



Creative Manitoba

Strengthening Manitoba's arts and creative industries

Arts Management Boot Camp 2018

Session 1, Intro to Arts Management

Monday August 20, 2018

- Introductions
- Welcome with Elder Albert McLeod



Arts Management Boot Camp 2018

Accessing Course Materials

Featuring Carol Finlay



Let's dive in!



What you hope to gain (1/2)

How to be more firm and less of a doormat? How to do it without becoming terrible. Need to be more organized and stop procrastinating the things I don't like to do.

I hope to improve my administrative skills while also learning new methods of engaging, on both a personal and professional level, in Winnipeg's arts and culture sector.

While I have had lots of great on the job training, I think it will be incredibly useful for me to gain practical advice and knowledge from someone with a lot of expertise.

Create a solid foundation with my organization so that it can function in the realm of self-sufficiency, rather than treading water.



What you hope to gain (2/2)

As a new E.D. I am learning on the job and need every advantage that I can secure to help me with the learning curve.

I hope to learn more about the higher-level decision making that goes on in arts organizations, and to increase my confidence in initiating projects and taking on more challenging roles.

My org has outgrown its current model and we are looking into how to guide it through its current growing pains into an adult company.

Networking with artists and management in creating and understanding of how create partnerships to benefit both providers and recipients of art.



The Expertise in the Room

Organizations and networks large and small – opera, museum, gallery, heritage, ballet, symphony, theatre, comedy, publishing, accessibility, venues, presenters, producers, education ...

Managing Editor, Executive Director, Founder, Curator, Artistic Director, Project Coordinator, Members Services Manager, Operations Manager, Special Events Manager, Administrator



Boot Camp Basics

- Daily Schedule
- Ancillary activities
- Slide decks and display materials
- Textbook and resources
- Guest presenters



Housekeeping

- Washrooms
- Cell phone and computer use
- Confidentiality and candour
- Ask questions as we go



Paperwork

- Confidentiality Statement
- Photo release
- HR Function Assessment



Session 1: Intro to Arts Management

- What do we mean by arts management?
- Structure of arts organizations
- Ecology of Canadian arts landscape
- Guiding principles (mission, mandate, vision, values)



What do we mean when we use the phrase “arts management”?

What's included in that profile?

What do we expect of “arts managers”?



Culture vs Art vs Creative

Used interchangeably but have slightly different meanings

- Culture: Latin root meaning “inhabit, cultivate, honor” – refers to human activity (inclusive of museums)
- Arts: a “vast subdivision of culture”, composed of creative endeavors and disciplines
- Art: an expression of creativity or imagination
- Creative Arts: collection of output of material for interpretation (expands beyond “art” to include fashion, architecture, craft).



Indigenous Art – Canada 15,000+

I would like to remind you of the Art that the Europeans found when they arrived in our country. They found Art everywhere. In hundreds of flourishing vital cultures, Art was fully integrated with daily life ... And in every language, our Artists created philosophical argument and sacred ceremony, political discourse, fiction and poetry.

In my language, there is no word for “Art”. This is not because we are so devoid of art, but because Art is so powerfully integrated with all aspects of life.

- Gitxan Elder Doreen Jensen



Arts Management in Canada

- Well meaning and deeply engaged volunteers led the way for professional companies (European traditions)
- CBC created in 1936
- Massey-Levesque Commission (1951) led to creation of the Canada Council (1957), just as a wave of arts organizations appeared (Stratford, Shaw, RWB, MTC, COC, NBC, NTS, NBC)
- Centennial Celebrations and Expo 1967 led to venue development and increase in Canadian creators



Cathedral Thinking Required

Early workers on cathedrals worked towards a common purpose of building something lasting and strikingly beautiful, and were contributing to a vision of the future, but were not likely to ever see that vision come to fruition.

Cologne Cathedral
construction began in 1248
completed in 1880



Key Areas for Arts Management

- Planning and development (short and long term)
- Marketing, public relations, communications
- Fiscal management (including resource development)
- Board relations
- Human Resources and personnel management
- Government relations and advocacy



Core Functions of Management

- Planning: Deciding **what** is to be done
- Organizing: Deciding **how** is it to be done
- Leading: Deciding **how other people (who?)** are to get it done
- Controlling: Deciding if it is getting done **or not**, and **what** to do if it isn't being done



Management is:

- Attending to consequences positive and negative from the past;
- Attending to the needs of the present;
- And planning for the future, with responsibility for all the organization's resources (human, financial, physical and mandate).

You live in multiple years / seasons.



Adaptability is Key

- Good management is flexible and adaptable to changing environments, while keeping on track according to long term strategic plans.
- Managers must balance sensitively to the changing external and internal conditions and realities, staying true to mandate and purpose, balancing the short and long term.
- Know your organizational compass points



An Arts Manager fully understands:

- Why the organization exists – fills a need in the community
- What it is to do – its business
- Who is responsible for what – optimal staffing
- Where the impact is to be felt – home, on the road
- When to be creative – times / seasons
- How to fulfill the organization's responsibilities – ethically, legally, and within industry standards.



An Arts Leader also:

- Ensures professional competency
- Provides strategic leadership
- Is responsible for the appointment of all other senior staff (and dismissal, if necessary)
- Often the only (or one of two) member of staff who is directly answerable to the governing authority.



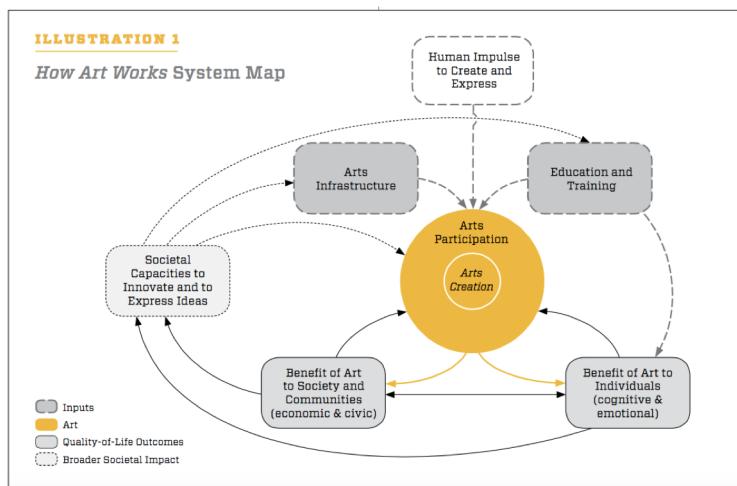
How are (most) arts organizations structured?

Why is the not for profit model so popular?

What's the role for leadership in that structure?



NEA: *How Art Works System Map*



https://www.arts.gov/sites/default/files/How-Art-Works_0.pdf



Size of the non-profit sector (US)

“The vigor of the arts rests in many ways on the thousands of nonprofit organizations that present and organize arts programs in communities around the country. In many arts disciplines—such as visual and performing arts, historical and museum organizations, and arts education—nonprofit status is the norm.

... the total number of nonprofit arts organizations increased from about 75,000 in 1999 to 113,000 in 2010.”

Local Arts Index, Americans for the Arts



Non Profit Definition

A pragmatic definition from the Government of Canada:

Not-for-profit corporations are organizations that provide products or services without making profit. They are generally dedicated to activities that improve or benefit a community. A not-for-profit may generate revenue, but only if the revenue goes back into the organization to further its aims and projects. For example, a social club may hold an art sale or craft fair in order to raise money for the services it provides to the community. The money made by a not-for-profit is not for the personal gain of its directors, members or officers.



A Better Definition

Why don't the arts pay for themselves? Well ... they do. But if we're limiting the discussion to earned income, the answer is more elemental. **The fundamental function of non profits is to deliver goods and services at below their cost of production. They exist to provide something of value to a community or society at a quality, quantity or diversity that traditional markets won't bear, and the public sector can't or won't produce.** To do so with energy and impact over an extended period of time is about entrepreneurial as you can get.

- Andrew Taylor



Intended impact of arts organizations

- Social Capital + Human Capital + Natural Capital
+ Cultural Capital = **Sustainable Communities**
- **Art leads, society follows:** economic growth, wellness and health, justice, education, community engagement, human understanding cross-culturally and cross-generationally, foreign diplomacy, empathy, decency
- Core of the arts sector: non profit structure



The Public Trust

- NFP organizations exist for the benefit of the public trust. The trust is placed in the institution by the public to deliver their mandate in the interest of the public – long and short term, and where applicable, to preserve and determine the authenticity of the things we hold in trust.
- Trust and transparency – what does this mean today?
“What gives the public trust in museums overall is a sense that things are being thoughtfully and responsibly handled by people who care a great deal about them.” (Anne d’Harnoncourt)



The Public Voice

How does an institution ensure the public has a voice?

- Knowing and reaffirming the organization’s principles by listening to the public and demonstrating ethics and values.
- Engaging Board members who represent the public.
- Hiring Staff Leadership who have relevant expertise in their area of responsibility.



Three-Legs: Public, Board, Staff

Eternal questions:

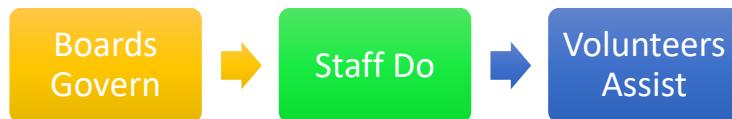
Who does what?

How does the balance work?

Who is in charge?



Roles of Board, Staff and Volunteers



The realities of arts management in 2018?



Realities for Arts Orgs today

- Change is constant, and comes from every direction
- Changing circumstances demand that we change how we do business (transform, alter, modify, convert)
- What does this mean for an organization with long history?
- What does this mean for an organization who just got out of trouble?
- What does this mean for an organization who just got operating funding?



Adaptability and change

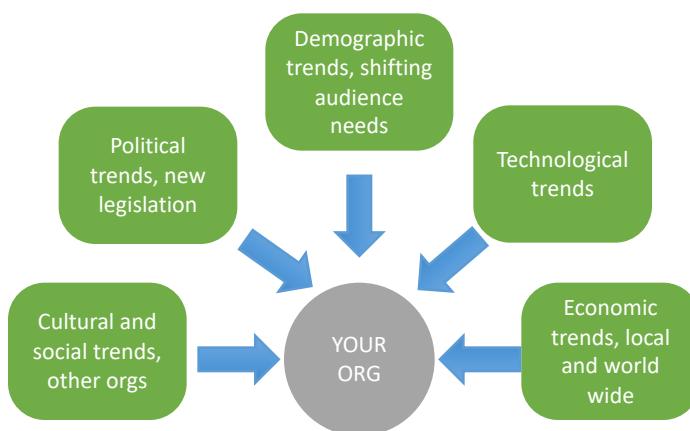
Your (our) new reality.

“And then came (in no particular order): economic instability, the Internet explosion, the death of the recording industry, the near-death of subscriptions, the renewed focus on STEM (science, technology, engineering and math) and resulting swoon in the liberal arts, the introduction of movie-theatre opera, the erosion of newspaper readership and its threat to serious art criticism, the aging of the donor base, the raiding of endowments, and the search for “new models”.

Michael Kaiser, CURTAINS



External Factors



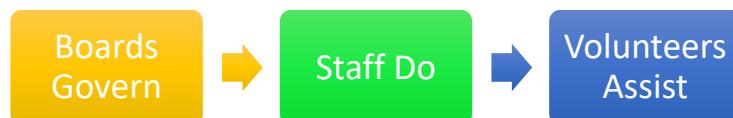
Graphic: Pat Bovey

Internal Factors



Graphic: Pat Bovey

Roles of Board, Staff and Volunteers



Other than the to-do list, what are the larger obligations of arts management?



Strategic Planning Process (Long-Term Plans)



Organizational Guiding Principles

Key Questions

- By-laws, vision, mission, mandate, core values, accountability: how do these guiding principles influence organizational choices?
- What happens when an organization drifts from its mission?
- How can these principles help organizations adapt and change?



Mandate

Your key business activities

- Exhibitions
- Workshops
- Collecting
- Touring
- Producing
- Developing



Mission (1/2)

Definition of the essence of the organization:

- It's purpose – the end result the organization seeks to accomplish
- It's business – the primary means to accomplish the purpose (program / activities / service)
- Four important qualities: breadth, durability, challenge and distinction.



Mission (2/2)

Definition of the essence of the organization:

- Usually a few sentences that identifies focus or why the organization exists.
- Must be understood and supported (usually crafted) by Board, staff, volunteers
- Should be embraced by the whole organization
- Must have formal approval by the Board



Vision

- What will success look like?
- Compelling, inspiring, a challenge
- Needs to be grand enough to inspire; grounded enough that it can and will happen
- Needs to be flexible enough to allow for changes to internal and external environments.



Core Values

- What are your organization's core beliefs as to how you do your business, within and outside your organization, with your stakeholders, funders, donors, staff, volunteers, visitors, artists?



Guiding Principles: Your Compass

VISION, MISSION, MANDATE

&

CORE VALUES

The Board and Staff are accountable to ensure these are kept current and aligned with organization's public purposes.



Relevance

"Arts administrators worry.

It is our nature to worry.

And late at night, when the world is quiet, we also lie awake and worry about RELEVANCE. The words vary, but the core of the question is: "Who cares about the kind of work we do?"

- Audience Wanted (Blog on Arts Journal) by Matt Lehrman



How relevant is my organization?

<http://www.artsjournal.com/audience/2016/03/how-relevant-is-my-arts-organization-take-this-self-test/>

Score each of the following questions on a scale of 1 (not at all satisfied) to 5 (highly satisfied).
HOW SATISFIED ARE YOU THAT...

The aim of our MISSION STATEMENT is important. _____

Even if you can't quote or don't love the specific words of your organization's mission statement, answer this question based on your understanding of the intention it expresses.

Our ARTISTIC CHOICES fulfill our mission. _____

For clarity, focus on the artistic decisions made within your organization within the last 24 months.

We possess the CAPACITY to pursue our mission. _____

How satisfied are you with the financial, human, physical and intellectual resources available to you to pursue your mission?



How do you preserve and maintain relevance?

Accountability. Evaluation. Staying true to mission. And embracing change.



Accountability: To Whom?

- Public (tax payers)
- Member (stakeholders)
- Funders
- Government
- Staff



Accountability: For What?

- Financial & Fundraising
- Programs
- Human Resources
- Buildings & Properties & Assets
- Risk Management
- Conflict of Interest



Accountability: How?

- Transparency
- Annual Reports
- Articulating your mandate and goals; guiding principles and values
- Knowing your audience / stakeholders



Evaluation: Program Review

- Program review, including attendance / use, community impact, artistic impact
- Measure against key performance indicators
- Year over year analysis, including current year performance
- Return on investment analysis – are these programs serving the investment we put in, are they on mission and mandate, are they resourced appropriately



Evaluation: Financial Review

Beyond the financial analysis done by your audit process (how we did year over year) you should be reviewing:

- How are we performing project (or program) by project?
- What external financial aspects are we monitoring (i.e. meeting with the Winnipeg Foundation who hold your Endowment)
- What changes in the financial landscape (audit processes) might happen in the next few years (subscription allocation issue a few years back)



Evaluation: HR Review

- Do you have the right people in the right roles, with the right reporting structure? How living is your org chart?
- If changes need to be made, where will they have the least / most impact?
- When hiring, can you determine an internal value of a job, in relation to that of other jobs in a company so that a fair and equitable wage and salary system can be established.



Evaluation: Performance Review

Are you consistent with your Performance Review (Appraisal) process - the evaluation of how an individual is performing their job – should be done consistently in conversation between the employee and manager, and signed off by both.

More details in the 9th session on HR.



Evaluation: Board Review

- Does the Board know what it is to do?
- Are we providing the appropriate resources, in a clear and timely manner, for them to do the job?
- Are meetings productive? Does everyone participate? Do people feel they have contributed? Are motions acted on?
- Does the board understand their role in relation to the staff?

More details in the 2th session on HR.



How can you tell if you're organizationally “off target” or no longer fulfilling the purpose?



Mission Drift (1/2)

Mission drift is when a nonprofit unintentionally moves away from the organization's mission. This is an important distinction from when an organization consciously changes their strategic vision. Charities can, and do, adjust their mission to better address community needs.

The mission is the raison d'être of an organization ... charities adapting themselves according to funding opportunities can lead to an overlap of services. This is especially a problem when charities do not have the expertise or structures in place to be moving into these new areas.



Mission Drift (2/2)

Mission drift may also unintentionally affect a charity's standing with the Canada Revenue Agency (CRA). One of the most obvious (but often missed) areas of charity compliance is the requirement to comply with the organizations' stated objects. A charity is restricted to carrying out activities within the scope of these objects, which are contained in its letters patent, articles, or constitution.

Source: Imaginecanada.com



Consequences of Mission Drift

Loss of support – Mission drift is like an identity crisis for a nonprofit organization. When an organization's identity becomes unclear, it loses donors – especially big donors, and its visibility in the community

Wasting resources – time, resources, and a lot of dollars may be lost in attempting to clarify what the organization does in the community

Staff problems - deviating from the organization's mission may create factions within the ranks cause stress for staff, and may even lead to higher staff turnover

Governance issues – confusion may spread to the board level, causing factions to form within the board, creating tension and impairing the board's ability to provide guidance or make decisions



It's not wrong to question the mission

Organizations that evolved to match their times:

- YMCA, Harvard, Yale – founded for religious purposes
- Gender-segregated schools that had to change
- Health charities that want to shift focus
- Arts organizations with a new leader / operational model issues / changing environment



How do you revision the organization?

Key Questions:

EXTERNAL:

- How would the community be changed?
- What are our important services?
- What makes us unique?
- What is of greatest impact to our clients?
- How can we improve our impact?

INTERNAL:

- What changes (staff, Board, \$, facility, technology, systems, communications) needed?



Keeping the compass true

If you want to start a process of change:

- Engage your stakeholders
- Communicate with your funders
- Listen to your audience
- Work from your fundamental guiding principles
- Be situationally aware (Diane Ragsdale) and try not to “bend the map”



What are the characteristics of successful arts managers and organizations?



Effective Leaders (Forbes List)

Honesty
Ability to delegate
Communication
Sense of humour
Confidence
Commitment
Positive attitude
Creativity
Ability to inspire
Intuition



Effective Organizations (1/2)

From Tim Brodhead, *On Not Letting a Crisis Go to Waste: an Innovative Agenda for Canada's Community Sector*

1. Uncompromising on their goals but flexible in their methods. The only question is “what will get the job done?”
2. Focused on achieving change at scale, and adept at working at multiple levels. The key measure of success is impact.
3. Have an entrepreneurial mindset, seizing opportunities to achieve their goals.
4. Challenge existing business models and prevailing wisdom.
5. Collaborative, ensuring that the lessons of both success and failure are widely disseminated.



Effective Organizations (1/2)

From Tim Brodhead, *On Not Letting a Crisis Go to Waste: an Innovative Agenda for Canada's Community Sector*

6. Understand the power of networks.
7. Embed and sustain an internal culture of innovation.
8. Recognize that all the organization's members should be involved in the innovation process.
9. Embrace new technology and open architecture for the innovation process.
10. Experimental, understanding that remarkable innovations are the culmination of on-going refinement of ideas.



Organizational Culture



Ben Cameron keynote – “Look Up”

Diane Ragsdale keynote – “Bend the Map”



Home Moments Notifications (2) Messages Search Tw



Tweets Followers 2,993 Likes 1

Shit Arts Administrators Say @artsadminssay · Jun 27
We want subscribers to renew early but we don't want to give them any real incentive to do so.

Shit Arts Administrators Say @artsadminssay · Jun 25
Our organization wants to foster a healthy work/life balance. Except when our ED needs to text you a non-urgent question at 11pm.

Shit Arts Administrators Say @artsadminssay · Jun 21
Let's offer a pre-performance talk to engage newcomers but make sure the content is for people who are already well-versed in our art form.

Shit Arts Administrators Say @artsadminssay · Jun 18
Let's have the Monday morning staff meeting at 9am before anyone has had a chance to implement the things we talked about at Friday's impromptu staff meeting.

4 Followers you know




Hey Girl,

I know you're stressed out about making goal this season. You can relax.

I'll work out a new promo campaign, and don't worry about the budget. I've got that covered.

My only goal is to give you the work-life balance you so richly deserve.

