



Eight grantees announced for national innovation program: *Innovation Labs for the Performing Arts, Arts Development Agencies*

Participating organizations from across the U.S. will design and prototype innovation initiatives and tackle field-wide challenges

July 30, 2014 — Eight organizations have been selected to participate in two new rounds of the *Innovation Lab*, an intensive program in organizational innovation for arts groups. Designed and managed by EmcArts, the *Innovation Labs* are funded by a generous \$1.58 million grant from the Doris Duke Charitable Foundation.

The four grantees in Round 9 of the *Innovation Lab for the Performing Arts* are **In the Heart of the Beast Puppet & Mask Theatre, Intermedia Arts, Pillsbury House + Theatre, and The Public Theater.**

The four grantees in Round 2 of the *Innovation Lab for Arts Development Agencies* are the **Association of Performing Arts Presenters (APAP), the National Association of Latino Arts and Cultures (NALAC), the Network of Ensemble Theaters (NET), and Urban Bush Women.**

These organizations will design and prototype new ideas and launch real-life projects that address complex challenges facing their organizations and the arts and culture field at large. They will participate in the *Innovation Lab*'s extended framework of individual coaching and group facilitation, securing significant time and space away from the regular workplace to question, rethink, plan, and learn to innovate effectively. In addition, they will receive much-needed change capital to underwrite repeated experimentation. These two *Innovation Lab* cohorts will begin their work in July 2014, working with EmcArts' expert facilitators through March 2016.

Round 9 of the *Innovation Lab for Performing Arts* and Round 2 of the *Innovation Lab for Arts Development Agencies* will run in parallel. Proposals for both rounds of the *Innovation Lab* came from across the country – from rural communities to large cities; from small collectives to some of the largest institutions in the country.

Several strong themes across applicant proposals emerged:

- Issues of **social justice, equity** and changing demographics
- **Creative placemaking**, community engagement, and rethinking the use of physical space
- The intertwined relationship between local institutions and **civic ecosystems**, and the role of arts organizations in fostering change
- How **organizational structures** can reflect aspects of artistic process and creativity
- The **dilemma of traditional membership** organizations and what it means for the field
- How **transitional moments** can act as catalysts for larger adaptive change

Ben Cameron, Program Director for the Arts at the Doris Duke Charitable Foundation, said:

“We are pleased to support these two rounds of EmcArts' *Innovation Lab for Performing Arts & Arts Development Agencies*. We hope that this combined and extended approach will have an impact not only on their individual organizations, but also on the larger fields and communities they serve.”

Richard Evans, President of EmcArts, said: “We are thrilled to continue the development of our *Innovation Labs* with generous support from the Doris Duke Charitable Foundation. These eight new grantees are taking bold, honest looks at some of the critical issues facing the nonprofit arts and culture field today. In order to respond, today's arts leaders must be able to adapt their programs, strategies and organizational structures thoughtfully and quickly to respond to rapid changes and fleeting opportunities. The *Innovation Lab* provides formal assistance and an effective framework to support the design and testing of new strategies. Our aim is that fresh approaches and original solutions are discovered, and the work of arts organizations can contribute in new ways to the nation's cultural vitality.”



Grantees' Complex Challenges: *Innovation Lab for the Performing Arts, Round 9*

In the Heart of the Beast Puppet and Mask Theatre – *Minneapolis, MN*

How can we sustain a signature community event that is both our gift to the community and our greatest challenge?

Intermedia Arts – *Minneapolis, MN*

How will we enroll a new physical space in creating artistic and structural models that have equity and inclusion at their core?

Pillsbury House + Theatre – *Minneapolis, MN*

How can designing and using evaluation processes stimulate authentic community engagement, develop a distribution system for communications, and generate art?

The Public Theater – *New York, NY*

How can we sustainably mirror artists' creative processes in the way we produce their work?

To read full project descriptions from the Round 9 grantees, please visit <http://bit.ly/EMC-ILPA>.

Grantees' Complex Challenges: *Innovation for Arts Development Agencies, Round 2*

Association of Performing Arts Presenters (APAP) – *National, Headquartered in Washington, DC*

In order to move beyond historical organizational models infused with cultural superiority/inferiority assumptions, 21st-century performing arts presenting professionals must respond adaptively. How can we examine the needs of those in cultural leadership roles and support their adaptive efforts?

Network of Ensemble Theaters (NET) – *National, Headquartered in Los Angeles, CA*

How do we let go of old definitions and discover new models in order to share learning with our sister organizations and the field at large?

National Association of Latino Arts and Cultures – *National, Headquartered in San Antonio, TX*

How do we ensure that our programs and services change and develop alongside the rapidly diversifying Latino community?

Urban Bush Women – *Brooklyn, NY*

How can we catalyze a paradigmatic shift in how the dance field identifies and nurtures female choreographers of color?

To read full project descriptions from the Round 2 grantees, please visit <http://bit.ly/EMC-ILADA>.

Structure of the *Innovation Lab*

EmcArts' *Innovation Labs* have four phases:

Phase 1 – EmcArts works with each organization to identify a Guiding Group and Innovation Team (of up to 10 people), which then explores complex challenges, identifies possible adaptive responses, defines project goals and success measures, and conducts pertinent research.

Phase 2 – Innovation Teams from all participating organizations attend a 5-day Intensive residential Retreat that serves as a “project accelerator,” giving teams time to focus on key decisions about their emerging initiatives.

Phase 3 – EmcArts grants *Lab* participants \$30,000 in change capital (plus \$9,000 in unrestricted funds) to support the prototyping and evaluation of innovative strategies before full launch.

Phase 4 – Organizations work with EmcArts to strengthen the capacities developed through prototyping, and to enroll the full organization to continuing adaptive change work.

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Innovation Lab: Previous Grantees

To date, 33 organizations have participated in the *Innovation Lab for the Performing Arts* and *Innovation Lab for Arts Development Agencies*, representing a range of disciplines and launching a wide variety of innovative initiatives.

Adventure Stage	New Dramatists
Apollo Theater Foundation	New York Live Arts
Alternate ROOTS	Northrop Arts & Lectures
Center of Creative Arts (COCA)	Oregon Shakespeare Festival
Children’s Theatre Company	The Pearl Theatre
The Civilians	Portland Institute of Contemporary Art
Dad’s Garage	Redmoon Theater
Dancewave	Roadside Theater (Appalshop)
Dance/USA	Springboard for the Arts
Denver Center Theatre Company	STREB Dance Company
Flynn Center for the Performing Arts	Theatre Communications Group
Geva Theatre Center	The Theater Offensive
HERE	University Music Society
International Contemporary Ensemble (ICE)	Woolly Mammoth Theatre Company
John F. Kennedy Center for the Performing Arts	The Wooster Group
Liz Lerman Dance Exchange	Yerba Buena Center for the Arts
MAPP International Productions	

About EmcArts

As a not-for-profit service agency, EmcArts (www.EmcArts.org) designs and facilitates programs that support individuals, organizations and communities on their journey to becoming highly adaptive. We aim to create the space and conditions for lasting change to occur by focusing on questioning, reflection and real practice in new approaches. Our process frameworks fuel shifts in culture as well as the development of new skills. EmcArts programs include national *Innovation Labs*, the *New Pathways Initiative*, a series of community-based innovation programs, and ArtsFwd.org, an online presence for learning and exchange around “next practices” for arts leaders. EmcArts is a 501(c)(3) organization.

About the Doris Duke Charitable Foundation

The mission of the Doris Duke Charitable Foundation (www.ddcf.org) is to improve the quality of people’s lives through grants supporting the performing arts, environmental conservation, medical research, and child well-being, and through preservation of the cultural and environmental legacy of Doris Duke’s properties. The Arts Program focuses its support on contemporary dance, jazz and theatre artists, and the organizations that nurture, present and produce them.