH's Credentialing Working Group and the Artist Workforce Development Committee debuted the new position paper [Advancing practice in Arts in Health: Artist Workforce Development and Certification](#)
 - In response to attendee feedback, we
 - Increased scholarship program with the help of our sponsors!
 - Tripled interactive workshop offerings
 - Held interactive dialogue sessions on popular topics including non-US based approaches, artist workforce development, and funding/sustainability

Every year the Conference Committee is moved and inspired by the growing number and quality of proposal submissions, and NOAH is grateful to all those who submit. With 227 submissions and capacity in 2025 for 40 sessions, the reviewers and committee had the most difficult task. To accommodate more proposals, in 2026 we are implementing "NOAHCON on the Road" in partnership with the membership committee to share the work of those who could not be included in the conference during regular annual online programming.

NOAHCON 26 will be held in person from October 11-13 at the University of Rochester in partnership with the Eastman Performing Arts Medicine Center. The virtual day will be held on October 28 via Zoom. The committee is analyzing survey feedback from 2025 to inform 2026 planning. The call for proposals and early bird registration are coming soon!

Conference Committee Report (cont'd)

We'd like to again thank the staff, our committed and caring conference committee, co-chairs Lisa Simms Booth and Moira McGuire, and conference planner Leslie Weekes. This team brings the voice of those in the field to the planning and implementation, helping to ensure that the conference is addressing current topics and needs of the community. We always welcome new members to the team - please reach out to Danielle if you would like to join. We also thank all of our volunteers for their support, helping the in-person days and virtual day to run so smoothly.

Thank you again to all our sponsors and everyone who made NOAHCON 25 possible!

Finance Committee Report

Finance Committee Members:

Elysian McNiff Koglmeier (Treasurer & Chair), Melanie Cohn, Cindy Perlis,
Lisa Simms Booth, Laura Kinter, Danielle Acerra

NATIONAL ORGANIZATION FOR ARTS IN HEALTH Statement of Financial Income and Expense January-December 2025

Revenue	December	FYE 12/31/25
Advocacy	0.00	0.00
Membership Fees	6,915.00	107,230.25
Gen/Annual Appeal Donations	720.02	1,245.02
Conference Registrations	0.00	155,323.75
Conference Sponsors	0.00	97,050.00
Core Curriculum Tests	0.00	1,017.50
Core Curriculum Book Sales	441.56	8,219.59
Creative Response Forum	0.00	0.00
Research Forum	0.00	30.00
Webinars	0.00	100.00
NOAH's ARC	0.00	0.00
Other Revenue	4,679.90 *	5,276.01
Total Revenue	12,756.48	375,492.12
Expense		
Salaries	5,815.38	105,454.86
Bonus	1,000.00	1,000.00
Accounting	2,700.00	2,700.00
Advocacy	0.00	0.00
Business Fees	0.00	199.90
Conference Expense	11,903.58	171,211.12
Computer Equipment/Software	8,094.00	8,094.00
Core Curriculum Testing	0.00	3,685.00
Core Curriculum Book prtg/ship	0.00	1,820.36
Insurance/QSEHRA	1,617.00	18,756.28
Marketing	60.00	1,335.43
NOAH's ARC	0.00	0.00
Payroll Taxes/Fees	678.46	9,414.50
Processing/Bank Fees	221.81	4,239.86
Subscriptions	319.67	9,654.36
Travel/Meeting Expense	0.00	743.50
Other Expense	0.00	1,290.10
Total Expense	32,409.90	339,599.27
Interest Income		
Stearns Checking/Savings	228.83	1,691.33

* The \$4,680 in Other Revenue represents the remaining meetup funds moved from Temp Restricted Assets

Fund Development Committee Report

Co-chairs: Cindy Perlis and Laura Kinter. **Members:** Elysian McNiff Koglmeier, Melanie Cohn, Danielle Acerra

Overview

Our first year of work was spent focusing on research, relationship-building, and identifying new funding pathways that align with NOAH's mission and capacity.

Stakeholder Engagement and Case for Support

- Conducted comprehensive internal and external stakeholder interviews to develop a compelling case for support for NOAH
- Engaged with diverse stakeholders including funders, members, current board members, and emeritus board members
- Gathered insights to inform our fundraising strategy and understand what resonates with potential supporters

Strategic Positioning Discovery

- **Major breakthrough:** Identified NOAH's workforce development efforts as an area of focus.
- This positioning opens access to an entirely new category of funding opportunities previously unexplored
- This framework aligns particularly well with our artist workforce development initiatives and provides clear direction for future programming expansion

Capacity Assessment and Future Planning

- Acknowledged current staffing limitations that prevent immediate grant application pursuits
- Recognized that our existing programming portfolio needs further development to support major grant applications

Future Opportunities Identified

Conference-Based Cultivation

- Planning to analyze NOAHCON for integrated fund development opportunities
- Exploring options to share NOAH's case-for-support throughout the conference
- Considering hosting a special reception for emeritus board members

Enhanced Stewardship Program

- Identified need for improved donor stewardship practices
- Planning to expand board member engagement in stewardship activities, including donor recognition and communication
- Developing systems to better acknowledge and cultivate relationships with current contributors

Alignment with Strategic Goals

These activities directly support NOAH's capacity-building goals outlined in the Strategic Planning Report and complement the Fund Development Committee Charter's FY2025 responsibilities around relationship cultivation and sustainable funding development.

Governance Committee Report

Members: Purvi Shah (co-chair), Christina Eskridge (co-chair), Brenda Ross, David Fakunle, Morgan Yacoe, Gaelen McCormick

The Governance Committee has organized itself around 6 pillars that will support the work going forward in 2026, including:

1. **Recruitment & Onboarding:** Providing support for both board and staff recruitment, as needed. The recruitment cycle for the board will resume in 2026 for a new cohort to begin in 2027.
2. **Board Education:** Ensuring that the full board is on the same page in understanding bylaws, ways of running the meetings, culture, strategic planning efforts, etc.
3. **Annual Calendar & Milestone Planning:** Creating clear annual milestones for the governance committee to complete, making the activities process driven rather than person driven.
4. **Charter Process – Renewal & Reflection:** Creating processes and expectations around the charters and how the board can be held accountable to the charters submitted.
5. **Industry Partnerships & Liaison Process:** Creating a process for designated board seats and liaising work to ensure NOAH has representation from the right businesses, industries, and from individuals with the necessary skill sets.
6. **Succession Planning:** Creating an equitable process for board members to assume leadership positions, in addition to a warm handoff from one individual to the next.

Strategic planning accomplishments for 2025 include:

1. New Identity Statements have been created with the input of the membership and adopted by the organization.
 - **Vision:** The arts are indispensable to shaping a vibrant and healthier future.
 - **Mission:** NOAH builds community to amplify, educate about, and advocate for the power of the arts to improve health and wellbeing for all people.
 - **Values:**
 - Vitality | We believe in the power of the arts to equitably strengthen physical, emotional, spiritual and mental health and well-being for all people.
 - Creativity | We encourage diverse artistic and cultural expression as a vital component of health and wellbeing for all people.
 - Bridge Building | We foster connection by practicing respect, inclusivity, belonging, and mutual support around our shared purpose.
 - Accessibility | We commit to breaking down barriers to arts participation so that all people can experience the healing power of the arts.
 - Education | We share knowledge, training, and research to empower communities and advance the field.

Governance Committee Report (cont'd)

2. Committees were paused during the NOAH strategic planning process and have been relaunched.
3. NOAH Launched a development committee
4. NOAH has created opportunities to focus programming and eliminated any non-value add programming based on member feedback.
5. NOAH is taking incremental steps towards staff capacity building and recently hired a Membership and Communications Coordinator
6. We paused recruiting new Board Members for 2025.
7. We also decided that only current Board Members could be part of the Governance Committee.

Membership Committee Report

Chair: Antonia Dapena-Tretter. **Members:** Brooke DiGiovanni Evans, Ed Shook, Lisa M.W. Eldred, John Solet, Shanaé Burch, Sophina McDaniel, Noha Abdel-Monheim, Penny Brill, Manale Elewah, Erin Gloster, Danielle Acerra

The 2025 calendar year was one of measurable growth, strategic refinement, and deeper member engagement for NOAH. Through focused membership campaigns, expanded programming, regional activation, and infrastructure development, the Membership Committee made meaningful strides in strengthening community and increasing value for members. In addition, NOAH created a new second staff position, Membership & Communications Coordinator, replacing the Events & Communications Administrator role, to better serve our growing membership. We are excited to welcome this second staff member in early 2026.

2025 Highlights & Accomplishments

Membership Growth & Retention

NOAH experienced consistent and significant membership growth throughout 2025, ending the year with 698 individual and organizational members **surpassing the 15% growth goal at 17.3%**

- Surpassed annual membership growth target
- Successfully shifted the Membership Drive from March to May — resulting in **25 new members (23 individuals, 2 organizations)**
- Re-engagement outreach to lapsed members brought back at least **5 members**

Member Programming & Engagement

In response to member feedback, programming focused on three pillars:

1. **Research Forums**
2. **Practical Arts in Health Workshops**
3. **Networking & Meetups**

Notable 2025 programming highlights include:

- “NeuroArts Blueprint” event
- “Pivoting When Funding Changes” webinar
- “Access in Arts/Health” and “Considering Harm in Arts in Health” webinars
- Research Forum: “Arts for EveryBody”

The committee refined its approach to:

- Maintain no more than one major program per month to protect staff capacity
- Integrate conference proposals into year-round virtual programming
- Emphasize tangible takeaways and community-building.

Membership Committee Report (cont'd)

Regional Meetups & Roundups

2025 marked major progress in regional activation in response to member requests.

- \$5,000 allocated for in-person regional gatherings (distributed across regions)
- Successful Southeast Regional Roundup at Moffitt Cancer Center (35 participants)
- Development of a regional “tips/guide” case study for replication

Regional engagement demonstrated:

- Strong appetite for in-person connection.
- Importance of hybrid accessibility.
- Value of local leadership and structured planning support.

A new regional grant is confirmed for 2026.

Conference & Awards Support

Membership Committee strengthened NOAHCON networking and accessibility:

- Newbie Breakfast & structured networking lunches
- Bingo networking activity to encourage cross-role connections

Awards program enhancements improved equity and accessibility:

- Multiple submission formats (video, live, written)
- Applicant budget transparency for jury context

Research Infrastructure & Resources

The committee began formalizing a curated online research bibliography/resource hub for Member Resources:

- Development of shared research tools
- Integration of into member resources
- Clarified role of Research Forum vs. research database development

The approach emphasizes curation rather than duplication of existing public databases.

Member Feedback & 2025 Member Survey Insights

The 2025 Membership Survey focused on:

- Sense of community
- Alignment of expectations and experience
- Underrepresented groups
- Satisfaction with member services

Preliminary analysis shows:

- Increased sense of community
- Improved alignment between expectations and experience

Membership Committee Report (cont'd)

Strategic Themes Emerging in 2025

- Serve current members first before expansion
- Balance ambition with staff capacity
- Prioritize accessibility (online events, flexible award submissions).

2026 Major Goals

Based on 2025 momentum and early 2026 discussions:

1. Sustain & Strategically Grow Membership

- Grow membership beyond 700
- Strengthen institutional memberships
- Launch quarterly new-member orientation/office hours
- Continue structured outreach to lapsed members with new staff position

2. Refine Programs with Member Feedback

- In-person Regional Meetup Program: Launch new 2026 regional mini-grant cycle for in person gatherings based on member feedback from 2025 pilot, notably without regional divides
- Increase monthly online member programming (new schedule coming soon for networking, practical webinars, NOAHCON on the Road)

3. Elevate Research & Resource Curation

- Launch research hub for members in Research Tools & Databases
- Host at least one high-profile Research Forum (potential partnerships under exploration)

4. Deepen Member Community & Transparency

- Share outward-facing strategic planning updates and continue interactive annual meeting format
- Increase storytelling and visibility of member work through revised Member Spotlights & November Arts & Health Month
- Further position NOAH as a catalyst and convener

5. Strengthen Infrastructure & Staffing

- Support onboarding of new Membership & Communications staff member
- Improve communications funnels
- Align membership growth with revenue sustainability.

Closing: 2025 was a year of growth, recalibration, and momentum. The Membership Committee exceeded its growth goals, strengthened community infrastructure, and laid foundational work for scalable regional engagement and research visibility. In 2026, the focus shifts from expansion alone to **sustainable growth, strategic clarity, and deepened member value**, ensuring that NOAH continues to respond to and meet member needs.

Strategic Planning Committee Report

NOAH STRATEGIC PLANNING PROCESS 2022-2026



Members: Melanie Cohn, Gaalen McCormick, Christina D. Eskridge, Brook DiGiovanni Evans, Lisa Simms Booth, Sarah Hoover, Danielle Acerra

NOAH Strategic Priorities & Action Plan, 2025-2026

Our Strategic Planning Process

From 2022–2024, NOAH engaged members, board, staff and external partners to assess organizational needs, clarify priorities, and develop a shared strategic direction. This plan reflects member feedback, data-informed decision-making, and a commitment to transparency and accountability.

Our 2025–2026 Strategic Priorities

1. Clarify and Live Our Identity

Ensure NOAH's vision, mission, values, and identity are clearly reflected in our programs, communications, and partnerships.

2. Strengthen Member Engagement

Improve communication, connection, and opportunities for meaningful member involvement.

3. Advance Advocacy for the Field

Clarify NOAH's advocacy role through each committee charter and support members in collective action.

4. Support High-Quality Resource Development & Programming

Deliver relevant, accessible resources and programming that supports professional growth.

5. Build Organizational Capacity

Strengthen systems, planning, and internal structures to support long-term sustainability.

Strategic Planning Committee Report (cont'd)

How We're Putting This Plan Into Action

- Annual action plans aligned with each strategic priority
- Clear ownership and internal timelines
- Regular progress review by staff and board
- Ongoing opportunities for member input and feedback

Our Accountability Commitments

We will measure progress through:

- Participation and engagement data
- Program outcomes, member surveys and feedback
- Regular board and staff review

We commit to sharing progress updates with members at least annually.

Strategic Planning & Implementation Timeline:

2022-2024

Listening, assessment, and strategic plan development

2025-2026

Implementation, evaluation, and public reporting

2026

Member feedback and preparation for 2027 action plan and the next strategic planning cycle

This summary reflects NOAH's public strategic priorities. Detailed operational plans are maintained internally.

Questions? Email us at info@thenoah.org