



# EXECUTIVE PROGRAM IN ARTS & CULTURE STRATEGY

DEVELOPED AND  
PRESENTED BY:



NAS  
NATIONAL ARTS STRATEGIES

 Penn  
Social Policy & Practice

The **Executive Program in Arts & Culture Strategy** empowers you to break down barriers to advancing your career goals. The University of Pennsylvania faculty, the NAS team and some of the best and brightest leaders working in the field come together to give you tested tools, frameworks and expert industry knowledge to help you develop your understanding of the business side of the industry.

Over decades, we have worked with thousands of leaders and future leaders throughout the arts and culture field. We know the need for training, practice, recognition and legitimacy in our field exists. We also know the organizations in which we work and the ways we access this training are rapidly changing. **Working with the University of Pennsylvania, NAS has developed the Executive Program in Arts & Culture Strategy.** This program uniquely equips early to mid-career professionals in the arts and culture sector, as well as those seeking to enter the sector, with a comprehensive curriculum and relevant tools that build off their foundational knowledge and put what they learn to work.



Receive **comprehensive curriculum** from a world-class university, grounded in real-world experience, at an affordable price



Gain access to the **foundational knowledge and business frameworks** to deliver more value to your organization and the field



Learn at your own pace, in a way that **works with your busy schedule AND YOUR BUDGET**



Build your professional networks and form lasting relationships with a **diverse community of arts and culture leaders** around the world



Cultivate your personal strengths and learn to **lead with confidence**

**DESIGNED FOR:**  
EARLY TO MID-CAREER  
ARTS PROFESSIONALS

**APPLICATION DEADLINE:**  
INTERESTED CANDIDATES  
MUST APPLY BY NOV. 16,

**PROGRAM TUITION:**  
\$4,950; THE FEE INCLUDES ALL INSTRUCTION BUT  
DOES NOT INCLUDE TRAVEL OR ACCOMMODATIONS

Learn more at [artstrategies.org/ExecProgram](https://artstrategies.org/ExecProgram)

# WHAT ALUMNI ARE SAYING



I didn't want to go for two years and do a Master's program and come out trying to find the job I already had. I was looking for a middle ground. It turned out there had been a gap in the level of engagement, time commitment and cost - then this program popped up to fill the sweet spot that I was looking for.

**ANNE SHULOCK**

Chief of Staff, San Francisco Art Institute  
San Francisco, CA



I see my cohort as colleagues and close partners. We've formed a bond now where we share things not just about the course but about job opportunities and interview prep. We've been more of mentors to each other.

**LAMAR BAGLEY**

Program Coordinator for the Arts, The SEED Public Charter School,  
Washington, D.C.



This is a space for you to test out ideas, test out experiences, make mistakes and learn from other people, learn from your instructors and learn from yourself. Learning from myself has been the biggest thing for me, gaining insight on the way that I work and how I work best with other people and how that translates to my career path.

**JASON TSENG**

Community Engagement Specialist, Fractured Atlas  
New York, NY



# THE EXECUTIVE PROGRAM IN ARTS & CULTURE STRATEGY JOURNEY

## STRATEGY & POSITIONING

SIX-WEEK ONLINE COURSE  
JANUARY 2016

## COMMUNITY & COLLABORATION

THREE-WEEK ONLINE COURSE  
MARCH 2016

## IN-PERSON CONVENING

UNIVERSITY OF PENNSYLVANIA  
MARCH 2016

### YOUR TOOLKIT



#### NAS TEAM

We are always available for 1-on-1 or group discussions. If you need help, raise your hand.



#### OFFICE HOURS

Expert leaders in the field share their experiences and answer your questions.



#### NETWORK OF PARTICIPANTS

Connect and learn with your fellow participants.

## NONPROFIT GOVERNANCE

THREE-WEEK ONLINE COURSE  
APRIL 2016

## ARTS & CULTURE FINANCE

SIX-WEEK ONLINE COURSE  
MAY 2016

## SECOND ELECTIVE WINDOW

THREE-WEEK ONLINE COURSE  
JULY 2016

## FIRST ELECTIVE WINDOW

THREE-WEEK ONLINE COURSE  
JUNE 2016

STUDENTS SELECT AT LEAST ONE COURSE PER ELECTIVE WINDOW



NONPROFIT FUNDRAISING



INTRO. TO SOCIAL MEDIA



IMPACT MANAGEMENT



VALUE IN ARTS & CULTURE

## COMMENCEMENT & REUNION

OPTIONAL IN-PERSON CONVENING  
UNIVERSITY OF PENNSYLVANIA  
AUGUST 2016





## COURSE DESCRIPTIONS

### 6-WEEK COURSES

**Strategy & Positioning:** In this course, we will look at organizational strategy and important measures of organizational performance. This course will help you describe challenges and opportunities from the perspective of the customer and evaluate the alignment of programs, pricing, promotion and channels to affect consumer behavior and achieve goals.

**Arts & Culture Finance:** This course will help you to get beyond the financial facts and figures of an organization, to see the underlying financial structure, to understand the dynamic process so that you can comprehend, anticipate and respond to an organization's present and future financial challenges.

### 3-WEEK COURSES

**Community & Collaboration:** We draw from the fields of urban planning and community development to explore how organizations and entrepreneurs can maximize their benefit to the community.

**Nonprofit Governance:** This elective will enable you to gain a practical grounding in nonprofit governance – as a staff member, ED/CEO or as a board member. We will also take a look at the human dimensions of board leadership and contextual dynamics that affect governance.

### ELECTIVES

**Impact Management:** This course will challenge you to define who and what is significantly affected by the work that you do, give you tools to capture and analyze this information in a regular and cost-effective way and look at ways the information can be used to improve decisions, generate stronger results, define brand, boost income and reduce risk.

**Nonprofit Fundraising:** You will build your working understanding of the many forms of philanthropy available to support nonprofit organizations and gain a sturdy grasp of the fundamentals of effective fundraising practice.

**Value in Arts and Culture:** We will explore the value of the arts, the unique challenges of running mission driven organizations and how to assess and adapt to the environment in which you are working.

**Introduction to Social Media:** We introduce you the basics of social media and help you develop an understanding and awareness of the strategy and principles behind social media, effectively establish and optimize online networks and understand the importance of metrics.

### IN-PERSON CONVENING

You will travel to Philadelphia to meet and work with your colleagues at the University of Pennsylvania. This time will be spent learning with faculty about leadership, negotiation, decision-making and human-centered design.

### COMMENCEMENT & REUNION

You will reunite with your colleagues at the University of Pennsylvania to analyze a living case study of a local organization and receive your Certificate in Arts & Culture Strategy.