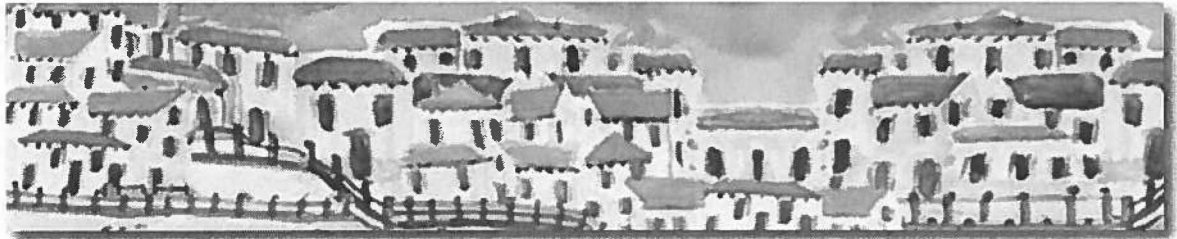


**Strategic Recommendations:
University of Oregon Arts Administration in Portland**

Submitted by:
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Experience

I am a consultant with 25 years of experience working with public and private non-profit organizations. Primary areas of expertise are facilitation and planning, program development/management/evaluation, teaching/training, outreach/multicultural competence, and resource/grants development. My area of specialization is community cultural development – supporting and mobilizing local cultural assets toward community improvement. I served from 1996-2005 as the Community Development Coordinator for the Oregon Arts Commission. There I developed and managed the Arts Build Communities Grants Program and the Arts Build Communities Technical Assistance Program; both programs focused on supporting local arts assets toward community development. I was also one of the first staff of the Oregon Cultural Trust where I developed the grants program which supports county and tribal cultural coalitions in all Oregon Counties and federally-recognized tribes. While I worked with the Oregon Arts Commission I also served on the Advisory Council for the U of O Arts Administration Program and supervised AAD students working at the OAC.

I have been developing and managing public programs for over 25 years. From 1990-1996 I worked with the Portland State University School of Extended Studies in developing and managing credit and non-credit courses, workshops, and training programs across several academic areas, including programs within the School of Fine and Performing Arts. I was very successful working within this financially self-sustaining environment; my programs were innovative, yet grounded in student/participant demand, and I attracted needed financial resources. At PSU I built and maintained important partnership programs with agencies including: American Institute of Architects/Portland Chapter (professional development offerings for architects); Oregon State University Master Gardener Program (small farm workshops); City of Portland Bureau of Housing and Community Development/U.S.D.A. Forest Service/State of Oregon Housing and Community Services (Oregon Community Development Training Institute), and U.S. Department of Housing and Urban Development (Leadership Training Program for H.U.D. managers east of the Mississippi River).

I hold a Master of Science degree in Community Systems Planning and Development from the Pennsylvania State University and am a 2008 recipient of a Fulbright Senior Specialist grant which enabled me to research and teach for the Cultural Management Program at the Potsdam Fachhochschule -- an applied sciences university in Potsdam, Germany. I am adjunct faculty with the University of Oregon Arts Administration Program where I teach Community Cultural Development. For more information please see my website: <http://www.billflood.org>.

Following are recent examples of similar projects:

- I have recently facilitated development of *Arts East: A Plan for Mobilizing Arts and Culture in East Portland, Oregon*, through the Portland Mayor's Office. We are in the final stages of writing the plan. (2012)
- I assisted the Regional Arts and Culture Council (Portland) with development of an Outreach Plan and provided guidance/coaching with the Outreach Specialist. The plan identifies key goals, strategies, actions, outcomes, and indicators of meeting goals. (2012)
- My colleague Guadalupe Guajardo (Nonprofit Association of Oregon) and I worked with the City of Beaverton, Oregon to conduct a gap analysis between City policies and programs and the values of local ethnic communities. The next phase of this project will focus on implementing changes within City Departments and developing ways to measure change. (2012)
- I facilitated development of a strategic plan for the White Salmon (Washington) Arts Consortium. (2012)
- I facilitated a strategic planning process with key folklife stakeholders across Oregon which resulted in development of the Oregon Folklife Network. The following year I assisted University of Oregon/Oregon Folklife Network develop its internal strategic plan. (2010 and 2011)

Approach

I view strategic planning as a process of strategic listening – defining what we seek to achieve, identifying a process and methods to reach achievables, and carefully listening to key stakeholders throughout the process. In 2006 I completed an opportunities assessment of U of O AAD in Portland and identified arts-management related trainings, workshops, courses, and gathered preliminary ideas from arts managers on their visions for AAD. This proposal and project will be grounded in my 2006 research, but will I gather fresh data and focus on current achievables (below). I will also call heavily on my professional network in Portland and my experience within the non-profit arts communities.

I propose working closely with a Steering Committee (AAD Director, AAD Managing Director, and 1-2 key Portland stakeholders) and reviewing findings and recommendations at monthly meetings. I will stay in close contact with the AAD Director and Managing Director through weekly phone and email exchanges.

Focus will be on serving the non-profit arts sectors. I will utilize the following areas of AAD focus to guide this project:

- 1) To increase visibility and impact as a regional professional development and research hub

- 2) To develop niche certificate and intensive programs that differ from program offerings in Eugene

I will also pay particularly close attention to the following areas of AAD immediate programming interest:

- low-residency, one-year executive master's degree
- certificate or other program in urban cultural planning and development
- program in museum/curatorial studies
- certification program for arts educators working in k-12 schools

Achievables/Outcomes:

- identification of current arts management-related offerings in Portland that inform us about demand, potential collaborators, and identify potential replication with what AAD is currently or hoping to offer;
- identification of key training/professional development needs of Oregon arts managers;
- identification of both qualified local instructors and regional/national professionals to serve as guest lecturers or workshop leaders;
- Identification of primary partner agencies, and preliminary meetings with these agencies to determine areas of joint interest and next steps in partnership development. Key agencies include: Regional Arts and Culture Council, Nonprofit Association of Oregon, PSU Fine and Performing Arts, PSU Urban Studies, Portland Art Museum, Oregon Arts Commission, and Business for Culture and the Arts
- A set of strategic recommendations on how to move forward in program development, specifically in areas that will generate program revenues. To include prioritized areas of investment, key Portland-based adjunct instructors, and most appropriate delivery modes for key curricular offerings

I'm proposing a final report with strategic recommendations rather than a strategic plan with program vision, goals, objectives. I can do either; please advise.

Achievables/Outcomes, Activities and Schedule, Hours and Costs

<i>Achievables/Outcomes</i>	<i>Consultant Activities and Schedule</i>	<i>Hours and Costs @ \$125/hr.</i>
<p>Identification of current arts management-related offerings in Portland that inform us about demand, potential collaborators, and identify potential replication with what AAD is currently or hoping to offer</p>	<ul style="list-style-type: none"> • Research offerings at RACC, NAO, all Universities and Colleges • Interviews with key program managers (January) 	<p>30 hours \$3,750</p>
<p>Identification of primary partner agencies, and preliminary meetings with these agencies to determine areas of joint interest and next steps in partnership development. Key agencies: Regional Arts and Culture Council, Nonprofit Association of Oregon, PSU Fine and Performing Arts, PSU Urban Studies, Portland Art Museum, Oregon Arts Commission, Business for Culture and the Arts</p>	<ul style="list-style-type: none"> • Identify key potential partners with Steering Committee • Meetings/interviews with partner agencies (January-February) 	<p>25 hours \$3,125</p>
<p>Identification of key training and professional development needs of Oregon arts managers. I hope to use AAD students in compiling data.</p> <p>Work with Americans for the Arts to get a sense of professional development/training needs nationally.</p> <p><i>I want to speak with you about these achievables and strategies to make sure they are in-line with your sense of potential audiences. If we are looking at a national audience maybe we should use different approaches here.</i></p>	<ul style="list-style-type: none"> • Meet immediately with RACC and OAC to gain their partnership on this. • Best way to get broad feedback is most likely a SurveyMonkey survey sent to arts organizations in Oregon. Design, implement survey. • Key interviews with 8-10 key arts managers (January-March) 	<p>40 hours \$5,000</p>

<p>Identification of both qualified local instructors and regional/national professionals to serve as guest lecturers or workshop leaders</p>	<ul style="list-style-type: none"> • Generate a beginning list through Steering Committee and consultant, then network through arts organizations, professional associations, etc. • Make contact with potential instructors to gain availability, resumes, program ideas • Work with Steering Committee to identify an effective strategy for reaching northwest and national instructors and presenters (January-May) 	<p>40 hours \$5,000</p>
<p>Develop strategic recommendations on how to move forward in program development, specifically in areas that will generate program revenues</p>	<ul style="list-style-type: none"> • Develop recommendations • Research most appropriate delivery modes for curricular offerings • Review with Committee • Draft, re-write/edit 2-3 drafts, finalize (April-June) 	<p>25 hours \$3,125</p>
<p>Consistent communications and review of findings, materials, recommendations with Planning Committee through monthly meetings and weekly email/phone exchange</p> <p><i>I've budgeted for 6 meetings in Eugene, but we could cut costs by meeting every other month in Portland.</i></p>	<ul style="list-style-type: none"> • 6 Planning Committee meetings (12 hours total) • Meeting preparation (12 hours total) • Drive time for 6 meetings, Portland-Eugene and return (24 hours billed at ½ normal rate) • Weekly communications via email and phone as needed (24 weeks @ 1 hour per week) (January-June) 	<p>\$1,500 (meetings) \$1,500 (preparation) \$1,500 (drive time)</p> <p>\$3,000</p>
	<p>Mileage (6 trips, Portland to Eugene and return) (Jan-June)</p>	<p>\$400</p>
<p>Total budget</p>		<p>\$27,900</p>