

PURPOSE STATEMENT

To achieve a measurable impact on learning by integrating the community's arts and cultural resources into the education of every K-8 student in the region's school districts.

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GOVERNANCE STRUCTURE

Overview

The following governance structure has been developed as a result of more than six months of planning and discussions in the Portland region regarding Portland Metro Arts Partners (AP). These conversations have included representatives from the education community, arts organizations, artists, parents, business leaders, community volunteers and consultants from Big Thought in Dallas, Texas. A local group known as the Arts Partners Visioning Committee has been leading the Portland region through this process.

Arts Partners is envisioned as a community partnership rooted in a common mission and shared leadership from several parts of the community. Such a partnership assumes a set of shared values that guide the work of all involved in partnership activities – values such as:

- commitment to the mission and the partnership
- resisting bureaucracy and sharing leadership
- learning together and evolving as we learn
- employing the capabilities of area citizens/ organizations and building our capacities
- trusting in one another and acting in a trustworthy way
- being transparent

A community partnership, such as the one being developed here, requires an entity to take legal, fiscal and convening responsibility for the initiative. While potentially a new 501(c)3 could be established to take on this role, the Visioning Committee feels that a more effective strategy would be to utilize an existing organization. Further, it recommends that Regional Arts & Culture Council (RACC) be the organization to take on this role as Managing Partner.

The functions that are essential for this role include convening of public and private community agencies, partnership development and the building of capacity in organizations, particularly arts organizations. Of all the organizations in Portland, these functions align most closely with the mission of RACC, which states, "Through vision, leadership and service the Regional Arts & Culture Council works to integrate arts and culture in all aspects of community life." Other key reasons for this recommendation are:

- RACC is respected and trusted by the funding and arts communities.
- RACC is positioned to broker partnership.
- RACC does not directly implement arts education programs; therefore there is no conflict of interest.
- RACC's board has the right profile in terms of spheres of influence to guide this initiative to success.

Roles and Responsibilities

Managing Partner: RACC Board

- Responsibilities:
 - Fiscal oversight
 - Legal responsibility
 - Public sector fundraising
 - Appointment of AP Governing Board and its chair
- In general, supports government and community relations
- Cedes program oversight to the AP Governing Board

AP Governing Board: A Community Group

- Responsibilities:
 - Maintain partnership relations
 - Oversee initiative and its design
 - Oversee Implementation Partner(s)
- Membership:
 - 2 RACC Board members
 - Representatives from the 5 participating school districts (Beaverton, Gresham-Barlow, Hillsboro, North Clackamas, Portland)
 - City/County representatives
 - Private sector philanthropy
 - Corporate/Business representatives
 - Community volunteers
 - One co-chair from each of the AP committees
- Anticipated commitment:
 - Monthly meetings with meeting frequency expected to decrease as program develops
 - Two to three years
- In general, supports fundraising, communications and provides advocacy
- Appoints co-chairs to lead each of the initial three committees (see below)
- Develops and implements a process for selecting Implementation Partner(s)
- RACC staff supports the AP Governing Board and committees.

AP Staff

- Works for RACC through the AP Governing Board
- Responsibilities:
 - Develop and maintain partnership relations
 - Coordinate partnership activities
 - Coordinate partnership planning process

AP Committees

- Role:
 - Specific areas of focus for the initiative
 - Recommendations to the AP Governing Board
 - Representation on AP Governing Board by one of two co-chairs

Program Design Committee

- Responsibilities:
 - Create the model/pedagogy/framework around integration and professional development
 - Determine specific outcomes for the initiative
 - Develop an evaluation/assessment plan to measure identified outcomes
 - Work in conjunction with Program Implementation Committee to create a framework that is scalable across multiple districts

- Membership:
 - Co-chaired by representatives from the education and arts communities
 - Curriculum/instruction staff from school districts
 - Educational and artistic staff from arts organizations (ensuring a balance of different arts disciplines and sizes of organizations)
 - Principals & teachers
 - Representatives from higher education
 - Other local/regional experts
 - Note: Some common membership and joint meetings with the Program Implementation Committee are expected.
- Anticipated commitment:
 - Monthly or semi-monthly meetings, dates and times TBA based on availability of members; meeting frequency expected to decrease as program develops
 - Six months to three years
 - Options for involvement in ad hoc or sub committees
- Initial questions to address:
 - What is the definition of integration for this initiative?
 - What is the framework or common programmatic throughline?
 - What professional development, within this framework, should be delivered to teachers, principals, arts specialists, artists and arts organizations?
 - What outcomes for students, teachers and/or artists will indicate success of the partnership?
 - What outcomes will be most important to measure via evaluation and assessment?

Program Implementation Committee

- Responsibilities:
 - Develop policies and procedures
 - Identify systems and tools necessary to implement the initiative at scale
 - Work in conjunction with Program Design Committee to create a framework that is scalable across multiple districts.
- Membership:
 - Co-chaired by representatives from the education and arts communities
 - Operational staff from school districts
 - Operational staff from arts organizations (ensuring a balance of different arts disciplines and sizes of organizations)
 - Principals & teachers
 - Other local/regional experts
 - Note: Some common membership and joint meetings with the Program Design Committee are expected.
- Anticipated commitment:
 - Monthly or semi-monthly meetings, dates and times TBA based on availability of members; meeting frequency expected to decrease as program develops
 - Six months to three years
 - Options for involvement in ad hoc or sub committees
- Initial questions to address:
 - What qualifications will be required for organizations to become an 'Arts Partner'?
 - Considerations:
 - Insurance requirements
 - Criminal background check/safety requirements
 - Programming history
 - Can for-profit groups qualify?
 - Can individual artists qualify directly?

- How might the money for direct services (artist fees, tickets, etc.) be handled? What process will transfer these funds from the districts to the arts organizations? What accountability is required?
- How can professional development, designed by the Program Design committee, be organized and delivered to teachers, principals, arts specialists, artists and arts organizations?
- How should assessment and evaluation plans be executed?

Partnership Advancement Committee

- Responsibilities:
 - Develop private sector fundraising plan
 - Create a comprehensive communications plan to promote the initiative
 - Provide strategies for program advocacy
- Membership:
 - Co-chaired by representatives from the education and arts communities
 - City/county representatives
 - District representatives
 - Private philanthropy
 - Corporate philanthropy
 - Community volunteers
 - Arts organization representatives
 - Community experts in communications and fundraising
- Anticipated commitment:
 - Monthly meetings, dates and times TBA based on availability of members
 - Six to 18 months
 - Options for involvement in ad hoc or sub committees
- Initial tasks to consider:
 - Development of a 3-year outline of the initiative, including a proposed budget for fundraising during the dynamic design phase
 - Design of a 3-year development plan with financial benchmarks for the initiative
 - Creation of an effective brand and identity for the initiative
 - Development of a public relations plan for the initiative

AP Advisory Council

- Role:
 - Communication with and feedback from a broad stakeholder group.
 - Response to work of the AP Governing Board and committees
- Anticipated commitment:
 - Ongoing quarterly meetings
- Membership: open to the public

Implementation Partner(s)

- Responsibilities:
 - Executes the partnership's plan
 - Manages day-to-day tasks necessary for program implementation
 - Accountable to the partnership for outcomes
 - Manages systems and services including communications and technology needed for program success
 - Implements plan for private sector fundraising
 - Implements plan for program assessment and evaluation
- Qualifications determined through an open and transparent process managed by the AP Governing Board
- Responsibilities and accountability formalized in a legal agreement with the RACC Board