



Association of Performing Arts Presenters



Research Center for
Leadership in Action
NYU Wagner

Application Guidelines

LEADERSHIP DEVELOPMENT INSTITUTE 2012

Funded by American Express Foundation and National Endowment for the Arts



The Association of Performing Arts Presenters (APAP) and the Research Center for Leadership in Action (RCLA) at the Robert F. Wagner Graduate School of Public Service, New York University are pleased to accept applications for the Leadership Development Institute (LDI) 2012. With generous support from the American Express Foundation and the National Endowment for the Arts, this program targets mid-career professionals who aspire to serve in leadership positions that will shape and sustain the future of the performing arts presenting field.

The goal of the LDI program is to engage participants in collaborative and action-based research activities over a year-long program that builds knowledge and an applied understanding of the capacity required to effectively exercise organizational leadership from any position or role.

The LDI design is based on prior research conducted by APAP and RCLA that included a co-design working session in May 2009 with 15 mid-career leaders. The first cohort of the LDI launched in June 2010 with 12 participants from performing arts centers geographically dispersed around the country. As will be the case for the 2012 cohort, participants engaged in a series of four Collaborative Inquiry sessions (two days each) that in the first year focused on the leadership competency of "Mission, Vision and Strategy." Outcomes of the 2010-2011 program included the development of a **white paper** and presentations at APAP|NYC 2011 and 2012 conferences. The competency to be addressed by the 2012 cohort is ***Know and Connect with Community***.

Program Structure

Collaborative inquiry (CI) is an action inquiry and learning technique in which professionals use their own experience to generate insights around an issue that is of significant and timely concern to all of them. In this type of inquiry,

participants formulate questions, agree upon a course of action, individually and together engage in action through their work, and then collectively synthesize data generated by these actions. Periodically, outside experts are invited to provide additional insights and coaching to the group. This cycle of action and reflection is repeated several times until the group has successfully addressed its concerns. Facilitators support the group to ensure members use the process to its full advantage and to provide coaching in support of members' development as leaders. Ultimately, CI contributes to creating new knowledge grounded in practice, deepens the participant's leadership capacity, especially around the question at hand, and strengthens the relationships among the participants and the communities within which they work.

Over the course of five sessions in 2012 and early 2013, a minimum of three of which will be two-day in-person sessions, APAP and RCLA will facilitate an inquiry around the theme ***Know and Connect with Community***. Each session will be co-facilitated by Bethany Godsoe, RCLA executive director, and Theresa Holden, co-director, Holden and Arts Associates.

Project Participants

The collaborative inquiry sessions will consist of 10 to 14 high-potential mid-career leaders from performing arts organizations, two facilitators and one or two Arts Presenters staff members. Participants will be selected by a review committee. Arts Presenters will cover travel expenses for all in-person sessions. The final session will take place in January 2013 in conjunction with the APAP|NYC 2013 conference, for which participants are expected to cover their own expenses.

Eligibility

LDI targets diverse mid-career professionals who have proven their commitment to the arts, have been tested in their ability to handle responsibility and authority, have contributed new thinking to the field, and are poised for senior leadership roles that will positively shape their organizations and the arts in the future.

Applicants must have the following qualifications:

1. Be employed (full-time, part-time or long term contract work) by an APAP member organization (note: only one person per organization may be accepted);
2. Work in the performing arts presenting and touring field that includes but is not limited to individuals who are presenters, managers, agents, creative directors, performing artists, arts management students who work for arts councils, or service organizations etc.;
3. Have at least five years of significant management/decision-making experience within the field of performing arts, including responsibility for

leading people, projects and/or budgets, and have some experience or knowledge of working in and with community.

Requirements for LDI Participation

- Commitment to attend all collaborative inquiry sessions (see tentative schedule below).
- Commitment to attend the final CI session in conjunction with the annual APAP|NYC 2013 conference (January 11-15, 2013) – travel expenses to be covered by the LDI participant.
- Letter of commitment from the Executive Director/CEO of applicant's organization authorizing participation and release time to attend the CI sessions and the APAP|NYC 2013 conference, and to support the participant as he or she undertakes the work of the CI during this time period.

Project Timeline

All interested parties must apply to participate in the collaborative inquiry sessions. Please review the project timeline below and complete the application:

<i>March 2, 2012</i>	<i>Applications are due by 5 p.m. EST</i>
March 2012	Announcements are made
April 2012	Collaborative Session #1
June 2012	Collaborative Session #2
TBA	Collaborative Session #3
November 2012	Collaborative Session #4
January 2013	Final Session #5 (@APAP NYC)

Review Criteria

Members of the Leadership Development Institute panel will review all applications. Applicants who can document activities and accomplishments that demonstrate emerging leadership qualities, a commitment to a career in the performing arts presenting and touring field, and some experience or work with community, will be the most competitive.

How to Apply

1. Review the Program Guidelines and Application Form.
2. Complete the application. Your application must include:
 - **A completed Application Form** - All responses should be captured within the application form. Section B, narrative response, can be submitted in a separate Word document and must be no longer than one page.

- An up to date **resume**
 - **Letter of commitment** from the Executive Director/CEO of applicant's organization authorizing participation and release time to attend the CI sessions and the APAP|NYC 2013 conference and to support the participant as he or she undertakes the work of the CI during this time period.
3. All submitted documents should be saved and submitted with the following extension: "last name: LDI–CI Response". For example, "Smith: LDI –CI Response".
 4. Email your completed application and resume to Laura Benson at lbenson@artspresenters.org by **5 p.m. EST, Friday, March 2 2012.**

Need assistance with this application? Contact Laura Benson toll free at 1-888.820.ARTS or lbenson@artspresenters.org.