

NATIONAL PERFORMING ART CONVENTION

Session: ***Arts Boards: Innovating for the Future***
 Thursday, June 12, 2008 from 2:45 – 4:00 PM and 4:30 to 5:45 PM.

Session Leaders: **Mary Ann de Barbieri and Jaan Whitehead**

Session Description:

Arts Boards: Innovating for the Future. The most successful boards are increasingly those that are flexible and innovative in how they approach their work. Join our interdisciplinary discussion of ways boards can be more agile in how they navigate the stages of institutional growth, more strategic in how they deal with issues such as financial stability and leadership change, and more creative in their relationships with their art and artists. Hear from panel participants as they share their approaches and experiences and learn about the many resources available to trustees today.

Moderator: Mary Ann de Barbieri, principal de Barbieri & Associates
Speakers: Joseph R. Bankoff, president and CEO, Woodruff Arts Center, Atlanta, GA
 Catherine French, board chair, The Washington Chorus, Washington, DC
 Lowell Noteboom, board chair, League of American Orchestras, New York, NY
 Jaan Whitehead, co-editor, *The Art of Governance: Boards in the Performing Arts*

Biographies of Session Participants:

Joseph R. Bankoff

Joseph R. Bankoff joined the Woodruff Arts Center in Atlanta in 2006 as president and CEO. The Center includes the Alliance Theatre, the Atlanta Symphony Orchestra, the High Museum of Art, the 14th Street Playhouse, and Young Audiences. Prior to heading the Center, he served as vice-chair of the Atlanta Symphony Orchestra board where he worked on long-range planning and chaired their search committee. He also chaired the Regional Arts Task Force for the Metro Atlanta Chamber of Commerce and helped form the Metropolitan Atlanta Arts and Culture Coalition. For 25 years, he was a highly honored trail lawyer in the areas of technology, communications, media, and copyright law who also served on the Governor's Telecommunications and Technology Task Force, helped draft state legislation on emerging communications technologies, and was Television Counsel to the 1996 Olympics.

Mary Ann de Barbieri

Mary Ann de Barbieri provides strategic planning, board development and other organizational capacity building consulting services. She has more than thirty years experience in the nonprofit sector, serving as managing director of The Shakespeare Theatre in Washington, DC and director of The Foundation Center's Washington, DC office. Mary Ann has served on numerous boards and committees in the Washington DC area, including terms as president of the board of the

Center for Nonprofit Advancement (CNA), vice president of the board of the Cultural Alliance of Greater Washington and chair of the selection committee of The Washington Post Award for Excellence in Nonprofit Management. A frequent speaker and trainer, Mary Ann designed the curriculum for Chorus America's Chorus Management Institute and has served as core faculty for this popular program since its inception in 2002.

Catherine French

For the past decade, **Catherine French** has worked with not-for-profit performing arts organizations to recruit chief executives and senior management personnel. Catherine French Group clients include opera companies, symphony orchestras, presenting organizations, music festivals, and schools of music. Ms. French began her career in orchestra administration and she managed the American Symphony Orchestra in New York City and the New Jersey Symphony Orchestra. She served as chief executive officer of the American Symphony Orchestra League (now League of American Orchestras) from 1980 to 1996. An active volunteer, Ms. French is Chairman of the Board of The Washington Chorus, Vice Chairman of the Board of Overseers of The Curtis Institute of Music, and a member of the Board of Directors of OPERA America and The New York Pops.

Lowell J. Noteboom

Lowell J. Noteboom is the board chair of the League of American Orchestras, the national service organization for orchestras. He is the immediate past chair of the Saint Paul Chamber Orchestra and serves on the boards of the Curtis Institute of Music, Mayfest at Carnegie Hall, the National Guild of Community Schools of the Arts, Northland College, and the MacPhail Center for Music. He also writes and lectures across the country on nonprofit governance and strategic planning. He is the founding chair of Leonard, Street and Deinard's Construction Law practice group in Minnesota where he has provided strategic counsel and arbitration expertise to a wide range of national and regional organizations involved in the construction industry and is a noted writer and speaker on construction law issues.

Jaan Whitehead

Jaan Whitehead is the former board chair of the SITI Company, an ensemble theater company led by Anne Bogart. She has served on the boards of Arena Stage, Living Stage, The Acting Company, the National Cultural Alliance, TCG, and the National Council for the American Theatre. She has also served as Executive Director of Theatre for a New Audience and Development Director of Center Stage. Prior to entering the theater world, she taught political philosophy at Georgetown University. Two of her essays on the challenges facing the arts in a commercial society have appeared in *American Theatre* magazine, and she is co-editor of *The Art of Governance: Boards in the Performing Arts*.

Trustee Resource Guide

Today there are a growing number of resources available to trustees to help them in their work. Below is a sampling of these resources that was compiled for the governance session, *Arts Boards: Innovating for the Future*, at the National Performing Arts Convention in Denver in June 2008.

General Governance

- Andringa, Robert C. and Ted W. Engstrom, *Nonprofit Board Answer Book: Practical Guide for Board Members and Chief Executives*, BoardSource, Washington, D.C., 2007.
- BoardSource, *The Source: Twelve Principles of Governance That Power Exceptional Boards*, BoardSource, Washington, D.C. 2005.
- BoardSource, *Exceptional Board Practices: The Source in Action*, BoardSource, Washington, D.C. 2007.
- Block, Stephen R., *Why Nonprofits Fail: Overcoming Founder's Syndrome, Fundphobia, and Other Obstacles to Success*, Jossey-Bass, San Francisco, 2004.
- Carver, John and Miriam Mayhew Carver, *Reinventing Your Board: A Step-by-Step Guide to Implementing Policy Governance*, Jossey-Bass Inc., San Francisco, 2006.
- Chait, Richard P., William P. Ryan, and Barbara Taylor, *Governance as Leadership: Reframing the Work of Nonprofit Boards*, BoardSource, Washington, D.C., 2005.
- Ingram, Richard T., *Ten Responsibilities of Nonprofit Boards* (first in a series of nine booklets on basic governance), BoardSource, Washington, D.C., 2003.
- Klein, Sabrina, *The Art of Serving on a Performing Arts Board*, Theatre Bay Area and National Center for Nonprofit Boards, 1999.
- Light, Paul C., *Sustaining Nonprofit Performance: The Case for Capacity Building and the Evidence to Support It*, Brookings Institution Press, Washington, D.C., 2004.
- McDaniel, Nello and George Thorn, *Leading Arts Boards: An Arts Professional's Guide*, ARTS Action Issues, New York, 2005.
- Noteboom, Lowell J., *Good Governance for Challenging Times*, Resource Center of the League of American Orchestras, www.AmericanOrchestras.org, December 2003.
- Roche, Nancy and Jaan Whitehead, editors, *The Art of Governance: Boards in the Performing Arts*, Theatre Communications Group, New York, 2005.
- Robinson, Maureen K., *Nonprofit Boards That Work: The End of One-Size-Fits-All*, John Wiley & Sons, Inc., New York, 2001.
- Stevens, Susan Kenny, *Nonprofit Lifecycles: Stage-based Wisdom for Nonprofit Capacity*, distributed by LarsonAllen Public Service Group, Minneapolis, 2001.

Board Development

- Axelrod, Nancy, *Culture of Inquiry: Healthy Debate in the Boardroom*, BoardSource, Washington, D.C. 2007.
- Bobowick, Marla J., Sandra R. Hughes, and Berit M. Lakey, *Transforming Board Structure* (first in a series of six booklets on board committees), BoardSource, Washington, D.C., 2004.
- Lakey, Berit M., *The Board Building Cycle: Nine Steps to Finding, Recruiting, and Engaging Nonprofit Board Members*, BoardSource, Washington, C.C. 2007.
- Mathiasen, Karl, *Board Passages: Three Key Stages in a Nonprofit Board's Life Cycle*, BoardSource, Washington D.C., 1998.
- Scott, Katherine Tyler, *Creating Caring and Capable Boards*, Jossey-Bass Inc., San Francisco, 2000.
- Simon, Judith Sharken and J. Terence Donovan, *Five Life Stages of Nonprofit Organizations: Where You Are, Where You're Going, and What to Expect When You Get There*, Fieldstone Alliance, Minneapolis, MN, 2000.
- Wertheimer, Mindy R., *The Board Chair Handbook*, BoardSource, Washington, D.C., 2007.

Finance

- Berger, Stephen, *Understanding Nonprofit Financial Statements*, BoardSource, Washington, D.C., 2008.
- Butler, Lawrence M., *The Nonprofit Dashboard: A Tool for Tracking Progress*, BoardSource, Washington, D.C. 2007.
- Lang, Andrew, *Financial Responsibilities of Nonprofit Boards*, BoardSource, Washington, D.C., 2003.
- Miller, Clair, *Hidden in Plain Sight: Understanding Nonprofit Capital Structure*, www.nonprofitfinancefund.org/docs/Miller, 2003.
- Tracy, John A., *Accounting for Dummies*, Hungry Minds, Inc., New York, 2008.

Fundraising

- Dove, Kent E., *Conducting a Successful Capital Campaign and Planned Giving Program*, Jossey-Bass, Inc., San Francisco, 2000.
- Grace, Kay Sprinkel, *Beyond Fundraising: New Strategies for Nonprofit Innovation and Investment*, John Wiley & Sons, Inc., New York, 2005.
- Grant Thornton, LLP, *Planned Giving: A Board Member's Perspective*, BoardSource, Washington, D.C., 2003.
- Lansdowne, David, *Fund Raising Realities Every Board Member Must Face, a 1-Hour Crash Course on Raising Major Gifts for Nonprofit Organizations*, Emerson & Church, Medfield, MA, 2004.
- National Committee on Planned Giving, www.ncpg.org, (a wide range of background information, resource materials, and links to other organizations).
- Panas, Jerold, *Asking*, Emerson & Church, Medfield, MA, 2004.
- Poderis, Tony, *Your Nonprofit Fund-Raising Resource* website, www.raise-funds.com, (extensive articles, tips, and tools on fundraising).
- Rosso, Henry, *Achieving Excellence in Fundraising*, Jossey-Bass Inc., San Francisco, 2003.
- Schumacher, Edward C., *Capital Campaigns: Conducting a Successful Fundraising Drive*, BoardSource, Washington, D.C., 2001.
- Sternberg, Dave, *Fearless Fundraising for Nonprofit Boards*, BoardSource, Washington, D.C., 2008.
- Sturtevant, William J., *The Artful Journey: Cultivating and Soliciting the Major Gift*, Bonus Books, Inc., Chicago, 1997.
- Wendroff, Alan L. and Kay Sprinkel Grace, *High Impact Philanthropy: How Donors, Boards, and Nonprofit Organizations Can Transform Communities*, John Wiley & Sons, Inc., New York, 2001.

Leadership Succession

- Illinois Arts Alliance Foundation, *Succession: Arts Leadership for the 21st Century*, Illinois Arts Alliance Foundation, Chicago, 2003.
- McLaughlin, Thomas A. and Addie Nelson Backlund, *Moving Beyond Founder's Syndrome to Nonprofit Success*, BoardSource, Washington, D.C. 2008.
- Transition Guides, www.transitionguides.com, (extensive information and articles on management transitions).

Planning

- Allison, Michael and Jude Kaye, *Strategic Planning for Nonprofit Organizations*, Support Center for Nonprofit Management, John Wiley & Sons, Inc., New York, 1997.
- Barry, Bryan, *Strategic Planning Workbook for Nonprofit Organizations*, Fieldstone Alliance, St. Paul, 2007.
- Bryson, John M., *Strategic Planning for Public and Nonprofit Organizations*, Jossey-Bass, Inc., San Francisco, 2004.
- Hughes, Sandra, *To Go Forward, Retreat! The Board Retreat Handbook*, BoardSource, Washington, D.C., 1999.
- Kocsis, Deborah L. and Susan A. Waechter, *Driving Strategic Planning*, BoardSource, Washington, D.C. 2003.
- Lessons Learned Toolsite (compendium of strategic planning advice from various arts consultants), National Endowment for the Arts Publications, www.nea.org

Public Policy and Advocacy

Books

- Bacon, Barbara Schaffer, Cheryl Yuen, and Pam Korza, *Animating Democracy: The Artistic Imagination as a Force in Civic Dialogue*, Americans for the Arts, Washington, D.C., 1999.
- Bradford, Gigi, Michael Gary and Glenn Wallach, editors, *The Politics of Culture: Policy Perspectives for Individuals, Institutions, and Communities*, The Center for Arts and Culture, The New Press, New York, 2000.
- Kopczynski, Mary and Mark Hager, *The Value of the Performing Arts in Five Communities*, Performing Arts Research Coalition, 2003.
- Lowell, Julia F. and Elizabeth H. Ondaatje, *The Arts and State Governments: At Arm's Length or Arm in Arm?*, RAND, Santa Monica, 2006.
- McCarthy, Kevin R., Arthur Brooks, Julia Lowell, and Laura Zakaras, *The Performing Arts in a New Era*, RAND, Santa Monica, 2001.
- McCarthy, Kevin R., Elizabeth H. Ondaatje, Laura Zakaras, and Arthur Brooks, *Gifts of the Muse: Reframing the Debate about the Benefits of the Art*, RAND, Santa Monica, 2004.
- Tepper, Steven J. and Bill Ivey, editors, *Engaging Art: The Next Great Transformation of America's Cultural Life*, Routledge, New York, 2008.

Websites

- American Arts Alliance www.AmericanArtsAlliance.org, (national arts advocacy organization supported by the arts service organizations).
- Americans for the Arts, www.AmericansForTheArts.org, (national arts advocacy organization that particularly represents local communities and local arts agencies. Sponsor of Arts Advocacy Day).
- National Assembly of State Arts Agencies www.nasaa-arts.org, (membership organization of state arts agencies).
- National Endowment for the Arts www.nea.gov.

Understanding Artists and Their Work

Austin, Rob and Lee Devin, *Artful Making: What Managers Need to Know About How Artists Work*, Financial Times Prentice Hall, Upper Saddle River, NJ, 2003.

Lerman, Liz and John Borstel, *Critical Response Process*, Dance Exchange, Inc., Takoma Park, MD, 2003, www.danceexchange.org.

Urban Institute, *Investing in Creativity: A Study of the Support Structure for U.S. Artists*, Urban Institute, Washington, D.C., 2003.

Other Resources

Magazines and Newsletters

Blue Avocado, www.blueavocado.org, (online magazine for people who work and volunteer in the nonprofit sector that includes Board Café).

Chronicle of Philanthropy, www.philanthropy.com, (key resource on fundraising).

The Nonprofit Quarterly, www.nonprofitquarterly.org, (articles on boards, fundraising, and nonprofit organizations).

Reader: Ideas and Information on Arts and Culture, Grantsmakers in the Arts, www.giarts.org, (in-depth articles on arts and culture, book reviews, and reprinted speeches and articles).

Websites

Boardsource, www.boardsource.org, (most extensive collection of publications on governance).

The Foundation Center, www.fdncenter.org, (directories and information on fundraising as well as books on management and governance).

National Arts Strategies, www.artstabilization.org, (executive education and leadership development programs for arts and cultural organizations).

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