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.
Every artist in the US has access to the tools they need to make a living and a life and impact their community.

Every community in the US has access to their local creative capacity.

A national system that allows for widespread integration of culture and meaning in daily life and equitable opportunity for creative expression.
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

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<th><strong>5 Year Goals</strong></th>
<th><strong>Artist Training &amp; Resources</strong></th>
<th><strong>Communities Connect With Artists</strong></th>
<th><strong>Movement Building</strong></th>
<th><strong>Organization</strong></th>
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<td><strong>Deliver</strong></td>
<td>Provide 100,000 units of exceptional service</td>
<td>PCHS Health program</td>
<td>Share 10,000 toolkits with potential partners</td>
<td>Nourish our structural and financial stability</td>
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<td><strong>PILOT</strong></td>
<td>Increase economic opportunities for artist-run businesses</td>
<td>Citizens League partnership</td>
<td>Measure and communicate the full range of value artists contribute</td>
<td>Model our principle-driven culture of sharing, openness and collaboration nationally</td>
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<td><strong>SHARE</strong></td>
<td>Develop new mechanisms that connect individuals &amp; communities directly with artists</td>
<td>Cornerstone Catalyst</td>
<td>Toolkit research</td>
<td>New structure for fund development</td>
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<td>• Work of Art (new partnerships)</td>
<td>Gather partnership</td>
<td>Big picture research (narratives, economic opportunity)</td>
<td>Team staffing structure</td>
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<td>• Consultations</td>
<td>• ReadyGo (expand)</td>
<td>Products/badges for WOA</td>
<td>New website</td>
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<td>• McKnight Fellows support</td>
<td>• Hinge residency</td>
<td>• Speaker series</td>
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<td>• Artists Access to Healthcare</td>
<td>• CSA in Fergus Falls</td>
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<td>• MNLA</td>
<td>• Artist Organizers</td>
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<td>• Incubator</td>
<td>• Roots of Rondo</td>
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<td>• Resource Center</td>
<td>• Homeland</td>
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<td>• Flourish</td>
<td>• Int’l Downtown Assoc. partnership</td>
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<td>• Emergency Relief Fund</td>
<td>• West Central Initiative partnership</td>
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<td>• Rural schools collaborative</td>
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<td><strong>SHARE</strong></td>
<td>• WOA training</td>
<td>• Placemaking training</td>
<td>• Commissioned toolkits</td>
<td>• Board resources toolkit</td>
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<td>• WOA research</td>
<td>• IDA model offering</td>
<td>• Leading Orgs expansion</td>
<td>• Nonprofit in a box toolkit</td>
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<td>• WOA translations</td>
<td>• How to hire an Artist toolkit</td>
<td>• Convening toolkit</td>
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<td>• MNLA toolkit</td>
<td>• AO model</td>
<td>• Strategy for working with/impacting diverse systems: Academic/Small Business Development/etc</td>
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<td>• Incubator toolkit</td>
<td>• Community Collaboration workbook</td>
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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.
STAFF

Laura Zabel
Executive Director
Free Agent

Michele Anderson
Rural Program Director
Fergus Falls

John Bell
Business Manager
St. Paul

Rebecca Davis
Rural Program Assistant
Fergus Falls

Nikki Hunt
Program Director–Health
St. Paul

Noah Keesecker
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St. Paul

Anna Metcalfe
Artist Development Coordinator
St. Paul

Zaraawar Mistry
Artist Resources Coordinator
St. Paul

Adia Morris
Adjunct Workshops Instructor
St. Paul

Naomi RaMona Schliesman
Artist Development Coordinator
Fergus Falls

Andy Sturdevant
Artist Resources Director
St. Paul

Carl Atiya Swanson
Associate Director
St. Paul

Peter Haakon Thompson
Community Development Coordinator
St. Paul

David Unowsky
Adjunct Career Counselor
St. Paul

Jeremy Cohen
Executive Director
The Playwrights’ Center

BOARD OF DIRECTORS

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Free Agent

Noel Nix, Vice-President
Principal Assistant
Office of Ramsey County Commissioner Toni Carter

Lisa Middag, Treasurer
Senior Planning Analyst/Sustainable Communities
Grant Coordinator
Hennepin County Housing, Community Works & Transit

Mike Hoyt, Secretary
Creative Community Liaison
Pillsbury House + Theatre

Melanie Full, Immediate Past President
Partner
Stinson Leonard Street LLP

Jeremy Cohen
Executive Director
The Playwrights’ Center

Jerome Rawls
Category Lead–Business Partnerships & Negotiations
Target Corporation

Tasha Byers
Manager of Workforce Initiatives
Saint Paul Chamber of Commerce

Bo-Thao Urabe
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Center for Small Towns, University of Minnesota–Morris

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Executive Director
Asian Economic Development Association