



**2019 APASO Conference**  
*In Service: How Arts Service Organizations Both Lead and Support the Shifting Landscape of Arts Organizations*

**Detailed Conference Schedule**

**Tuesday, April 30, 2019**

**Location: Magnolia Dallas Downtown – Hospitality Suite on 27<sup>th</sup> Floor**  
**1401 Commerce St, Dallas, TX 75201**

5:00 - 7:00 p.m.	Conference Registration & Badge Pickup
5:00 - 9:00 p.m.	Welcome Reception
7:00 p.m. - 12:00 a.m.	Hospitality Suite Open

**Wednesday, May 1, 2019**

**Location: Magnolia Dallas Downtown**  
**1401 Commerce St, Dallas, TX 75201**

8:00 - 9:00 a.m.	Breakfast   <i>2<sup>nd</sup> Floor</i>
8:00 - 9:00 a.m.	Conference Registration & Badge Pickup   <i>2<sup>nd</sup> Floor</i>
9:00 a.m.	Meeting in Magnolia Hotel Lobby
9:00 - 9:30 a.m.	Bus to Latino Cultural Center

**Location: Latino Cultural Center**  
**2600 Live Oak St, Dallas, TX 75204**

9:30 - 10:30 a.m.	Welcome Remarks, Introductions & Agreements   <i>Performance Hall</i>
10:45 a.m. - 12:00 p.m.	<p><b>Keynote Address</b></p> <p><b>Building &amp; Supporting Equitable Organizations - Identifying, Diagnosing, and Shifting Organizational Culture</b>            Dr. Brea Heidelberg, Drexel University            Location: Performance Hall</p> <p><i>Dr. Brea Heidelberg will share experiences working in and with cultural organizations at various stages of change in their organizational culture. Through the practice of restorative storytelling, Dr. Heidelberg will infuse a discussion of how organizations can identify and shift organizational culture with tangible examples of how to overcome diversity resistance in order to build and empower equitable institutions.</i></p>

12:00 - 1:00 p.m.	Lunch
1:00 - 2:00 p.m.	<p><b>Concurrent Peer-Led Presentations - Part 1</b></p> <p><b>Hatch at C4 Atlanta</b> Audrey Gámez &amp; Jessyca Holland, C4 Atlanta Location: Lobby</p> <p><i>Hatch is a 4-month training intensive for artists that are working in some capacity with community. In this session, C4 Atlanta will share why they have the program, some of the folks who they worked with to develop it, what artists have gotten out of the program and what they are doing now with the tools. Participants who have gone through the program are working as teaching artists, public artists, creating plays about their community. The program covers creating WITH community (not too or for), Asset Based Community Development, Cultural Organizing, White Supremacy Culture and more.</i></p> <p><b>Measuring Diversity in the Arts and Cultural Workforce</b> Katie Ingersoll, SMU DataArts Location: Gallery 1</p> <p><i>Workforce demographics data is trending these days, and a top priority for many. This session will provide an update on the workforce demographics data collection initiatives undertaken at SMU DataArts, including a look at the new iteration of the data collection tool, revisions to the survey based on new research, and takeaways from large city studies in New York, Los Angeles, and Houston. Hear how we are working to make these studies more accessible and inclusive. We'll also discuss our recent pilot of additional survey questions which measure respondents' perceptions of workplace safety and satisfaction, which could point to how diversity (or lack of diversity) within a workplace affects the wellbeing of employees.</i></p> <p><b>Underresourced. Underinvested. Underserved: Saying What You Mean &amp; Meaning What You Say</b> Kenneth Franco, Arts &amp; Business Council of Chicago Location: Gallery 2</p> <p><i>We know that language matters in equity work and the fight against injustice. But does our shared lexicon mean the same thing across America? In this session, Kenneth will share the story of a Texan's definition of "underserved" - and how a Chicago community changed his perception of it.</i></p>
2:00 - 2:15 p.m.	Break
2:15 - 3:15 p.m.	<p><b>Concurrent Peer-Led Presentations - Part 2</b></p> <p><b>CultureBank@TACA</b> Maura Sheffler, TACA – The Arts Community Alliance + Clyde Valentín, SMU Meadows' Ignite/Arts Dallas Location: Lobby</p> <p><i>What if we valued cultural traditions that create social cohesion along with financial resources when we think of a community's value? CultureBank is a new investment paradigm that places culture at the core of investment strategy. CultureBank's goal is to create a sustainable fund that supports artists and arts organizations that invest in creating lasting change in community.</i></p> <p><i>CultureBank@TACA is a radical, national collaboration between San Francisco partners, Yerba Buena Center for the Arts (YBCA) and CultureBank@YBCA, and Dallas partners, TACA and SMU Meadows' Ignite/Arts Dallas: A Center for People, Purpose + Place.</i></p> <p><b>Everybody Counts: Creating and Fostering Inclusion on your Board of Directors</b> Navasha Daya, The Youth Resiliency Institute + Jeannie Howe, Greater Baltimore Cultural Alliance Location: Gallery 1</p>

	<p><i>Building a culture of inclusion on your nonprofit Board of Directors is more than a numbers game. Starting with recruitment, you must think differently about the role of your Board and what each member brings individually. This session will explore how organizations can move away from traditional models of Board management towards supporting a healthy, productive, and diverse governing body. Attendees will gain a broader understanding what diversity actually means for a Board and how to mindfully and skillfully manage a shift in culture that will result from recruiting a more inclusive governing body.</i></p> <p><b>Resource Sharing Through Fiscal Sponsorship</b> Wilfredo Hernandez, CultureWorks Philadelphia Location: Gallery 2</p> <p><i>What if artists could grow their artistic practice and create the work they love without also needing to be their own accountant, fundraiser, and back office administrator? In this session, CultureWorks Greater Philadelphia will explore how the resource-sharing model of fiscal sponsorship can meet the needs of creative + cultural practitioners and ensure a more just, equitable, and sustainable creative economy where artists can not only survive but flourish. Particularly, as the arts + cultural sectors evolve, a shift toward equity will occur - one which demands resource sharing, collaboration, and organizational structures + alternatives that can serve a whole spectrum of creatives, not just traditionally-valued artists, disciplines, and communities.</i></p>
3:15 - 3:30 p.m.	Break
3:30 - 5:00 p.m.	<p><b>Concurrent Workshops</b></p> <p><b>How are the performing arts performing?</b> Dr. Zannie Voss, SMU DataArts Location: Gallery 1</p> <p><i>How are performing arts organizations doing in terms of overall health and sustainability? SMU DataArts will share insights related to marketing, participation and fundraising. What is the reach of the arts sector's community engagement? How much money do organizations spend on marketing to bring in one visitor? Where are our most likely attendees? What is the return on fundraising investment? How does performance differ between large, medium, and small performing arts organizations? This presentation will share key sector-wide metrics and explore how performing arts disciplines differ or mirror other sectors in these metrics.</i></p> <p><b>Making the Case for the Arts - Social Impact</b> Maud Lyon, Greater Philadelphia Cultural Alliance Location: Gallery 2</p> <p><i>Why does arts and culture matter? As advocates, we can no longer assume that the public inherently values arts and culture or the nonprofits that create it. Demonstrating social impact is a way to build believers and allies – demonstrating how culture advances the causes they care about. The Greater Philadelphia Cultural Alliance conducted a Social Impact Census, collecting data from 179 nonprofits to learn how their work addresses aging, autism, LGBTQ, the disabilities community, veterans/military, health, community development, immigration/refugees, incarceration/returning citizens....24 different topics. We learned how often such programs are held, where they are delivered, and how the arts are advancing social change. This session will explore how you can use this approach in your own community to build support in unexpected places.</i></p>
5:00 - 5:30 p.m.	Bus to Magnolia Hotel

**Location: TBA**

5:30 - 7:30 p.m.	Opening Reception
7:30 p.m. - 12:00 a.m.	Hospitality Suite Open   27 <sup>th</sup> Floor of Magnolia Dallas Downtown

Thursday, May 2, 2019

**Location: Magnolia Dallas Downtown  
1401 Commerce St, Dallas, TX 75201**

8:00 - 9:00 a.m.	Breakfast   2 <sup>nd</sup> Floor
8:00 - 9:00 a.m.	Conference Registration & Badge Pickup   2 <sup>nd</sup> Floor
9:00 a.m.	Meet in Magnolia Hotel Lobby
9:00 - 9:30 a.m.	Bus to Moody Performance Hall

**Location: Moody Performance Hall  
2520 Flora St, Dallas, TX 75201**

	<b>Keynote Address</b>  <b>Creating Change by Making Changes</b> Nan Barnett, National New Play Network Location: Lobby
9:30 - 10:45 a.m.	<i>Tired of talking about making your board more diverse? Overwhelmed by the obstacles in the way of creating an organizational culture that matches the cultural demographics of our country? Ready to move away from what's keeping your organization from moving forward on inclusivity and parity? National New Play Network, the nation's alliance of professional theaters producing new works, recently determined that the only way to make these radical changes a reality was to radically deconstruct its governance structure and start again. Let's talk about the how, the why, and the way forward.</i>
10:45 - 11:00 a.m.	Walk to Dallas Black Dance Theatre   5-minute walk

**Location: Dallas Black Dance Theatre  
2700 Ann Williams Way, Dallas, TX 75201**

11:00 - 11:15 a.m.	Break
	<b>Concurrent Workshops</b>  <b>Accessibility Programming: One ASO's Model for Developing Inclusive Programming with Disabled Artists + Audiences</b> Hope Chavez & Corinne Woods, A.R.T./New York + Beth Prevor, Hands On Location: Community Room
11:15 a.m. - 12:45 p.m.	<i>A.R.T./New York, along with Beth Prevor, disability consultant and founder of Hands On, will share insights gained from launching a pilot program in NYC called Access A.R.T./New York. They will present on the model of the program, the cohort-learning process and findings, and best practices for arts service organizations seeking to serve and support a culturally-specific community--in this case, the d/Deaf communities in NYC. Far too often, disability is left out of the DEI conversation and we would like to ensure it is represented, particularly with how arts service organizations can play a critical role in making the disability community more visible. Beth will also share what she's learned in her 30+ years working at the intersection of disability and the arts and what steps she believes service organizations can take to make accessibility achievable.</i>

	<p><b>Roundtable Discussion - The Impact of Transitioning to Gender Neutral Performance Awards</b>  Scott Dermody, Toronto Alliance for the Performing Arts (TAPA)  Location: Studio 1</p> <p><i>Facilitated by Dora Mavor Moore Awards Manager, Scott Dermody of the Toronto Alliance for the Performing Arts (TAPA), the session will examine the internal (organizational) and external (industry-wide) effects of transitioning award categories to becoming fully gender neutral.</i></p> <p><i>The session will explore:</i></p> <ul style="list-style-type: none"> <li>- the current scenario through the lens of equity, diversity and inclusion;</li> <li>- broader industry-level questions raised by this change;</li> <li>- how to measure results and determining “success”;</li> <li>- internal organizational ripple effects.</li> </ul>
12:45 - 1:45 p.m.	Lunch
1:45 - 3:45 p.m.	<p><b>Open Space</b>  John McEwen, New Jersey Theater Alliance &amp; Audrey Seraphin, ArtsBoston  Location: Community Room</p> <p><i>Open Space is an APASO tradition that allows conference attendees to engage in conversation that more deeply explore the ideas that conference participants are thinking about. The Open Space process allows everyone to propose topics, which are then swiftly organized into opportunities for group discussion – from large groups to just two people. Group discussions will take place at various locations throughout Dallas Black Dance Theatre.</i></p>
3:45 - 4:00 p.m.	Walk to The Artisan Craft Kitchen + Terrace Bar   7-minute walk

**Location: The Artisan Craft Kitchen + Terrace Bar  
2330 Flora St #200, Dallas, TX 75201**

4:00 - 5:00 p.m.	Happy Hour
5:00 p.m.	Dinner & Time on Your Own   <i>Attendees are responsible for transportation back to the Magnolia Hotel</i>

**Location: Magnolia Dallas Downtown - Hospitality Suite on 27<sup>th</sup> Floor  
1401 Commerce St, Dallas, TX 75201**

7:30 p.m. - 12:00 a.m.	Hospitality Suite Open
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**Location: Magnolia Dallas Downtown  
1401 Commerce St, Dallas, TX 75201**

8:00 - 9:00 a.m.	Breakfast   2 <sup>nd</sup> Floor
8:00 - 9:00 a.m.	Conference Registration & Badge Pickup   2 <sup>nd</sup> Floor
9:30 - 10:45 a.m.	<p><b>Keynote Address</b></p> <p><b>We all do better when we all do better.</b> Joanna Schnedler &amp; Hannah Holman, Minnesota Theater Alliance Location: Griffin Room</p> <p><i>Minnesota: Land of 10,000 Lakes, and 450 Theaters! Second only to New York City for percentage of the workforce employed in theater companies, the Minneapolis/ St. Paul "Twin Cities" Metro Area is full of amazing performing arts experiences. In addition, this expansive and beautiful state boasts several other smaller metro areas and hundreds of rural communities who are regularly creating theater and holding conversations about the role they play in their individual communities. As a small budget organization entering its 10th year of service, the Minnesota Theater Alliance has made a programmatic commitment over the past few years to provide supportive services and training around topics related to Human Resources, and how we take care of each other and our community of theater practitioners. As Theater Alliance staff Joanna Schnedler and Hannah Holman share an overview of their programs and resources applicable to the wide range of Human Resources topics, they will discuss how the Alliance supports a continually changing statewide performing arts ecosystem. This keynote will reflect upon several case studies of Human Resources programming in action and ponder the challenges and successes of an art service organizations this programming to a broad range of types and sizes of organizations, as well as individual practitioners. They will also discuss the unique and challenging role of an arts service organization to be a "neutral" and community-building party in its ecosystem.</i></p>
10:45 - 11:00 a.m.	Break
11:00 a.m. - 12:30 p.m.	<p><b>Concurrent Workshops</b></p> <p><b>New Tools, New Possibilities - What Role Could Audience Research Play in Your Market?</b> Roberta Johnson, Greater Philadelphia Cultural Alliance + Kirk Mortensen, JCA + Christopher Perez, Technical Development Corporation Location: Griffin Room</p> <p><i>Audiences. Who are they, how do they behave, and why do they behave the way they do? Arts organizations collect a lot of data, but they often lack expertise, time, and resources to effectively analyze the data in order to understand patterns of participation. When they are able to do audience research, what they can learn is usually limited. Additionally, patterns of audience participation across a cultural marketplace often remain opaque to them. TDC, JCA, the Greater Philadelphia Cultural Alliance, and Prescott and Associates, with funding from the William Penn Foundation, have been piloting a new software solution, Audience Engine, that can solve this problem, and more. Audience Engine allows organizations to painlessly share their data with each other in order understand their current and potential audiences in the context of the broader cultural market. Organizations can more easily gain actionable insights and develop strategies based on real market intelligence. You'll learn how the pilot projects have progressed in Philadelphia, and your input as an arts service organization will help to shape future developments! How would you use this revolutionary access to audience data? How could it change approaches to audience development in your market? What do you want it to do for your organization, and the ways you serve the arts and culture sector? Join a generative discussion about Audience Engine to help create a tool that will transform our understanding of how audiences behave across the cultural marketplace, and how we align the cultural experiences we provide with the communities we serve.</i></p>

	<p><b>Advocating with Artists</b> Audrey Gámez &amp; Jessyca Holland, C4 Atlanta Location: Jackson Room</p> <p><i>C4 Atlanta will share the advocacy resources they have created to help individual artists and arts administrators advocate for the issues that affect them, why they focus on individuals, and why the focus goes beyond traditional "arts funding advocacy."</i></p>
12:30 - 1:30 p.m.	Lunch   2 <sup>nd</sup> Floor
1:30 - 3:00 p.m.	<p><b>APASO Business Meeting &amp; Handoff to Next Host City</b> Location: Griffin Room</p> <p><i>APASO is an informal network of arts service organizations – it is what we make of it, as volunteers and as people concerned about arts and culture in our communities. This session is our opportunity to discuss how we can contribute to support one another after the 2019 APASO Conference and to announce the host of the 2020 APASO Conference.</i></p>
3:00 - 5:30 p.m.	Time on Your Own
5:30 p.m.	Meet in Magnolia Hotel Lobby
5:30 - 6:00 p.m.	Bus to Saint Rocco's New York Italian

**Location: Saint Rocco's New York Italian  
3011 Gulden Ln #100, Dallas, TX 75212**

6:00 - 8:00 p.m.	Closing Dinner
8:00 - 8:30 p.m.	Bus to Magnolia Downtown Dallas

**Location: Magnolia Downtown Dallas - Hospitality Suite on 27<sup>th</sup> Floor  
1401 Commerce St, Dallas, TX 75201**

8:15 p.m. - 12:00 a.m.	Hospitality Suite Open
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**Saturday, May 4, 2019**

**Location: Magnolia Downtown Dallas  
1401 Commerce St, Dallas, TX 75201**

11:00 a.m.	Check-out at Magnolia Hotel
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**Please Note: The schedule is subject to change.**