



Network Organizational Development FY2023 Guidelines

DEADLINE: Rolling through April 7, 2023

SUPPORT PERIOD: July 1, 2022 - June 30, 2023



Individuals who do not use conventional print may contact the Maryland State Arts Council to obtain this publication in an alternate format. 410-767-6555 or msac.commerce@maryland.gov



For individuals who are deaf or hard-of-hearing.
TTY: Maryland Relay 1-800-735-2258 or 711

This publication is available as a PDF on the MSAC website: www.msac.org.

Maryland State Arts Council

Overview

The Maryland State Arts Council (MSAC) advances the arts in our state by providing leadership that champions creative expression, diverse programming, equitable access, lifelong learning, and the arts as a celebrated contributor to the quality of life for all the people of Maryland.

The Council comprises an appointed body of 17 citizens from across the state, 13 of whom are named by the Governor to three-year terms that may be renewed once. Two private citizens and two legislators are appointed by the President of the Senate and by the Speaker of the House. All councilors serve without salary.

To carry out its mission, MSAC awards grants to not-for-profit, tax-exempt organizations for ongoing arts programming and projects. MSAC also awards grants to individual artists and provides technical and advisory assistance to individuals and groups. MSAC reserves the right to prioritize grant awards.

MSAC receives its funds from an annual appropriation from the State of Maryland, grants from the National Endowment for the Arts, a federal agency, and, on occasion, contributions from private, non-governmental sources.

Authority

MSAC is an agency of the State of Maryland under the authority of the Department of Commerce, Division of Tourism, Film and the Arts.

Larry Hogan, Governor
Boyd K. Rutherford, Lieutenant Governor
R. Michael Gill, Secretary
Signe Pringle, Deputy Secretary
Thomas B. Riford, Assistant Secretary
Steven Skerritt-Davis, Executive Director, MSAC

Mission and Goals

MSAC's mission is to advance the arts in our state by providing leadership that champions creative expression, diverse programming, equitable access, lifelong learning, and the arts as a celebrated contributor to the quality of life for all the people of Maryland.

MSAC's most recent strategic plan outlines five goals:

1. Increase Participation: Broaden MSAC's constituency, providing avenues designed to increase pathways to engagement.
2. Provide Intentional Support: Embrace thoughtful and targeted approaches to serving known and yet to be known MSAC constituents.
3. Build Capacity: Work strategically to further build organizational and governance capacity to ensure that MSAC is capable of vigorously delivering on its mission.
4. Leverage Connections: Further enhance current relationships and involve additional collaborators, and constituents who will benefit from and advance the work of MSAC.
5. Bolster Maryland Arts: Showcase the high caliber, diverse and relevant work of Maryland's artists and arts organizations; their contributions to community vitality and MSAC's role as a catalyst.

Visit the About Us page at msac.org to read the full strategic plan and learn more about implementation actions.

Equity and Justice Statement

The arts celebrate our state's diversity, connect our shared humanity, and transform individuals and communities. The Maryland State Arts Council (MSAC) and its supporting collaborators are committed to advancing and modeling equity, diversity, accessibility, and inclusion in all aspects of our organizations and across communities of our state.

MSAC and its grantees are committed to embracing equity and non-discrimination regardless of race, religious creed, color, age, gender expression, sexual orientation, class, language, and/or ability.

The driving goals of MSAC's granting processes are:

- To yield a greater variety of funded projects
- To eliminate biases that may be found in any part of the granting process (e.g., applications, panelist procedures, adjudication systems)
- To acknowledge positions of privilege while questioning practices, shifting paradigms of status quo arts activities, and taking more risks
- To expand deliberations to include criteria beyond current conventions or Western traditions

Accessibility Policy

The Maryland State Arts Council (MSAC) is committed to making sure all Marylanders can access our programs and services. Everyone is welcome, and all events and activities sponsored by or operated within MSAC are fully accessible both physically and programmatically. MSAC complies with all applicable disability-related statutes and regulations and seeks to ensure meaningful participation by all Marylanders regardless of need or ability.

Feedback Procedures

If guests would like to provide general feedback to MSAC about accessibility for MSAC's programs or programs funded by MSAC, contact MSAC at msac.commerce@maryland.gov.

Grievance Procedures

For programs or services provided by MSAC

If a program or service operated by MSAC, facilities operated by MSAC, or public meetings conducted by MSAC are inaccessible to persons with a disability or is illegally discriminatory and you want to file a grievance:

- If you have any questions or would like to discuss the situation before filing a grievance, contact the Accessibility Coordinator.
- To file a formal grievance, contact Dan Leonard, Director of EEO & Fair Practices and ADA Coordinator: daniel.leonard@maryland.gov

For programs or services that are not provided by, but are funded by MSAC

- Communicate the grievance to the sponsoring organization.
- If you think your grievance was not handled appropriately by the sponsoring organization, or if you have not received a response from the organization within thirty (30) days, contact MSAC to file a formal grievance at 410-767-6555 or msac.commerce@maryland.gov.

MSAC will work with you to provide assistance as appropriate.

Accessibility Web Page

MSAC has a dedicated accessibility page on msac.org that includes contact information for the accessibility coordinator, federal and state regulations, the organization's Equity and Justice statement, grievance procedures, an emergency preparedness plan, accommodation policies, and other accessibility resources for artists and arts organizations, and PECS images.

Language Access

MSAC makes language accessibility services available. Services include making translations of grant materials, remote American Sign Language (ASL) interpretation, subtitles, braille translation, translation into languages other than English, and more. Please contact msac.commerce@maryland.gov for more information.

En Español/Spanish: MSAC pone a disposición servicios de traducción y accesibilidad de idiomas. Contacte msac.commerce@maryland.gov para más información.

中文普通话/Mandarin Chinese: 马里兰州艺术委员会(MSAC)提供翻译和语言无障碍服务。请联系 msac.commerce@maryland.gov 了解更多信息。

한국어/Korean: MSAC 는 한국어 지원을 돕고 있습니다. 자세한 문의사항은 msac.commerce@maryland.gov 로 연락 주시기 바랍니다.

Professional Grants Review Panels

To assist the Council in its decision-making, professionals in the arts are appointed to a variety of grants review panels. The function of panels is to evaluate applications from organizations and individuals and to offer policy recommendations to the Council. Each year, MSAC publishes an open call, and more than 100 individuals serve as grants review panelists for the Council's programs, including Grants for Organizations, Arts in Education, Independent Artist Awards, Public Art Across Maryland, Creativity Grants, Maryland Touring Grants, Maryland Touring Artist Roster, Maryland Traditions grants, and County Arts Development. Anyone wishing to serve should visit msac.org for detailed information and application forms for any open calls.

Staff

MSAC maintains a professional staff to administer its grants programs and Council-initiated programs. Staff members are available to provide technical assistance to the arts community.

Meetings

All Council and Grants Review Panel meetings are open to the public in accordance with the Open Meetings Act set forth in Title 3 of the General Provisions Article of the Annotated Code of Maryland. The dates, times, and locations of Council and Grants Review Panel meetings may be obtained from the MSAC website at www.msac.org or by contacting MSAC offices at (410) 767-6555.

Requirements For Grant Recipients

- Must comply with Title VI, Section 601, of the Civil Rights Act of 1964, which states that no persons, on the grounds of race, color, or national origin, shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination related to, the arts.
- Must comply with Title IV, Section 1681, of the Education Amendments of 1972, and the Age Discrimination Act of 1975, Section 6101, which prohibit discrimination on the basis of sex or age.
- Must maintain complete and accurate records of all activities connected with the grant.

- Must have filed a satisfactory report with MSAC for the most recently completed fiscal year.
- Must file a final report in alignment with the program requirements. Necessary reporting methods will be provided by MSAC in ample time to meet the deadline. Failure to report may jeopardize any future grant being received by the organization and may result in the organization being required to repay grant funds.
- Must give credit to MSAC in accordance with the [Recognition Guidelines](#) whenever and wherever credit is being given.
- Must notify the appropriate MSAC staff person in writing if a significant change is made in any MSAC-funded program or project.

Accessibility Requirements for Grant Recipients

Grantees must ensure that any programming remains accessible to all, and if needed, conduct programs in accessible venues other than their own organization in order to meet accessibility requirements. Grantees are required to:

1. Comply with Section 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act of 1991, as amended.
2. Prohibit discrimination on the basis of: (a) political or religious opinion or affiliation, material status, race, color, creed, sexual orientation, or national origin; of (b) gender expression, sex, or age, except when age or sex constitute a bona fide occupational qualification; or (c) the physical or mental disability of a qualified individual with a disability.
3. Designate an Accessibility Point of Contact to ensure compliance, receive accommodation requests, and document grievances, and publish direct contact information for the Point of Contact to the public.
4. Create and publicly share a grievance procedure to allow stakeholders to address any events or programs that are inaccessible.
5. Upon request, submit documentation of operations and compliance with the above.

Notice: Certain personal information requested by the Department of Commerce is necessary in determining eligibility for grants. Failure to disclose this information may result in the denial of one or all of these benefits or services. Availability of this information for public inspection is governed by the provisions of the Maryland Public Information Act, Title 4 of the General Provisions Article of the Annotated Code of Maryland. This information will be disclosed to appropriate staff of the Department, or to public officials, for purposes directly connected with administration of the program for which its use is intended. Such information is routinely shared with state, federal, or local government agencies.

Appeals Process

MSAC takes great care during the grant review process to ensure fair and equitable distribution of grant monies based on stated criteria. Therefore, dissatisfaction with the denial of an award or with the amount of an award is not sufficient reason for an appeal. However, a grant request may be reconsidered if a procedural impropriety or error has affected its review.

Grounds for such reconsideration are:

- A decision based on review criteria other than those stated in these guidelines.
- A decision based on material provided to panelists and/or Councilors that was substantially incorrect, inaccurate, or incomplete despite the applicant having provided the staff with correct, accurate, and complete application information.

Based on the above, if an applicant believes there is legitimate reason for an appeal, the following steps must be taken:

- The applicant must discuss the problem with the program director who handled the application.
- To pursue an appeal, the applicant must write a letter to the MSAC Executive Director within 60 days following receipt of the grant award or denial letter requesting a reconsideration of the Council's decision and stating the grounds for the request.
- The applicant will receive written notification on the determination of the appeal within 90 days of the receipt of the written request for reconsideration.

Overview

Purpose

This program supports organizational development for Maryland Arts & Entertainment Districts and grantees of MSAC's County Arts Development and Folklife Network grant programs.

Description

The intention of the Network Organizational Development grant is to support organizational development activities beyond the scope of regular activities funded by Arts & Entertainment District Operating Support, County Arts Development, or Folklife Network grants. Organizational development is defined as any effort that supports the stability, visibility, and effectiveness of an organization. This broad definition means that organizational development looks different based on each organization's unique needs. Contact relevant MSAC staff to discuss typical activities funded by Network Organizational Development grants.

Grant Cycle

Funding amount

Grants are between \$2,000 and \$10,000 and are disbursed based on applicant requests. Grants may fund the entirety or a portion of an applicant's proposed organizational development activity.

Support Period

July 1, 2022 through June 30, 2023

Timeline

- Applications
 - Application publication: July 1
 - Application deadline, Round 1: October 7
 - Application deadline, Round 2: January 7
 - Application deadline, Round 3: April 7
- Grant How to Apply Webinar
 - Webinar: August 1
- Panelist evaluation
 - Call for panelists opening: August 15
 - Call for panelists closing: September 15
- Review of applications
 - Round 1: October 15
 - Round 2: January 15
 - Round 3: April 15
- Final reports
 - Final report instructions released: June
 - Final reports due: July

Eligibility

Eligible applicants are Maryland Arts & Entertainment District management entities and current grantees of the County Arts Development and Folklife Network grant programs. Further eligibility guidelines are below.

Eligible applicants must be Arts Organizations or organizations with dedicated Arts Programs, as defined by MSAC. Full definitions are below.

Arts Organizations or Arts Programs

- Must be one of the following:
 - 501(c)3 nonprofit organization (an organization with an IRS-designated 501(c)3 status).
 - Model A Fiscal Sponsorship (comprehensive sponsorship, in which the assets, liabilities, and exempt activities collectively referred to as the project are housed within the fiscal sponsor).
 - For fiscal sponsorships supporting an individual, the artist(s) must meet the residency requirements for Independent Artists.
 - Unit of government (a unit of government [town, city, county, state] with the capacity to undertake an arts program)
 - College or university (an established higher education institution in Maryland)
 - School (a public or private school serving students in grades pre-Kindergarten through 12)

Organizations may receive no more than one Network Organizational Development grant per granting cycle, though multiple applications may be made if initial attempts are unsuccessful.

Interested applicants must schedule a 30-minute meeting with relevant MSAC staff before starting an application.

Independent artists are not eligible to receive Network Organizational Development grants, though the intention of the grant is that each Maryland Arts & Entertainment District, county arts agency, and regional folklife center serves as a resource center for artists.

Contact Information

MSAC staff offer the following technical assistance throughout the application process:

- Application strategy for Arts & Entertainment District management entities and County Arts Development grantees
 - David D. Mitchell, Program Director, Arts & Entertainment Districts and County Arts Development
 - david.mitchell1@maryland.gov
- Application strategy for Folklife Network grantees
 - Chad Buterbaugh, Senior Program Director
 - chad.buterbaugh@maryland.gov
 - 443.469.8239
 - Ryan Koons, Folklife Specialist
 - ryan.koons@maryland.gov
 - 410.767.6568 (O); 443.536.8368 (C)
- Accessibility requests
 - Derrick Quevedo, Office Secretary
 - derrick.quevedo@maryland.gov
 - 410.767.6555
- Grants logistics and technological assistance
 - Tammy Oppel, Grants Management Associate
 - tammy.oppel@maryland.gov
 - 410.767.8851

- Professional development related to grant writing and program requirements
 - Professional Development Opportunity grant: <https://www.msac.org/programs/professional-development>
 - Online offerings: <https://www.eventbrite.com/o/maryland-state-arts-council-17190128438>

Application Process, Review, and Reporting

Application Process

Before You Apply

Because Network Organizational Development grants are reserved for specific expenses incurred by current Maryland Arts & Entertainment Districts and County Arts Development and Folklife Network grantees, interested applicants are required to schedule a 30-minute call with a relevant MSAC staff in advance of beginning an application.

The purpose of the call is to assist applicants in making their proposals as competitive as possible before submission.

Interested applicants should use the listings in the “Contact Information” section above to schedule their pre-application calls.

SmartSimple

All applications are submitted via the secure online grants management system SmartSimple. Log in or create a free account at marylandarts.smartsimple.com.

- Applicants are required to complete and submit their applications by electronic means, including the use of an electronic signature.
- Technical support for SmartSimple is available during regular office hours.
- Lost, misdirected or late applications are the sole responsibility of the applicant.
- Applicants must meet all revision deadlines after submission, as specified in writing, or the application will be withdrawn.

Matching

There is no matching requirement for Network Organizational Development grant funds. The full grant amount is disbursed upon approval of an application.

Use of Funds

Grant funds may be used for:

- Fees for professional consultants/consulting firms providing support in organizational development areas such as fundraising, strategic planning, etc.
- Other costs associated with long-term planning (e.g., board or staff retreats, etc.)
- Contracted services to agencies who specialize in marketing, media production, public relations, or other services assisting with increasing the organization’s visibility
- Other activities supporting an organization’s long-term stability, visibility, or effectiveness

Grant funds may not be used for:

- Capital improvements or purchases of permanent equipment
- International conferences or out-of-state travel

- Artistic programs or activities and operational expenses funded by an Arts & Entertainment District, County Arts Development, or Folklife Network grant

Review Criteria

The review of Network Organizational Development applications is based on the following three criteria. Rubrics detailing these criteria are below. Panelists will score applications for Network Organizational Development funds according to the rubrics below. The questions accompanying each criterion are taken directly from the application form. Only scored questions are listed.

Criterion 1: Relevance to the applicant's organizational development

- Application questions:
 - Describe the organizational development activity.
 - How does the activity support organizational development (e.g., efforts increasing stability, visibility, or effectiveness) at your organization?
 - What is the intended impact of the activity on your constituents?
 - How will the success of the proposed activities be measured (e.g., numerically, anecdotally, attendance, constituent feedback, media coverage, improved organizational efficiency, etc.)?

Excellent (17-20 points)	Good (13-16 points)	Fair (9-12 points)	Poor (8 or fewer points)
Efforts are clearly connected to organization's goals, demonstrate strong constituent service, and include easily measurable success metrics.	Efforts are connected to organization's goals, demonstrate constituent service, and include measurable success metrics.	Efforts are somewhat connected to organization's goals, demonstrate some constituent service, and mention success metrics.	Efforts unclearly or do not connect to organization's goals, demonstrate constituent service, and state success metrics.

Criterion 2: Applicant's capacity to carry out the proposed activity

- Application questions
 - Who will be involved in completing the activity?
 - What is the timeline for the activities?

Excellent (17-20 points)	Good (13-16 points)	Fair (9-12 points)	Poor (8 or fewer points)
Activities are clearly, specifically described in terms of assigned staff, and allotted time is ample.	Activities are assigned to specific staff, and allotted time is reasonable.	Some activities are assigned to specific staff, and allotted time is mentioned.	Activities are unclearly or not assigned to specific staff, and allotted time is inadequate or not stated.

Criterion 3: Financial feasibility of the proposed activity

- Application questions

- Click the Budget button below to provide a budget breakdown for the activity. Add lines for income and expenses as needed.

Excellent (17-20 points)	Good (13-16 points)	Fair (9-12 points)	Poor (8 or fewer points)
Budget is detailed, complete, and clearly aligned with described activities.	Budget is complete, and aligned with described activities.	Some budget numbers are provided and somewhat aligned with described activities.	Budget is incomplete or not provided; little or no alignment with described activities.

Review

MSAC convenes a group of panelists to evaluate applications electronically. Each application is evaluated using the three-part rubric above. Panelists assign as many as 20 points and supply qualitative comments for each of the three parts:

- Relevance to the applicant's organizational development
- Applicant's capacity to carry out the proposed activity
- Financial feasibility of the proposed activity

Panelist Selection

Panelists are selected via public application process. Applicants who are arts administrators, cultural workers, or specialists in organizational development possess the necessary expertise to evaluate applications, though all potential panelists are given consideration.

Notification and Payment

All applicants will be notified by email regarding the outcome of their application. 100% of grant funds will be disbursed upon completion of required documents.

Applications are reviewed by program staff as they are received. Applicants will be notified of the grant status within three weeks of submission, and, if approved, receive a formal grant agreement form to process the grant payment (100% of award amount).

The grantee will receive payment 6-8 weeks from the date of receipt of the fully executed agreement. Learn more about MSAC payment processes [here](#).

To receive grant payments via direct deposit, please follow the instructions and complete the required forms from the [Comptroller of Maryland](#).

If multiple applications receive the same score but budget restrictions prevent all applications with that score from being funded, final selections will be based on which applications most closely align with the five published goals of MSAC's current Strategic Plan, as interpreted by staff. The goals are: Increase Participation; Provide Intentional Support; Build Capacity; Leverage Connections; and Bolster Maryland Arts.

Reporting

Final Report

An annual final report describes how funds were spent over the most recently completed granting period. The Final report collects narrative, fiscal, and demographic information in keeping with MSAC and National Endowment for the Arts requirements. Successful completion of a final report is required for organizations to be eligible to apply for future Folklife Network funds. Final reports are completed in SmartSimple, the same online grants management system used for applications. Final Reports are available at the end of each granting period. MSAC notifies grantees in writing when Final Reports are available.

Failure to submit reports may jeopardize current and/or future MSAC grants and may result in the required return of grant funds to the State of Maryland.