

# EXECUTIVE PROGRAM IN ARTS & CULTURE STRATEGY



*Course Catalog*

# PROGRAM ROADMAP

*Click on a course to learn more and explore the program.*



**GETTING STARTED**

*Two-Week Online Orientation*



**UNIVERSITY CONVENING**

*University of Pennsylvania*



**MANAGING TEAMS**

*Three-Week Online Course*



**NONPROFIT FUNDRAISING**

*Three-Week Online Course*

DECEMBER 2017

JANUARY 2018

MARCH 2018

MAY 2018

JUNE 2018

JULY 2018

AUGUST 2018

**STRATEGY & POSITIONING**

*Six-Week Online Course*



**ARTS & CULTURE FINANCE**

*Six-Week Online Course*



**ELECTIVE WINDOW**

*Three-Week Online Courses YOU CHOOSE TWO*



COMMUNITY & COLLABORATION



EVALUATION



VALUE IN ARTS & CULTURE



NONPROFIT GOVERNANCE



INTRO. TO SOCIAL MEDIA



IMPACT MANAGEMENT

**CONVENING & COMMENCEMENT**

*University Of Pennsylvania*



# ARTS & CULTURE FINANCE



6-WEEK  
ONLINE  
COURSE



This course will help you get beyond the financial facts and figures of an organization, to see the underlying financial structure. By understanding the dynamic process, you can comprehend, anticipate and respond to an organization's present and future financial challenges.

## FACULTY ▶



**GAIL CRIDER**  
National Arts Strategies



**ELIZABETH KEATING**  
Boston University

## FEEDBACK ▶ *from students*

**93%**

of students are more confident in their ability to read nonprofit financial statements

# COMMUNITY & COLLABORATION



3-WEEK  
ONLINE  
COURSE



We draw from the fields of urban planning and community development to explore how organizations and entrepreneurs can maximize their benefit to the community.

## FACULTY ▶



**MARIA ROSARIO JACKSON**  
Kresge Foundation

## FEEDBACK ▶ *from students*

*"Very valuable course. I was a novice at first in terms of community engagement. Now, I feel well prepared."*

# IMPACT MANAGEMENT



3-WEEK  
ONLINE  
COURSE



This course will challenge you to define who and what is significantly affected by the work that you do, give you tools to capture and analyze this information in a regular and cost effective way and look at ways the information can be used to improve decisions, generate stronger results, define brand, boost income and reduce risk.

## FACULTY ►



SARA OLSEN  
SVT Group



JED EMERSON  
Gary Community  
Investment Company

## FEEDBACK ► from students

*"This course was excellent. I immediately started using these tools in my work and I have a lot of food for thought for my future work."*

# INTRO TO SOCIAL MEDIA



3-WEEK  
ONLINE  
COURSE



We introduce you to the basics of social media and help you develop- an understanding and awareness of the strategy and principles behind social media, effectively establish and optimize online networks and understand the importance of metrics.

## FACULTY ►



SHERRIE MADIA  
New Jersey City University

## FEEDBACK ► from students

*"I learned a great deal about social media campaigns and the importance of knowing your audience."*

# NONPROFIT FUNDRAISING



3-WEEK  
ONLINE  
COURSE



You will build your working understanding of the many forms of philanthropy available to support nonprofit organizations and gain a sturdy grasp of the fundamentals of effective fundraising practice.

## FACULTY ►



EILEEN R. HEISMAN  
National Philanthropic Trust

## FEEDBACK ► from students

*"I loved the way that Eileen taught.  
DIRECT AND FULL OF CONTENT."*

# NONPROFIT GOVERNANCE



3-WEEK  
ONLINE  
COURSE



This course will provide you with a practical grounding in nonprofit governance – as a staff member, CEO or as a board member. We will also take a look at the human dimensions of board leadership and contextual dynamics that affect governance.

## FACULTY ►



NADYA SHMAVONIAN  
Nonprofit Strategic Direction Consultant

## FEEDBACK ► from students

**88%**

of students gained an understanding of the human dimensions of board leadership

# STRATEGY AND POSITIONING



6-WEEK  
ONLINE  
COURSE



In this course, we will look at organizational strategy and important measures of organizational performance. This course will help you describe challenges and opportunities from the perspective of the customer and evaluate the alignment of programs, pricing, promotion and channels to affect consumer behavior and achieve goals.

## FACULTY ►



DR. PETER FRUMKIN  
University of Pennsylvania



JIM ROSENBERG  
Workbench Services

## FEEDBACK ► *from students*

93%

of students said they applied skills learned in this course to their work

# VALUE IN ARTS & CULTURE



3-WEEK  
ONLINE  
COURSE



We will explore the value of the arts, the unique challenges of running mission driven organizations and how to assess and adapt to the environment in which you are working.

## FACULTY ►



RUSSELL WILLIS TAYLOR  
The Banff Centre

## FEEDBACK ► *from students*

*“The content and presentation in the videos for this course was exceptional.”*

# ON-CAMPUS CONVENINGS



You will travel to Philadelphia twice throughout the program to meet and work with your colleagues at the University of Pennsylvania. This time will be spent learning with faculty about leadership, negotiation, decision making and human-centered design as well as analyzing a living case study of a local organization and building collaborations with classmates from across the globe.

## LEADERSHIP & DECISION MAKING ▼

How do we recognize and leverage advocacy and inquiry? The power of questions and the role inference plays in engaging in our emerging contexts; and how active listening and perspective taking skills help us better understand and engage with others.

## PROGRAM DESIGN & INNOVATION ▼

How do we design and build programs? What needs are being met by the programs and how do we know? Are we spending our time and money on the most valuable aspects of the program? Explore program development through the lens of human-centered design thinking.

## NEGOTIATION ▼

We will review and practice some core elements of effective negotiation in a nonprofit context. After reviewing the core concepts of anchoring and framing we will proceed to an exercise to put some of these ideas into practice.

## IN-DEPTH CASE STUDY ▼

You will participate in an in-depth case study of a local arts and culture organization's strategy. A visit with the organization's leadership and an inside look at their strengths and weaknesses will challenge you to bring all your learning together.

## FACULTY ►



DR. PETER FRUMKIN  
University of  
Pennsylvania



MEREDITH MYERS  
University of  
Pennsylvania

## FEEDBACK ► from students

*"The convening was an amazing experience to meet and interact with so many diverse and creative people."*

# FACULTY



## **GAIL CRIDER**

*National Arts Strategies*

Gail Crider is President & CEO of National Arts Strategies. She directs our program design area and facilitates organizational realignment. In addition, she consults on strategic leadership, planning and governance. Gail was Vice President and COO for over a decade and was instrumental in our transition from the National Arts Stabilization Fund to National Arts Strategies and providing the range of services we offer today.

Before joining National Arts Strategies, Gail worked with a variety of arts organizations and spent ten years in the funding community. In her most recent position as a program officer for a private foundation, Gail worked on inner-city redevelopment and community building in Washington, D.C. Gail has also worked for the Arizona Commission on the Arts, Arena Stage, Shakespeare Theatre at the Folger and the National Endowment for the Arts. She co-chaired the Community Development Support Collaborative in Washington, D.C., and has served on the audit committee for the National Assembly of State Arts Agencies and on grant panels for the Corporation for National Service (AmeriCorps), the National Endowment for the Arts and the Department of Treasury, CDFI Fund. She holds a B.S. in theater from Lewis and Clark College. She is a Senior Fellow of the Center for High Impact Philanthropy at the University of Pennsylvania.



## **JED EMERSON**

*Gary Community Investment Company*

Jed Emerson is originator of the concept of Blended Value. Jed Emerson has extensive experience leading, staffing and advising funds, firms, social ventures and foundations pursuing financial performance with social/environmental impact. He is an internationally recognized Thought Leader in sustainability and sustainable finance, impact investing, social entrepreneurship and strategic philanthropy. Emerson has played founder roles with some of the nation's leading venture philanthropy, community venture capital and social enterprises.



## **DR. PETER FRUMKIN**

*University of Pennsylvania*

Peter Frumkin is Mindy and Andrew Heyer Chair in Social Policy, Director of the Master's in Nonprofit Leadership Program, and Faculty Director of the Center for Social Impact Strategy, all at the University of Pennsylvania. His research and teaching focus on nonprofit strategy, philanthropy, and social entrepreneurship. He is the author or co-author of six books, including *Strategic Giving: The Art and Science of Philanthropy*; *On Being Nonprofit*; and *Serving Country and Community*.

# FACULTY



## **EILEEN R. HEISMAN**

*National  
Philanthropic Trust*

Eileen R. Heisman is the President and CEO of National Philanthropic Trust. She is a nationally recognized expert on charitable and planned giving. In both 2011 and 2014, she was named by NonProfit Times as one of their Power and Influence Top 50, an annual listing of the 50 most influential executives in the philanthropic sector. Ms. Heisman is an adjunct faculty member at the University of Michigan's School of NONPROFIT FUNDRAISING Social Work graduate program and at the University of Pennsylvania's School of Social Policy and Practice. She is a regular lecturer for the Nonprofit Board Leadership Program at the University of Pennsylvania's Wharton School and a member of the Governance Committee for the Nonprofit Leadership Program at the University of Pennsylvania's School of Social Policy and Practice.



## **MARIA ROSARIO JACKSON**

*Kresge Foundation*

Maria Rosario Jackson is an expert in the fields of urban planning, comprehensive community revitalization and arts and culture. She is Senior Advisor to the Kresge Foundation and consults with national and regional foundations and government agencies. In 2013, President Obama appointed Dr. Jackson to the National Council on the Arts. She is adjunct faculty at the University of Southern California where she teaches in the Arts Leadership Program. She is also the James Irvine Fellow in Residence at the Luskin School of Public Affairs at the University of California, Los Angeles and has taught in the Urban Planning program.



## **ELIZABETH KEATING**

*Boston University*

Elizabeth ("Liz") Keating is well known as a nonprofit finance researcher and educator. Her research has looked at nonprofit financial performance, reforming the nonprofit reporting system, overhead, financial distress and fraud. She is perhaps best known for her Boston Foundation report, "Passion and Purpose: Raising the Fiscal Fitness Bar for Massachusetts Nonprofits" which documented the lack of funding in the sector, as well as for her pamphlet "How to Assess Nonprofit Financial Performance," used in many nonprofit finance courses. She has taught nonprofit finance and accounting in executive as well as degree-granting programs at the Harvard Business School, Kennedy School at Harvard, Kellogg School at Northwestern, and Columbia University. She is presently an Affiliated Scholar at the Urban Institute and a Lecturer at Boston University. She holds an M.B.A. in Finance from the Stern School at NYU and a PhD in accounting from the Sloan School at MIT."

# FACULTY



## **SHERRIE MADIA**

*New Jersey City University*

Sherrie A. Madia, Ph.D. is an educator, author, and speaker. She previously served as the Executive Director of Communications, External Affairs at the Wharton School of the University of Pennsylvania, Associate Adjunct Professor at Drexel University, and as Lecturer at the Wharton School of the University of Pennsylvania. Her most recent book is *The Social Media Survival Guide for Nonprofits and Charitable Institutions*.



## **MEREDITH MYERS**

*University of Pennsylvania, The Wharton School*

Meredith has been faculty at the University of Pennsylvania since 2009. Within the Wharton School, she is a Senior Fellow in the Center for Leadership and Change Management and a Learning Director in the Ares-ty Institute of Executive Education. Meredith also lectures in Penn's Master's Program in Nonprofit Leadership and Master's Program in Applied Positive Psychology.

In her research and consulting around cross-sector partnerships, she has coached international leaders, executives and board members in non-profits, foundations, and industry on how to forge healthier relationships for more sustainable business results. In recent years, she also has helped develop and execute training programs to build problem-solving and collaboration capacity within mission critical teams such as those within the New York Fire Department, Navy Special Warfare and US Army Special Operations Command.

Outside of her university-based roles, Meredith is the Executive Director of Job Crafting LLC, which leverages cutting edge research on the workplace to help people construct more meaningful, successful ways of engaging in their work.

Meredith holds a Ph.D. in Organizational Behavior from Case Western Reserve University. She completed her undergraduate studies at the University of Pennsylvania / the Wharton School, in the dual-degree program in International Studies and Business.



## **SARA OLSEN**

*SVT Group*

Sara Olsen is Founder and CEO of SVT Group, an "impact accounting firm" whose systems have been used to account for the social and environmental value of some \$9Bn in assets since 2001. Recognized twice by Bloomberg BusinessWeek as one of America's Most Promising Social Entrepreneurs, Sara holds professorships at Hult International Business School and the Monterey Institute of International Studies, where she teaches social impact assessment and management for entrepreneurs and investors, and she serves as Methodology Committee cochair for Social Value International.

# FACULTY



## **NADYA SHMAVONIAN**

*Nonprofit Strategic Direction Consultant*

Nadya Shmavonian is an independent consultant who most recently served as president of Public/ Private Ventures (P/PV) from January 2010 – July 2012, where she presided over the closure of the organization. She provides strategic direction and counsel to private foundations and a broad array of local, national and international nonprofit organizations. She served as vice president for strategy at the Rockefeller Foundation and executive vice president at The Pew Charitable Trusts. Ms. Shmavonian serves on the Boards of NONPROFIT GOVERNANCE the Center for Effective Philanthropy; the Partners for Seed in Africa Fund, an initiative for South Sudan supported by Howard Buffet; and the Lenfest Foundation. Ms. Shmavonian holds a B.A. from the University of Chicago, and an M.B.A. in healthcare management from the Wharton School of the University of Pennsylvania. She was awarded the Kathleen McDonald Distinguished Alumna Award from Wharton Women in Business in 2011.



## **RUSSELL WILLIS TAYLOR**

*The Banff Centre*

Russell Willis Taylor was President and CEO of National Arts

Strategies in the United States from January 2001 to January 2015, before coming to Banff Centre. She has extensive senior experience in strategic business planning, financial analysis and planning, and all areas of operational management. Educated in England and America, she served as director of development for the Chicago Museum of Contemporary Art before returning to England in 1984 at the invitation of the English National Opera (ENO) to establish the Company's first fund-raising department. During this time, she also lectured extensively at graduate programs of nonprofit management and arts and business management throughout Britain. From 1997 to 2001, she rejoined the ENO as executive director.

Mrs. Willis Taylor currently serves on the advisory boards of the Salzburg Global Seminar, the British Council's Arts & Creative Economy Advisory Group, The Charlottesville Community Foundation, Fractured Atlas and is a Fellow of the Royal Society of Arts. In 2013, Mrs. Willis Taylor was honored with the International Citation of Merit by the International Society for the Performing Arts, presented in recognition of her lifetime achievement and her distinguished service to the performing arts. She has written a number of articles on nonprofits and cultural management and on policy issues in arts and culture.



## **JIM ROSENBERG**

*Workbench Services*

Jim Rosenberg is the founder of Workbench Services where he works

with mission-driven organizations on innovation, strategy, and new ventures. Jim has extensive experience in both nonprofit and commercial organizations, including startups, mission-driven nonprofits, and Fortune 500 corporations. Jim was a Vice President at National Arts Strategies from 2005 to 2013 with responsibility for market strategy and new business development. He holds an M.B.A. from Stanford University Graduate School of Business, and a B.A. in Psychology from the University of Pennsylvania.