



**The Innovation Lab for the Performing Arts**  
*Supported by the Doris Duke Charitable Foundation*

**Request for Proposals (Round 8)**  
*Deadline for responses: Tuesday, December 11, 2012*

**Table of Contents**

**About the Innovation Lab for the Performing Arts** ..... 1

    Why is the Innovation Lab for the Performing Arts needed? ..... 2

    How is the Lab defining innovation? ..... 3

    What are the aims of the Lab? ..... 3

    What stages in the development of new initiatives are suited to participation in the Lab? ..... 4

    What kinds of change does the Lab focus on? ..... 4

**What does the Lab provide?** ..... 4

    What will my organization's responsibilities be in participating? ..... 5

**Who is being invited to apply in Round 8?** ..... 6

    What are the criteria for selecting participant organizations? ..... 6

    How will participants be selected? ..... 7

**What is the deadline for applying?** ..... 7

    When can we get feedback on our draft application? ..... 7

**What should the application include?** ..... 8

**Where should the application be sent?** ..... 10

**Who can we contact for further guidance?** ..... 10

**Application Format**

Cover sheet

Application Form

**Lab participants and examples**



## **The Innovation Lab for the Performing Arts**

*Supported by the Doris Duke Charitable Foundation*

### **Request for Proposals (Round 8)**

***Deadline for responses: Tuesday, December 11, 2012***

The *Innovation Lab for the Performing Arts* is designed and managed by EmcArts, with the generous support of the Doris Duke Charitable Foundation. The Lab is a 12-month program that helps performing arts organizations incubate and test innovative strategies to address major adaptive challenges.

This document provides the necessary information for producing and presenting organizations in theater, modern and contemporary dance, and jazz (including college-based presenters) to consider applying to Round 8 of the Innovation Lab in 2012. Applications from more than one organization to explore a partnership, collaborative venture, or merger, are also welcomed. Up to four organizations will be chosen to participate in Round 8. Because the Innovation Lab is an unusual program with many elements, we strongly encourage applicants to discuss draft proposals with EmcArts in advance of their final submission. Contact information and instructions for assistance are detailed at the end of this RFP.

Recognizing that service organizations and other development agencies in the performing arts (such as economic development corporations with programming in the performing arts) have specific needs, EmcArts is undertaking research to determine how best to develop a Lab program that supports innovation and adaptive change for those entities. Rather than including these organizations in Rounds 7 and 8 of the existing Lab, we expect to develop a first Lab cohort especially designed for service organizations and arts development agencies, to begin participation in early 2013.

#### ***Why is the Innovation Lab for the Performing Arts needed?***

The Innovation Lab was established in response to demands from the performing arts field for deeper support for innovation over extended periods of time. We recognize that there is already widespread experimentation in the field. Rarely, however, do most organizations have the dedicated resources or time to test creative ideas rigorously or to prioritize carefully among multiple potential strategies. As a result, achieving sufficient organizational consensus for the implementation of genuinely far-reaching strategic innovation is difficult, allowing only minor incremental change to prevail. Many field leaders continue to tell us, however, that the rapidly changing operating environment for American cultural institutions demands significant new adaptive capacities and strategies if performing arts organizations are to remain artistically vital, competitive and valued by their communities.

Supporting innovation is as vital to the health of performing arts organizations now, during a time of severe economic stress, as it is in more expansive times. Organizations able to respond innovatively to restructuring will be among those most capable of seizing future opportunities as the economy improves.

The Innovation Lab provides organizations (selected on a competitive basis) with space, time and resources to explore and accelerate the design and testing of new organizational change strategies for which they are both ready and committed, with the purpose of addressing specific adaptive challenges and providing a set of compelling “prototypes” for the future. Emerging strategies



selected for inclusion will be in areas that offer substantial leverage for new, effective practices in the performing arts field; they will not necessarily be large in scope or in financial cost.

### ***How is the Lab defining innovation?***

Based on research into the literature of innovation, discussion with arts leaders, and reflections on our own work in the field, EmcArts has developed the following working definition of organizational innovations, which is now being widely adopted in the field:

*Organizational innovations are instances of change that result from a shift in underlying organizational assumptions, are discontinuous from previous practice, and provide new pathways to creating public value.*

While not all innovations meet all these criteria, we have found that this definition provides a useful orientation toward change efforts and new strategies that are more than just incremental revisions to business-as-usual. At the same time, the definition steers us away from new strategies that are only “novelties,” unrelated to achieving the organization’s mission. Above all, the definition draws attention to the foundation of innovation in an underlying shift in the organization’s assumptions – about its own processes and products, and/or about the external operating environment. Organizations applying to the Innovation Lab should bear this definition of innovation in mind as they prepare their proposals. Innovative approaches to necessary restructuring, downsizing or merging are welcome alongside proposals for new or expanded activity.

### ***What are the aims of the Lab?***

The Innovation Lab was created to advance and accelerate the development of new and innovative strategies by performing arts organizations in order to address well-defined adaptive challenges. It is designed to do this in a way that promotes internal culture change and builds the capacity of participating organizations to innovate more effectively in the future. Participating organizations form a “laboratory” for testing new approaches to achieving artistically vital and organizationally healthy arts institutions. Participants in Rounds 1 – 6 of the Lab are listed at the end of this RFP. The aims of the Lab are to help shape, focus and propel strategies into implementation, and to establish a number of contemporary “next” practices in the performing arts field. The Lab provides a framework for innovation projects across all parts of the organization and its relationship to its community. We aim to help participating organizations strengthen their ability to bring innovations successfully to the public, establish plans for the continued development of their adaptive capacities, and move toward more flexible and responsive organizational cultures. Examples of areas in which arts organizations are innovating include (but are not limited to):

- ◆ Engaging audiences, and the wider community, in new ways
- ◆ Rethinking program formats, venues and approaches
- ◆ Involving the public in co-creating arts activities
- ◆ Using technology and the Web to create and engage with artistic experiences
- ◆ Reconsidering the role of the creative artist in the organization
- ◆ Restructuring the organization for new demands and new ways of doing business
- ◆ Partnering or merging with other organizations for greater reach and impact



### *What stages in the development of new initiatives are suited to participation in the Lab?*

The evolution of breakthrough strategies is often represented as having three stages:

1. The emergence of “big ideas” from a background of no ideas
2. Moving significant strategic ideas to the point of sufficient clarity and ownership within the organization that they have a chance of being implemented
3. Getting fully shaped and supported strategies actually implemented

The Innovation Lab focuses on accelerating the progress of performing arts organizations from the second to the third of these stages. It is not intended as an idea factory, nor purely as a strategic planning initiative around projects that are fully conceived. Participants are expected to begin their work having already identified a major adaptive challenge, and with possible innovative responses under consideration (we often call these “half-baked” ideas). An organizational culture supportive of innovation, and a track record of strategic innovations (both failed and successful) are therefore prerequisites. We find that innovations at the “half-baked” stage are well suited for the combination of services that the Lab provides. Proposals that are fully cooked and await funds for implementation, or those that are at the early stage of circling around a broad idea, with little sign of innovative thinking to date, tend to be less suitable for the Lab, and fare less well in selection.

### *What kinds of change does the Lab focus on?*

Most organizations are familiar with “technical” challenges to their operations and systems, challenges that can typically be solved by gradually changing and improving current practices. Ronald Heifetz, professor at the Kennedy School of Management at Harvard, distinguishes these from “adaptive” challenges – those that demand new approaches and strategies because there are no set procedures, no recognized experts and no evident responses available to meet the challenge. Challenges of this kind require that organizations shift their ingrained organizational assumptions, and let go of cherished beliefs, in order to develop innovative responses that are unprecedented for that organization.

The Innovation Lab has been created to help encourage, improve and support the development of new and innovative approaches to addressing well-defined **adaptive challenges**. Participants become investigators driving the experiments in this laboratory for testing new approaches and exploring “next practices”.

### *What does the Lab provide?*

The Innovation Lab is a 12-month program in which EmcArts facilitators work with teams of staff, artists, board leaders and others from participating organizations (“Innovation Teams”). The Lab includes individual coaching, group facilitation, an Intensive Retreat with specialized faculty, and a variety of extended support systems tailored to the needs of each organization.

Specifically, the Lab provides each organization with the following resources:

- ◆ Initial engagement by an EmcArts facilitator with each organization’s leaders, over four months, to explore and clarify the new strategy, strengthen the organization’s Innovation Team, and build momentum for the Intensive and subsequent strategy implementation.



- ◆ A five-day residential Intensive Retreat, shared by the three participating organizations (attended by up to 10 people per organization) and co-designed with EmcArts, to catalyze implementation of the strategy (with accommodation and meals provided for all participants, and a contribution of up to \$425 per person made toward travel costs).
- ◆ Faculty at the Intensive, including experts in organizational learning and teamwork; one individual will be chosen in collaboration with each organization to meet specialized content needs (with up to \$3,000 per organization available for fees, plus travel and accommodation).
- ◆ Up to \$1,200 per organization to provide stipends for unaffiliated members of the Team (such as individual artists) who would otherwise have to forgo a week of paid work to attend the Intensive.
- ◆ Follow-up implementation coaching and facilitation by EmcArts, over approximately six months, to support prototyping of the innovation (repeated tryout activities in low stakes environments, plus evaluation).
- ◆ Post-Intensive Support Grants of \$30,000 toward project prototyping, plus \$9,000 in unrestricted operating support, to maintain organizational momentum toward implementation and to assist with critical follow-up activities (each organization will take responsibility for funding the full implementation of its new strategy).
- ◆ An online resource center on innovation and hub for interaction among participants throughout the life of the Lab ([www.ArtsFwd.org](http://www.ArtsFwd.org)).

***What will my organization's responsibilities be in participating?***

Participation in the Innovation Lab represents a serious commitment over 12 months by each organization, in order to make the best possible use of the resources offered. If your organization is selected, please understand that it is a condition of receiving the award that your Innovation Team agrees to fully participate in all three Phases of the program, including all of the five-day Intensive. Lab activities and responsibilities for participating organizations in Round 8 of the Lab consist of:

**December 11, 2012:** Your deadline to respond to the Round 8 RFP.

**Early-mid January, 2013:** Application review by a Selection Panel, and notification of successful applicants to participate in Round 8 of the Lab.

**January - May, 2013:** Phase 1—your project's Innovation Team, and other stakeholders as appropriate, will work with EmcArts on- and off-site. Your responsibilities will include: finalizing your Team, exploring strategic options, compiling relevant data, and constructing a detailed Lab workplan that matches your needs. Participants and EmcArts facilitators will also co-design the content and style of the Intensive.

**June, 2013:** Intensive Retreat—your Innovation Team, plus others as you decide, will take part in the five-day residential Intensive. The Intensive serves as an “accelerator” to fully develop and build out your intended innovation, ready for prototyping. *All Team members are expected to be in residence for the full duration of the Intensive.*

**Please note that the Round 8 Intensive is scheduled for the following period: Sunday, June 16 - Friday June 21, 2013 at the Airlie Center in Warrenton, Virginia.**

**July - December 2013:** Phase 3—your Team will work to prototype your developed strategy and to re-integrate it with your organization as a whole, supported by follow-up coaching



and on-site facilitation by EmcArts. Prototyping consists of one or more limited trials of your strategy, followed by evaluation and strategy revision. You are also entitled to receive Support Grants totaling \$39,000 toward your prototyping efforts (applications are simple and will be reviewed within four weeks).

**Ongoing:** Throughout your participation, you will work with EmcArts on documenting your innovation and how you developed and implemented it. You will also put in place an evaluation framework as your strategy is implemented.

Up to four organizations will be chosen for Round 8 of the Innovation Lab.

### *Who is being invited to apply to Round 8?*

Round 8 of the Innovation Lab for the Performing Arts is open to all American nonprofit producing and presenting organizations in theater, modern or contemporary dance, and jazz (including college-based presenters). Applicants should demonstrate a core commitment to the creation, production or presentation of new work in their artform(s). While a whole season need not consist of contemporary or new work, a serious engagement with advancing the field through the production or presentation of new artistic work is expected.

Applications to explore partnerships, joint ventures and mergers are also encouraged. Partnerships may include organizations operating in or outside of the arts field (including international partners), but an eligible organization must be the lead partner and lead applicant. Other organizations included in a partnership application may participate fully in the Lab's activities. Lead applicants are responsible for submitting all information; EmcArts may request additional information about partners as needed in order to consider the proposal.

Candidates should also meet the following specific eligibility requirements:

1. Stable artistic and executive leadership (generally meaning no less than 12 months of tenure)
2. Board composition that is managed in an orderly fashion and is not subject to seismic upheavals in membership
3. A staff complement (full- and part-time) equivalent, in the aggregate, to no fewer than 5 full-time staff members
4. Ability to commit time and resources to the Innovation Lab, even if in the midst of another extraordinary major institutional initiative (e.g., a building move or a capital campaign)

### *What are the criteria for selecting participant organizations?*

The Lab's criteria for selecting organizations draw on established research regarding organizational change and innovation. Research indicates that the following qualities contribute to effective innovation. We do not expect applicants to exhibit all these characteristics, but selection will be based in part on specific evidence of the presence of these factors in the proposal.

- ◆ Institutional capacity for innovative change (adaptive and inclusive leadership, organizational self-awareness and capacity to learn, strong external relations, processes and resources for effective implementation)



- ◆ Cultural and structural support for innovation (evidence that independent thinking, idea generation, and challenging “business-as-usual” are valued by the organization and facilitated by its structures and systems)
- ◆ Commitment to developing substantive new strategies
- ◆ Clear goals and institutional momentum toward adaptive change
- ◆ Likelihood of deriving sustainable organizational and public value from the innovation

***How will participants be selected?***

EmcArts staff will compile and review all the applications, and may then ask applicants to submit revisions, updates or additional information.

Application materials and additional information will be reviewed by a Selection Panel of experts in innovation, organizational change and the performing arts. The Panel will recommend organizations for participation in the Lab.

***What is the deadline for applying?***

**The Round 8 Application deadline is Tuesday, December 11, 2012.**

All applications must be received, electronically or by mail, at EmcArts on that date. If you are mailing all or part of your application, please send an e-mail to let us know when it has been mailed, in order to avoid missing the deadline through mishaps in delivery. All applications will be acknowledged by e-mail upon receipt. We will announce decisions for Round 8 approximately two weeks after the Selection Panel meets. (For a detailed timeline, see page 4.)

***Can we get feedback on our draft application?***

Because the Lab is both complex and specific in its benefits, we strongly encourage all applicants to consider seeking feedback on their ideas and draft applications. ***Members of the EmcArts Lab team will provide telephone counseling on initial proposal ideas or general questions about the Lab.*** If requested, we will also review draft applications and provide up to 30 minutes of telephone feedback. Please note the following deadlines:

	<i>Start date</i>	<i>End date</i>
Telephone counseling on initial proposal ideas	October 29, 2012	November 21, 2012
Submit draft application for review by EmcArts coach	November 5, 2012	November 28, 2012
Telephone feedback (up to 30 minutes) on draft applications	November 12, 2012	December 5, 2012

Requests for initial counseling and/or draft application review should be e-mailed to Liz Dreyer (see contact information below), with the draft application attached, if appropriate. Only one application review can be conducted per applicant.



While EmcArts provides these coaching services to assist applicants in fully understanding the scope of the Lab, and better fitting their proposals to its design and resources, we offer no guarantee that a review will make any application more competitive with the Selection Panel. EmcArts does not intercede on behalf of any applicant during the selection process.

### ***What should the application include?***

It is important to stress that we are not looking for traditional grant proposals. We recognize that it is natural for ambiguity and a degree of messiness to characterize applicants' work in progress—indeed, these qualities are often part of achieving new ways of thinking and acting. Certainty of direction, clarity on the purpose of proposed new strategies, an understanding of what needs to be learned, and a high level of critical self-awareness are essential; but detailed, neatly packaged plans for implementation are not required, nor encouraged. The Lab's role, in part, is to assist in developing means for effective implementation, once deep institutional commitment to an innovative strategy is achieved. Applications should therefore provide a window into the conflicting ideas, creative tensions and hard choices that innovation always entails. We strongly recommend that applicants make use of the coaching services described above as they prepare their proposals. Please submit all materials (except Audits and marketing materials) as one document, editable PDF preferred. We prefer that supporting documents (financials and marketing materials) be submitted as separate PDFs. Please send an email to Liz Dreyer if hard copies will be mailed.

The application should include three elements:

- 1. A completed Application Cover Sheet, including a 250 word summary** (see Application Format attached to this RFP)
- 2. A Proposal Narrative of no more than 4 pages** (minimum 11-point type)
- 3. Applicant Organizational Information**

The **Proposal Narrative** should include:

- Statement of challenge, goal and rationale (about 1-1½ pages)  
Provide a clear, concise statement of the major adaptive challenge or opportunity that you are seeking to address and the goal that is driving your innovative thinking. What hard questions have arisen around your adaptive challenge that remain unanswered for your organization? Why is this urgent for your organization? Why are existing organizational strategies inadequate or inappropriate?
- Assets and barriers in supporting innovation work (about ½ a page)  
Describe the capacities, processes and structures in your organization that specifically foster innovation (such things as the attitude of leaders, board involvement, organizational culture, external relations, your capacity to implement innovative projects, etc.). What barriers exist that inhibit innovation in your organization? Where do your adaptive capacities most need further strengthening? Are there any competing major institutional initiatives (e.g., a building move, a capital campaign) that will coincide with the Lab?
- Learning from previous attempts at innovation and work to date (about ½ a page)  
Describe the history of how your work on your adaptive challenge has evolved to date. Who has been involved, if and how potential strategies have been tested, and what obstacles have



been overcome? Include a description of at least one previous innovative strategy which failed at some point and discuss what you learned from that experience.

4. Innovative nature of your project (about ½ a page)  
How does your project relate to the EmcArts definition of innovation?

***organizational innovation n. instance of organizational change that:***

1. results from a shift in underlying assumptions
2. is discontinuous from previous practice
3. provides a new pathway to creating public value

What shift in underlying assumptions is propelling your adaptive thinking? What possible innovative strategic response(s) to your adaptive challenge are you considering and why? How would your potential response(s) be a distinct break from your past practice? And provide new pathways for your organization to create public value?

5. Expectations of your participation in the *Innovation Lab for the Performing Arts* (about 1 page)  
How do you think participation in the Lab would be beneficial for your organization? Who are possible Innovation Team members? (Please list name, job title, affiliation, and a sentence on why s/he would be a useful team member.)

The **Organizational Information** should include:

- ◆ Eligibility statement: Confirmation that your organization meets the four criteria given above: stability of leadership, orderly management of board composition, number of aggregate full-time equivalent staff, and ability to commit time and resources to the Innovation Lab. If you are in the midst of another major organizational initiative, or anticipate beginning such an initiative within the next twelve months, please explain how you would insulate your innovation project from any potential draining of resources and attention (human and financial).
- ◆ Names of current artistic, executive and board leaders, with dates of taking up their positions; please explain board member and Officer terms and rotation policies.
- ◆ Names and job titles of other senior staff (if you have a staff of 10 or more) and of all other staff (if below 10 in number); please indicate full-time or part-time (with hours per week).
- ◆ Brief organizational background and history.
- ◆ Brief biographies for the key individuals on the Innovation Team you are initially proposing (EmcArts facilitators may suggest membership changes in the initial phase of the Lab).
- ◆ Operational budget for 2012/13 and audited accounts or most recent financial statements for the 2009/10, 2010/11 and 2011/12 fiscal years; you may provide an explanation of unusual recent features and trends if you wish. (Separate PDF preferred. Please send an email to Liz Dreyer if financial information will be mailed as a hard copy.)
- ◆ Please include the most recent season's roster or playlist as a PDF or Word document to show recent work.
- ◆ Any supplemental materials you feel are relevant to your proposal (either as a separate PDF or as hard copy).



The materials submitted should include the voices of all constituency leaders. We encourage the use of direct quotations to provide nuanced insights, alongside narrative and analysis.

Organizations considering partnership applications should contact EmcArts for more detailed guidance prior to submitting their proposals.

***Who should be involved in preparing and signing the application?***

We strongly recommend that the full set of organizational leaders who are likely to be responsible for strategy development be closely involved in compiling the application. While the nature of proposed strategies may involve one type of organizational constituent in particular (artists, staff, board), the engagement of leaders across all constituencies, including the Artistic (or Program) Director and program staff, is seen as vital evidence that institutional will is supportive of the strategic thinking, and that the necessary “permissions” have been given for the initiative to have a chance of being successfully implemented. The explicit commitment of any relevant partners in the community is also important.

***Where should applications be sent?***

Applications should be sent as e-mail attachments (preferably in PDF format) to Liz Dreyer, National Programs Manager at EmcArts, at the address given below. Please submit one PDF file including the Cover Sheet, Proposal Narrative and all Organizational Information except audits/financial statements and marketing materials. Please number the pages of your application. Additional audit/financial statements and market materials may be sent as additional PDFs (preferred) or in hard copy.

***Who can we contact for further guidance?***

We encourage applicants to discuss their innovation plans with EmcArts. For clarification about the Lab program as a whole, please contact Liz Dreyer ([LDreyer@EmcArts.org](mailto:LDreyer@EmcArts.org)), preferably by e-mail, and she will answer your questions. If you want to discuss a specific project, or explore in more detail whether an application would be appropriate and timely, Liz will schedule a time for you to talk with EmcArts leadership (see above).

Liz Dreyer  
National Programs Manager  
EmcArts Inc.  
127 West 122<sup>nd</sup> Street  
New York, NY 10027  
Tel: (212) 362-8541, ext. 27; fax: (212) 362-7941  
Email: [LDreyer@EmcArts.org](mailto:LDreyer@EmcArts.org)



## **Innovation Lab for the Performing Arts Round 8 Application Format**

Your application should include three elements: a completed Application Cover Sheet, your Proposal Narrative, and your Organizational Information.

*Please submit one editable PDF file including the Cover Sheet, Proposal Narrative and all Organizational Information except audits/financial statements and marketing materials. Please number the pages of your application. Additional audit/financial statements and market materials may be sent as additional PDFs (preferred) or in hard copy.*

### **1. Cover Sheet**

Please send as your first page a Cover Sheet in the following format (see Cover Sheet below):

1. Official name of your organization (as it appears on your tax-exempt letter from the IRS) to which a grant would be paid
2. Common name of your organization (if different)
3. Date your organization was founded
4. Total operating income and expenses for your current fiscal year
5. Address of your organization, telephone and fax numbers, web address
6. Contact person for the Lab (name and job title, contact information)
7. Name of your Executive Director (if different from contact person)
8. Name of your innovation project
9. Summary of your innovation project, *in no more than 250 words*

Please include the purpose of the innovation, the likely scope of project activities, and the contribution you hope the project will make to your organization's vitality. Also indicate how the project relates to the definition of innovation given on page 2 of this RFP (shift in underlying assumptions – distinct break from past practices – new pathway to your mission).

### **2. Proposal Narrative**

No more than 4 pages, with minimum 11-point type.

### **3. Organizational Information**

Please send audits/financial statements separately. Please provide either one hard copy or one PDF (preferred) of all financial information.



**Name of Project:** \_\_\_\_\_

**Organization Information:**

\_\_\_\_\_  
Official name of your organization (as it appears on your tax-exempt letter from the IRS) to which a grant would be paid

\_\_\_\_\_  
Common name of your organization (if different)

\_\_\_\_\_  
Date Organization was Founded

\_\_\_\_\_  
Total operating income and expenses for your current fiscal year

\_\_\_\_\_  
Mailing Address

\_\_\_\_\_  
Street Address, City, State, Zip

\_\_\_\_\_  
Telephone

\_\_\_\_\_  
Fax

\_\_\_\_\_  
Institution Web Address

**Contact Person:**

Lead staff member coordinating the project's activities and logistics.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Email

\_\_\_\_\_  
Telephone

**Signatures**

\_\_\_\_\_  
Executive Director/CEO

\_\_\_\_\_  
Head of legal governing authority

**Name of Project:** \_\_\_\_\_

**Summary of your innovation project, in no more than 250 words**

Include the purpose of the innovation, the scope of project activities, and how the project will help your organization. Also indicate how the project relates to the definition of innovation given on page 2 of this RFP (shift in underlying assumptions—distinct break from past practices—new pathway to public value).

*By submitting the application, applicants grant EmcArts permission to publish this summary in blogs, print publications etc. While we recognize that unfunded projects might not move ahead, we want to share information about what performing arts organizations are exploring. Applicants who are not willing to grant permission to share the summary must indicate this in their application.*

## Application

**Received by Deadline: December 11, 2012**

**Email to: LDreyer@EmcArts.org**

- 
- *Please submit one PDF file including the Cover Sheet, Proposal Narrative and all Organizational Information except audits/financial statements and marketing materials.*
  - *Please number the pages of your application.*
  - *Additional audit/financial statements and marketing materials may be sent as additional PDFs or in hard copy.*
- 

The application must include:

1. **A completed Application Cover Sheet, including a 250-word summary of your project** (see Cover Sheet above)
2. **A Proposal Narrative of no more than 4 pages** (minimum 11-point type)
3. **Applicant Organizational Information**

### 1. Cover Sheet

Please send as your first page a Cover Sheet in the following format:

1. Official name of your organization (as it appears on your tax-exempt letter from the IRS) to which a grant would be paid
2. Common name of your organization (if different)
3. Date your organization was founded
4. Total operating income and expenses for your current fiscal year
5. Address of your organization, telephone and fax numbers, web address
6. Contact person for the Lab (name and job title, contact information)
7. Name of your President or Executive Director (if different from contact person)
8. Name of your innovation project
9. Summary of your innovation project, in no more than 250 words

Include the purpose of the innovation, the scope of project activities, and how the project will help your organization. Also indicate how the project relates to the definition of innovation given on page 3 of this RFP (shift in underlying assumptions—distinct break from past practices—new pathway to public value).

*By submitting the application, applicants grant EmcArts permission to publish this summary in blogs, print publications etc. While we recognize that unfunded projects might not move ahead, we want to share information about what performing arts organizations are exploring. Applicants who are not willing to grant permission to share the summary must indicate this in their application.*



**2. Proposal Narrative**, of no more than 4 pages with minimum 11-point type, must include:

The **Proposal Narrative** should include:

1. Statement of challenge, goal and rationale (about 1-1½ pages)  
Provide a clear, concise statement of the major adaptive challenge or opportunity that you are seeking to address and the goal that is driving your innovative thinking. What hard questions have arisen around your adaptive challenge that remain unanswered for your organization? Why is this urgent for your organization? Why are existing organizational strategies inadequate or inappropriate?
2. Assets and barriers in supporting innovation work (about ½ a page)  
Describe the capacities, processes and structures in your organization that specifically foster innovation (such things as the attitude of leaders, board involvement, organizational culture, external relations, your capacity to implement innovative projects, etc.). What barriers exist that inhibit innovation in your organization? Where do your adaptive capacities most need further strengthening? Are there any competing major institutional initiatives (e.g., a building move, a capital campaign) that will coincide with the Lab
3. Learning from previous attempts at innovation and work to date (about ½ a page)  
Describe the history of how your work on your adaptive challenge has evolved to date. Who has been involved, if and how potential strategies have been tested, and what obstacles have been overcome? Include a description of at least one previous innovative strategy which failed at some point and discuss what you learned from that experience.
4. Innovative nature of your project (about ½ a page)  
How does your project relate to the EmcArts definition of innovation?  
***organizational innovation n. instance of organizational change that:***
  4. results from a shift in underlying assumptions
  5. is discontinuous from previous practice
  6. provides a new pathway to creating public valueWhat shift in underlying assumptions is propelling your adaptive thinking? What possible innovative strategic response(s) to your adaptive challenge are you considering and why? How would your potential response(s) be a distinct break from your past practice? And provide new pathways for your organization to create public value?
5. Expectations of your participation in the Innovation Lab for the Performing Arts (about 1 page)  
How do you think participation in the Lab would be beneficial for your organization? Who are possible Innovation Team members? (Please list name, job title, affiliation, and a sentence on why s/he would be a useful team member.)

**3. The Organizational Information** must include:

- ♦ Eligibility statement: Confirmation that your organization meets the four criteria given above: stability of leadership, orderly management of board composition, number of aggregate full-time equivalent staff, and ability to commit time and resources to the Innovation Lab. If you are in the midst of another major organizational initiative, or anticipate beginning such an initiative within the next twelve months, please explain how



you would insulate your innovation project from any potential draining of resources and attention (human and financial).

- ◆ Names of current artistic, executive and board leaders, with dates of taking up their positions; please explain board member and Officer terms and rotation policies.
- ◆ Names and job titles of other senior staff (if you have a staff of 10 or more) and of all other staff (if below 10 in number); please indicate full-time or part-time (with hours per week).
- ◆ Brief organizational background and history.
- ◆ Brief biographies for the key individuals on the Innovation Team you are initially proposing (EmcArts facilitators may suggest membership changes in the initial phase of the Lab).
- ◆ Operational budget for 2012/13 and audited accounts or most recent financial statements for the 2009/10, 2010/11 and 2011/12 fiscal years; you may provide an explanation of unusual recent features and trends if you wish. (Please provide either one hard copy or one PDF of this financial information.)
- ◆ Please include the most recent season's roster or playlist as a PDF or Word document to show recent work. Current year and last year's programs of events and activities in all departments of your organization.
- Supplemental materials you feel are relevant to your proposal.

Please send audits/financial statements separately. Please provide either one hard copy of all financial information or one pdf.

**To date, 26 organizations have participated in Rounds 1-7 of the *Innovation Lab for the Performing Arts*. These organizations represent a range of disciplines and their projects represent a variety of innovative initiatives in community engagement, uses of technology, collaborative programming and strategic alliances/mergers, among others. Learn more at [www.ArtsFwd.org](http://www.ArtsFwd.org)**

### **Innovations in Patron Engagement and Participation**

**Apollo Theater Foundation, NY; Round 6** (web presence linked to offline events)

*Amateur Night Online*: An online re-creation of the successful live series, working to translate the theater's programming into the digital age in a way that is firmly grounded in its legacy

**Denver Center Theatre Company, CO; Round 4** (new program structure for engagement)

*Off-Center*: An initiative to engage new and adventurous theatre-goers in original theatre experiences

**Flynn Center for the Performing Arts, VT; Round 5** (new media program integration)

Comprehensive use of new media to engage more deeply with its constituents

**Geva Theatre Center, NY; Round 7** (artist/patron engagement)

*Putting the Patron and the Artist at the Center* reexamines the artist/patron relationship across all facets of the organization

**HERE Arts Center, NY; Round 2** (web presence linked to offline events)

*HERE On-Demand*: A public engagement strategy with resident artists, including artist training

**MAPP International Productions, NY; Round 1** (web presence linked to offline events)

*The Cultural Investor Program*: Building cultural investors through direct on/off-line artist engagement as a radically new process-oriented patronage system

**Roadside Theater (Appalshop), KY; Round 1** (multi-media program integration)

Developing an interactive web presence to expand participation in *Thousand Kites* and other programs

**University Music Society, MI; Round 3** (web presence linked to offline events)

*The Lobby Project (People Are Talking)*: A comprehensive public engagement strategy linking physical spaces, programs, and a living archive with online participation

**The Wooster Group, NY; Round 4** (web presence linked to offline events)

*The Video Dailies*: Employing online technology to bring productions to larger audiences, incorporating platforms for co-creation of experimental performance and online distribution

**Yerba Buena Center for the Arts, CA; Round 2** (organizational restructuring to enable participation)

*The Immersive Visitor Experience*: Reconfiguring programs, spaces and work norms around new forms of participation

### **Innovations in Collaborative Programming and Strategic Alliances**

**Center of Creative Arts, MO; Round 3** (new collaborative program with the corporate community)

*COCAbiz*: Artist-led professional development courses for business professionals using COCA's teaching/learning practice

**Dad's Garage, GA; Round 5** (new media-based program structure)

Exploring ways of transforming the company into a multi-platform creative company, creating work for many media, including TV, film, radio and online



**Oregon Shakespeare Festival, OR; Round 2** (use of the Web to enable production coordination and documentation)

Online production integration and archiving via interactive workspaces accessible worldwide

### **Innovations in Education/Youth Programming**

**Children's Theatre Company, MN; Round 2** (new program structure for collaboration with children)

*Kidcentricity*: An observer-to-participant initiative that shifts artistic and administrative practice toward putting kids at the center of the organization and its actions

**Dancewave, NY; Round 7** (new program structures and support services for students)

*Relevancy and Retention in the Dancewave Companies* focuses the curriculum on both high artistic development and supportive services for at-risk members

**STREB Dance Company, New York, NY; Round 1** (new program structure for teen engagement)

New participation program aimed at area teens, with re-alignment of organizational structure

**The Pearl Theatre, NY; Round 5** (new program structure for college student engagement)

*Classics on the Campus*: Designing a new university education program aiming to take advantage of the natural fit of classic plays into various college syllabi

### **Innovations in Community Engagement**

**Adventure Stage Chicago, IL; Round 6** (new program approach to community-building)

Infusing arts into the traditional programs and services of the Northwestern University Settlement House, creating a holistic approach to community-building

**The Civilians, NY; Round 1** (integrating web-based play contributions with productions)

Creating an interactive performance series, with continuous input from community members

**The John F. Kennedy Center for the Performing Arts, Washington DC; Round 6** (new program approach to arts & social justice)

*JamCorps*: Developing a program uniting arts and technology to promote peace through music by bringing together artists from global conflict zones

**Springboard for the Arts, MN; Round 5** (new program approach to community support)

*Seedlings*: Expanding artists' support work to additional communities as a new way of doing business in which Springboard serves as a catalyst for local initiatives

**Woolly Mammoth Theater Company, Washington DC; Round 4** (patron engagement)

Establishing a new internal "connectivity" to bring together disparate activities across the organization and channel them to build new relationships with audiences and community members

### **Innovations in Organizational Structure, Legacy and Culture**

**Bill T. Jones/Arnie Zane Dance Company, with Dance Theater Workshop, NY; Round 3** (legacy and programming collaboration) The merger of these two complementary lead organizations in dance, to create a new model as New York Live Arts

**International Contemporary Ensemble (ICE), NY; Round 7** (administrative/artistic restructuring)



*A New Model for Capacity Building* rethinks the way in which artistic and operational roles are envisioned, putting the artist at the center of artistic and operational decisions

**Liz Lerman Dance Exchange, MD; Round 3** (legacy and organizational structure)

Developing new structures to ensure the legacy of Liz Lerman's work while allowing her company to make work after she departs

**New Dramatists, NY; Round 6** (organizational structure)

Re-envisioning the Playwrights Lab with the aim of accommodating the widest possible range of artistic processes