



DAILY DISCUSSION GUIDE • JUNE 13, 2008



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Welcome back to the third day of the NPAC Caucuses! Under the guidance of AmericaSpeaks, we are following Jim Collins' advice, taking a disciplined approach to identifying common goals and a clear vision of a vital performing arts community.

We began the process on Wednesday by reviewing a draft vision statement, providing feedback and taking a hard look at where we are succeeding, and failing, to reach that vision. Yesterday, in step 2, we identified and prioritized opportunities and challenges that we will want to address in order to move towards our vision.

Today, we'll look at the results of Thursday's caucus work; we'll discover which of those opportunities and challenges resonated the most with the delegates; and we'll agree on strategies to address them.

Thursday's work continued after the caucuses. At the packed Wells Fargo Theatre a rapt audience listened to business guru Jim Collins recount how his criteria for what makes a company great can also be applied to the public sector. While he cautioned that a performing arts organization should not be run strictly like a business, he felt there are lessons and business practices that can and should be applied to performing arts. Chief among those practices, he counseled, are choice and discipline—choice takes an organization down a path; discipline allows it to flourish in good times and survive in the tough ones. It's important, he stated, that the artists and administrators, and the mix of dreamers and hard-core businessmen who make up many arts companies and their boards, hold fast to their core values, embrace a culture of discipline, and understand what is in their control to fix or to change. This understanding of scope and control, he also advised, was essential for the Town Hall vote on Saturday to succeed as well.

Delegates took the discussions out into the hallways and borrowed the techniques from the caucuses in their own meetings and breakout sessions, many applying them to help develop understanding and strategies for the future.

'Greatness is not a function of circumstance, but of conscious choice and discipline.'

*Jim Collins,
June 12, 2008*



NARROWING FOCUS

-OR-

**HOW THE THEME TEAM
 EXTRACTS KEY MESSAGES**

On Thursday, the theme team discovered common threads in the discussions held at some 200 different tables in 10 different rooms.

- During the caucus, table facilitators once again worked to focus the discussion and to summarize the group decisions onto worksheets.
- Theme Teamers roved the room, just as before, listening in on conversations.
- Last night, the themers gathered to review the table facilitator worksheets. As before, they read through all the options, sorted them and counted how frequently each issue came up.
- The team copied themes onto large post-it notes and placed them on easels, narrowing down the choices by finding common issues, eventually grouping them under ten different categories.



Photo © Daniel Clark

- AmericaSpeaks staff members and the team worked their way down the line of easels, drafting statements that they felt most clearly represented the intent of the delegates. During the drafting process, some of the ideas were found to overlap, eventually rolling up into the seven final candidates.
- The final step was to select the top three, based on a combination of the frequency each one appeared and once more vetting the issues with what the themers heard in the caucus rooms.



Photo © Glenn Ross

“I can’t imagine living in a world without great music, great theatre, great dance, great performance.... Performance cuts to the core of being human.”

-- Jim Collins

None of us want to imagine a world without performance. We want a world in which the performing arts are a central part of how a community defines itself. How do we get there? Seven primary candidates surfaced during the discussions in Caucus Two. The ideas below represent the three opportunities/challenges that were the most often cited as the keys to change and growth:

#1. OUR COMMUNITIES DO NOT SUFFICIENTLY PERCEIVE THE VALUE, BENEFITS, AND RELEVANCE OF THE ARTS, WHICH MAKES ADVOCACY AND BUILDING PUBLIC SUPPORT FOR THE ARTS A CHALLENGE AT EVERY LEVEL

- “If art is relevant, audiences will follow”
- Need to link the value of the performing arts with the community’s values
- Existing audiences can be active participants in advocating for the arts
- “Art is part of everyone’s life whether they know it or not”

#2. THE POTENTIAL OF ARTS EDUCATION AND LIFELONG LEARNING IN THE ARTS IS UNDER-REALIZED.

- Arts education can create new arts-lovers
- Reduced public funding for arts education creates an opportunity for arts organizations to fill the gap

#3. THE INCREASING DIVERSITY OF OUR COMMUNITIES CREATES AN OPPORTUNITY TO ENGAGE A VARIETY OF AGES, RACES, IDENTITIES, AND CULTURES IN OUR AUDIENCES AND ORGANIZATIONS

- Diversity / Inclusion:
 - Creates opportunities for new and unique collaborations between artists and arts organizations
 - Expands our audiences
 - Strengthens organizational leadership and boards

So, delegates, these are the areas on which you have chosen to focus your energies today, in order to build a more united, relevant and effective performing arts community for tomorrow. Our next task: Turn our highest priority opportunities/challenges into strategies for change at the local and national level.



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THE PROCESS CONCLUDES (for now?)

On Saturday, we will gather one final time—this time all together in one giant Town Hall Meeting on the Arts—to review the strategies we identified in Caucus Three and vote on which ones we will make a commitment to. Using wireless keypads, each person will vote on the top priority actions to be taken—at the national, local and individual levels. By the end of the meeting we will have established clear priorities for action toward a stronger future for the performing arts in America.

The National Performing Arts Convention engaged AmericaSpeaks to lead this process because they are the leader in this field, using methods and technologies that they have refined in over a decade of work nationwide helping citizens be heard on important issues such as the Clinton Global Initiative, statewide health care reform in California and Maine, and in work now in process toward the rebuilding of post-Katrina New Orleans.

Working together in this exciting Town Hall process, we can set a path with real commitment and accountability to build a better future for the performing arts.

GONE BUT NOT FORGOTTEN

In order continue the process, we needed to select a manageable number of opportunities and challenges. (*The method for capturing the top three is explained in the left-hand column on page 2.*) Four of the highest priority themes did not make the cut. Of course, this doesn't mean that they should not be included in any plans, they are all viable, high priority ideas that can be acted upon.

OTHER HIGH-PRIORITY OPPORTUNITIES/CHALLENGES

- 1 Greater collaboration across disciplines and other sectors can enable us to address common concerns, share resources, and expand creative opportunities
- 2 Business and financial models are insufficient and require creative reinvention
- 3 Artists are not fully supported—we need to value our chief resource
- 4 New technologies are available to create new art, reach new audiences, and communicate our value

CAUCUS AND TOWN MEETING SCHEDULE

Add your voice as we work together to create a vital performing arts future.
 Friday: 10:00 - 11:30am
 Saturday: 10:00 - 12:30pm
 (including closing session)

CAUCUS CHATTER

"To sit among such smart, wonderful people and to realize that they want to listen to you! How often does that happen!"

- Nirmala Rajasikar,
Performer/Composer/Musician

"As performing arts organizations, we need to stop thinking of ourselves as victims of the world around us. We can transform the world around us."

- Dorothy Gunther Pugh, Artistic
Director/CEO, Ballet Memphis

"The intersection of art for art's sake and art for social impact is where we have done our best work."

— overheard

"How do we market the arts as a valued commodity? We need people to say, 'I have to have my coffee in the morning. I have to have my music.'"

- Lili Jacks, President-Elect, Eugene
Symphony Guild

"Communities need to be convinced to support cultural organizations just as they support social service and higher education groups. We need to show that this is not an either/or choice."

- Rachel Kraft, Executive Director,
Lookingglass Theatre Company

AmericaSpeaks Town Hall Design Committee

Victoria Abrash
Amanda Adams-Barney
Ann Meier Baker
Laurie Baskin
Eric Booth
Teresa Eyring
Jonathan Katz
Heather Noonan
Jesse Rosen
Marc A. Scorca

David O'Fallon
Robin Perry
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Chris Shuff
MK Wegmann

AmericaSpeaks Team

Surjeet Ahluwalia
Steve Brigham
Alayna Buckner
Daniel Clark
Susanna Haas Lyons
Rebecca Manson
Melvin Moore
Evan Paul
Kim Sescoe
Mike Smith
Sally Sparhawk
Daniel Stone
Joslyn Trowbridge

The "Theme Team"

Laurie Baskin
Eric Booth
Haley Gordon
Ed Harsh
David McIntosh
Ashleigh Milner
Olive Mosier



For each of the highest priority opportunities/challenges, what are up to 3 of the most important strategies we need to follow in order to advance our vision (including actions at national and local, and individual organization levels)?

Opportunity/Challenge #1

Opportunity/Challenge #2

Opportunity/Challenge #3

NPAC would like to thank the many people who have made these caucuses and the Town Hall possible. There are so many of them that we will be breaking the facilitators list up and running it in sections over the four issues. The third group follows:

NPAC Town Hall & Caucus Table Facilitators Mary Madigan • Michael Manley • Philip Mann • Keith Martin • Steve Martin • Marc Masterson • Janice Mayer • Laurie McCants • Shannon McClure • Robert Mesko • Keri Mesropov • Phil Miller • Nancy Mims • Ruth Mollman • Ben Moore • Elisabeth Morten • Tanya Mote • Lisa Mount • John Mullen • Emma Murley • Julie Nakagawa • Eric Nelson • Frank Nemhauser • Andrew Nemr • Kathy Newman • Carolyn Nishon • Ruth Nott • John Nuechterlein • Barli Nugent • David O'Dell • Mary Ann Okner • Madeleine Oldham • Frank J. Oteri • Kevin Patterson • Steven Payne • Elizabeth Hope Perlmutter • Julie Potter • David Ranheim • Trevor Reed • Blake Robison • Verdery Roosevelt • Michael Rose • Herbert Rossmeisl • Peter Russell • Jeff Sadowsky • Denise Sanderson • Jo Ellen Saylor • Anne Sears • David Shefsiek • Martin Sher • Molly Sheridan • Randall Shinn • Liz Silverstein • Sydney Skybetter • Ari Solotoff • Ellen Sorrin

Room Facilitators Kathy Brantigan, Jim Copenhaver, Henry Fogel, Russell Granet, Jonathan Katz, John McCann, Barbara Neal, Tina Poe, Obermeier, Clark Strickland, Chris Wineman

Thanks also to Katherine Ehle (newsletter design), Sandra Mandel (newsletter editing), Annette Allen, Sandy Birkey, Angie Flachman, Chad Grenda, Dennis Mangers, Steve Payne (printing)

The "Theme Team" Laurie Baskin • Eric Booth • Haley Gordon • Ed Harsh • David McIntosh • Ashleigh Milner • Olive Mosier • David O'Fallon • Robin Perry • Kelley Rourke • Chris Shuff • MK Wegmann

Thanks to **The Publishing House** for contributing the printing of *The Daily Caucus*.