



New Model for Spirit & Place

Background:

As outlined in our 2007 proposal to Lilly Endowment, we agreed to engage Maribeth Smith & Associates, one of Central Indiana's leading event specialists, to analyze and improve the S&P planning model so that we can better engage key community leadership, enhance festival relevance, raise the community profile of Spirit & Place across broad audiences, and create new opportunities for revenue and volunteer development.

The Process:

A task force was assembled to take a strategic look at S&P and possible planning models. Over a series of five meetings, the task force discussed numerous questions, including (but not limited to): How do we take S&P to the next level? Should S&P move beyond "dates and gates?" How can the call to action be strengthened? How can S&P be more relevant? What's the balance between ideas and action? What other skills/activities does S&P want to encourage?

How do we build community awareness and broaden appreciation for S&P? How can we better brand S&P? What is the right timing (length of festival and time of year)?

Task Force Members

- **Erin Albert**, Assistant Professor, Butler University
- **Keira Amstutz**, CEO, Indiana Humanities Council
- **David Bodenhamer***, Exec. Dir., The Polis Center
- **Greg Charleston**, CEO Arts Council of Indianapolis
- **Rosemary Dorsa**, Executive V.P., CICF
- **Mark Foglesong**, Retired, Eli Lilly and Company
- **Jennifer Gilles**, Program Coordinator, Spirit & Place
- **Jane Henegar***, Project Director, Project Citizen
- **Pam Blevins Hinkle**, Director, Spirit & Place
- **David Hoppe**, NUVO journalist and playwright
- **David Kosene***, Kosene & Kosene Development
- **Laura Mays**, Maribeth Smith & Associates
- **Greg Reynolds**, Eli Lilly and Company
- **Ellen Saul**, Maribeth Smith & Associates
- **Betsy Smith**, Dir. of Philanthropy, Nature Conservancy
- **David Wantz***, Associate V.P., University of Indianapolis

* S&P Board Member

Task Force Proposal to the Advisory Board:

The task force recommended that S&P:

- Be "the" place to facilitate dialogue in the community.
- Focus on the festival itself rather than creating other year-round events.
- Reduce festival from 17 to 10 days.
- Build a festival that appeals to many generations.
- Build high-profile opening and closing weekends.
- Take a leadership role in educating constituent groups about creative collaborations and civic discourse.

The following pages outline a revised model for Spirit & Place based on those recommendations. The Advisory Board approved the new model on June 11, 2008.



Explanation of Charts:

- **Spirit & Place Challenges & Solutions.** This document outlines current challenges/needs that S&P faces in the areas of collaboration, relevance, content, and events. Current and future solutions are noted.
- **Program Design.** This document outlines a new program design that serves two audiences: the general public (served by the festival) and nonprofit/civic leaders (served by an academy/training program). The festival and the academy, as well as their intersection, create opportunities for short-term to long-term systemic impact.

In this framework Spirit & Place Festival is much like a community garden. We cultivate the soil for organizations to plant and exchange new ideas and work together to create positive change in the community. Spirit & Place's focus is on:

- providing the soil/space (the festival),
- cultivating our own exceptional plots (signature events), and
- giving the gardeners the right tools (institute on collaboration, discourse, program design).

The gardeners (community organizations) sow the seeds (partnerships), tend their crop (programs), and harvest the result (impact/change).

- **New Model Program.** This document outlines the 10-day Spirit & Place Festival for 2009 (Inspiring Places theme).
- **Local Operating Committee Structure.** This document outlines the new planning structure that will implement the new S&P model.

Spirit & Place: Challenges and Solutions

Continuing Challenges	Need	Current Solution(s)	Future Solutions
<p><u>Collaboration</u> Community leaders in arts, civic, and religious organizations often do not have the capacity or skill to collaborate deeply or effectively.</p>	<p>Community leaders need specific skills training on the benefits, costs, techniques, and tools for true collaboration. This need was also embraced by attendees at the recent statewide NonProfit Congress.</p>	<p>S&P offered a ½-day collaboration workshop in 2008 with excellent attendance and evaluations. Interestingly, most attendees were NOT Spirit & Place partners.</p>	<p>Create a 2-3 day institute that offers training for local nonprofit and civic leaders in collaboration, public programming, civic dialogue.</p>
<p><u>Content</u> Programs do not always reflect good program design or provide sufficient opportunities for civic action. Partner expertise with public programming varies widely.</p>	<p>Festival partners need training on (a) understanding civic discourse/dialogue, (b) elements of program development and design, (c) multiple learning styles, and (d) clearer understanding of S&P selection criteria.</p>	<p>Optional 2-hour applicant meetings are held each January, which provide an overview of Spirit & Place, selection criteria, program guidance, and application tutorial. S&P staff provides individual program guidance as requested.</p>	
<p><u>Relevance</u> Because S&P depends solely on community partners to create programs (except the Public Conversation), relevant community issues are often missed.</p>	<p>Spirit & Place needs a structure that proactively identifies key community issues that are explored through the annual themes.</p>	<p>Sub-themes for 2008 were identified through community brainstorming sessions. Applicants addressing sub-themes received special preference. Effectiveness of this strategy not clear.</p>	<p>Create a community-based planning structure that engages key populations and organizations. Proactively identify key issues and stimulate creation of new signature events. Re-vitalize the PC and possibly create other events.</p>
<p><u>Public Conversation/Events</u> Spirit & Place's only major event, the Public Conversation (PC), does not provide optimum branding for S&P.</p>	<p>The PC needs to be re-evaluated/enriched/expanded. S&P needs other key events that effectively brand S&P and generate significant public recognition.</p>	<p>S&P is in conversation with IMA, Ball State, and Butler to bring a major national artist for 2009 for the PC, college master classes, and public performances.</p>	

Program Design for Spirit & Place

Program Area		Activity (Audience)	Purpose	Public Profile	Scope of Impact/Change
Festival <i>(detailed model on next page)</i>	Current & Continuing	Festival programs that are community-driven <i>(General Public)</i>	Stage for ideas Exposure to "other" (ideas, people, places) Encouraging dialogue/civic action Broad, grassroots engagement	Low-medium public profile for S&P and its sponsors Community organizations maximize their own public profile	Short-term to moderate impact/change for public and partners
	New	Signature events that are Spirit & Place-driven (in partnership with leading institutions) <i>(Youth/Young-Adult, Family, "NPR" crowd, General Public)</i>	Exposure to new ideas by national pace-setters/thinkers Reflecting best of community relevance, collaboration, program design, civic dialogue/action	High public profile for S&P and its event partners/sponsors	Moderate to long-term impact/change for public and partners
Institute	New	An institute that is created by Spirit & Place in partnership with key organizations <i>(Nonprofit & Civic Leaders)</i>	Train cadre of local civic leaders with skills in collaboration, civic dialogue, and public programming	Builds S&P profile within the NFP sector (future/current event and festival partners)	Systemic impact/change for NFP's Benefits S&P events (especially signature events)

Mission Fulfillment

To promote:

- civic engagement
- respect for diversity
- thoughtful reflection
- public imagination
- enduring change

through creative collaborations between the arts, humanities, and religion.

New Model for a 10-Day Festival

PRIORITIES:

- (1) Strengthen community and media focus by offering a 10-day festival (16 days in 2008).
- (2) Build high-profile opening weekend events that frame the annual theme.
- (3) Continue inspiring community events that promote dialogue, creativity, and action.
- (4) Develop closing weekend events that inspire action and create civic momentum (Public Conversation moved to final day of festival).
- (5) Build a festival which appeals to many generations.
- (6) Serve as THE place to facilitate dialogue in the community.
- (7) Take a leadership role in promoting effective collaboration and civic discourse.

		Opening Events organized by Spirit & Place in collaboration with key partners (see below)		COMMUNITY EVENTS							
		Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
		11/06/09	11/07/09	11/08/09	11/09/09	11/10/09	11/11/09	11/12/09	11/13/09	11/14/09	11/15/09
<i>Morning</i>			Signature Event (#1)								
<i>Afternoon</i>			Signature Event (#2)								Public Conversation
<i>Evening</i>	Possible Opening Celebration Event		Signature Event (#3)							INSPIRING EVENING-- Public Conversation speakers featured in 3 private dinner events organized by Spirit & Place	

OPENING EVENTS
Framing Ideas

- * Introduces/frames theme ideas
- *Launch w/high profile presenters at signature events (Signature Event Partners: IMA, St. Luke's United Methodist Church, and WFYI)*Strong focal point for consumers and media
- * Draw larger/regional audiences
- *Whet community appetite for coming events
- * Promotes cultural tourism

COMMUNITY EVENTS
Engaging in Dialogue/Action

- * Prompts exploration, conversation, creativity and action on theme of Inspiring Places

CLOSING EVENT(S)
Inspiring Action

- * Creates ending focal point
- * Inspire community to put ideas/dialogue into practice
- * Creates forward momentum

LOCAL ORGANIZING COMMITTEE - as of 10/08/08
For SPIRIT & PLACE, A project of The Polis Center, IU School of Liberal Arts, IUPUI

- Advisory Board - *Policy Setting & Leadership Development***
- Sets policy and develops strategic, long-term vision/goals
 - Approves festival themes
 - Helps identify honorary chairs, co-chairs, & steering committee members
 - Meets bi-monthly

Honorary Chair(s)

Co-Chair(s)

- Steering Committee - *Content Development***
- Create annual vision, goals, objectives
 - Provides oversight of Local Organizing Committee
 - Advises budgetary goals (sponsorships, ads, signature events, etc.)
 - Includes Spirit & Place staff, event consultants, key community leadership
 - Meets monthly

Event Coordinators
(Spirit & Place staff and event consultants)

Local Organizing Committee - *Implementation*

The 9 committee chairs (below) meet monthly with festival staff and event consultants.

<p align="center">Academy (future)</p> <ul style="list-style-type: none"> • Work with key civic partners to develop training program 	<p align="center">Event Selection (continuing)</p> <ul style="list-style-type: none"> • Already existing committee that includes Advisory Board and community members 	<p align="center">Opening Celebration/Party & Signature Events (new in 2009)</p> <ul style="list-style-type: none"> • Coordinates high profile opening weekend events 	<p align="center">Partner Liaison (new in 2010)</p> <ul style="list-style-type: none"> • Includes subgroups for tracks or high relevance areas within themes • Improves program diversity, quality, geographic scope, etc. 	<p align="center">Preview Event/Closing Event (new in 2009)</p> <ul style="list-style-type: none"> • Coordinates fundraising events
<p align="center">Promotions (new in 2009)</p> <ul style="list-style-type: none"> • Develop marketing strategy • Strengthen media communications & advertising • Festival magazine • Establish year-round online presence • Develop cultural tourism initiative(s) 	<p align="center">Public Conversation (new in 2009)</p> <ul style="list-style-type: none"> • Coordinates Public Conversation & any related programming 	<p align="center">Sponsorship (new in 2009)</p> <ul style="list-style-type: none"> • With IU Foundation involvement and support 	<p align="center">Volunteers (new in 2009)</p> <ul style="list-style-type: none"> • Identify volunteer needs, shifts, and job descriptions • Develop and implement strategy for recruitment • Schedule and train volunteers for all functions 	

