



Americans for the Arts

Preliminary Strategic Direction Pathways

Summary Cover Sheet

June 27, 2022

1. Core Behaviors and Relational Values ('Ethos')

Transformation: Embrace highly visible, unmistakable, and transformational behavior changes as an organization.

Progression: Beginning from AFTA's current culture and ingrained patterns, establish consistent mechanisms for illuminating, highlighting, and revising behaviors to track incremental adaptation over time.

Redefinition: Establish clear expectations that AFTA's focus is on results and service outcomes, and that AFTA will utilize strategies the organization finds most effective to those ends, without being concerned about meeting field expectations around values, behaviors, or internal processes.

2. The Arts and Culture Ecosystem ('Environment')

Resource the Non-profit Arts Industry: Focus AFTA's attention on the portions of the creative ecosystem that currently are in need of expanded contributed revenue.

Uplift the Narrative of Universal Creativity: Align messaging and programs around the universality of artistic engagement and creativity.

Serve the Goals of Civic Leaders through Arts: Embrace AFTA's national position and expertise in advocacy with lawmakers to prioritize and center existing goals of federal and state government leaders.

3. Decision Making and Resource Allocation Centralization ('Structure')

Centralize: Focus all strategic decision making and authority to a core individual or small group who deeply understand all AFTA organizations and activities.

Empower: Create a constellation of empowered leadership groups, with connections through AFTA's executive office or board as communication and collaboration centers.

Separate: Reduce internal complexity by splitting organizations off to self-govern and pursuing efforts to consolidate activities across partners in the field.

4. Programming Philosophy ('Strategy')

Go Narrow and Deep: Focus programming to engage deeply at the local, regional, and national level in targeted areas of activity.

Fill the Gaps: Prioritize identifying 'gaps' in the service landscape and building internal or external infrastructure to act as the ecosystem's connective tissue.

Anchor Nationally: Center on national-level activity and intentionally step back from engagement with local and state issues that can be supported by agencies 'closer to the ground'.

1. Core Behaviors and Relational Values ('Ethos')



Redefinition: Focus on outcomes, Acting 'for' instead of 'with' others

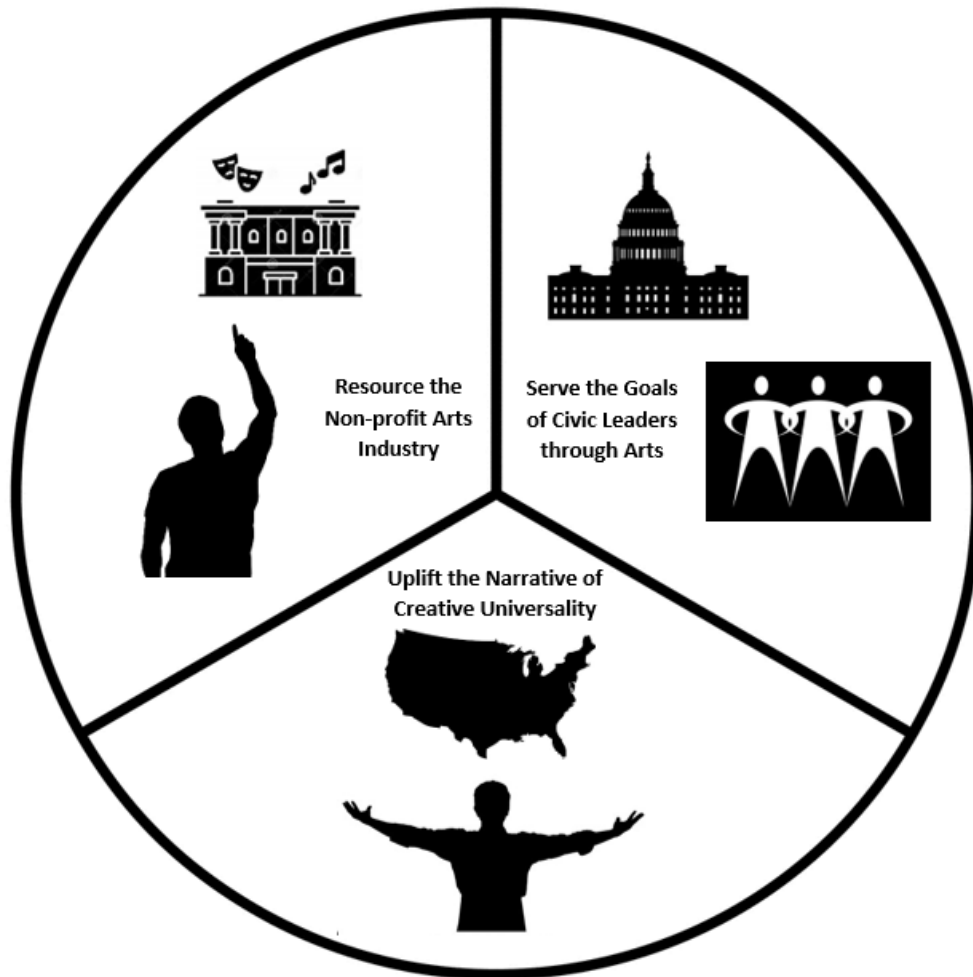
The following pathways represent potential 'cardinal directions' AFTA could pursue in this area:

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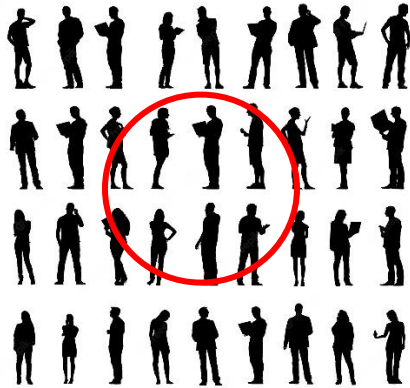
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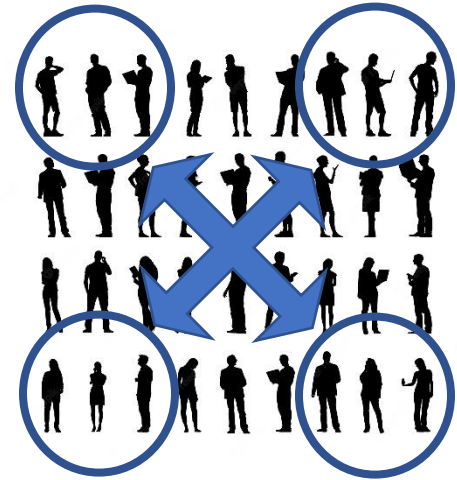
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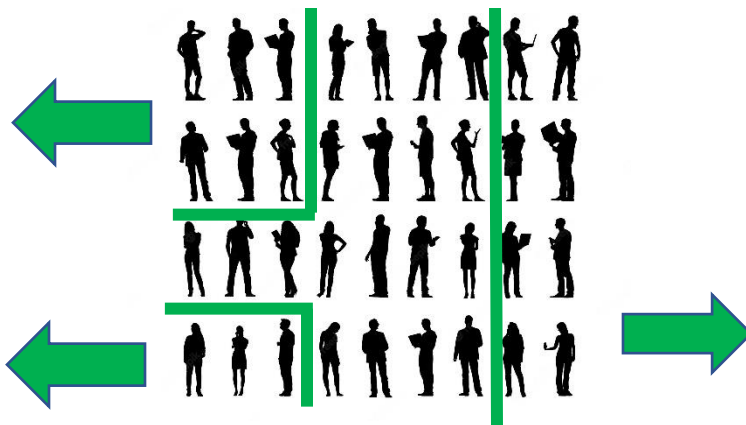
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Centralize: Focus all decision making and authority to a core group who deeply understand all AFTA organizations and activities.



Empower: Build ownership and autonomy throughout the organization with executive office and executive committee as connection and communication.



Separate: Reduce complexity by separating organizations and consolidating programming with partner organizations.

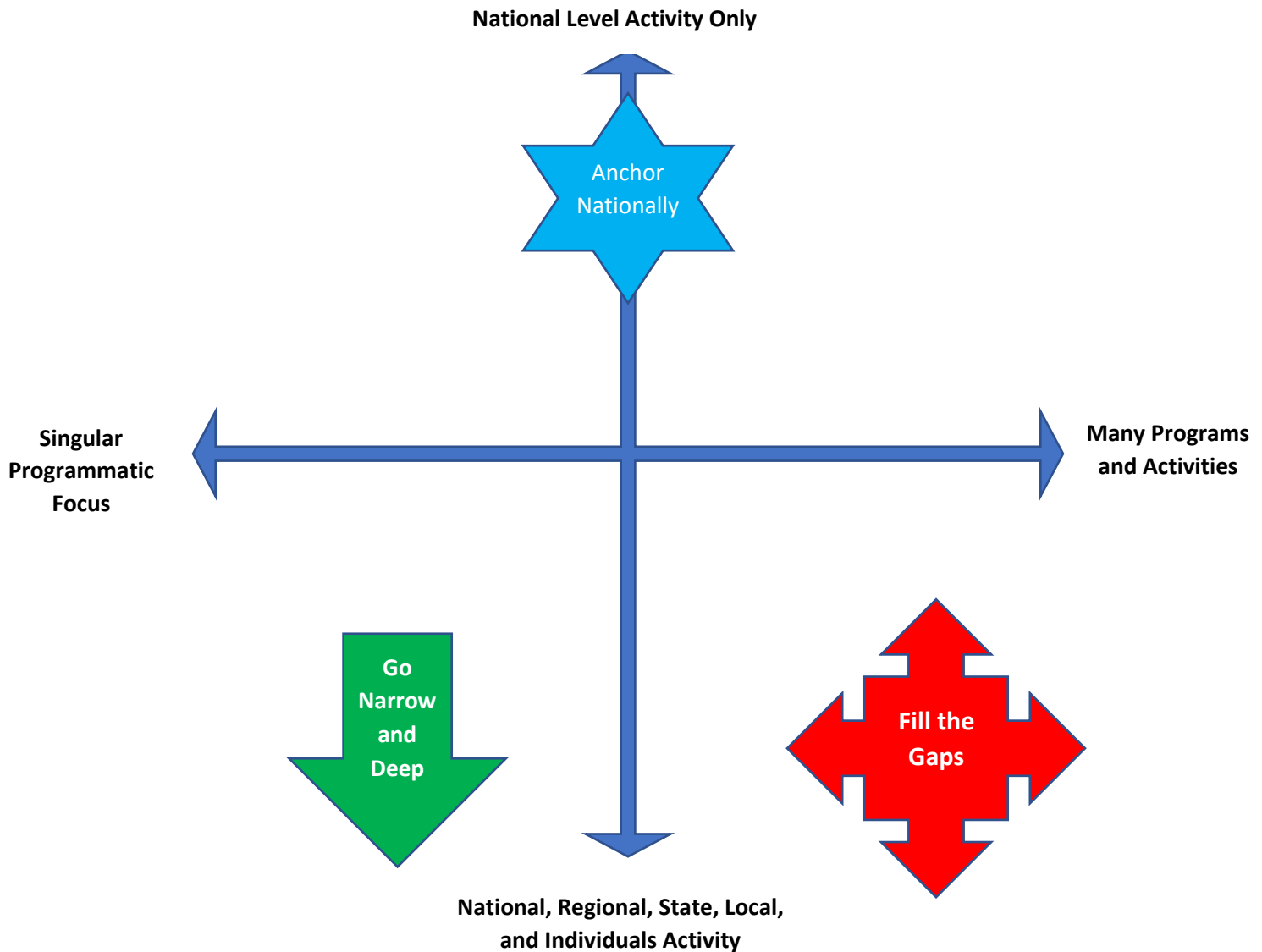
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