

# 2015-2018

STRATEGIC PLAN FOR 2015-2018



THOMAS S.  
KENAN  
INSTITUTE  
FOR THE

ARTS

## WHO WE ARE

The Kenan Institute for the Arts is a creative catalyst that encourages and supports the exploration and development of new knowledge to transform the way artists, organizations and communities approach their creative challenges.

The Kenan Institute for the Arts believes that artists can contribute their creative ideas, visionary leadership and novel strategies to strengthen our culture, build businesses and generate innovative ideas.

The Kenan Institute for the Arts advances this vision by fostering new knowledge, developing capacity and forging strategic alliances across the arts and other sectors. We work in three primary areas: developing arts leadership, entrepreneurship and innovation; expanding career pathways; and demonstrating the economic and social value of the arts.

At the University of North Carolina School of the Arts, the Kenan Institute invites the campus community to explore new ideas, develop greater capacity and generate innovative approaches to creative challenges.

In the community, the Kenan Institute forges alliances aimed at strengthening the arts ecosystem and increasing the contributions that artists make to develop social and economic capital.

Regionally and nationally, the Kenan Institute collaborates with leading artists and partners with exemplary arts organizations to advance the creative community.

## OUR CORE VALUES

### Partnerships and Collaborations

We engage UNC School of the Arts' stakeholders, along with our partners and collaborators, in interdisciplinary approaches to advancing the arts as well as improving economic and social well-being.

### Leadership

We believe in educating artists as creative leaders, innovators and entrepreneurs to increase their capacity to contribute to our communities.

### Innovation

We promote creative leadership and innovation in the arts through our partnerships, programs and initiatives.

### Communication

We understand the importance of transparent and open communication with our host institution, partners, stakeholders and community.

### Accountability

We maintain high levels of accountability to our partners, stakeholders and funders, including appropriate policy, management and governance of all of our activities.

## OUR STAKEHOLDERS

University of North Carolina School of the Arts

Winston-Salem

The State of North Carolina

National network of strategic partners

## OUR PROCESS

Two years ago the Kenan Institute began a conversation with UNC School of the Arts as well as local, regional and national stakeholders about how the Institute could contribute to strengthening and supporting art and artists in the 21st century.

Over nine months, the Kenan Institute activated a formal strategic planning process that engaged more than 50 stakeholders. The findings from this process paved the way to envision the Institute's goals for the next three years and beyond.

The mission of the Kenan Institute is to be a catalyst and partner in our creative community to develop new knowledge and capacity-building strategies that will transform the way artists, organizations and communities approach their creative challenges.



## GUIDING QUESTIONS

Our guiding questions over the next three years are:

**How will artists who are leaders, entrepreneurs and innovators transform the arts field?**

**How are the arts working to positively affect economic and social well-being?**

**What resources, experience and knowledge do artists in the 21st century need to build thriving careers?**

# STRATEGIC DIRECTIONS + GOALS

Over the next three years, the Kenan Institute for the Arts will strengthen our creative community by acting as a catalyst for innovative ideas, developing strategic partnerships and building artists' capacity to generate, lead and sustain their work. The programmatic work will be focused in three strategic directions:

## ARTIST LEADERSHIP

*Developing leaders, entrepreneurs and innovators in the arts*

Artists contribute their creative ideas, visionary leadership and novel strategies to strengthen our culture, build businesses and generate innovative ideas. The Kenan Institute will devote resources to understanding and developing artist leadership as an evolving body of knowledge, entrepreneurship as a sustainable career practice, and artists' capacity to fuel innovation.

## GOALS

<i>Objectives:</i>	<i>Strategies:</i>	<i>Three-Year Achievements:</i>
<ol style="list-style-type: none"><li>1. Pilot a Kenan Arts Research Fellows Initiative.</li><li>2. Strengthen arts enterprise among UNC School of the Arts affiliates.</li></ol>	<ul style="list-style-type: none"><li>• Facilitate inquiry that identifies and tracks skills and knowledge in leadership, entrepreneurship and innovation in the arts.<ul style="list-style-type: none"><li>– Kenan Arts Research Fellowships</li><li>– Web forum for Artist Leaders</li><li>– Field trips</li><li>– Convenings</li></ul></li><li>• Lead interactions and support initiatives that explore and develop leadership, entrepreneurship and innovation in the arts with students, graduates, faculty and the field.<ul style="list-style-type: none"><li>– Labs</li><li>– Learning groups</li><li>– Projects</li><li>– Grants</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Kenan Institute for the Arts' Artist Leadership programming is a nationally recognized and replicated.</li><li>• The Creative Community Lab is a vital part of Winston Salem's creative eco-system.</li><li>• The Kenan Institute partners with UNC School of the Arts to develop entrepreneurial experience and advance generative works.</li></ul>

## ARTS AND SOCIETY

*Demonstrating the value and impact of the arts in society*

Artists help build vibrant communities through their work, their ideas and their leadership. The Kenan Institute will focus resources toward local and regional projects with national impact that empower and engage artists and the wider creative sector in addressing issues such as equity and diversity, urban and economic development, and civic engagement.

## GOALS

<i>Objectives:</i>	<i>Strategies:</i>	<i>Three-Year Achievements:</i>
<ol style="list-style-type: none"><li>1. Develop an innovative community-based arts project with North Carolina and national partners.</li><li>2. Support UNC School of the Arts' campus and capital planning with innovation research and action focused on economic development through the arts.</li><li>3. Develop Community Innovation Lab with local partners.</li></ol>	<ul style="list-style-type: none"><li>• Sponsor research and convenings that illuminate the impact of the arts on and in society.<ul style="list-style-type: none"><li>– Sponsor Kenan Arts Research Fellows</li><li>– Conduct action-research</li><li>– Collaborate with other institutes and think tanks</li><li>– Enhanced web presence</li></ul></li><li>• Fund and foster initiatives that leverage UNC School of the Arts' impact on and in its multiple communities.<ul style="list-style-type: none"><li>– Community collaborations</li><li>– Develop creative place-making initiatives</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Kenan Institute for the Arts has gained national recognition for its innovative strategies and uncommon partnerships to advance the value of the arts in society.</li><li>• The Kenan Institute is a regional hub for arts based community and economic development.</li><li>• The Kenan Institute has fostered innovative strategies and partnerships to advance UNC School of the Arts' leadership role in the region's economic and community development.</li></ul>



## CAREER PATHWAYS

*Broadening opportunities for sustainable careers in the arts*

Artists face many barriers to establishing and sustaining their creative careers. The Kenan Institute will focus research and resources on understanding diverse career pathways in the arts, strengthening our professional development partnerships and sharing innovative strategies with the UNC School of the Arts and the field.

## GOALS

### Objectives:

1. Maintain and cultivate high-quality fellowships.
2. Organize and host Kenan Fellowship Convening to define ways to strengthen and increase impact of partnerships with leading arts organizations.
3. Develop sustainability plans to support programming for the future.
4. Understand how each of UNC School of the Arts' divisions currently provides career development skills with the goal of helping develop a career pathways strategy.
5. Share knowledge and model with our partners and the field.

### Strategies:

- Support investigations of multiple perspectives on arts careers for students and faculty.
  - Speakers
  - Residencies
  - Web forum
- Transform current fellowship program into a career pathways initiative that establishes reciprocal benefit between partners.
  - Recruiting
  - Internships
  - Fellowships

### Three-Year Achievements:

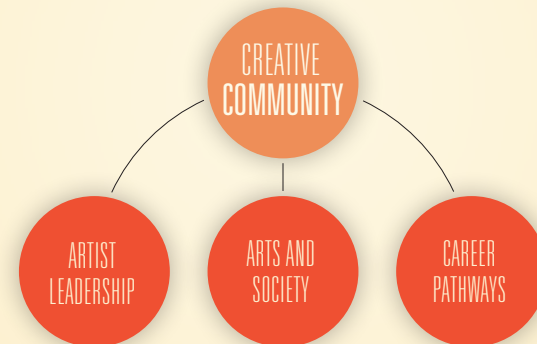
- Kenan Institute for the Arts has gained national recognition for its Career Pathways program.
- With the Kenan Institute's partnership, Career Development opportunities are a top five attractor for students to attend UNC School of the Arts.
- All stakeholders have ongoing access to resources and support networks to help advance their creative careers and manage career transitions.

## METHODS

As a privately funded service institute of the University of North Carolina, The Kenan Institute for the Arts focuses resources on research and action: cultivating leaders and leading-edge ideas, prototyping sustainable practices and sharing our learning with the public. In addition, we support thought leaders and artists affiliated with the UNC School of the Arts and our strategic initiatives through awards, residencies, fellowships and convenings.

## BUILDING CREATIVE COMMUNITY

With our stakeholders, the Kenan Institute for the Arts builds knowledge, networks, and innovative strategies to strengthen creative communities.



BUILDING CREATIVE COMMUNITY



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Established at the University of North Carolina School of the Arts