TheChiefExecutiveProgram

The Summit at Sundance
Working Document

National Arts Strategies

*Introduction

Throughout The Chief Executive Program, we explored new approaches to some of the most complex and critical challenges for the field. *The Summit at Sundance* was designed as a space for members of the program to put it all together. The event challenged the community to use the concepts and frameworks from earlier convenings but more importantly to use each other to craft real-world solutions to four key problems: engaging collaborators in shaping our institutional agendas; creating 21st century boards; developing transformational employees and systems; and maximizing the field's value in the eyes of the public.

This report is the distillation of that work. It is a leadership workbook, an encyclopedia of ideas written by the community. It is, however, only the starting point. We hope that you will continue this work. We've provided this set of tools for you to continue to hone and shape these concepts, to share your ideas and to build upon those of your colleagues.

Use this report to browse general approaches to the problem statements or look at individual solutions. Download the toolkit and continue the work with your staff and board. Use the accompanying public website to engage others in your community or the field. Continue to look to each other as partners in this work and consider NAS as additional resource that you can always call upon.

Now, let's get to work!

All our best,
The NAS Team

Contents

Contents (cont'd)

About the process

We built *The Summit at Sundance* around a proven innovation process of brainstorming, evaluation/selection and experimenting forward. The Chief Executive Program community helped shape every aspect of the event, from the selection of the problem statements to the generation of ideas to solve them. We simply provided the time, the place and a process to do it.

Sundance was only the beginning of that work, however. We hope that you can take the process we used to continue this work.

Mapping the issues

In order to focus our time together, we asked the program participants to send us a list of their most pressing challenges. We analyzed the submissions and put together a mind map to help demonstrate our thinking about the root issues. We then dug a little deeper, looking for the shared issues and fulcrum points. Out of this process, we selected four problems to be explored:

1. Customers are shifting from passive consumers to active collaborators. Many desire experiences designed for and with them. Increasingly, cultural organizations are seeking to be audience-driven by inviting customers into their process. **Problem to solve: Engage users / communities / stakeholders as real collaborators in shaping an institution's agenda.**

2. Leaders inherit longstanding governance structures and practices that can seem immutable. Consider the value board members can add to the organization's mission, the responsibilities of board members and those of the CEO. **Problem to solve: Create the 21st century board.**

3. The landscape in which we work is changing, with convergence affecting structures, people and processes. Adaptation and innovation are necessary to thrive in this new environment. **Problem to solve: Develop employees and systems that will transform organizations and the field.**

4. The value each organization delivers to its community is unique. Amplifying (or obscuring) this value, though, is the general perception of the value of cultural organizations as a category. **Problem to solve: Maximize the cultural field's value in the eyes of the public/society.**

Brainstorming

At Sundance, we generated solutions to the four problems outlined above. The participants brainstormed in small groups, working through each problem statement, exploring the landscape of possibilities and lending their insight to their colleagues. At the end of the brainstorming phase, they collectively came up with 400 possible solutions.

Selection

We designated four areas at Sundance, each dedicated to one of the problems. With hundreds of solutions "on the wall" from the brainstorming sessions, the Sundance participants reviewed and reflected upon all of the proposals and voted for the solutions they wanted to see move forward.

Experimenting Forward

We then identified the solutions with the most votes and turned it over to community. We provided worksheets and tools but the experimenting forward sessions' format was very open. Those participating decided how to make the most of the conversations. By the end of the sessions the group had refined 12 of the concepts and set a plan for how to move them forward.

About this document

This report is a result of The Chief Executive Program community's efforts. Co-authored by the community and NAS, it contains a complete list of tools and background information provided at Sundance as well as the 400 concepts generated and the notes from the 12 ideas further explored. We've also included links to original materials and video snapshots of the event to help recreate the experience for those who did not attend.

As we began to put the information together, we weighed several options to find the right mix of media. Our goal was to find a solution that was flexible and easy to use – not only the right tools, but the right tools in a format that could seamlessly plug into your own work environment. We landed on an interactive document that you can navigate through electronically or print out and use.

The problems addressed in the report affect the entire field, and we want you to be able to engage the entire field in their solutions. We've built a public website that contains the information from this document. This document provides links to the website to allow you to easily share ideas with your stakeholders, your community and the field.

There are many ways to explore the concepts. You can browse the table of contents or check out the mind map for each of the four problem statements. All of these will take you to specific concepts or general approaches with the click of a mouse.

Each concept or topic page provides you with several hyper-linked options. You can view the original concept sheet, connect with your colleagues who supported it, share the concept with those outside of The Chief Executive Program or download the toolkit to continue to work on it.

We've built this report and the accompanying website to help you reflect upon and continue to refine the concepts generated at Sundance. We hope that you will share your work and build upon that of your colleagues.

TheChiefExecutiveProgram

National *Arts* Strategies

* Customers are shifting from passive consumers to active collaborators. Many desire experiences designed for and with them. Increasingly, cultural organizations are seeking to be audience-driven by inviting customers into their process.

PROBLEM TO SOLVE:

Engage users / communities / stakeholders as real collaborators in shaping an institution's agenda.

Inspiration

For each of the problem statements we produced some materials to help get you thinking creatively about the issues. Click on any of the items below to download a copy.

Institutional
Agenda

Stakeholders

Community Members · Donors · Governement · Staff · Visitors · Artists · Board

Community-Centered Design

DISCOVER · LISTEN · DESIGN · EVALUATE

YOUR · COMMUNITY

the good stuff

Traditional Model

Cultural Institutions — Art

Community

Engagement Model

Cultural Institutions — Art — Community
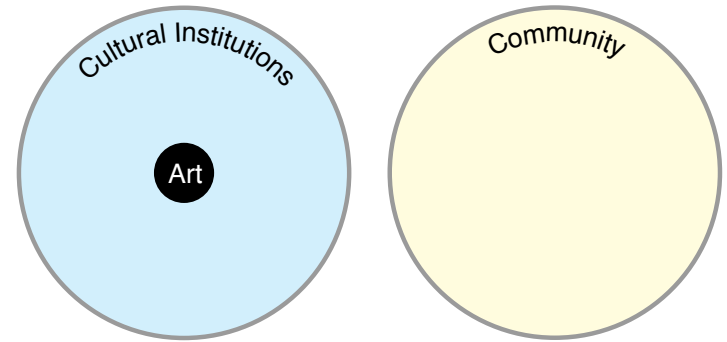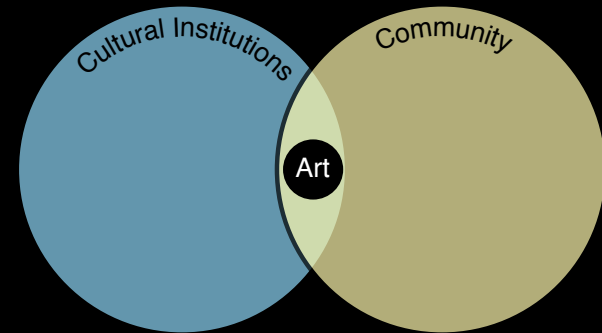
–adapted from Doug Borwick's *Engaging Matters* post, *"Shifting the Center"*

Engagement Promise

I, _____ take you, _____
      YOUR ORGANIZATION   STAKEHOLDER

   to be my partner in advancing our institutional agenda.

To serve as my _____ & my _____
                  NOUN   NOUN

   as we work together to make a sustained investment

   in our community. From this day forward, I promise to

_____ & _____, to
VERB / ACTION PHRASE   VERB / ACTION PHRASE

_____ you in times of _____
VERB / ACTION PHRASE   ADJECTIVE

& _____, when our relationship is
         ADJECTIVE

_____ & when it is _____.
    ADJECTIVE   ADJECTIVE

As we work to address _____, I
                 MISSION / PURPOSE

need your _____ & your _____.
         NOUN   NOUN

I vow to _____ & _____
        VERB   VERB

and promise to stay _____
              NOUN

& _____.
    NOUN

Today, we make this commitment to each other, for as long as we exist in this community.

$$\text{stakeholders} \left(\frac{\text{engagement} \{ f(\text{time, money, attention, goodwill}) \}}{\text{expectation}} \right) = \text{mandate}$$

Each of your stakeholders' input can be expressed as the ratio of their engagement – through their time, money, attention or positive word-of-mouth – divided by their expectations. The sum of all of these inputs is your mandate. What else does this loosely mathematical frame tell us? As in politics, the key to increasing the power of your mandate is to increase the amount of stakeholders' engagement more than they increase their expectations. The opposite also holds true: a weaker mandate comes when stakeholders' expectations are greater than their engagement with you.

–from *Field Notes* January 20 post, *"What's your mandate?"*

Committing to Engagement

Originally posted on *Field Notes* by Theresa Remick

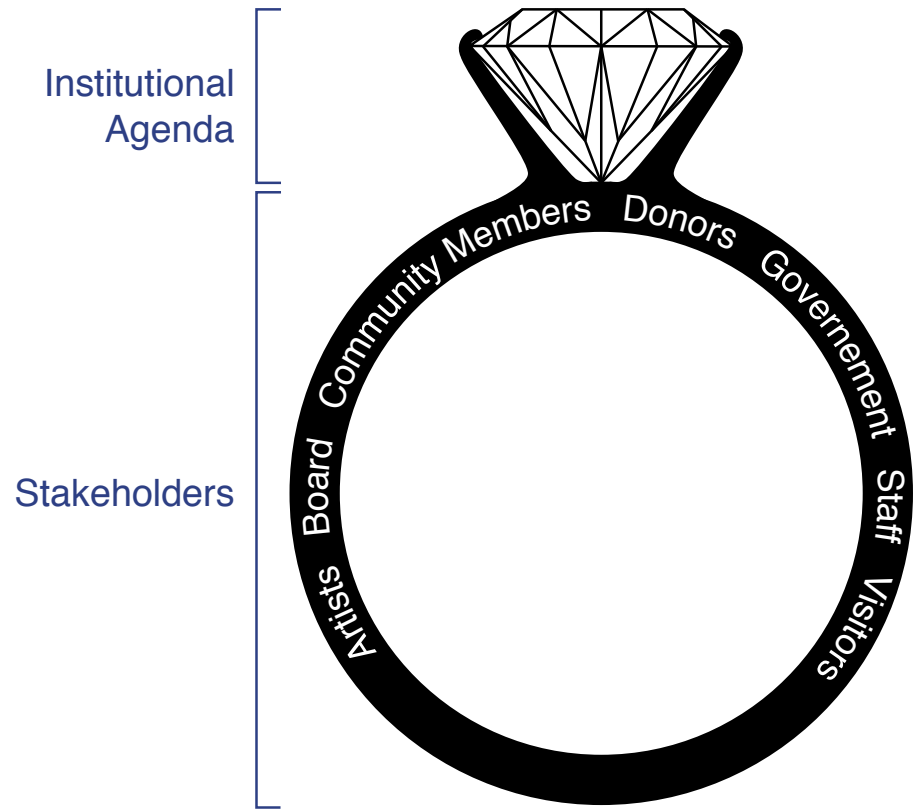## Problem to solve: Engage users/customers/stakeholders as true collaborators in shaping an institution's agenda.

Customers are shifting from passive consumers to active collaborators, and many desire experiences designed for and with them. Increasingly arts and culture organizations are seeking to be audi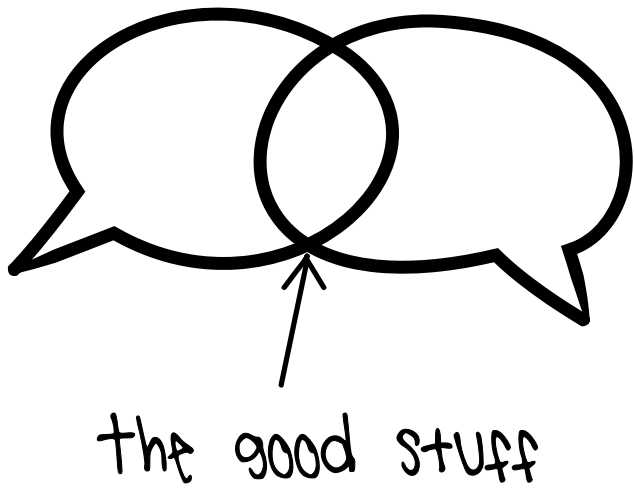ence-driven by inviting customers into their process. We look to crowd-sourcing as a means to achieve this type of engagement, and there's certainly no shortage of organizations involving their customers in program design. Much emphasis has been placed on participatory experiences, and these are by no means without value.

How often does this engagement extend beyond audience development initiatives or one-off programs? Are we asking our customers what they want simply to inform programming decisions that will put butts in seats, or so our organizations can become more representative of the communities we serve?

Bringing users into our organizations should not happen only as a response to changing consumer preferences and habits. Nonprofit organizations receive tax-exempt status based on the promise that we will meet a need not being served by government or the private sector. Are we really delivering on that promise? Without a deeply engaged and mutually trusting relationship with our communities, how can we possibly know what needs aren't being met? And, given that our mandate is derived from the interests of a variety of stakeholders, shouldn't the entire organization – from mission and vision to programs and practices – reflect, and be inspired by, the community we've chosen to serve?

At the Santa Cruz Museum of Art & History, Creative Community Committee (C3) meetings bring members of the local community together to brainstorm programming ideas. To do so, C3 members consider the needs of the museum's constituents and how those needs might be served through community programs. Keeping in mind the MAH's goals for community programs, they use a honeycomb framework to identify needs, collaborators and projects that would help meet each need.

By engaging a diverse group representative of its community, the museum can make better choices about how to serve Santa Cruz in a relevant and meaningful way. And while the MAH has used this process to inform program design, C3 meetings also give stakeholders a more prominent voice in the organization as a whole. The honeycomb framework could easily be adapted to help an organization think about its community, and about how that community can inform its overall agenda.

What will you do to make stakeholders the cornerstone around which your institution's agenda is built?

Map of the solutions

We took a look at all of the concepts generated at Sundance and distilled them into a few basic topics or approaches to solve the stated problem. Below is a map of those topics. It will give you a top-level view of the work to-date and will allow you to easily navigate to the concepts that most interest you.

Click on any of the topics below to see the concepts within that area.
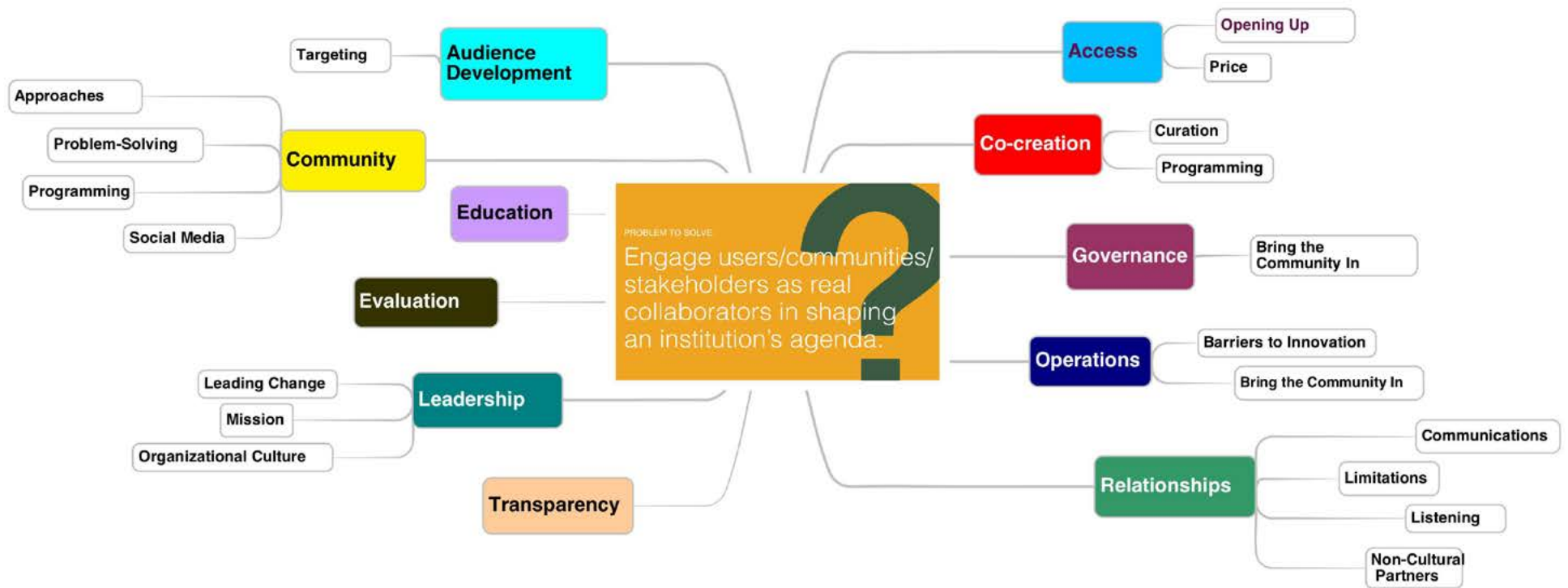
Topic:
Using increased **access** to our work to engage collaborators in setting our institutional agendas

Themes explored in this topic include:

experience

open up

physical space

price

public forum

Continue to refine this topic. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

Share this topic. Get buy-in from your colleagues outside of this program on the public-facing companion site »
http://www.artstrategies.org/summit/?cat=12

Create more spaces (online and physical) for more platforms than public media

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/engagement/IMG_1707.jpg

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http://www.artstrategies.org/summit/?p=1027

National *Arts* Strategies

Remove barriers to access: (institution) price, location, transportation, culture of "welcomeness"

Remove barriers to experience: Outdated cultural mores, intermediaries between artist and audience (i.e. critics, administrators, intellectual "authority"), 4th wall

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1707.jpg

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1708.jpg

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National *Arts* Strategies

Open up the process – behind the scenes experiences, open rehearsals, etc.

Direct access to our experts in direct dialogue, observed by wider audience via social media

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1713.jpg

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1748.jpg

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National *Arts* Strategies

Artists should go in and out of the same doors as audience

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1718.jpg

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"Pay what you can" or "pay what you think it was worth" programs

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http://www.artstrategies.org/summit/originals/engagement/IMG_1704.jpg

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Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Topic:
Developing audiences
to help engage
collaborators in setting
our institutional agendas

Capture email addresses
for database, various
ways to use them for
opinions marketing

Themes explored in this topic include:

Pro-Am

programs

promotions

targeting

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/engagement/IMG_1694.jpg

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the contact information of the supporters of this concept.

National *Arts* Strategies

Explore "pipelines" for community members when you introduce them to a life long passion, e.g. pop warner youth sports. Clubs? Dance schools?

Find tools to engage audiences online

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/engagement/IMG_1693.jpg

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/engagement/IMG_1734.jpg

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National *Arts* Strategies

Offer samples... before during or after shows. NEW opera, new radio, TV, music, etc.

Use data – understand behaviors and preferences of target groups. Augment with dedicated research.

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1703.jpg

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1737.jpg

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National *Arts* Strategies

Program for smaller affinity groups

Engage with amateur groups (1 in 6 people sings in a chorus). How many amateur practitioners attend professional performances or feel welcome in professional spaces?

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http://www.artstrategies.org/summit/originals/engagement/IMG_1695.jpg

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National *Arts* Strategies

Fringe, supported or branded, distinctly representing wider community choice

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Topic:
Engaging collaborators in setting our institutional agendas through opportunities to **co-create**

Themes explored in this topic include:

audience input

crowd-source

curation

interactivity

listening

Continue to refine this topic. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

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Give them (community visitors) a way to create their own experiences

Art garden, smart devices, allowing patrons to access and manipulate our content

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/engagement/IMG_1688.jpg

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Create a neutral space where they can create their own experience

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http://www.artstrategies.org/summit/originals/engagement/IMG_1697.jpg

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Open Collaboration in research (knowledge creation)

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Develop alternative activities for audiences to interact and leave something behind for content (story, drawing, etc.)

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National *Arts* Strategies

Active pre-show experience; typewriters in lobby for kids show

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"Audience curation" is an example of "sharing" – the voice with the community

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No juried show, crowd source show, allowing amateur participation as a controlled part of the total

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Co-curatorial relationship framed "appropriately" by curators, but with input or final cut from audience

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Member curated events: home brew tastings, dance classes, solicit suggestions for programs and projects, propose themes for programs and solicit responses

Increase virtual access to content so people can curate their personal experiences of our institutions

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Opening up promotional channels for community activity around official program

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http://www.artstrategies.org/summit/originals/engagement/IMG_1694.jpg

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http://www.artstrategies.org/summit/?p=970

Artistic directors should be willing to listen and understand and then create programmatic platforms that involve audience

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See more. View original concept sheet »

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Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Adopt "open source programming" with your community; embrace new participants as insiders in your org

Co-opting art that you aren't making

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http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/engagement/IMG_1701.jpg

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Crowd source the music for an educational program

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Ask Stakeholders for ideas --> credit the source, see their value

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Topic:
Engaging with collaborators in setting our institutional agendas by learning more and reaching out to our **communities**

Themes explored in this topic include:

collaboration

community need

parnterships

problem-solving

Continue to refine this topic. Download the toolkit »

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Close our doors and let our communities rebuild to meet their needs

Seek to really know your community… then create programs

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1731.jpg

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National *Arts* Strategies

Seek "big things" to align with… or absent a big thing, be willing to take a lot of time, work with your community

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Think of the communities we live in as our hosts and that you are there at their grace

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Be an active citizen…
show up at other causes/
meetings/openings

The community has to invite you in. Build a relationship. Do they care? The community should take the lead in initiating the relationship

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National *Arts* Strategies

Reception or open house with affiliated organizations "issue specific"

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http://www.artstrategies.org/summit/originals/engagement/IMG_1719.jpg

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Reach out to communities as way for our organizations to participate in solving REAL community problems. Be at the table more in broad community discussion

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TheChiefExecutiveProgram

National *Arts* Strategies

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This concept was further discussed in a "Moving Ideas Forward" session. Below are the notes from that conversation:

Become leaders in community projects – seek partnerships to solve community problems.

Use trusted partnerships/relationships to build engagement

Key Ideas

1. Each organization will define unique ways to build positive collaborative impact on our communities. Some examples are driven by community need and joining external collaborators. Some examples found organizations bringing identified community needs deeply into culture of organization.

2. We see the positioning of cultural organizations in larger community conversations as 21st century leadership expectation in order to remain relevant.

3. There is a value for cultural organizations and leaders to show up... to be present at the table in our cities

Next Actions

1. Create a listserv or record of our colleagues' wonderful work in this area. Need idea sharing in order for others to find the path.

2. How do we define the role of boards in expanding this role of leadership in our communities. How do we fully engage our staff to ensure succession --> continuity?

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/engagement/IMG_1710.jpg

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Live and digital communities in arts, culture, science and humanities need to come together in having "town hall" meetings where we participate in solving community problems

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http://www.artstrategies.org/summit/originals/engagement/IMG_1729.jpg

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Institution can have "artistic collaboration" with communities in creating programs "visible communities" making communities visible

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http://www.artstrategies.org/summit/originals/engagement/IMG_1721.jpg

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National *Arts* Strategies

Engage community partners to develop new content in collaboration

Museum creates conceptual platform. The community partners program around it… can reach out to entirely new partners

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Artist develops new work inspired by a specific community. Then, sell that work, and $$ goes to that specific community

Engage: business leaders/employers, "wee bop" – programs for infants, "juice box jam"

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National *Arts* Strategies

Social media messaging for online community to tease out engagement/ response and attract non-traditional audiences

Bloggers; Issue-based viral communications (Laramie Project)

For anything digital – you should be able to share and follow

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http://www.artstrategies.org/summit/originals/engagement/IMG_1693.jpg

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National *Arts* Strategies

Topic:
Using **education** to engage collaborators in setting our institutional agendas

Themes explored in this topic include:

excellence

instrumental value

sharing information

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http://www.artstrategies.org/summit/tools/toolkit.pdf

Share this topic. Get buy-in from your colleagues outside of this program on the public-facing companion site »

http://www.artstrategies.org/summit/?cat=348

Make content available to educators

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http://www.artstrategies.org/summit/tools/toolkit.pdf
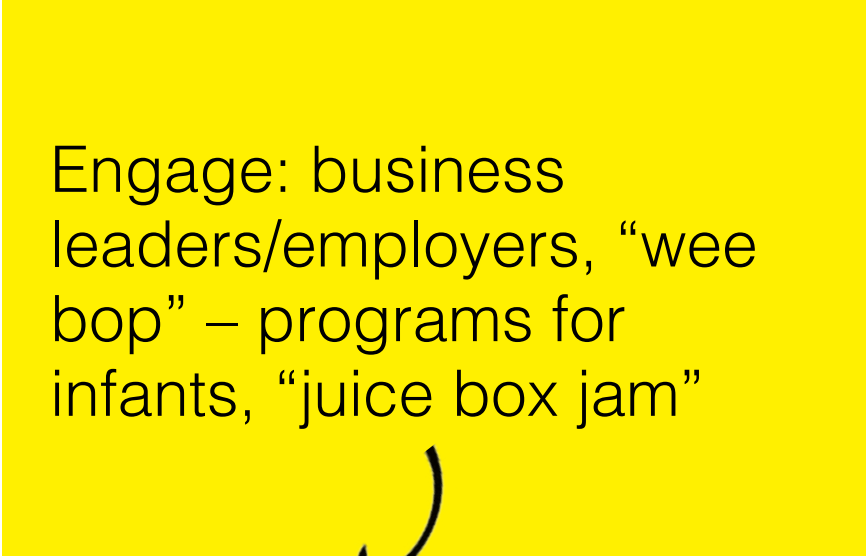
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National *Arts* Strategies

This concept was further discussed in a "Moving Ideas Forward" session. Below are the notes from that conversation:

Educate people about excellence – as a "life long learning" opportunity, help build confidence and critical faculties/ discernment/diversity of tastes over time. Encourage people to use their sense more fully; help them to "see;" need to develop new language to facilitate engagement

Key Ideas

1. Engage allies in humanities, culture, health services, education
2. Coordinated "letter from the director" about arts, value in helping people to see, starting a journey. Needs to be sensory/ mind-body language
3. Deploy the intrinsic value in concert with the instrumental (e.g. econ benefit)
4. Schedule another convening to rigorously build a coherent argument of the arts as developing the senses... before rushing off to advocacy. Invite allies (university leaders, doctors, etc.).

Next Actions

1. Engage allies: humanities, partners in culture writ large, accepting risk. How do you make a case for Liberal Arts?
2. Coordinated "letter from the director" about arts value in helping people see, starting a journey, the sensory/ body-mind-soul language.
3. Deploy the intrinsic value in concert with the instrumental (e.g., economic benefit) benefits --> it's a both/and approach
4. Another convening (invite in allies... university leaders, doctors, etc.) to rigorously unpack and build a coherent argument of the arts as developing the senses... before rushing off to advocacy

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National Arts Strategies

Using the arts as a teaching tool for other subjects

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Topic:
Using what we learn from **evaluation** as a starting point to engaging collaborators in setting our institutional agendas

Themes explored in this topic include:

technology

language

price

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http://www.artstrategies.org/summit/theme-here.php

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Conduct qualitative research with audiences on engagement strategies to meet the audience of the future

Revise metrics to include impact

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National *Arts* Strategies

Social – send pre and post email communications for formative and summative feedback

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http://www.artstrategies.org/summit/?p=908

Topic:
Leveraging our **governing boards** to engage collaborators in setting our institutional agendas

Themes explored in this topic include:

change agents

community boards

community representation

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Create shared examples/ best practices for community engagement boards

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http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1728.jpg

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Put sand in the oyster; include change agents – different perspective in board

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See more. View original concept sheet »

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National *Arts* Strategies

Create community engagement boards/ committees distinct from the board

More aggressive effort to reflect communities' views in governance through community representation

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National *Arts* Strategies

Invite community representatives onto boards, or to meetings as participants/speakers/observers

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Reserve a number of seats on board/committee for community by lottery or invite to specific meetings

Create a community board or audience engagement committee

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National *Arts* Strategies

Have board and staff reflect the community at large

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Topic:
Engaging collaborators in setting our institutional agendas through vision and **leadership**

Themes explored in this topic include:

mission

organizational culture

public forum

stakeholders

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First, believe this goal is really important

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Make the agenda of our users, etc. OUR agenda – a co-shared agenda

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Redefine the relationship between institution and community, by changing role of artistic director to artistic facilitator

Shifting power dynamic
(shifting decision making)

Open source programming – staff creates programming that comes from the ground

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Beware: An institution can "give away" its voice when involving the community at large

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National *Arts* Strategies

Engage INTERNAL stakeholders; Dialogue with all stakeholders simultaneously

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If you as an organization haven't changed, it's not real engagement

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Honestly assess what engagement looks like for your organization

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Know your core mission, follow your mission, and find ways to include your community without giving it away

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National *Arts* Strategies

Make stakeholders part of your mission!

Create a culture in your organization that willingly wrestles with this issue

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This concept was further discussed in a "Moving Ideas Forward" session. Below are the notes from that conversation:

Key Points

We reviewed the notes on this topic and extruded 4 headline issues (below). Under each of the 4 issues, we considered the things that could frustrate achievement of the goal. Then we considered what could be done to overcome those stumbling blocks.

Authentic Leaders: Organizations need to be headed by leaders who believed profoundly and authentically in the importance of wider engagement and responsiveness to our communities

POSSIBLE IMPEDIMENTS

1. Failure of leadership strength – the leader believes those things but is not strong enough to be heard, believed or followed

2. Failure of core values & moral leadership – core values (seeing the need for engagement) and strong moral leadership from the CEO either absent or not transmitted strongly or clearly enough

3. Distractions – the risk that at times of financial or other pressures, 'engagement' become the expendable casualty

4. Egomaniac – the leader is so self-obsessed and lacking in humility that, though they may 'tick the box' of engagement, they don't truly believe it or model it in their own behavior

REMEDIES

1. This is the hardest of the four for remedies, since it implies the wrong CEO may have been chosen to head the organization. Possible approaches include coaching for the CEO, or a program engaging him/her directly with the communities outside the institution, but ultimately the only remedy may be to fire the CEO

Philosophy, Values, Transparency: The need for the company to have threaded through it, like lettering through rock, consistent values, philosophy and a transparency/porosity to other voices

POSSIBLE IMPEDIMENTS

1. There may be no shared values – just different (possibly contradictory) value systems in different parts of the company
2. The values may appear to be there but not embedded, or not integrated into the functions and processes throughout the company
3. The values may appear to be there and to be embedded, but not visible to (or believed by) external communities, so engagement doesn't happen since outside the company its motives are not believed
4. The values may be there and appear to be embedded but only to a very shallow depth so at moments of financial or other pressure the culture inside the organization retreats to the position that the organization 'cannot afford' to stick with its engagement principles

REMEDIES

1. The cultural values of openness, and responsive porosity to external voices have to be embedded throughout the whole company in language that's explicit and consistent, and those values and principles then modeled so explicitly and unmistakably by the senior team that 2-4 cannot happen
2. That will often involve a conscious, high profile, sustained campaign of internal education. In companies where these values are not naturally or organically present, nothing less will do

Inclusion (external): Individuals and those outside the company need to feel that their contributions are welcomed, and that their overtures will be positively received, even when they cannot result in actual programs

POSSIBLE IMPEDIMENTS

1. Staff (especially but not only artistic staff) fearing to let go their own territory or artistic and program control
2. Fear of dumbing down – the fear for some artistic staff that their preciously preserved high artistic standards are at risk, as they would see it by the dilution with other voices and a resultant lowering of their own professional standards and status
3. A fear simply of change and of the unknown (and of "the other"), where staff lack the knowledge of communities outside their own or the personal self-confidence to handle these kinds of dialogue confidently and constructively, and therefore shy away from them
4. A fear that some of the program and initiatives resulting from these opening up engagement programs will result in Increased costs, workload and logistics – that by opening some kind of cultural floodgates a potentially unmanageable and unsustainable torrent of costly additional workload and resources demands will follow
5. A lack of the inquisitiveness and cultural curiosity so important in these processes, so staff are simply not interested enough in these opportunities to pursue them to realization
6. Obstructive metrics – that internal metrics favor the status quo and easily quantified indicators, and so give no encouragement or status to these kinds of developments
7. Challenges with physical space – which may be unsuited to some of these culturally pluralizing initiatives

REMEDIES

1. We thought the **Philosophy, Values, Transparency** remedies above, if done well, would make a major contribution to addressing all these challenges, where needed supplemented by inclusion training, not just by direct instruction but also by immersive opportunities to experience relevant external communities
2. Also developing a common language to discuss inclusion issues, so (rather than taking refuge in obstructive and unsuited languages) reluctant staff are encouraged (in the end, forced) to engage in these dialogue in a positive language environment

3. Also developing engagement-based and engagement-positive metrics, so staff engage in these engagement programs can see the results of the work validated and recognized by objective metrics

4. Be prepared to re-envisage spaces that inhibit engagement programs, and/or explore the development of new spaces, though avoiding any "ghetto-risk" of those spaces being read as "2nd class" alternatives

5. Build internal trust in all of this through omni-directional mentoring, so staff are encouraged and helped to see the positive consequences for the company which this kind of opening-out engagement – if well managed - almost invariably produces

Inclusion (board): The need for all of this to be explicitly and unequivocally owned by the board

POSSIBLE IMPEDIMENTS

1. The focus many boards have (and are legally required to have) on financial success can cause these engagement issues to be read as 'second tier', luxury considerations, to be indulged in good economic times but suspended at times of economic pressure

2. Some of the staff concerns may reappear at board level, a dangerous dilution and erosion of the core mission and identity of the company

REMEDIES

1. Strong executive leadership in dialogue with the board chair has to enable the board as a whole to see the tangible benefits of engagement, helped by metrics which show the outcomes of this outward looking, porous and response positioning

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_5249.jpg

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »

http://www.artstrategies.org/summit/?p=870

Create a culture among staff and docents that encourages reaching out to partners…
then encourage your community to participate in a dialogue about what you have presented

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1720.jpg

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http://www.artstrategies.org/summit/?p=866

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Create a culture of openness to welcoming new voices

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1742.jpg

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Have staff reflect core values

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1716.jpg

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TheChiefExecutiveProgram

National *Arts* Strategies

Topic:
Looking at **operational changes** that can help engage collaborators in setting our institutional agendas

Themes explored in this topic include:

barriers to innovation

community

hiring

physical space

Continue to refine this topic. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

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http://www.artstrategies.org/summit/?cat=328

Hire director of engagement (audience development)

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/engagement/IMG_1758.jpg

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National *Arts* Strategies

Staff should live in on-line communities

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1718.jpg

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7 areas of resources: time, people, money, facilities, tools, reputation, relationships

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1730.jpg

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http://www.artstrategies.org/summit/?p=855

Employees get x% share of the "box office" or admissions, etc.

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http://www.artstrategies.org/summit/originals/engagement/IMG_1754.jpg

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As part of artist contract, artist defines goals for audience engagement

Participation

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1746.jpg

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TheChiefExecutiveProgram

National Arts Strategies

Design appropriate mechanisms for engagement (i.e., working groups)

Address structures – organizational, industrial – that hamper flexibility and diversity in programming

Continue to refine this concept. Download the toolkit »

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See more. View original concept sheet »

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TheChiefExecutiveProgram

National *Arts* Strategies

Rethink: are our programs/missions place-bound? Can they only occur inside our 4 walls?

This concept was further discussed in a "Moving Ideas Forward" session. Below are the notes from that conversation:

Key Points

1. The buildings are fundamentally about people – not walls or objects. We should consider our relationship to people BOTH within and outside our walls.

2. We should consider other distribution/engagement mechanisms, e.g. digital

3. Messaging matters – learn to talk about our work in the language of audiences

Next Actions

1. Be more radical

2. Ask more questions

3. Franchise rather than expand

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/engagement/IMG_1687.jpg

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Open up your venue to other "causes"

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http://www.artstrategies.org/summit/originals/engagement/IMG_1721.jpg

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http://www.artstrategies.org/summit/?p=843

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Go out to the community: sponsor local events, board members to be visible and active in the community, performances outside regular venues and closer to the communities

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See more. View original concept sheet »

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http://www.artstrategies.org/summit/?p=841

Programming to other BIG community events

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Put stakeholders on the bus… right seat

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Find roles for community members inside the organization

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EMPLOY THEM: organizational culture reflects community culture

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National Arts Strategies

Make spaces available to community groups even if they have no direct linkage to your work – a way of inviting them in

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http://www.artstrategies.org/summit/originals/engagement/IMG_1736.jpg

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Topic:
Our **relationships** and how we manage them are critical to engaging collaborators in setting our institutional agendas

Themes explored in this topic include:

collaboration

community

community need

listening

parterships

Continue to refine this topic. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

Share this topic. Get buy-in from your colleagues outside of this program on the public-facing companion site »
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TheChiefExecutiveProgram

Know when and how to exit a relationship so the community feels respected and engagement is self-sustaining

Create REAL relationships with our audiences, including RESPECT for the audience as part of building the organization

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http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/engagement/IMG_1705.jpg

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/engagement/IMG_1756.jpg

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Observe and ask them WISELY what they want

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Use the strength and core competencies of partners to create new work from original organization's content (like memes)

Leveraging digital age

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1706.jpg

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Partnerships; Dance company and botanical gardens; interactive environment

Go beyond the short term and opportunistic

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Focus not just on the needs of our collaborators, but also on their assets

A personal invitation to a community member or group is different to advertising AT them

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http://www.artstrategies.org/summit/originals/engagement/IMG_1733.jpg

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TheChiefExecutiveProgram

National *Arts* Strategies

Deepen relationships with communities/individuals by offering face to face meetings with artists, staff and board in return (or as a process) of hearing out ideas from the public – engages external stakeholders and defines internal understanding of public perception

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/engagement/IMG_1748.jpg

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TheChiefExecutiveProgram

National *Arts* Strategies

Be genuine. Different institutions have different capacities to engage groups and different things to offer. It has to be authentic and committed

Prepare and manage expectations – letting people have a say can be a long term learning process for an organization

Continue to refine this concept. Download the toolkit »
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National *Arts* Strategies

Engagement is about THEM not us

Listening to know how we can help the community (without them doing the work)

Engagement is about what the audience wants: issues, timing, and agenda

In the context of a busy life… paradox between asking for ideas and making their lives easier

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National *Arts* Strategies

Engage with what "they" need and WHY, which will lead to program suggestions

LISTEN to the community; What are their needs as they see them, not as we assume them to be

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See more. View original concept sheet »

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Cultural institutions should merge and/or collaborate with non-cultural institutions (school, community centers, hospitals, shopping malls, insurance companies). Collaborate and eventually merge over time? Become integrated/indispensable

Continue to refine this concept. Download the toolkit »
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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/engagement/IMG_1705.jpg

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Partnering with non-arts organizations that represent the wider communities

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http://www.artstrategies.org/summit/originals/engagement/IMG_1751.jpg

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Topic:
Becoming more **transparent** organizations to help engage collaborators in setting our institutional agendas

Themes explored in this topic include:

accountability

feedback

public forum

Continue to refine this topic. Download the toolkit »
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Demonstrate the on-site feedback and make it public

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http://www.artstrategies.org/summit/originals/engagement/IMG_1723.jpg

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Open public forums to broadcasting and share ALL comments on web

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/engagement/IMG_1726.jpg

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Transparency is as important as inviting people in

Organization must be visible as people and individuals… transparency of our process

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TheChiefExecutiveProgram

National Arts Strategies

Scorecard/report card genuinely holding organization accountable annually

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TheChiefExecutiveProgram

National *Arts* Strategies

*

Leaders inherit longstanding governance structures and practices that can seem immutable. Consider the value board members can add to the organization's mission, the responsibilities of board members and those of the CEO.

PROBLEM TO SOLVE:

Create the 21st century board.

Inspiration

For each of the problem statements we produced some materials to help get you thinking creatively about the issues. Click on any of the items below to download a copy.

$$\text{GOOD MEETING} = \frac{\text{TIME SAVED}}{\text{TIME WASTED}} + \text{LUNCH}$$

Diversity is not simply cultural. There's diversity of ideology and perspective too.

Even if everyone is different on the outside, but they all think the same –

that's still terrible.

THE BOARD GAME

START HERE

OBJECTIVE
To create the perfect board.

HOW TO WIN
Advancing is winning.
Keep playing and you get better at the game. Nonprofit governance is a continuous cycle of determining the best way in which the board can add value to the organization's mission.

RULES
1. Choose your board member
2. Place your board member at "Start Here" and roll the die
3. Move around the board according to the number you rolled
4. Follow the instructions printed on the space where you land
5. Continue playing until you get tired of the drama or your term ends

Board spaces:

- Two consecutive board meetings with full attendance. **Move forward 3 spaces**
- Chair restructured "down time." Meetings now include learning, group work & community involvement. **Move forward 3 spaces**
- Members express divergent opinions with respect in meeting. **Move forward 2 spaces**
- Board had 100% giving for this fiscal year. **Take an extra turn**
- Board challenges managers' thinking instead of just ingesting information. **Move forward 2 spaces**
- Members reach out to community leaders who are not yet engaged with the organization. **Take an extra turn**
- Three board members resign at the same time. **Move back 2 spaces**
- Chair hires facilitator for meeting between board / staff to clarify needs, roles & org. purpose. **Take an extra turn**
- Several members aren't speaking to each other. **Lose a turn**
- Members can articulate the mission & explain the strategy. **Move forward 4 spaces**
- Two members want to increase board size for fundraising. The chair disagrees. **Lose a turn**
- Everyone on board went to the same college. **Move back 2 spaces**
- Half of the board interrupts the meeting to take another call. **Move back 2 spaces**
- Board updated job description to clarify role in advancing the mission. **Move forward 3 spaces**
- Prospective members chosen for skill rather than connections. **Take an extra turn**
- All members take part in soliciting new donors. **Move forward 2 spaces**
- Board focuses too much on accountability & due diligence. Nitpicking ensues. **Lose a turn**
- No exit interviews conducted when a board member leaves. **Move back 2 spaces**
- Chair restructures committees to consider each member's expertise. Members are engaged. **Move forward 2 spaces**
- You sent out your child's school report instead of the board meeting minutes & no one noticed. **Lose a turn**
- Celebrity members are low performing. Some members think they should resign. **Lose a turn**

Board members:
- Ms. IMA TUBISI
- Colonel AL FADOMINATOR
- Mr. PHIL THEERICH
- Mrs. W.L. CONNECTED
- Dr. MIKE ROMANAGER

"Tradition has produced more boards that look over their shoulder than over the horizon."

– John Carver

Creating the 21st Century Board

Originally posted on *Field Notes* by Alorie Clark

Governance is a certainly a hot topic for the nonprofit sector. Many organizations are finding that the traditional governance model isn't working so well, sometimes leading to more stress than success. When considering all that affects and contributes to the success of a nonprofit board, how does an organization achieve effective governance?

Problem to solve: Create the 21st century board.

Within the conversation of nonprofit governance, there are typically four main areas of consideration:

1. Board engagement: How much should the board be involved in operations? How often should the board meet? What should be reported at the meetings? Most executives hope to report enough to their board to keep them engaged and interested in the work of the organization, but not so much where they inhibit the executive's ability to work effectively and with authority. This conflict can sometimes leave board members uninformed, uninterested and bored. In *Governance as Leadership*, Richard Chait suggests reframing their duties as a way to keep them engaged, using three governance modes: fiduciary, strategic and generative.

2. Fundraising is also a big issue in nonprofit governance. Should a board be required to fundraise? Many boards have a "give or get" policy. But some organizations are struggling with how well this works. Should all board members have the same fundraising requirement? How does this limit the pool for potential board members?

3. Roles and Functions: The issues of engagement and fundraising can be addressed once a board becomes clear about its function in relation to the organization, and the role it aims to serve. What size board does your organization need? Should all board members have a governing or fundraising responsibility? How can the expertise on the board be maximized? Are members serving in roles that are interesting to them? Michael Klausner & Jonathan Small suggest "Failing to Govern?" (SSIR, 2005) that all board members should not be asked or expected to perform the same roles, suggesting instead a "Bifurcated Board."

4. Diversity: Once a board clarifies its function and members' roles, it can determine where they are lacking in terms of membership, and who it needs to help further the mission of the organization. A board should also assess if the community they are serving is reflected on their board. Diversity will look different for each board, and each organization should determine what role diversity should play in its governance. Is it adding someone of a different race? A different background? Or neighboring community?

How would you address these aspects of governance?

Map of the solutions

We took a look at all of the concepts generated at Sundance and distilled them into a few basic topics or approaches to solve the stated problem. Below is a map of those topics. It will give you a top-level view of the work to-date and will allow you to easily navigate to the concepts that most interest you.

Click on any of the topics below to see the concepts within that area.
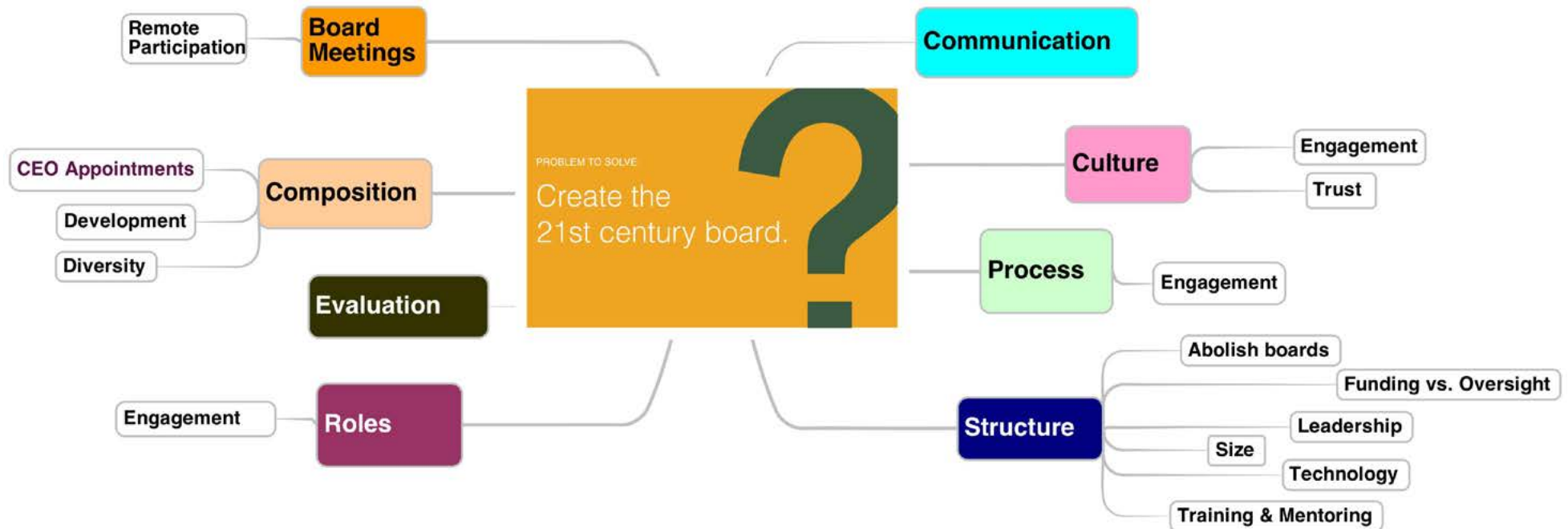
Topic:
Rethink **board meetings** to bring about the 21st century board

Themes explored in this topic include:

board engagement

remote participation

technology

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Fundamentally change the meeting time allocation ratio. 50% given to discussion of art form/product vs. 90% drives to balance sheet

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National *Arts* Strategies

Re-invent the way we conduct board meetings – less "rubber stamping" more two-way dialogue on issues/outcome

Use half of meetings for business and half for planning and visioning. No "retreats" taking up weekend days

Fewer board meetings. Detail done at the standing and working committee level

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National *Arts* Strategies

The most fun things happen in person at the meeting, the most routine things happen electronically

Skype/webinar used to facilitate engagement for time poor directors

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Change meeting format – occasional remote/ virtual meetings; move from reporting out to engaged discussions on open-ended issues

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Board that embraces seamless electronic participation

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National *Arts* Strategies

Topic:
Create the 21ˢᵗ century board by changing the way we **communicate**

Themes explored in this topic include:

language

mission statement

value proposition

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Ensure mission statement is current, clear, understood, believed, and familiar

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Use language that: starts people on journeys, more to life than solving problems, reclaim "happiness" (from Disney), borrow rhetoric… from business e.g. "value proposition," arts educate about the senses

Deploy the language: connect to people who get that their staffs need help educating around the senses

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Beyond the Rhetoric: battle the dominant discourse about a "bottom-line" view of human existence

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Topic:
Create the 21st century board by changing their **composition**

Themes explored in this topic include:

recruiting

CEO appointments

diversity

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Only elect board members with a personal connection to the organization's mission

Establish a board that can function 100% virtually = board (regional or national/international) talent, bring best practice expertise

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Two lists to define board members:
1. Qualities & characteristics;
2. Identify ways people contribute (focus or interests)

Return to embracing staff presence on the board

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Have board identify as: Butchers – kill programs/distractions. Bakers – cook long term-planning Candlestick makers – illuminate – research insight

Ron Levy's book encourages growth of the board

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Emeritus – Honorary board members – useful to maintain successful/ prized board members

Each board member should be able to make a difference

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National Arts Strategies

Allow each new CEO to appoint 20% of the board

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President gets two picks (don't have to meet money requirement) to move to balance in diversity & other areas

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CEO has veto power for new/re-appointments

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Kill devil's advocate on board. Recruit three personas (types): learning, organizing, building. IDEO, 10 faces of innovation

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National *Arts* Strategies

Board development takes time – work in progress. Right sizing is important

Generational & stylistic diversity are important

Important to identify people with positive/joyous energy

Creating a culture of mutual respect

The convention ideas of a nominations committee is not the only way to build a successful board – staff also identifies great prospect

Board should take on this role seriously – but must also be fun w/collegiality.

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Recruit members who possess attitude & intent for collaboration

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Select board by non-arts interests: homelessness, bike coalition, leadership, woman's issues, human welfare, etc.

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Nominating committee composed of non-board members who are stakeholders (staff sets agenda and manages meeting)

Think strategically about board composition. It should always be aspirational. Profile, recruitment, evaluation. Seek people who represent skills for 21st, not 20th

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National Arts Strategies

Transparent, well managed recruiting procedures. Clear role descriptions that are understood and accepted.

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Create/recruit three distinct board factions:

1. Mission driven seats
2. Fundraising seats
3. Governance/strategic seats

Start from scratch

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Diversity – cultural/career/views etc. Focused energy or resources, policy/planning

Generational Representation: Teens, 20s, 30s, 40s, 50s, 60s +, Demographic Representation

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Radically diversify board. Seek people with truly different life experiences.

Consciously plan to identify/solicit diverse board to represent 21st century population

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National *Arts* Strategies

Boards need to keep up to demographic changes (reflected in board composition) – we can set up community advisory board(s)

Topic:
Creating a **culture** where a 21st century board can grow

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Themes explored in this topic include:

board engagement

core values

leadership

trust

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Extremely high passion for the organization

Critical to have board that shares organizations core values & passion

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Board members should have the capacity to inspire

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#1: Board culture of mutual respect

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1. Senior team must be skilled in board/committee management
2. Board members should be individuals who ask questions (not with all the answers)
3. Board chair & committee members identified for 5-10 years
4. Ren Levy's talk – lead to expand the board

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Extremely high cultural fluency – has the ability & willingness to connect, educate, and guide on attracting committees. Beyond those you serve.

Turn the "club mentality" of board into team pride, shared responsibility

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Engagement vs. attendance

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Connect board to BIG THOUGHTS

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National *Arts* Strategies

Find ways to get the board at the heart of the matter-deep into the mission, instead of holding them at arm's length from what really matters.

This concept was further discussed in a "Moving Ideas Forward" session. Below are the notes from that conversation:

Key Ideas

1. A successful board looks like the following/has these traits:
2. Empathetic to artists/audience/staff
3. Healthy "score card:" attending/giving/soliciting/advocating
4. Strong board community: shared ownership of outcomes/integral to the economy of the organization/strong relationships that are mature & respectful

Next Actions

Develop a board/board member plan that includes:

1. Bringing board members close to art & artists
2. Gives them empathy/experience with staff & audience
3. Engages them in on-going strategic discussions and is respectful of their time
4. Balances all of the above with the trust that allows them to engage with operational matters, while trusting they will limit their authority to governance

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National *Arts* Strategies

Evolve psychology – being a director isn't just about turning up at meetings. They should feel empowered to speak and act. Do they all need to be directors as opposed to skill based volunteer advisory groups?

Ensure trust between CEO and chair – the board should be able to meet without management; managers should be able to interact directly with individual directors – requires trust and alignment

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Trust + accountability + linkage = great board

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Topic:
Using **evaluation** to create the 21st century board

Themes explored in this topic include:

accountability

civic engagement

performance review

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http://www.artstrategies.org/summit/?cat=279

TheChiefExecutiveProgram

New ways to track contribution beyond cash and connections, also thought/ engagement

Rigorous two-way staff <--> board evaluations that embrace weighted voting, relationship of value + power

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TheChiefExecutiveProgram

National Arts Strategies

Board should be oriented then evaluated

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/boards/IMG_0010.jpg

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http://www.artstrategies.org/summit/?p=663

All board members select yearly personal stretch goals that dovetail into institutional goals (& sets up evaluation process that happens at each year)

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See more. View original concept sheet »

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TheChiefExecutiveProgram

National *Arts* Strategies

Civic engagement is tied to corporate evaluations. Time is a resource.

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Strong governance committee reviews board performance annually

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TheChiefExecutiveProgram

National *Arts* Strategies

Evaluate individual board performance, with discipline and action

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/boards/IMG_0046.jpg

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Regular and meaningful reviews of mission, board design, role descriptions, etc. 21st century increased legal obligations, financial risks, etc. Adapt to changing circumstances actively.

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TheChiefExecutiveProgram

National *Arts* Strategies

Consistent, regular, transparent, performance management against role descriptions

Run the <u>entire</u> board paradigm (skills, terms, structure, governance relationship) through an evaluation for efficacy and relevance

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TheChiefExecutiveProgram

National *Arts* Strategies

Governance health is assessed by the resources the board brings, lessened by the initiatives launched by board. Resources/Initiatives (Mandates) ≅ Governance Health

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Topic:
Using **process** to transform into a 21st century board

Themes explored in this topic include:

accountability

engagement

recruitment

risk

Continue to refine this topic. Download the toolkit »
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TheChiefExecutiveProgram

Written commitment form signed by all board members. Committee reviews annually

Board member "prospects" get a two-meeting trial period. (By mutual agreement individual is nominated to board)

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TheChiefExecutiveProgram

National Arts Strategies

Create a "Risk Protocol" in advance of realized situations

Create a structure/ process for clear reporting, between CEO/ board

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Active, continual succession planning – managed acculturations of potential new directors. Pipeline board – develop next generation of directors.

Board sets policy & supports CEO completely in the execution/ implementation

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/boards/IMG_0011.jpg

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Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Use a playful/creative/ innovative process to present board accomplishments to the whole staff & artists. To be done annually. Must have Q&A.

Accountability

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/boards/IMG_0015.jpg

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Design and articulate to the board the benefits and value they get from being on the board. Are the benefits appropriate, desired, acknowledged, exploited, etc?

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TheChiefExecutiveProgram

National Arts Strategies

Process to bridge board & staff by: 1) Staff & artists target one trustee per 1/4 to "share the love;" 2) All board chairs must shadow staff function at some point. Goal: Deepen engagement

Process to capture experience & ideas to rethink what we do and how we do it

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TheChiefExecutiveProgram

National *Arts* Strategies

Topic:
Looking at staff and board members' **roles** in creating the 21st century board

Themes explored in this topic include:

board leadership

networks

oversight

Continue to refine this topic. Download the toolkit »
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Build a structure where CEO and board are partners sharing in risk, failure, and success

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See more. View original concept sheet »
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National *Arts* Strategies

Board must truly understand the fiduciary obligation role

Management steps in to make policies, procedures, expectations stick

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Changing role: Bringing era of board's role in advocacy

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Enthusiastic keepers of the public impact/ outcomes; holding/ performing the accountability in the external space

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Exponential connection generation

Civic engagement in addition to organizational engagement

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Separate functions now attributed to boards. Define new structure. Who should really be doing what and how?

Kitchen cabinet structure

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/boards/IMG_0033.jpg

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Individualized, customized board duties, terms, requirements, expectations

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TheChiefExecutiveProgram

National *Arts* Strategies

Each board member agrees to specific roles for responsibilities (a pseudo contract) – accountability.

All board members agree to the role of the board.

Assign (and self-select) trustees roles/areas of expertise so they can be "experts" in an area. Their tasks for the organization are focused around this area.

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TheChiefExecutiveProgram

National *Arts* Strategies

Topic:
Finding the right **structure** for the 21st century board

Themes explored in this topic include:

board committees

roles

size

Continue to refine this topic. Download the toolkit »
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Generative governance.
Board is brainpower.
CEO shares leadership w/the board.

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National *Arts* Strategies

Central public board council that recruits & trains civic-minded people. The council monitors contributions & grievances. Reminds public leaders that board service is an important civic privilege

Take board structure out of by-laws so we can be flexible

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TheChiefExecutiveProgram

National Arts Strategies

Move towards a more corporate board structure – e.g. includes other arts CEOs on the board; combine director/CEO role with board chair

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Real, enforced term limits

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TheChiefExecutiveProgram

National *Arts* Strategies

Focus the accountability of the board by eliminating committees

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Organization chart for board

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Invite outside perspectives. Have non-directors at meetings to challenge, represent your community, etc. "Open source" contributions. (Feeds to cultivation programs) promotes diversity

Are boards required?

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TheChiefExecutiveProgram

National *Arts* Strategies

Abolish boards? Outsource compliance and legal obligations to centralized bodies… companies retain changing, adaptive communities of advisors, supporters

This concept was further discussed in a "Moving Ideas Forward" session. Below are the notes from that conversation:

Key Ideas

Governance, fiduciary & legal/compliance could be fueled by an umbrella board for multiple organizations thus freeing up organizations to match passionate supporters with functions/ projects with their skills & the organization's top needs

Next Actions

Explore: CPA/auditor model, employer organizations, fiscal sponsorship, incubator/accelerators, micro-finance. Priority: Atlanta cultural institution merger…other multi-organization mergers, independent directors of corporate boards, building co-ops, holding companies, land trust models

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See more. View original concept sheet »
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TheChiefExecutiveProgram

National *Arts* Strategies

Design the board. Board structures will be (or should be) different for each organization, each mission. Term lengths? Committee structure? Size? Frequency? Skills? Community representation? Policies? Role descriptions.

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TheChiefExecutiveProgram

National *Arts* Strategies

Strategic customization of each board to reflect the needs of the organization, the CEO, and the moment in the organization's life cycle. Recognize that one size does not fit all.

Create two boards:
1. Financial oversight. Connect institution to community.
2. Fundraising

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Segregate fundraising responsibility from governance and/or programming

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Rotate leadership. Keep fresh and energized. Ensure leader is the leader you need <u>now</u>.

Leaner board of 12-15 members. Each member chair of either a working of standing committee

One term (non-renewable)

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Board/staff & volunteers work collaboratively & leadership roles shift depending on topic/ competencies

Continue to refine this concept. Download the toolkit »

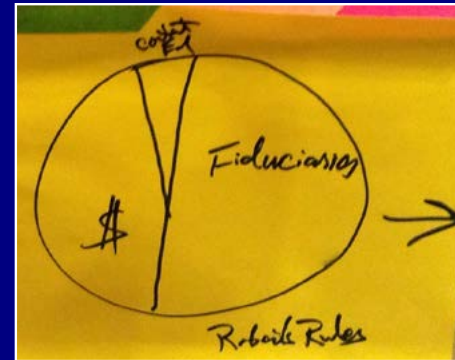*http://www.artstrategies.org/summit/tools/toolkit.pdf*

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Distribution of power

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Manageable in size. Representative of organization complexity. Committee – structure. Wiki – tools/digital/virtual convening

Reduce size of the fiduciary board can expand fan/donor base and advisory committees

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TheChiefExecutiveProgram

National *Arts* Strategies

20 non-board members that comprise "kitchen cabinet" (meets quarterly) (diverse, grizzled returns & next generation leadership)

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http://www.artstrategies.org/summit/?p=536

Use 21st century tech. for board engagement, communication and decision-making

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TheChiefExecutiveProgram

National Arts Strategies

Create a system for wealthy experienced board members to sponsor emerging board leaders with board donation and meaningful relationship

Board members obliged to be certified in not-for-profit board management. This is one criterion. Hand-in-hand, the members must be smarter more knowledgeable, sensitive to the business issues

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TheChiefExecutiveProgram

National *Arts* Strategies

The landscape in which we work is changing, with convergence affecting structures, people and processes. Adaptation and innovation are necessary to thrive in this new environment.

PROBLEM TO SOLVE:

Develop employees and systems that will transform organizations and the field.

Inspiration

For each of the problem statements we produced some materials to help get you thinking creatively about the issues. Click on any of the items below to download a copy.

"Everybody has a plan until they get punched in the face."

– Mike Tyson

"If you're the smartest person in the room, you're in the wrong room."

– Unknown

TheChiefExecutiveProgram

National Arts Strategies

Developing Transformative Employees & Systems

Originally posted on *Field Notes* by Fielding Grasty

Problem to solve: Develop employees and organizational systems that will transform our organizations and the field.

The global financial crisis has passed for much of the world, but an era of uncertainty has not. Leaders face an accelerating rate of change, competition for scarce resources (talent and capital), audiences with a bewildering array of leisure options, dubious assumptions about growth and questions about the sustainability of the charitable deduction (1, 2). Many leaders are helming organizations whose size and agility are well-suited to an environment with a growth curve sloping ever-upward: one that doesn't always look familiar today. Most importantly, many organizations face serious questions about their relevance to the communities in which they exist and those they exist to serve.

In the 21st century, leaders seeking to transform their organizations and (more importantly) the field will need to be more nimble and less risk-averse. To succeed, this will require at least as much of a change in organizational culture as in organizational design and financial resources. We are right to trumpet the arts and culture field as a wellspring of innovation (R&D for the larger creative sector, inter alia) but must acknowledge that these virtues are hampered by our risk aversion (1, 2), a most powerful foil for innovation. At our best, we reach new heights of excellence, agitate for change and create and concoct amazing objects and experiences. Would that this extended to the systems and structures we've erected over the past fifty years or more! New models suggest possible alternatives, if not easy answers. Leaders and organizations that will be able to truly effect transformative change are those that have made themselves relevant, even indispensable, to their communities.

So, how do we identify talent best suited to meeting these challenges? How do we attract and retain them? How do we design organizations up to these challenges?

Map of the solutions

We took a look at all of the concepts generated at Sundance and distilled them into a few basic topics or approaches to solve the stated problem. Below is a map of those topics. It will give you a top-level view of the work to-date and will allow you to easily navigate to the concepts that most interest you.

Click on any of the topics below to see the concepts within that area.

Topic:
Using **alliances & mergers** to develop transformational staff & systems

Themes explored in this topic include:

for-profit

job sharing

partnerships

Continue to refine this topic. Download the toolkit »
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Become more efficient by mergers and acquisitions among field. Programs sharing collaborate merge.

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/staff_systems/1539.jpg

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National Arts Strategies

Develop staff/institutional partnerships (with for-profit and nonprofit organizations.)

Wind down, shut down, merge organizations.

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National *Arts* Strategies

Mergers or consolidation. New model to tap talent across organizational boundaries shared services or uniting.

Creates messiness, nurtures innovation & creativity, harder, high rewards, courage

Collapse boundaries between management and artistic sides of org. Create transparency across org. to reduce anxiety.

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Job sharing w/ similar nonprofit. "Specialist." "Temp."

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Topic: Developing transformational staff & systems through **communication**

Themes explored in this topic include:

stakeholders

transformation

transparency

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TheChiefExecutiveProgram

Define transformation to mean the same thing in all levels within the organization.

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Tell the truth about the future all the time at every level – brief staff 3/year.

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TheChiefExecutiveProgram

National Arts Strategies

Always assume you aren't communicating enough.

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Topic:
Leveraging **culture** to develop staff & systems that will transform organizations & the field

Themes explored in this topic include:

core values

creativity

failure

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Treasure hunt (engagement), using "play" to drive/deepen institutional engagement and understanding.

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http://www.artstrategies.org/summit/originals/staff_systems/1420.jpg

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Let market forces determine who survives

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Actively develop culture of positivity and progress.

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Be as innovative in creating healthy productive work environment as we are with our programming.

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TheChiefExecutiveProgram

National *Arts* Strategies

Balance accountability and flexibility.

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Treasure your workplace culture makers (the ones who make the cupcakes).

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Encourage outside of the office staff community involvement.

Belonging/Family: create a sense of pride and cohesion.

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Create culture of shared responsibility – respect.

Balance carefully between input/feedback and anarchy/paralysis. Someone may have to say "no."

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Focus on internal customer service.

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Nurture culture of experimentation and innovation.

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Aspire for constructive ambiguity.

Time for staff outside of office/routine to convene in creative labs. In-house sabbatical. Personal creativity.

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Foster an open source environment – where people can propose and participate.

Creative. Everyone is a co-creator. Emphasizing the importance of imagination and creativity in personal and organizational culture.

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Encourage more interesting ideas – thinking beyond the obvious. Push.

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Incentivize risk for positive change – and embrace failure.

Increase appetite for managing risk rather than not taking risk, e.g., through employee incentives in employee stock ownership plans or educating board e.g., to embrace high-risk, high reward of failure or its OK

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TheChiefExecutiveProgram

National *Arts* Strategies

Remember failure is OK on path to success.

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It's OK to fail… well, maybe not too big. But try not to. R&D.

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TheChiefExecutiveProgram

National Arts Strategies

Let them fail and support the learning curve within the mission.

No-blame culture for innocent mistakes, creates risk-friendly culture.

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All employees need to touch or be actively engaged in the mission.

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Organization should define its core values to influence hiring and training employees and the culture.

Mission-driven staff.

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TheChiefExecutiveProgram

National *Arts* Strategies

Adapt technology from corporate technology comparables that promote engagement & well being.

Money for staff to manage for their benefit – entertainment, personal loans, personal development

Different or no offices, meeting rooms, flexible hours, free massage, meals, nurturing for whole person, childcare

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TheChiefExecutiveProgram

Topic:
Developing transformational staff & systems through rigorous **evaluation**

Themes explored in this topic include:
benchmarks

metrics

performance review

Continue to refine this topic. Download the toolkit »
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Focus on agility and
long-term benchmarking.

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Develop metrics
against mission, values,
behavioral change.

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TheChiefExecutiveProgram

National *Arts* Strategies

Implement real performance reviews. 360°.

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Use measurements and metrics to shape strategy – dashboards, benchmarks.

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TheChiefExecutiveProgram

National *Arts* Strategies

Research administrative efficiency of our field vs. for-profits, create benchmarks.

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Topic:
Adapting **hiring** practices to get transformational staff members

Themes explored in this topic include:

core values

diversity

flexibility

organizational culture

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TheChiefExecutiveProgram

HR policies should be: reflective of the moment in the future, (i.e., constantly evolving...)

Beware skills-based recruitment practices to move toward performance-based hiring.

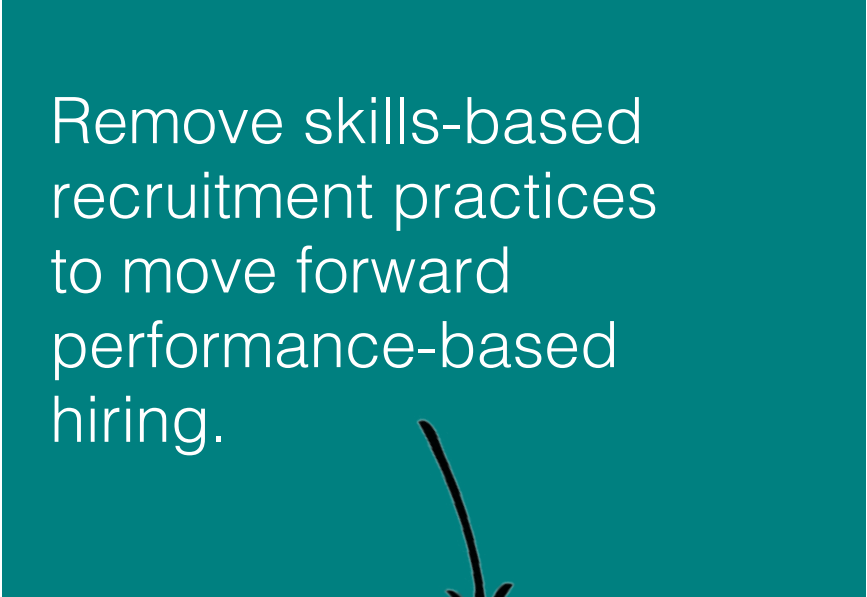**Continue to refine this concept**. Download the toolkit »

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Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

TheChiefExecutiveProgram

National *Arts* Strategies

Remove skills-based recruitment practices to move forward performance-based hiring.

Hire from within – actively develop talent among staff.

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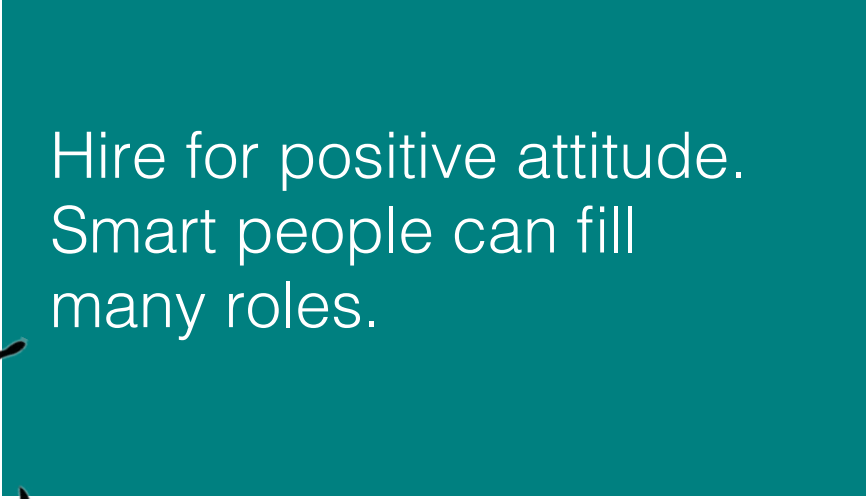*http://www.artstrategies.org/summit/tools/toolkit.pdf*

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TheChiefExecutiveProgram

National Arts Strategies

Hire staff at every level toward innovation and leadership.

Continue to refine this concept. Download the toolkit »

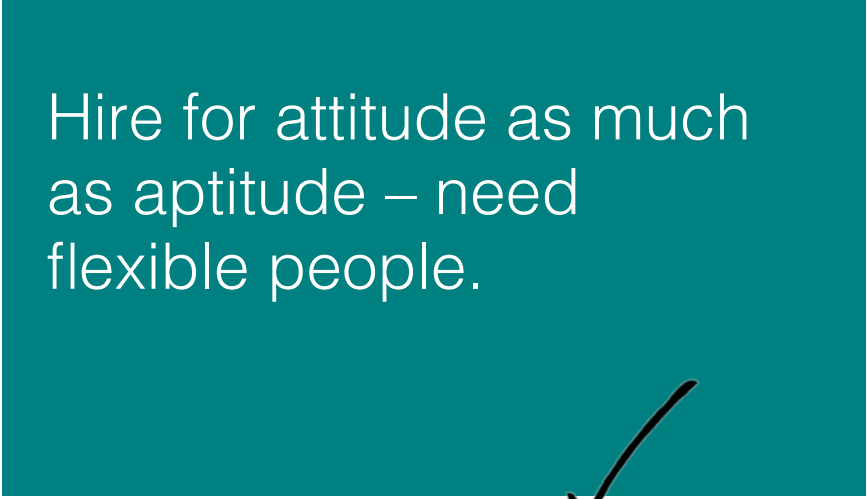*http://www.artstrategies.org/summit/tools/toolkit.pdf*

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Hire for passion and mission connection, and focus on output, not HR structures.

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TheChiefExecutiveProgram

National *Arts* Strategies

Hire for positive attitude. Smart people can fill many roles.

Hire for attitude as much as aptitude – need flexible people.

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We have good teams now, but: hire for values match respect work life balance, be flexible in asking & providing what staff want.

Get the right people on the bus – fit, passion – culture.

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Diverse workforce that represents our community.

Commitment to developing diversity in company. Company makeup. All advertising. Public panel. Product.

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TheChiefExecutiveProgram

National *Arts* Strategies

Topic:
Focusing on **incentives & retention** to develop transformational staff members

Themes explored in this topic include:

innovation

organizational culture

rewards

risk

Continue to refine this topic. Download the toolkit »
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Create systematic employee satisfaction surveys with real follow-up.

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National Arts Strategies

Create 20% time policy to allow staff to self-direct projects, programs (a la Google).

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Creative incentives – give financial incentives/"spot" incentives determined by co-workers

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TheChiefExecutiveProgram

National Arts Strategies

Digital world is here! Embrace flextime – let staff use flexible schedules.

Create an employee shareholder system so that every employee shares risk and reward (mission and financial).

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Incentivize innovation by supporting each employee's personal goals.

Reward/recognize those who extend their ranges, skills and comfort zone

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TheChiefExecutiveProgram

National *Arts* Strategies

Build innovation costs into budget and prioritize highly = development and reward systems.

Cultivate performance-driven culture with frequent public/workplace acknowledgment.

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TheChiefExecutiveProgram

National *Arts* Strategies

Staff and staff learning valued over subject expertise.

Pay living wage and benefits.

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Pay at level to get the quality you want. To reflect the importance of what we do.

Topic:
Developing transformational staff through **leadership development & training**

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Themes explored in this topic include:

cross-training

mentoring

onboarding

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Enhance staff development programs, 4-5 x the funding.

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Promote shadowing opportunities for staff.

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Arts-based training, aesthetics --> performance art as engagement + education, "reverse learning"

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Work with universities to change how they train our future content experts.

Universities are training content experts in a traditional, 20th century fashion. To change future work force, we need new skills.

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TheChiefExecutiveProgram

National *Arts* Strategies

Cross training – professional development outside the field

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Invest in professional development – train staff as well as volunteers.

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TheChiefExecutiveProgram

National Arts Strategies

Staff should expand skills by ongoing training – CEO actively encourages this.

Training – large-scale investment in training staff – take pride in training. Training begins before… staff (mentors)… includes all board/staff/members, etc.

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TheChiefExecutiveProgram

National *Arts* Strategies

Mentoring. Developing strong omni-directional relationships that build trust and social capital.

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Each hire gets a mentor to help on-board.

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Learning organization as a core value. Mentoring. Younger generation – older generation.

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Topic:
Changes in **operations** that can bring about transformational staff & systems

Themes explored in this topic include:

decision-making

flexibility

job design

organizational structure

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TheChiefExecutiveProgram

Test every system with two criteria: does it deliver the power/impact of big organizations? Does it function with the ability of small organizations?

Emphasis on constant iterative improvement

Mistakes or failures, no. Learning, yes.

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TheChiefExecutiveProgram

National *Arts* Strategies

Create agenda committee for staff meetings (involve all employees).

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Disrupt the staff meeting paradigm.

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TheChiefExecutiveProgram

National *Arts* Strategies

Organize around creative process; tap creative DNA model, creative problem solving processes

Creative DNA: professional attitude, develop attention and awareness, respect for artists, work and material, technical grounding (prof. dev.), critique, collaboration & ensemble, life skills development of self, individual voice, professional attitude

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Create international staff exchanges.

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Funding campaign for sustainability (multi-year funding for several staff positions). Must prove ROI in 2-3 yrs. Partnership Manager, Development Assistant, (specific positions).

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TheChiefExecutiveProgram

National *Arts* Strategies

Empower staff to make recommendations to solve problems.

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Look for shared competencies resources across departments.

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Enact subsidiarity (principle of mission must be clear). Put/ locate decisions as close as possible to relevance and impact. Empower junior managers.

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Skill-based organization chart. Events. Communication/writing. IT… vs. managers and directors. Move to specialists away from silos.

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TheChiefExecutiveProgram

National *Arts* Strategies

Empower staff to help create HR policies.

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Change modules and patterns of work "40-hour work week." Tim Ferris free-liberate from ball/chain to occupation shift from industrial/linear model to network model

CEO exchange program, sabbaticals

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TheChiefExecutiveProgram

National Arts Strategies

Conduct unproductive work audit. Stop doing more than you should/ can productively release time for staff to feel accomplishment + not stressed.

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Allow job shifts to promote understanding and cooperation.

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TheChiefExecutiveProgram

National Arts Strategies

Free time – get out of office, give permission and create opportunities for time away and off, weekly, monthly, and including sabbaticals in order to rejuvenate and prevent burnout and ossification.

Organize staff and teams around creativity/ idea generation – implementers.

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Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »

http://www.artstrategies.org/summit/?p=308

TheChiefExecutiveProgram

National *Arts* Strategies

Embedding mobility.
Multi-organization
training. Add
diversity into job
description multiple
responsibilities across
different organization.
Geographic. Discipline.
Budget size. Life-cycle.
Thinking of staff in fluid
way. Not tied to one
organization.

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/staff_systems/1132.jpg

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http://www.artstrategies.org/summit/?p=306

TheChiefExecutiveProgram

National *Arts* Strategies

Fewer permanent staff – more need-based outsourced hires including artistic/ programming.

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/1054.jpg

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http://www.artstrategies.org/summit/?p=302

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Don't be afraid of hierarchy, structure

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/1107.jpg

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http://www.artstrategies.org/summit/?p=299

TheChiefExecutiveProgram

National *Arts* Strategies

Design our organizations (staffing) to support the current strategic plan/ needs (v. status quo).

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/0722.jpg

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http://www.artstrategies.org/summit/?p=296

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Flatten organizational structures.

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/1109.jpg

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http://www.artstrategies.org/summit/?p=293

TheChiefExecutiveProgram

National *Arts* Strategies

Rethink the physical space for staff

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/1417.jpg

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http://www.artstrategies.org/summit/?p=290

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Physical space is a driver of culture and communication. Change may be necessary.

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/1405.jpg

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http://www.artstrategies.org/summit/?p=287

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

TheChiefExecutiveProgram

National *Arts* Strategies

Rethink the workplace in terms of old constructs of labor union constraints and new ones like the freelance phenomenon.

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/0853.jpg

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http://www.artstrategies.org/summit/?p=285

Eliminate unions.

Get rid of the (musicians') unions.

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/04.58.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »

http://www.artstrategies.org/summit/?p=283

Topic:
Strategy & planning to develop transformational staff & systems

Themes explored in this topic include:

empowerment

strategic planning

sustainability

Continue to refine this topic. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

Share this topic. Get buy-in from your colleagues outside of this program on the public-facing companion site »
http://www.artstrategies.org/summit/?cat=156

Downsize to sustainability.

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/staff_systems/0857.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »
http://www.artstrategies.org/summit/?p=281

National *Arts* Strategies

Push strategic planning deep in the organization.

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/0726.jpg

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http://www.artstrategies.org/summit/?p=279

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Empower all employees in strategic planning at its inception.

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/0752.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »

http://www.artstrategies.org/summit/?p=277

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Organization must develop clear strategic plan. Developed, contributed to, by every level, measure, retool, revise… with staff input.

Topic:
Developing transformational staff through **succession planning**

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/1803.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »

http://www.artstrategies.org/summit/?p=275

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Themes explored in this topic include:

relationships

staff

term limits

Continue to refine this topic. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

Share this topic. Get buy-in from your colleagues outside of this program on the public-facing companion site »

http://www.artstrategies.org/summit/?cat=148

TheChiefExecutiveProgram

Move along lower-performing staff. Fire fast, hire slow.

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/1038.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »

http://www.artstrategies.org/summit/?p=273

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Actively succession plan – build a strong bench at all levels… Also, cross-train across organization matrix.

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/0748.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »

http://www.artstrategies.org/summit/?p=270

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Find balance between "retention" and "new blood."

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/0810.jpg

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http://www.artstrategies.org/summit/?p=268

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Succession planning. Institute 5-year staff terms; set term limits for staff.

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/1100.jpg

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http://www.artstrategies.org/summit/?p=266

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Pact/establish expectations of leadership/staff expiration permission to accept – time to go.

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/staff_systems/1216.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »
http://www.artstrategies.org/summit/?p=264

Value retention: maintain relationships, keep cultural memory.

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/staff_systems/0804.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »
http://www.artstrategies.org/summit/?p=262

TheChiefExecutiveProgram

National *Arts* Strategies

Topic:
Leveraging **teams** to develop staff that will transform the organization and the field

Themes explored in this topic include:

collaboration

cross-departmental

decision-making

Continue to refine this topic. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

Share this topic. Get buy-in from your colleagues outside of this program on the public-facing companion site »
http://www.artstrategies.org/summit/?cat=140

Recognize and reward staff who actively collaborate with others & the team.

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/staff_systems/0709.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »
http://www.artstrategies.org/ssummit/?p=260

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

National *Arts* Strategies

Empower cross dept. teams to make all major strategic decisions for an organization – CEO becomes coach, mentor, facilitator

This concept was further discussed in a "Moving Ideas Forward" session. Below are the notes from that conversation:

Key Ideas

1. Need to define role of CEO and understand how it's changing/may need to. CEO involved/supports/ invested/sits in meetings.

2. Define ways to empower cross-departmental teams: mix levels of staff and sectors, commit ongoing approach, implement team presentations, builds pitching skills and team support.

3. Understand best settings for success. Integrate across organization and within culture. Coaching/ mentoring needed. Transparency info and process/ communications. Equity if all involved.

4. Understand major strategic decisions that can be influenced.

Next Actions

Anthony Sargent to provide senior management team agenda example. Address obstacles within your organization: long term, logistics, equity issues, assumptions… can/may contribute, CEO involvement. Define major strategic decisions that can be given over to working groups/ "task and finish." Use NAS forms.

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/IMAG2444.jpg

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

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http://www.artstrategies.org/summit/?p=256

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

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National Arts Strategies

Fight silos. Cross-function teams. No departments, only functions.

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/1240.jpg

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http://www.artstrategies.org/summit/?p=258

Build team where everybody contributes. Need "trust" to criticize and be critiqued in a respectful way.

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/0732.jpg

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http://www.artstrategies.org/summit/?p=254

SWAT X-team. Form cross-skill department teams to solve immediate complete institutional challenges. Teams are formed on short-term basis only.

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/staff_systems/1238.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »
http://www.artstrategies.org/summit/?p=252

TheChiefExecutiveProgram

National *Arts* Strategies

The value each organization delivers to its community is unique. Amplifying (or obscuring) this value, though, is the general perception of the value of cultural organizations as a category.

PROBLEM TO SOLVE:

Maximize the cultural field's value in the eyes of the public/society.

Inspiration

For each of the problem statements we produced some materials to help get you thinking creatively about the issues. Click on any of the items below to download a copy.
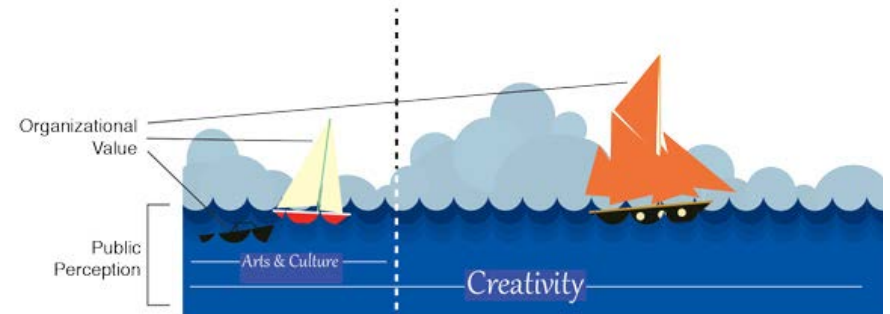
VALUE = PERCEPTION x TIME

"**The Field**," Institutional perspective.

"**The Field**," Consumer perspective.

TheChiefExecutiveProgram

National *Arts* Strategies

Raising the Tide of Value

Originally posted on *Field Notes* by Dallas Shelby

Why do the arts matter? Why does creativity matter? Why do you matter? What value do we create? We should all be able to answer these questions, and the easier it we can make it to do so the better off we will be. We may be comfortable making the case for the value our organizations create, but the public's perception of the cultural field is the tide on which that value rises and falls.

Problem to solve: Maximize the cultural field's value in the eyes of the public/society.
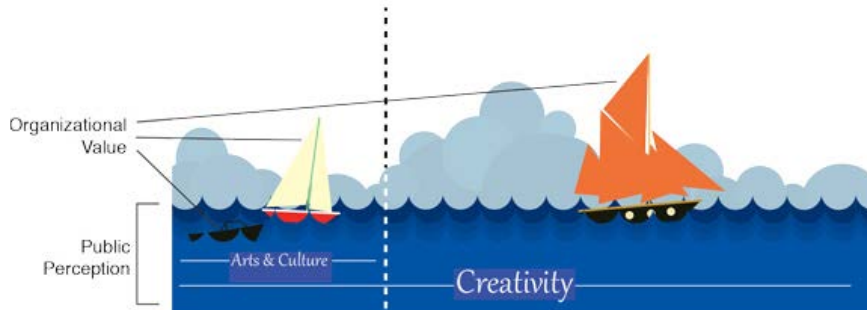
If we think of public perception as the ocean upon which our organizational value floats (see the illustration above), then as the perceived value of the field increases, so does our organizational value. It is the rising tide that lifts all boats. Global Warming aside, how do you raise the ocean level?

Public perception is a tricky thing but affecting it requires effort in at least one of two paths: talking about your value and showing your value (i.e., being valuable). The latter, while certainly not easy, is relatively straightforward. Being valuable as a field comes from the individual and collective actions taken by organizations and leaders. It's the sum of all value. In terms of the illustration above, think of the water displacement from the weight of the boats raising the ocean level.

Measuring value.

Talking about value is a bit more difficult, particularly when talking about the value derived from the entire field. It stands to reason, though, that it should start with some understanding of what that value is. We've all heard and read the cases for the instrumental and the intrinsic arguments for the value we create. We live in a world obsessed with numbers. Finding meaningful (pun not intended) metrics of the field's value can help. This too is well-worn territory and the answers are not easy.

Categories help.

Dan and Chip Heath, in their book "Made to Stick," talk about how to craft stories that stick. Their first tenant is to keep it simple. The problem, of course, is that the value we deliver is often complex and not easy to rattle off in a simple statement. In an effort to simplify our messages we rely on existing schemas or categories. They help bridge the gaps of understanding or even empathy. I might not value what your organization does but I might value "the Arts."

Categories limit.

If you look at the illustration again you will notice the dotted line of demarcation separating arts and culture from creativity. Think about your stakeholders, your community – do they know when they are crossing this line? Do they care? While it might be a handy shortcut to use categories to help talk about our value, they can backfire. (I might actually care about what you do but do not particularly care about "the Arts" or, worse yet, I might think "the Arts" are too stuffy.)

Regardless of the course – action or words, cultural field or creativity – if we are looking to truly create a significant wave of value we must work together. How do you define the value of the field… not just your individual organization's value? What can you measure? What can you share? How can we work to raise the tide?

Map of the solutions

We took a look at all of the concepts generated at Sundance and distilled them into a few basic topics or approaches to solve the stated problem. Below is a map of those topics. It will give you a top-level view of the work to-date and will allow you to easily navigate to the concepts that most interest you.

Click on any of the topics below to see the concepts within that area.
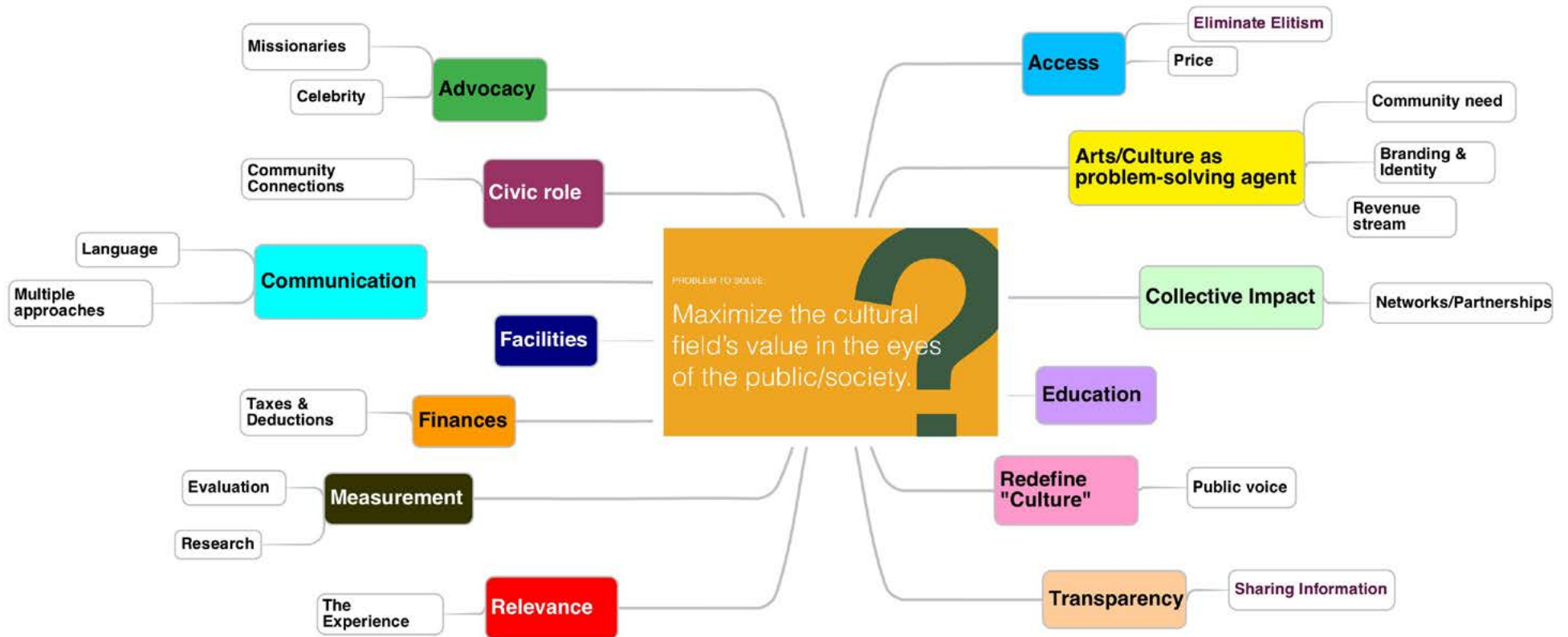
Topic:
Maximizing our value in the eyes of the public through expanded **access** to our work

Themes explored in this topic include:

experience

open up

physical space

price

public forum

Continue to refine this topic. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

Share this topic. Get buy-in from your colleagues outside of this program on the public-facing companion site »
http://www.artstrategies.org/summit/theme-here.php

Think of ways to make our content accessible. Use technology/language that engages audiences

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2529.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »
http://www.artstrategies.org/summit/?p=242

National *Arts* Strategies

Apply Creative Commons values to our work. Open the floodgates of sharing.

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2550.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »
http://www.artstrategies.org/summit/?p=240

Interrogate the limits of elite practice. Get out of bed with elitist communities.

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2539.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »
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TheChiefExecutiveProgram

National *Arts* Strategies

Eliminate the elitism/ judgment of the pro/am spectrum

Every museum/venue should be free!!

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2547.jpg

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Continue to refine this concept. Download the toolkit »

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2446.jpg

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http://www.artstrategies.org/summit/?p=232

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

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National *Arts* Strategies

FREE-mium Model – to be used to increase engagement, end product is increased advocacy

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2475.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »

http://www.artstrategies.org/summit/?p=229

Topic: Maximizing our value in the eyes of the public through **advocacy**

Themes explored in this topic include:

celebrity

grassroot campaign

missionaries

politics

Continue to refine this topic. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

Share this topic. Get buy-in from your colleagues outside of this program on the public-facing companion site »

http://www.artstrategies.org/summit/?cat=121

TheChiefExecutiveProgram

Constitutional Amendment
that it is a right of every citizen to "Bear Arts"

(National Campaign)

*This concept was further discussed in a "Moving Ideas Forward" session. Below are the notes from that conversation:

Key Ideas

1. An international campaign is needed to empower people to think about the "arts" as theirs, to engage the public and work to change the public's perception of our organizations as "ivory tower gatekeepers"

2. Right to bear arts has to be a grassroots campaign or it will not take hold

3. The campaign could be an opportunity to allow the public to define what an arts experience is.

Next Actions

1. Set up steering committee

2. Define goals of the movement

3. Set up website, facebook page, web presence.

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/staff_systems/IMAG2444.jpg

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »

http://www.artstrategies.org/summit/?p=214

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

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National *Arts* Strategies

One well-funded Political Action Committee for the arts. The NRA for the arts

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2449.jpg

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http://www.artstrategies.org/summit/?p=226

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Establish ongoing networks with younger generation to advocate for the arts

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2459.jpg

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http://www.artstrategies.org/summit/?p=223

TheChiefExecutiveProgram

National *Arts* Strategies

Organize as a movement

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2549.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »
http://www.artstrategies.org/summit/?p=220

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Radicalize!
Stop being so polite.
Be insurgent.

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2536.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »
http://www.artstrategies.org/summit/?p=218

Don't know what you've got until it's gone. Close everything for a week then open up 24/7. World-wide day of cultural darkness

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2437.jpg

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http://www.artstrategies.org/summit/?p=216

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Celebrity: Use identifiable celebrities to endorse the value, power and impact of the organization/ field and its work

Celebrity endorsement/popularize ourselves

Reality TV

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2502.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »

http://www.artstrategies.org/summit/?p=212

Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

TheChiefExecutiveProgram

National *Arts* Strategies

High visibility/High consumption. Celebrity endorsement

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2537.jpg

Share this concept. Get buy-in from your colleagues outside of this program on the public-facing companion site »
http://www.artstrategies.org/summit/?p=210

Train stakeholders to more effectively tell our stories. How they benefit, how they impact communities

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2499.jpg

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http://www.artstrategies.org/summit/?p=208

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Communications: Identifying positive spokesperson to communicate positive messages

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http://www.artstrategies.org/summit/originals/value/IMAG2509.jpg

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http://www.artstrategies.org/summit/?p=206

Send art "missionaries" door-to-door to recruit and evangelize. (When in Rome!)

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http://www.artstrategies.org/summit/originals/value/IMAG2514.jpg

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http://www.artstrategies.org/summit/?p=204

Topic:
Maximizing our value in the eyes of the public through the **problem-solving** abilities of arts and culture, its practitioners and administrators

Themes explored in this topic include:

artists

community need

instrumental value

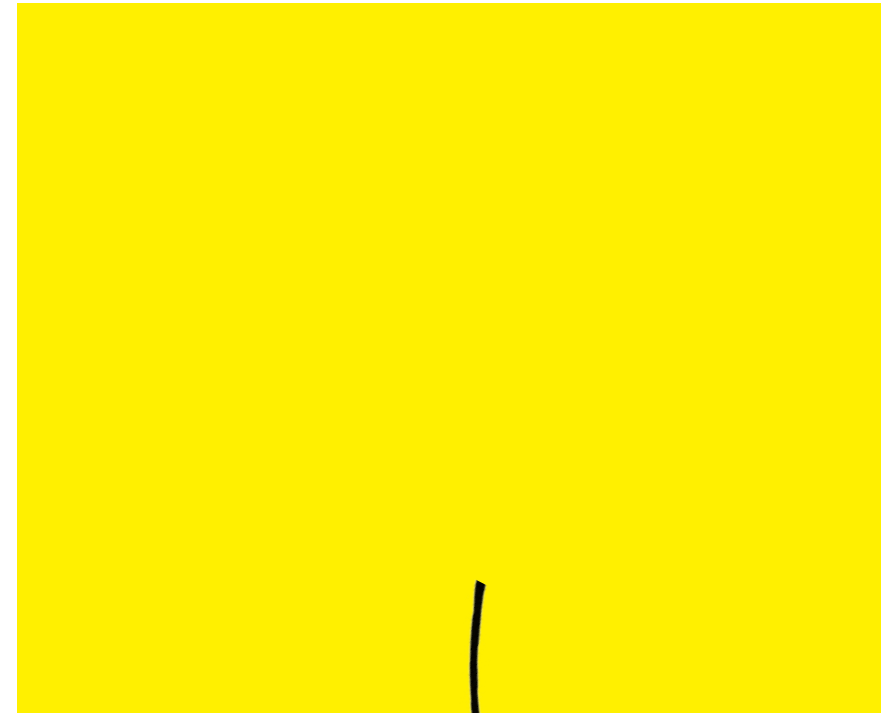*revenue generation*

Continue to refine this topic. Download the toolkit »
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http://www.artstrategies.org/summit/originals/value/IMAG2495.jpg

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National *Arts* Strategies

Perceived as entertaining. Economic development perceived as positive. We are perceived as smart/ wealthy. Perceived as Democrats not Republicans. We are perceived as scary. Craft = decorative

Need to brand our artists (concurrent with organizations). Branding to build identity and advocacy

Understanding the value system in relation to the arts.

We strive to create perfection.

Continue to refine this concept. Download the toolkit »
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http://www.artstrategies.org/summit/originals/value/IMAG2518.jpg

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TheChiefExecutiveProgram

National Arts Strategies

Demonstrate how cities/ towns are revitalized through culture

(run down cities to Ashland, OR > Oregon Shakespeare Festival)

Use our cultural assets to meet community needs – as they define them

Continue to refine this concept. Download the toolkit »

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http://www.artstrategies.org/summit/originals/value/IMAG2447.jpg

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TheChiefExecutiveProgram

National *Arts* Strategies

Be explicit about the problems we solve in the community. For example, kids empowered by creating art are less likely to join gangs.

Facilitate artists' contribution in problem solving in the community

Continue to refine this concept. Download the toolkit »

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National *Arts* Strategies

Businesses value the collaborative, problem-solving of the arts

Use your content for specific training of groups… diversity training, civil rights

Continue to refine this concept. Download the toolkit »

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2462.jpg

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TheChiefExecutiveProgram

National *Arts* Strategies

Topic:
Using our **civic role** to maximize our value in the eyes of the public

Themes explored in this topic include:

civic pride

community

relationships

Continue to refine this topic. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

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Without Arts, no civil society or democracy. They are essential to empathy/ understanding.

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2458.jpg

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National *Arts* Strategies

Link to civic pride
in the same
way sports does

Continue to refine this concept. Download the toolkit »

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2468.jpg

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Hold ourselves
accountable to our
communities in a public
and rigorous way
(e.g., the annual report
or executive summary)

Continue to refine this concept. Download the toolkit »

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TheChiefExecutiveProgram

National *Arts* Strategies

Make a social contract – an adult/adult relationship between cultural organizations and other civic institutions around the civic agenda (e.g., the Minnesota 5%)

Focus on the process (bringing people together) rather than the product.

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2526.jpg

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http://www.artstrategies.org/summit/originals/value/IMAG2534.jpg

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TheChiefExecutiveProgram

National *Arts* Strategies

Make community connection and relationship facilitation a central part of the mission

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2544.jpg

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Mandate cultural institutions to devote 15% of resources to under-served communities

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2461.jpg

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TheChiefExecutiveProgram

National *Arts* Strategies

Topic:
Seeking a **collective impact** to maximize our value in the eyes of society

Themes explored in this topic include:

economic development

networks

partnership

Continue to refine this topic. Download the toolkit »

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Aggregate value of arts and culture sector in our communities, nationally

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2494.jpg

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National *Arts* Strategies

Develop a common & unified choice

Continue to refine this concept. Download the toolkit »

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2515.jpg

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Joint branding and marketing of the cultural sector by city

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2523.jpg

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http://www.artstrategies.org/summit/?p=163

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Deploy staff and board into the community to sit on non-arts committees such as parks, zoning, traffic. Infuse other organizations with our creative talent

Encourage civic engagement

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2493.jpg

This concept was further discussed in a "Moving Ideas Forward" session. Below are the notes from that conversation:

Key Ideas

1. We are great problem solvers. We have the skill-set to manage complexity. We have a lot to offer new partners, but also to learn.

2. This does not have to just be senior leadership. It can and should be for all members of staff -- building leadership skills.

3. Take the leap of faith, full partnerships in your city/region can lead to a range of unexpected outcomes. Basic premise of networking. We also have the cultural kudos. We can selectively trade in.

Next Actions

1. Make this involvement part of the strategic planning process and part of performance management process. Work with staff.

2. Talk to staff, build allies, actively look for the possibilities / opportunities.

3. Lead by example. Introduce volunteering as a concept -> in non-arts contexts.

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TheChiefExecutiveProgram

National *Arts* Strategies

Gather all community touch points of your employees and enhance

Alignment/links between cultural organizations beyond advocacy for funding

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2469.jpg

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National Arts Strategies

Diversify and create partners not currently obviously connected

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2479.jpg

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Spread our organizations' responsibility for specific projects to other organizations/institutions.

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2531.jpg

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National *Arts* Strategies

Links to for-profit cultural sector (get off our focus on nonprofit)

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http://www.artstrategies.org/summit/originals/value/IMAG2466.jpg

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21st century hotel concept – Art installations in for-profit/accessible hotel environments

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http://www.artstrategies.org/summit/originals/value/IMAG2506.jpg

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Topic:
Maximizing our value in the eyes of the public through **communication**

Themes explored in this topic include:

instrumental value

language

message

multiple approaches

Continue to refine this topic. Download the toolkit »
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Tell the story about why we do, rather than what we do.

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2470.jpg

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National *Arts* Strategies

Re-frame the argument through personal or societal empowerment

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http://www.artstrategies.org/summit/originals/value/IMAG2511.jpg

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http://www.artstrategies.org/summit/?p=143

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Creativity + Critical thinking + life long learning. Important to communicate this message to communities. [Transformation]

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TheChiefExecutiveProgram

National *Arts* Strategies

Remind the world that
artists are workers, too.

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Change our language
about ourselves –
stop speaking in tongues

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2467.jpg

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TheChiefExecutiveProgram

National *Arts* Strategies

Replace the term "not for profit" with a positive term

Cultural or creative industry?

This concept was further discussed in a "Moving Ideas Forward" session. Below are the notes from that conversation:

Key Ideas

1. Three potential "sells" -- popular usage, IRS, nonprofit sector
2. Name possibilities: social benefit (nonprofit) organization SBO -- eventually dropping the parenthetical
3. Do we want to just change the tagline or have legal definition accept it?
4. Do we want to include entire nonprofit sector or segregate arts and culture?

Next Actions

1. Find out: Is Independent Sector acting on this?
2. What is the legal definition of IRS, who's included, how difficult is it for us to get IRS to change?
3. Look at the new distinction for "Benefit Corporations," consult policy makers, legal, academic experts.
4. Does the Benefit Corporation change our thinking about naming?
5. Consult branding/marketing/communications experts on strategy/implementation once we have agreement on new name and scope.

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2440.jpg

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TheChiefExecutiveProgram

National *Arts* Strategies

Use the language of your artists to explain why they can't live without art; like living without water

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2463.jpg

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We need more compelling language around our value

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2506.jpg

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Speak in regular language, make it easy to be understood

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2532.jpg

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Embrace both sides of intrinsic value and tool/ service toward other societal/economic benefit

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2497.jpg

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TheChiefExecutiveProgram

National *Arts* Strategies

Mosaic of arguments – not limited to a single approach

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2510.jpg

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Toolkit: Qualitative and quantitative – No single answer. Refine the message for the audience

Right brain/Left brain messages

Who owns us? We are the fuel for the creative community

Continue to refine this concept. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

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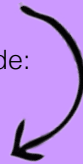*http://www.artstrategies.org/summit/?p=112*

National *Arts* Strategies

Topic:
Using **education** to maximize our value in the eyes of the public

Themes explored in this topic include:

art in schools

professionalism

STEAM

Continue to refine this topic. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

Share this topic. Get buy-in from your colleagues outside of this program on the public-facing companion site »
http://www.artstrategies.org/summit/?cat=80

Mandate arts education into educational curriculum
STEM --> STEAM

Continue to refine this concept. Download the toolkit »
http://www.artstrategies.org/summit/tools/toolkit.pdf

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2450.jpg

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National *Arts* Strategies

Arts are intrinsic to K-12 education

This concept was further discussed in a "Moving Ideas Forward" session. Below are the notes from that conversation:

Key Ideas

1. Arts education cannot necessarily be viewed as fostering creativity

2. Arts education siloed in most arts organizations

3. The preparation of future arts educators need to focus on creative

Next Actions

1. The arts sector must themselves seriously integrate education into mission and programs -- not relegate the arts to "children's experiences"

2. Arts sector needs to develop with arts educators key partnerships that help demonstrate commitment to changing the focus from arts performance to a comprehensive creative focus

See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2436.jpg

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Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Aggressively re-introduce arts/culture in schools at the highest levels of professionalism

Continue to refine this concept. Download the toolkit »

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See more. View original concept sheet »

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Connect with your colleagues. Click on the names above to find the contact information of the supporters of this concept.

Topic:
Rethinking our **facilities** to maximize our value in the eyes of the public

Themes explored in this topic include:

community

open up

welcoming

Continue to refine this topic. Download the toolkit »

http://www.artstrategies.org/summit/tools/toolkit.pdf

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http://www.artstrategies.org/summit/?cat=75

TheChiefExecutiveProgram

Deal with the rigidity of facilities – make more open and welcoming

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2472.jpg

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http://www.artstrategies.org/summit/?p=104

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Abandon commitment to cultural facilities ("palaces") and deliver

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2487.jpg

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National Arts Strategies

Become a genuine community space (even for non-artistic use/ needs)

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http://www.artstrategies.org/summit/originals/value/IMAG2540.jpg

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Topic:
Maximizing our value in the eyes of the public through changes in **financial structures**

Themes explored in this topic include:

Kickstarter

deductions

tax support

Continue to refine this topic. Download the toolkit »

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TheChiefExecutiveProgram

Balance big philanthropy with broad philanthropy (e.g., Kickstarter)

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See more. View original concept sheet »

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1% tax from commercial arts to fund nonprofit cultural community

In U.K. study has quantified $$ contribution of nonprofits to counterparts in for-profit commercial sector. (ACE/CEBR May 2013)

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Create a national tax support structure proportionate to the reach into the culture

All direct expenditures (ticket sales, admissions, etc.) are tax deductible

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TheChiefExecutiveProgram

National *Arts* Strategies

Topic:
Maximizing our value in the eyes of the public through **measurement** – evaluation & research

Themes explored in this topic include:

evaluation

neuroaesthetics

research

Continue to refine this topic. Download the toolkit »
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Stop fighting evaluation

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2538.jpg

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National *Arts* Strategies

Apply social return on investment (SROI) to validate/confirm the importance of the arts

Address inequality of appreciation for creativity/innovation of new iPhone vs. an arts performance

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Build links to outcomes that people value – education, etc.

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National *Arts* Strategies

Develop a metric system that communicates in feeling tones not empirical tones

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http://www.artstrategies.org/summit/originals/value/IMAG2496.jpg

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Collaborate with valid, objective researchers to measure aggregate value of arts and culture in communities and nationally

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See more. View original concept sheet »

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"Capture the magic." Measure the effects on the brain of the experiences we offer.

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See more. View original concept sheet »

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http://www.artstrategies.org/summit/?p=75

Topic:
Maximizing our value in the eyes of the public by **broadening the definition of "culture"** and the field

Themes explored in this topic include:

big tent

engagement

public voice

Continue to refine this topic. Download the toolkit »

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Encourage greater involvement in creating art to encourage broad engagement (Audiences, donors, etc.)

WE have to move beyond our default settings – if we view the cultural experience broadly – the message + impact grows

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2505.jpg

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National *Arts* Strategies

Need to refine language to include zoos and science centers in order to maximize the sector

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http://www.artstrategies.org/summit/originals/value/IMAG2509.jpg

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Challenge the assumption that the "field" is centered around organizations/ institutions… organization-centric vs. arts centric

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2455.jpg

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Expand the definition of the field. The biggest possible tent: creative (vs. cultural), for profit and nonprofit, personal practice and institutional

Embrace the idea that we are part of an experiential sector (& not constrained by nonprofit identity)

*This concept was further discussed in a "Moving Ideas Forward" session. Below are the notes from that conversation:

Key Ideas

Over the two Moving Forward sessions the group identified four opportunities / challenges around expanding the definition of the field:

1. Define this expanded field
   - What do you call this collective field?
   - What are the boundaries of this collective field?
2. Communicate value more effectively
   - Communicate the true value delivered
   - Be perceived as equal to the nonprofit sectors with which we compete
   - Make a stronger case collectively (build on the way we complement each other)
   - Be and demonstrate great relevance
3. Create real, new value through a broader definition of the field
   - Create new and enhanced experiences through a community that shares and works together
   - Break down the limits of the old disciplinary "silos" – "join the 21st century," be part of the new world that is about integration of ideas and knowledge
   - Foster rich collaboration
4. Tackle and solve the really big issues of our time
   - Get this frog out of the pot before the hot water we are in boils
   - Address long-term impact

See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMG_0347.jpg

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TheChiefExecutiveProgram

National *Arts* Strategies

Next Actions

The group briefly discussed next actions but did not identify a volunteer committed to keeping the conversation moving forward and did not assign owners or dates for any next actions. The thoughts shared are as follows. The group did not evaluate or prioritize these at this point.

1. Identify the champion(s) from this discussion group who will take responsibility for keeping the project moving forward

2. Select a place to communicate on this topic e.g. a Facebook private group

3. Create a group project space as well e.g. Base Camp

4. Create a few hypotheses related to the problems defined here to test in a rigorous way – using science or design methodologies

5. Continue working on the language to 1) define the field and 2) communicate the collective value

6. Figure out a way to communicate this question and this thinking to the broader field, and engage more people in the conversation

   • E.g. Create a workshop with NAS and Chief Executive Program participants to drive these conversations in multiple communities and build a working community on this initiative

7. Highlight existing collaborations – so can learn from them as a community

8. Augment the "star chart" that NAS provided in the inspiration station for this topic – edit and augment to create a group view of the extent of the "full field"

9. Contribute to Terence McFarland's research project to learn about consumers of the "broad field"

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Imagination --> Innovation --> Power / Permission to create

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See more. View original concept sheet »

http://www.artstrategies.org/summit/originals/value/IMAG2503.jpg

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Co-creation in every place, every opportunity as a bedrock value

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Public participates in defining our field… not to tell them what the field is.

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http://www.artstrategies.org/summit/originals/value/IMAG2477.jpg

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Let community define value

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2481.jpg

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Crowd-source the definition of value <-->

Ask many others how they feel/see value

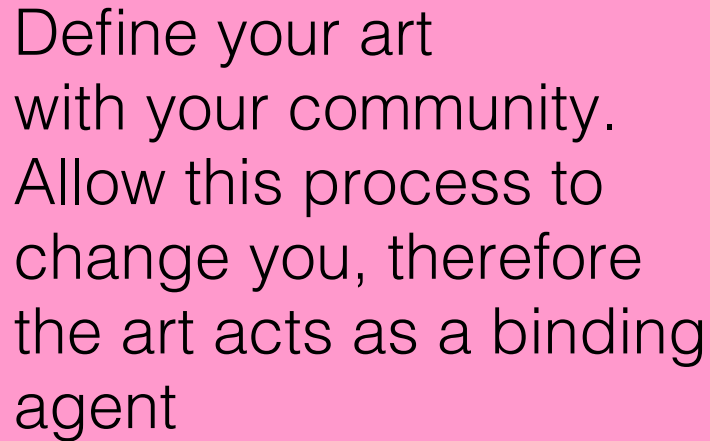Present value in many ways, let people embrace what moves them

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http://www.artstrategies.org/summit/originals/value/IMAG2484.jpg

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Define your art with your community. Allow this process to change you, therefore the art acts as a binding agent

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See more. View original concept sheet »
http://www.artstrategies.org/summit/originals/value/IMAG2486.jpg

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Let go of our control - [Public]

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TheChiefExecutiveProgram

National *Arts* Strategies

Topic:
Focusing on your **relevance** to your community to maximize your value in the eyes of the public

Themes explored in this topic include:

community

experience

re-invention

Continue to refine this topic. Download the toolkit »
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Don't think of it as a presentation problem. It's a substantive problem. And, don't assume the problem is universal

Be accessible. Be relevant. Be fun.

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http://www.artstrategies.org/summit/originals/value/IMAG2528.jpg

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National *Arts* Strategies

Drill down on the infinite ways (real & virtual) to contextualize (or super-contextualize) your company and the services or profits it offers

51% of Americans can affirm that "the arts are important and valuable to me, my family, my community and my country."

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Goal: Be indispensable to our public/society. Be beloved.

Redefine how we "define" success. Don't be a slave to facilities. Be brave enough to stop, close down, go out of business. Understand their culture and meet them at their place. Cultural research. Experts. Measure the effect of the arts on the brain. Make it big. Let go of our control.

Collectively capture and share the magic of what happens when the "soul spark" happens. Be brave enough to reconstruct our art from to meet them. Value is what the community says it is. Research their culture and change our communications (words) to get to them.

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http://www.artstrategies.org/summit/originals/value/IMAG2517.jpg

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TheChiefExecutiveProgram

National *Arts* Strategies

History as a way to see our humanity

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Relevance?
We fall into the trap of serving a small percentage of our communities. What do we need to change and how do we adapt?

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Have the courage to re-invent or re-construct what you do.

Deepening the value of living [LIVE]. Individual goes through a deepening experience – the frame has to be big

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National *Arts* Strategies

Strive to create surprise and delight

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Topic:
Maximizing our value in the eyes of the public by being **transparent** and sharing information

Themes explored in this topic include:

agenda

lessons

sharing information

Continue to refine this topic. Download the toolkit »

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Create a transparent process with the community from the first rehearsal to opening night (and beyond)

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A need to be transparent in our purpose when communicating with communities

Delineate the differences between for-profit and nonprofit

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See more. View original concept sheet »

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Have an agenda and let the agenda be known

Local chapters of NAS convenings

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National *Arts* Strategies

Acting like a sector (Arts, museums, zoos, science centers). Share audiences/ data and promoting collectively

Making the knowledge and lessons of the past useful and applicable to today

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Create a journalistic tradition around the field

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