

## **Announcing an exciting new chapter in the development of EmcArts!**

### *Details of our transition and new affiliation*

[EmcArts](#), the leading national provider of programs in complexity and adaptive change for the arts and social sector, is strengthening its approach to organizational change, transitioning to a new structure, and expanding its range of program services in support of emerging adaptive capacities in the field. We will accomplish these goals through an affiliation with the [Thomas S. Kenan Institute for the Arts](#) at the University of North Carolina School of the Arts (based in Winston-Salem, NC), beginning in the fall of 2018. EmcArts will retain its status as an independent 501c3 organization. Current and planned EmcArts programs, in New York City and across North America, will all move forward uninterrupted.

### **A renewed purpose and strengthened sense of direction**

EmcArts is maturing as a national service enterprise and moving beyond its founders. No longer a start-up enterprise, EmcArts has established a distinctive profile and a set of effective core programs through which it stands out in the crowded world of nonprofit services. We are now looking to achieve greater critical mass and serve a wider shared agenda. We will strengthen our capacity building and training programs on adaptive change, while developing partnerships and networks to involve a much wider range of agencies in direct delivery of this work at the individual, organizational and community levels. We will further develop our programs and offerings, make space for more research and teaching around complexity, innovation and adaptive change, sustain our intellectual legacy, and leverage our track record and financial base to amplify the impact of adaptive work across the country. In pursuing these strategies, we will move toward becoming a national center for innovation and adaptive change in the arts and across the social sector.

### **An expanded set of program strategies**

For the first 12 years of EmcArts' history, we have operated at the leading edge of innovation and adaptive change. To engage early adopters keen to take immediate advantage of emerging next practices in the field, we created our [Innovation Labs](#), [New Pathways for the Arts](#) programs (including creative placemaking in complex systems), our program for adaptive leaders ([Arts Leaders as Cultural Innovators](#)) and our [single-organization services](#). Based on the success of these initiatives, we are now ready to engage with a larger constituency, in the arts as well as across the social sector. Before undertaking adaptive work, the majority of organizations across the sector need to see convincing evidence that the concept of building adaptive capacity has value. After years of pioneering adaptive work by our program participants, evidence of impact and value has now reached tangible levels; and an increasing number of grantmakers are embracing the urgent challenge of effective change in today's complex environment. This new focus requires a significant shift in service strategy for EmcArts.

Our partnership with the Kenan Institute for the Arts provides the opportunity for EmcArts to undertake this shift in strategic approach, while continuing to deliver our existing programs. Winston-Salem is a regional center of creative enterprise, with UNCSCA a nationally recognized center of arts learning. Joint programs of the Kenan Institute and EmcArts will bring together University

faculty and resources with leading expertise in arts innovation and adaptive change to provide a new national platform and critical mass for “next practices” in the arts sector.

The first two years of the partnership will see the completion of the first *New Pathways* program in [Houston](#), the *Community Innovation Lab* in [Indianapolis](#), and the 3<sup>rd</sup> Round of our professional development program for adaptive leaders, *Arts Leaders as Cultural Innovators*. Over this two-year period, the *New Pathways* program in [Charlotte](#) and the *Staging Change* program in [Toronto](#) will continue, alongside single-organization services.

By the beginning of Year 2 (July 2019), new adaptive capacity-building programs and training in navigating complexity will begin to be launched, including [workshops for artists and community agencies](#), trainings for consultants and facilitators, and continuing adaptive leadership development work (for boards and staff). EmcArts will maintain its online learning platform, [www.ArtsFwd.org](http://www.ArtsFwd.org), capturing next practices for arts leaders, and will extend its documentation for the field of adaptive change techniques with individuals, organizations and communities.

## **A new organizational structure**

The planned transition in strategy means gradually moving away from EmcArts acting as a wholly independent agency, delivering extended in-depth programs over two to three years. More emphasis will now be placed on delivering shorter-term capacity building and training programs, while developing partnerships and networks to engage a much wider range of agencies in direct delivery of this work. We anticipate the launch of new programmatic collaborations with service organizations, academic enterprises, and coalitions of practitioners over the next three years.

[Richard Evans](#) will step down as President of EmcArts in early 2019, to take up an Emeritus role; he will serve as advisor and senior researcher, and play an ongoing design role in future program development. [Melissa Dibble](#) will transition from her role as Managing Director in mid-2019; she will continue to serve as a Lead Process Facilitator for EmcArts programs. [Liz Dreyer](#)'s process facilitation work will expand to meet new program needs.

We are delighted to announce that [Jonathan Halsey](#) is joining EmcArts as our new Managing Director, to lead the staff team and direct our future organizational development. In recent years, Jonathan has served The Winston-Salem Foundation in several positions, rising from Donor Services Officer to Director of Community Engagement and, most recently, Director of Philanthropic Services. For the Foundation, Jonathan played a key convening role in our [Community Innovation Lab](#) in Winston-Salem. Jonathan will oversee the company's development, build new external partnerships and networks, manage the effective delivery of services, and liaise with the Kenan Institute and UNCSCA over collaborative ventures.

The EmcArts team of experienced process facilitators will continue to serve the company, and will expand to meet the new organizational goals and implement new strategies. New staff will be taken on in Winston-Salem to support and amplify EmcArts' work from the new office there. The EmcArts Board of Directors will also expand to complement the expertise and perspectives of its existing members.