Lead...
YOUR ORGANIZATION
YOUR FIELD
YOUR COMMUNITY

Apply to the Arts Leadership Institute® (ALI) and learn about...

- The Leadership Challenge in the Arts
- Leading & Managing Strategically
- Developing a Strategic Vision
- Balancing Leader, Manager and Professional Roles
- Leadership & Resource Allocation
- Leadership & Human Resources: Bringing Out the Best
- Applying the Economic Model to Strategy
- Developing Self-Awareness as a Leader
- Implementing a Personal Leadership Credo
- Implementing Strategy in the Arts Organization
- Leading & Managing Strategic Change
- Building Effective Boards

ALI is sponsored by Booth Ferris Foundation and the New York State Council on the Arts

ALI is a collaborative program of Arts & Business Council Inc. and Teachers College Columbia University Research Center for Arts & Culture and the Center for Educational Outreach & Innovation
Arts & Business Council Inc.
Our mission is to stimulate partnerships between the arts and business that strengthen both sectors in the communities they serve. For 38 years we have accomplished this mission with programs that promote voluntarism and leadership, build arts management capacity, gather and disseminate relevant information, and advocate for closer ties between business and the arts. Our signature programs include: Business Volunteers for the Arts®, the American Express National Arts Marketing Project®, the MetLife Foundation National Arts Forum Series, the Con Edison Arts Management Internship Program and the Arts Leadership Institute.

Research Center for Arts and Culture,
Teachers College Columbia University
The Research Center for Arts and Culture is committed to providing long-term, systematic research and documentation on the condition, needs, and situation of the living artist in America; exploring the relationship between the public, individual artists, and the arts sector; serving as an auspices for research by scholars, students and professionals in arts management education and training around the world; providing a forum for research and discussion about cultural policy, arts education, and arts law issues.

The Center for Educational Outreach and Innovation,
Teachers College Columbia University
Founded in 1996 to extend the historic mission of Teachers College locally, nationally, and globally, The Center for Educational Outreach & Innovation builds on the many and diverse talents of the Teachers College Faculty and professional staff to conduct over two hundred and fifty Lifelong Learning programs each year in a variety of formats, including traditional classes and distance learning courses, institutes and lectures, symposia, conferences, film series and debates.
ALI is a Unique Educational Initiative—
a Professional Development Opportunity
Designed for Arts Managers Only

LEARNING OBJECTIVES

After attending the ALI, participants will be able to:

- Understand the need for individual leadership for arts organizations within the social-political context of the 21st century
- Transform personal and organizational mission into effective job and organizational performance
- Strategically lead an arts organization to achieve organizational purpose
- Distinguish among various leadership roles and functions needed to operate an effective strategically managed organization
- Conceive, formulate and execute an effective personal leadership strategy
- Enhance individual leadership performance through the assessment of personal values, skills and preferences
- Implement a personal leadership credo that incorporates awareness of individual values, communication style and competencies
- Prioritize the allocation of scarce resources in the mission-driven arts organization
- Recognize that arts leaders are community leaders, and as such they provide leadership beyond the field itself
- Become familiar with the challenges of governance and of building an effective Board that provides the basis for organizational continuity

I enjoyed the ALI experience primarily for the chance it gave me...to focus on myself, step back from the details of a busy work environment and explore how to make the big picture work....I also appreciated being surrounded by my colleagues in the field and hearing their perspectives on important issues and situations.

—Jamie Feiner Lasser, former Development Manager, Cunningham Dance Foundation

I have learned to understand different types of personalities and understand my strengths and weaknesses better so I can work with others in the best way possible. I've also learned the necessary agenda for creating change and that it is possible to lead up even if you're not the most senior person in the office.

—Dana J. Schneider
Associate Program Director, Cultural Services
National Foundation for Jewish Culture
This program provides a foundation and understanding of leadership that would otherwise take years of trial and error to grasp. The philosophy and concepts shared are immediately transferable to the participant’s leadership and management skills. —Jewel Kinch
General Manager,
The Theatre of The Riverside Church

About the Program

ALI provides arts administrators with a unique opportunity to learn about leadership from distinguished Columbia University Faculty and prominent New York City arts leaders. The program provides a link between arts managers who are relatively new to the field (3-10 years’ experience) and those with a wealth of experience to share.

ALI offers a broad vision of arts management that extends beyond the day-to-day operations that consume arts managers occupied with sustaining their organizations. Arts leaders are community leaders who have the potential to be decision makers in the civil society their work sustains. Participants learn about that role and the impact of the economy, policy and technology on the arts.

About ALI Participants

To optimize the learning environment, participation is limited to thirty arts managers from nonprofit arts and cultural organizations in New York City who are interested in acquiring leadership skills to secure a vital future for the arts community. If you are interested in being a part of this group—please complete the enclosed application by November 22, 2003.

Columbia University Instructional Team

ALI participants will learn from Columbia University primary faculty: Professor Joan Jeffri, Director, Program in Arts Administration and Research Center for Arts and Culture, Teachers College; Professor Thomas P. Ference, Professor of Management, Graduate School of Business and School of Public Health; and, Edward P. Henry, Associate Dean, Graduate School of Business. Guest faculty will include: Professor Schon Beechler, Coordinator, Columbia Senior Executive Program, Graduate School of Business and Professor Michael Fenlon, Associate Dean, Executive MBA Program, Graduate School of Business.

Arts Leaders

Guest speakers from the arts community were being confirmed at the time of this printing. Last year's arts leaders included Bill Aguado, Ted Berger, Andre Bishop, Ginny Louloudes, Sharon Luckman, Lowery Stokes Sims and David White. Please check the Arts & Business Council’s web site for updated information at www.artsandbusiness.org.
ALI Curriculum

Day 1—January 30, 2004 / 9:00AM-12:00PM & 1:00PM-5:00PM

9:00AM-12:00PM THE LEADERSHIP CHALLENGE IN THE ARTS

The session begins with an overview of the need for and expectations of emerging leaders in the arts in the social-political context of the 21st century. Emphasis will be placed on the potential for individual leadership in a rapidly changing, resource-constrained environment. [Format: discussion]

Introduction to Strategy The second half of this morning session will offer an overview of strategy as the central organizing concept in achieving organizational purpose as it applies to the arts with emphasis on the arts leader as a strategist. An application project (pertaining to vision/strategy) will be assigned. [Format: discussion-exercise]

1:00PM-5:00PM LEADING & MANAGING STRATEGICALLY

The afternoon session will further participants’ understanding of the concept of strategy in the transformation of personal and/or organizational mission, values, and vision into effective performance with particular focus on the impact of the individual in achieving success in a competitive, resource-constrained environment. [Format: discussion-case]

Day 2—February 6, 2004 / 3:30PM-7:00PM

DEVELOPING A STRATEGIC VISION

Participants will apply the concepts of strategic thinking and analysis in the development of a comprehensive model and process for conceiving, formulating, and executing an effective personal leadership strategy. [Format: discussion-exercise]

Peer Group Discussion

Participants will review—in small peer groups, with faculty facilitators/advisors—the specific individual “vision/strategy” projects that were assigned on the first day of the program. [Format: project reports]

Day 3—February 13, 2004 / 3:30PM-7:00PM

BALANCING LEADER, MANAGER, & PROFESSIONAL ROLES

This session will outline the differences among the several roles or functions that the individual must play in creating and operating an effective strategically-managed organization; specific emphasis will be placed on personal development needs and opportunities. [Format: discussion-exercise] Guest Speakers TBA

Day 4—February 20, 2004 / 3:30PM-7:00PM

LEADERSHIP & RESOURCE ALLOCATION

Participants will learn how to develop an economic model of the mission-driven arts organization that reflects the challenges and decisions involved with allocating scarce resources. Also addressed will be how to integrate strategic and operational concerns with a focus on balancing short-term/long-term and external/internal pressures and demands. A second application project (Balanced Scorecard) will be assigned. [Format: case-exercise]

Day 5—February 27, 2004 / 9:00AM-12:00PM & 1:00PM-5:00PM

9:00AM-12:00PM LEADERSHIP & HUMAN RESOURCES: BRINGING OUT THE BEST

The morning session will outline effective methods for organizing individuals and teams to insure and sustain performance. There will be particular emphasis on processes for monitoring and managing performance to ensure that results/outcomes are consistent with the organization’s mission and strategy. [Format: discussion-exercise]

1:00PM-5:00PM APPLYING THE ECONOMIC MODEL TO STRATEGY

Participants will learn to relate performance measures and management initiatives to strategic goals; align actions with strategy while responding to changes in the external and internal environments; focus the organization on mission-driven client/customer needs; and, improve the effectiveness of activities or programs. [Format: discussion-case]

Peer Group Discussion

Participants will review—in small peer groups, with faculty facilitators/advisors—specific projects they’ve prepared. The third application project (Own Case) will be assigned to be completed on the final day of the Institute (April 2). [Format: project reports]
Day 6—March 5, 2004 / 3:30PM-7:00PM
LEADERSHIP: DEVELOPING SELF-AWARENESS AS A LEADER
The focus of this session is on developing an understanding of leadership in personal terms with an emphasis on the dynamics of leadership in one-on-one, team, and total organization settings. Understanding individual differences in both leading and responding to the leadership of others and enhancing individual leadership performance through an assessment of personal values, skills, and preferences with an emphasis on developing a personal leadership style are also objectives of the session. [Format: exercise]

Day 7—March 12, 2004 / 3:30PM-7:00PM
IMPLEMENTING A PERSONAL LEADERSHIP CREDO
In this session participants will learn to incorporate an awareness of an individual’s values, communications style and competencies, and gain an understanding of leadership. Participants will be asked to develop and present, for feedback from colleagues, a specific, integrated perspective on the individual’s personal commitment to leadership. [Format: exercise] Guest Speakers TBA

Day 8—March 19, 2004 / 3:30PM-7:00PM
IMPLEMENTING STRATEGY IN THE ARTS ORGANIZATION
This session will address how to achieve alignment among strategy, organization structure and processes, and individual and group behaviors in pursuing a shared vision. Participants will also learn about dealing with the challenges of transforming abstract concepts and aspirations into tangible achievements and setting and implementing action priorities to implement strategies effectively. [Format: discussion-case]

Day 9—March 26, 2004 / 3:30PM-7:00PM
LEADING & MANAGING STRATEGIC CHANGE
In this session participants will learn to apply the strategic model to the organizational change process with emphasis on the central role of vision and on overcoming resistance to change. Understanding the dynamics of the change process at the individual and group level and developing a framework for exercising leadership in the successful introduction of change in complex settings will also be addressed. [Format: case-exercise] Guest Speakers TBA

Day 10—April 2, 2004 / 9:00AM-12:00PM & 1:00PM-5:00PM
9:00 AM-12:00 PM THE LEADERSHIP CRISIS: BUILDING EFFECTIVE BOARDS
This session will explore the challenges of governance in the arts organization with particular attention to the role of the Board. Topics include attracting and retaining effective and knowledgeable board members who will provide the basis for organizational continuity and exercising leadership within the governance process. [Format: discussion] 12:00-5:00 PM PEER GROUP DISCUSSION OF INDIVIDUAL APPLICATION PROJECTS
The afternoon session concludes with a review—in small peer groups with faculty facilitator/advisors—of the specific individual “Own Case” projects that the participants have developed (previously assigned). The groups will discuss and provide feedback and advice for each individual. [Format: project reports]