ARTS-FWD

New organizational features emerging for the new era in the arts

Old Structural Features	Emerging Structural Features
1. A mission that focuses on organizational outputs and achievements	A mission that focuses on community impacts and value
2. A singular creative vision and direction, handled by one or a few insiders	Pluralized curation that includes dialogue with external voices
3. A select, high-level artistic group, separate from the community and presenting to it via formal seasons of activity	Acknowledging and embracing the creative capacities in the community — guided by, and working with, professionals, year-round, on demand
4. Strong boundaries to the organization, serving to differentiate it from others and from the wider community	Loose organizational boundaries, porous to the community, that blur distinctions between organizations and emphasize commonalities
5. Specialist administrative departments with consistent technical competencies working in hierarchies	"Post-specialist" workers with varying responsibilities, working in artistically centered teams
6. Marketing of products to passive consumers	Engagement of audiences as active participants in process as well as product
7. Boards as core funders and solicitors for established work	Boards as champions of change and as informed ambassadors to enroll others
8. Balance sheets focus on building long-term permanent assets	Financial profile that emphasizes working capital and reserves, including risk capital