

SPRINGBOARD
for the arts

STRATEGIC FRAMEWORK
FY17–FY21

MISSION

Springboard for the Arts' mission is to cultivate vibrant communities by connecting artists with the skills, information, and services they need to make a living and a life.

GUIDING PRINCIPLES

ARTISTS ARE ASSETS

Artists exist in every community, and art is inseparable from the communities in which it is made. Our work helps illuminate the social and economic value of art and creativity.

BY ARTISTS FOR ARTISTS

Everyone who works at Springboard is an artist. We recognize the expertise and experience of artists and incorporate that into creating effective, relevant programs to meet artists' needs.

THE BROADEST DEFINITION OF WHO IS AN ARTIST

Everyone has creative capacity and there are many different ways to be an artist. We also know that there are many kinds of success for an artist, and we help artists define success for themselves — financial success, recognition, a supportive community, respect, social change, and more.

MORE IS MORE

We make and share tools designed to benefit as many artists as possible. We believe interconnected communities of artists create an impact in ways that single interventions do not. By freely sharing our work and creating connections among artists and communities, we work to make substantial, system-wide change.

EQUITY = VIBRANT COMMUNITIES

Beyond accessibility, our programs address systemic and structural inequities and seek to build equity, agency and power in communities, neighborhoods and systems.

RECIPROCAL RELATIONSHIPS

We seek mutual respect, trust, commitment, and reciprocity with all our partners. We don't go it alone. We create and customize programs with partners based on mutual goals, and we invite partners to strengthen and change our work.

CROSS-SECTOR COLLABORATIONS THAT LAST

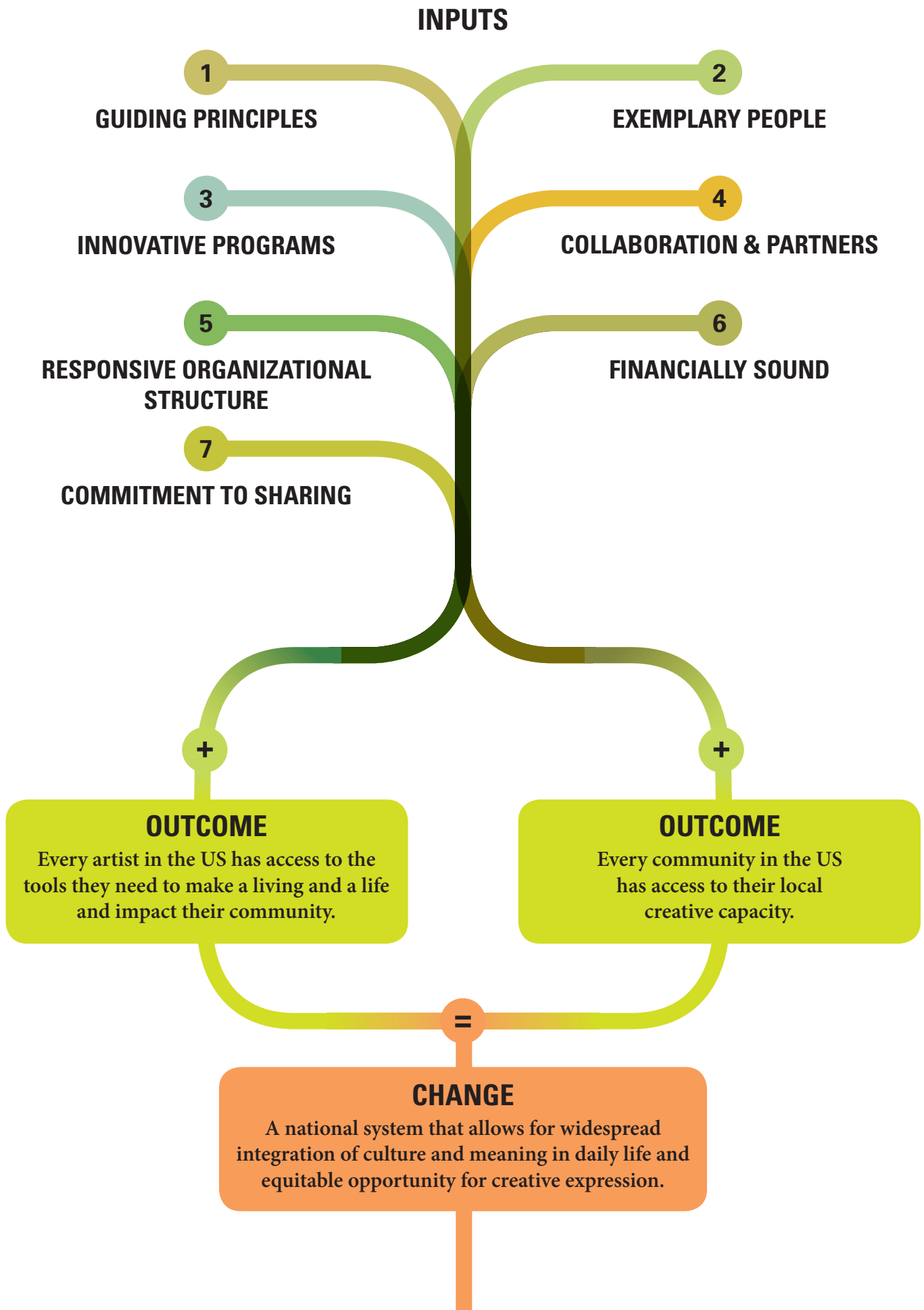
We help artists collaborate with existing resources and systems, both because there is abundant potential in those resources, and because we believe they will be strengthened by artists' contributions. We focus on building bridges and mechanisms that help relationships continue to thrive without us.

BOLDNESS AND CREATIVITY

Our work is characterized by optimism that change is possible, and belief that the boldness and creativity of artists can address the challenges facing our communities. We also know that in order to engage people, this movement has to be fun.

REAL HALF & HALF

We value hospitality and an attitude of abundance over scarcity. Our goal is always to create an environment, real or virtual, that is welcoming to newcomers and existing partners and friends alike. Hot coffee and real Half & Half out of the carton is something we always have available — a symbol of offering the best of what we have to our guests and our staff.



5 YEAR GOALS

ARTIST TRAINING & RESOURCES | COMMUNITIES CONNECT WITH ARTISTS

- Provide 100,000 units of exceptional service
- Increase economic opportunities for artist-run businesses
- Develop new mechanisms that connect individuals & communities directly with artists

MOVEMENT BUILDING

- Share 10,000 toolkits with potential partners
- Measure and communicate the full range of value artists contribute

ORGANIZATION

- Nourish our structural and financial stability
- Model our principle-driven culture of sharing, openness and collaboration nationally

FY17 PROGRAM GOALS

| | ARTIST TRAINING & RESOURCES | COMMUNITIES CONNECT WITH ARTISTS | MOVEMENT BUILDING | ORGANIZATION |
|--|--|--|--|---|
| 5 YEAR GOALS | <ul style="list-style-type: none"> • Provide 100,000 units of exceptional service • Increase economic opportunities for artist-run businesses • Develop new mechanisms that connect individuals & communities directly with artists | | <ul style="list-style-type: none"> • Share 10,000 toolkits with potential partners • Measure and communicate the full range of value artists contribute | <ul style="list-style-type: none"> • Nourish our structural and financial stability • Model our principle-driven culture of sharing, openness and collaboration nationally |
| PILOT | <ul style="list-style-type: none"> • MNVest portal • Kiva partnership • Artist Connect Curriculum • Speaker series • Tools for additive income • Support for creative social enterprise | <ul style="list-style-type: none"> • PCHS Health program • Citizens League partnership • Cornerstore Catalyst • Gather partnership | <ul style="list-style-type: none"> • Toolkit research • Big picture research (narratives, economic opportunity) • Products/badges for WOA • Speaker series | <ul style="list-style-type: none"> • New structure for fund development • Team staffing structure • New website |
| DELIVER • measure • improve | <ul style="list-style-type: none"> • Work of Art (new partnerships) • Consultations • McKnight Fellows support • Artists Access to Healthcare • MNLA • Incubator • Resource Center • Flourish • Emergency Relief Fund | <ul style="list-style-type: none"> • ReadyGo (expand) • Hinge residency • CSA in Fergus Falls • Artist Organizers • Roots of Rondo • Homeland • Int'l Downtown Assoc. partnership • West Central Initiative partnership • Rural schools collaborative | <ul style="list-style-type: none"> • Rural Arts & Culture Summit • Creative Ex. Profiles • Convenings • Toolkit marketing • POV writing • Presentations and networks • Document our work with case studies/videos/photos • Giant Steps partnership | <ul style="list-style-type: none"> • Balance budget • Go Fund • Professional development (esp. re: cultural competence, accessibility) • Surveys and feedback • Board engagement (mission moment etc.) |
| SHARE | <ul style="list-style-type: none"> • WOA training • WOA research • WOA translations • MNLA toolkit • Incubator toolkit | <ul style="list-style-type: none"> • Placemaking training • IDA model offering • How to hire an Artist toolkit • AO model • Community Collaboration workbook | <ul style="list-style-type: none"> • Commissioned toolkits • Leading Orgs expansion • Convening toolkit • Strategy for working with/ impacting diverse systems: Academic/Small Business Development/etc | <ul style="list-style-type: none"> • Board resources toolkit • Nonprofit in a box toolkit |



PEOPLE STRATEGY

Attract, develop, motivate and retain the talent needed to deliver practical and inspiring services to artists, by artists.

COMPENSATION PHILOSOPHY

Springboard for the Arts rewards employees' contributions of time and talents via a comprehensive approach that goes beyond salary and benefits (health, dental, savings) to achieve the organization's vision while also nurturing employees' artistic goals.

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