



**4th CEO Leadership Seminar - 12 and 17 January 2014
Santiago and Valparaíso, Chile**

**Programme
(as at 19 December 2013)**

Dates and Location: **Sunday 12 January: Santiago**, Estero Arrayan, <http://esteroarrayan.cl/>
Camino el Cajón 20700 El Arrayán - Lo Barnechea

Friday 17 January: Valparaíso, Parque Cultural Valparaíso <http://pcdv.cl/>
Calle Cárcel 471, C° Cárcel

Attendees: CEOs of National Arts Councils and Senior Executives of Arts Divisions/Ministries of Culture that are members of IFACCA

Purpose: Drawing on global experiences and perspectives, the Seminar will provide an opportunity for CEOs of IFACCA member agencies to hear from their colleagues on issues of leadership in arts funding, to reflect on the challenges of being leaders of government agencies that support the arts and culture, and to share learning about their successes and failures. The seminar will also provide delegates with a chance to build collegial bonds and discuss future directions for the Federation.

The programme is designed in a very open way to allow maximum opportunities for participants to share information about the situation in their countries and for there to be ample time for discussion and debate.

(Please note that in order to encourage openness and the sharing of information, the Chatham House Rule will apply, meaning that participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.)

Host: This event is hosted by IFACCA and is free for invited guests only. Guests must be CEOs of national members of IFACCA or Government Affiliate members of IFACCA, or invited observers; and be registered as delegates of the 6th World Summit on Arts and Culture.

Co-Chairs: **Roberto Ampuero**, Minister President National Council of Culture and the Arts, Chile and **Alan Davey**, IFACCA Chair, Chief Executive, Arts Council England

Facilitator: **Russell Willis Taylor**, President and CEO of National Arts Strategies since January 2001, has extensive senior experience in strategic business planning, financial analysis and planning, and all areas of operational management.

Educated in England and America, she served as director of development for the Chicago Museum of Contemporary Art before returning to England in 1984 at the invitation of the English National Opera (ENO) to establish the Company's first fund-raising department. During this time, she also lectured extensively at graduate programs of arts and business management throughout Britain. From 1997 to 2001, she rejoined the ENO as executive director.

Russell has held a wide range of managerial and Board posts in the commercial and nonprofit sectors including the advertising agency DMBB; head of corporate relations at Stoll Moss; director of The Arts Foundation; special advisor to the Heritage Board, Singapore; chief executive of Year of Opera and Music Theatre (1997); judge for Creative Britons and lecturer on business issues and arts administration. She received the Garrett Award for an outstanding contribution to the arts in Britain, the only American to be recognized in this way, and has served on the boards of A&B (Arts and Business), Cambridge Arts Theatre, Arts Research Digest and the Society of London Theatre. She currently serves on the advisory boards of The University Musical Society of the University of Michigan, Salzburg Global Seminar, the Center for Nonprofit Excellence in Charlottesville and the Arts Management program at American University, on the British Council's Arts & Creative Economy Advisory Group and is a Fellow of the Royal Society of Arts. In 2013, Russell was honored with the International Citation of Merit by the International Society for the Performing Arts, presented in recognition of her lifetime achievement and her distinguished service to the performing arts.

AGENDA Sunday 12 January 2014 – Estero Arrayan, Santiago
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- 08.30 Gather at the front entrance of either the Sheraton Hotel or the NH Hotel
- 08.45 Buses will depart from each hotel for the 30 minute drive through Santiago and up into the foothills of the Andes to the meeting venue, Estero Arrayan.
- 09.15 Arrival and registration (tea and coffee available)

- 09.30 **Roberto Ampuero**, welcomes participants to Chile and introduces **Alan Davey**, to provide an overview of the structure of the Seminar over two days. **Sarah Gardner**, Executive Director, IFACCA (Australia), will provide an overview of IFACCA's current activities related to the Seminar.

- 09.45 **Russell Willis Taylor**, outlines her role which will be to listen to the issues and topics covered in the Seminar and then provide an overview of the types of skills and expertise that she thinks that CEOs need to develop in their staff and in funded organisations to effectively deliver arts and cultural policies and programs. Her presentation will underpin and drive the discussion to take place on Day 2 on 17 January.

- 10.15 **Key topic: *National Cultural Policies and Strategies: a global context*** – does a nation need a cultural policy or does a national strategic plan have just as much impact? How does a cultural policy reflect and define a nation and what power and impact does it have? How are the interests of the arts sector and community reflected in policies and strategies? What is the impact of international legal instruments and conventions at the national level? How can we develop our capacity to facilitate exchange and cooperation around policy

making, evaluation and analysis? How can cultural policy-making or strategic planning respond to and foster engagement with, for example, the creative industries, private sector support, new forms of artistic practice and Indigenous traditional and contemporary culture? Are there good-practice methodologies and processes for developing and evaluating a cultural policy; and how should a cultural policy influence or reflect a nation's engagement in international exchange and with international stakeholders? How can projects like WorldCP www.worldcp.org help in improving information management practices?

Alan Davey, will start the discussion with a presentation on recent developments in England. (5 minutes)

Roberto Ampuero, will then describe recent changes in the structures and policies supporting the arts and culture in Chile. (5 minutes)

Other CEOs will then have the opportunity to present the scenarios and challenges they face in their countries and discuss the responses.

11.00 MORNING TEA

11.15 **Key topic: *Government funding for the arts: new models and methodologies*** – in what ways have the mechanisms for allocating government funding to artist and arts organisations changed; how are criteria established and what methods are used to ensure the accountability of grant recipients, and reporting to the government and to the community; how do these criteria reflect the delegation of responsibilities that flow from a national policy or strategy; how do we measure artistic vibrancy and community engagement; what comparisons and trends are there in funding from national, state and local government sources; what do we learn from the IFACCA report [Arts Panorama: International Overview of Issues for Public Arts Administration?](#) **Tony Grybowski**, Chief Executive Officer, Australia Council for the Arts (5 Min)

CEOs will then have the opportunity to describe the models of funding in their countries and discuss the responses.

12.30 LUNCH and informal networking

14.00 **Key Topic: *Environmental sustainability*** – the 'next big thing' for the arts and a key priority for policy development in the arts and cultural sector. In a joint research project, IFACCA and Julie's Bicycle have conducted research on environmental sustainability in the arts and cultural sectors globally and will report on the interim findings. This will be followed by discussion.

Alison Tickell, Director, Julie's Bicycle (UK) (10 Minutes)

CEOs will then have the opportunity to describe the situation in their countries and discuss the responses.

15.00 **Key topic: *Non-government funding for the arts: new partnership and investment models*** – to what extent do government arts funding agencies have a role in encouraging support for the arts from the private sector? In preparation for this seminar, IFACCA has undertaken a preliminary mapping of policies, models, strategies and actions that arts councils and ministries of culture undertake to encourage support for the arts from the private sector. **Annamari Laaksonen**, Research Manager, IFACCA (5 minutes)

CEOs will then have the opportunity to describe the situation in their countries and discuss the responses.

- 15.45 AFTERNOON TEA**
- 16.00 General discussion – drawing on the priorities identified in the day’s discussions, ideas for future engagement, and professional development requirements
- 17.30 Concluding comments and overview on key issues (Roberto Ampuero, Alan Davey and Russell Willis Taylor)
- 18.00 CEO Leadership Seminar Reception** (at same venue)
- 19.30 Transfers by bus back to hotels
- 20.00 Arrival at hotels

AGENDA Friday 17 January 2014 – Parque Cultural Valparaíso
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- 07.45 Gather at the front entrance of either the Sheraton Hotel or the NH Hotel
- 08.00 Buses will depart from each hotel for the two-hour (possibly less) drive from Santiago to the famous port city of Valparaíso, which was designated as a UNESCO World Heritage Site in 2003.
- 10.00 Arrival the Parque Cultural Valparaíso, a new and remarkable cultural centre converted from a former prison that now includes gallery spaces, a theater and artists' workshops.
- 10.15 Summary of discussions from Day 1 and from the World Summit – discussing and identifying major topics and interests (**Russell Willis Taylor, Alan Davey**)
- 10.30 **Key topic: *Advocating for the Arts***: how do we as cultural leaders, articulate and argue for the value and benefits of the arts and balance the use of the language and metrics of the traditional, commercial market place? Discussion will be informed by the [*IFACCA Good Practice Guide on Arts Advocacy*](#). **Sarah Gardner**, Executive Director, IFACCA (5 minutes)
- Discussion regarding this topic and previous day’s presentations**
- 11.30 MORNING TEA**
- 11.45 ***Leadership, training, capacity building*** – perspectives and comments by **Russell Willis Taylor** followed by discussion
- 12.45 Concluding comments and priorities for further development
- 13.00 Short tour of the venue and LUNCH**
- 14.30 Transfer by bus from Valparaíso to Santiago
- 16.30 Arrival at hotels in Santiago (approximate)