



**Council on
the Arts**



Professional Development Opportunity for Museums 2022

The Resilience Playbook – New York Cohort 2.0

Join a group of five New York State museums to delve deeper into how to make your museum and staff more resilient to change.

Applications are available now at: <https://forms.gle/y7REiaHLMp3bt8qaA>

Deadline to apply: June 15, 2022 at 4:00 pm

Who can apply?

Any non-profit museum or museum service organization in New York State may apply, with few exceptions. Museums owned by New York State (typically state historic sites, or those part of a SUNY or CUNY, are not eligible). Museums which participated in the first cohort in 2021 or have been funded by NYSCA to join the Of/By/For All network are also not eligible. Past recipients of any NYSCA funding must be up to date on final reports. Any questions, ask Kristin.Herron@arts.ny.gov.

What does it cost?

There is no cost to the museums that are selected. NYSCA and its partner CNY Arts will pay The Resilience Playbook directly for your participation.

What is The Resilience Playbook?

The Resilience Playbook is a publication and live online sessions with the Resilience Playbook Team that offers 5 Resilience Goals and 20 Plays, with sequential strategies. These approaches offer practical and empowering ways to help your organization realign around equity and inclusion, community value, impactful role, financial viability and agile leadership.

New York Cohort 2.0

After a successful 2021 Cohort, the 2022 cohort will involve five museums in monthly meetings from August 2022 – April 2023. Each museum will commit two staff members and are encouraged to include a board member as a third participant when possible.

Learn more about The Resilience Playbook through the 2021 introductory webinar here: <https://www.youtube.com/watch?v=ccENCWyWgaw>

What will we do? Cohort Class Objectives

The cohort model accommodates a group of organizations who are looking to gain a better understanding of their museum's capacity for resilience by undertaking self-assessment and action planning. Cohort objectives include:

- Introduction to the concept of organizational resilience and transformational change through the study of The Resilience Playbook's five overarching resilience tenets;
- Approaches and tools for self-assessment, action planning, and change management that support resilience capacity-building;
- Class participation that facilitates articulation and sharing organizational strengths and weaknesses regarding change and resilience, and strategies for moving organizations forward; and
- A collaborative learning model in which individual class participants advance together, sharing diverse insights and expertise, and supporting one another through the process.

Who will be involved? Participants in the New York Cohort

The 2022-23 cohort class will consist of 5 institutions. To facilitate learning, sharing, and transformational change, the representation for each institution will include the executive director and a senior staff member, and whenever possible, a board member, all of whom will commit to attending and actively participating in all sessions during this 9-month process of discovery and planning. The consistent attendance and participation by the representatives of each institution is expected for the best results. In the case of an unforeseen circumstance, which precludes a member from participation, an alternate will be identified from the institution and communicated to Anne Ackerson, the class manager. Given the interrelated nature of the work, no alternates will be accepted after September 30th.

Cohort participants will be selected by application. Every attempt will be made to select a cohort of complementary organizations (discipline, size, location, etc.), who together might reinforce learning and collaboration.

How does it work? Structure of Cohort Class Sessions

The structure includes:

- A total of eight 90-minute classes – one class per month – and a mid-term check in session that will complete a 9-month sequence of sessions.
- Prior to the first session, the following materials will be sent to class participants:
 - The Resilience Playbook, which includes a self-assessment rubric, glossary, and extensive bibliography
 - Worksheets to test assumptions and identify actions
 - Curriculum outline
- Classes consist of short overview presentations and facilitated discussions around The Playbook and its elements, including: An introduction to The Resilience Playbook (first session); one session of institutional assessment to set the scene for the upcoming work; one session each to cover the 5 goals of the Playbook (subsequent 5 sessions); and a concluding session.
- Between classes, cohort participants will be asked to complete the Playbook’s rubric self-assessments and identify/prioritize specific actions. The sessions will highlight The Resilience Playbook goals, coupled with detailed reframing, realigning, and revisioning steps so each participant can identify achievable ways forward toward meeting goals.
- Each cohort class is facilitated by two Resilience Team members and will often have all three team members participating.
- Once the cohort is confirmed, a schedule will be developed and distributed with Zoom invites and agendas sent prior to each session.
- After each class, a link to a follow-up survey will be sent to participants. This survey is meant to capture any questions/concerns participants may have about the session just completed.
- The class will have the option of continuing conversations in a private Facebook group.
- At the conclusion of the class, each organization will have identified next steps across the 5 Goals and 20 Plays that represent a priority for that organization.

Classes will run from 1 – 2:30 pm ET on Wednesdays beginning on August 17, 2022 through April 19, 2023.

Curriculum

- Session 1: Kick-off/August 17, 2022
 - The first session will introduce the cohort to resilience, to The Resilience Playbook and its elements, and to rubric self-assignments and readings. Suggestions for pulling together an internal team to work on self-assessments and action planning
- Session 2: Institutional Genealogy/September 21, 2022
 - Participants will be asked to evaluate their institution’s origin story and its impacts on collections, interpretation, community relationship building, internal decision-making, and make-up of staff and board
- Session 3: Goal One/October 19, 2022
 - Activate Equity and Inclusion
- Session 4: Goal Two/November 16, 2022

- Renegotiate Community Value
- Session 5: Goal Three/December 14, 2022
 - Reimagine Impactful Role
- Session 6: One-on-one sessions with each participating institution/January 2023
 - This will provide each institution the chance to delve deeper into their specific issues with all three Resilience Team members present
- Session 7: Goal Four/February 15, 2023
 - Retool Financial Mindset
- Session 8: Goal Five/March 15, 2023
 - Advance Agile Leadership
- Session 9: Putting it all together/April 19, 2023
 - Strategies for successfully implementing goals and incorporating the work moving forward

Prior to each goal session, participants will be asked to undertake institutional self-assessments tied to each Resilience Goal and corresponding rubric, identify actions they might incorporate into annual work plans and/or strategic plans; and read or watch 1-2 complementary articles or videos. Class discussion will focus on strategies, addressing challenges, and managing change.

The Resilience Team

The Resilience Team is comprised of three seasoned, thought leaders in the field:

- **Anne W. Ackerson**, an expert in leadership work with several publications on the topics of gender equity, and leadership cultivation;
- **Gail Anderson**, known for her work with transformational change with museums, and her publications on mission statements, and *Reinventing the Museum* (2 editions);
- **Dina A. Bailey**, a recognized leader in DEAI training with extensive experience assisting institutions advancing their commitment to equity and inclusion.



Please note: The Resilience Playbook is proprietary, copyrighted material. Gail Anderson, Anne W. Ackerson, and Dina A. Bailey are the sole providers of this specialized training for museums and museum professionals.

APPLICATION FORM PREVIEW

Here's what we need to know!

Eligibility: My organization is a non-profit museum located in New York State, AND it is not managed by New York State (state historic site, SUNY, CUNY).

- Yes, please continue.
- No, unfortunately you are not eligible.

Organization Name

Organization Address

Organization City

Organization Zip Code

Organization REDC Region

Organization Size (drop down based on budget size)

Number of Full-Time Staff

Number of Part-Time Staff

Number of Volunteers

Days/Hours open to the public (by week)

Contact Name (Staff 1)

Contact Email (Note: this will be the main contact email we will use).

Contact Phone Number (with area code)

Second Contact Name (Staff 2)

Board Member Name (Optional)

Organization Mission Statement (and the date it was last updated)

Why is being more resilient important to your organization now?

Describe the greatest obstacle to resilience in your organization.

Why is your organization the best candidate to benefit from participation in this cohort? The best candidates demonstrate a true readiness for change. Creative answers are encouraged!

If possible, we would like to work in a cohort with the following organization/s. Briefly tell us why.

I affirm that by applying to be considered for the Resilience Playbook Cohort that my organization, staff and board are open and willing to rethink our organization's relationship to Diversity, Equity and Inclusion, our Community, as well as explore how my organization can be more impactful, agile, and fiscally secure. Two members of the staff/board will commit to fully participating in all 90-minute sessions, which will occur once per month.

FREQUENTLY ASKED QUESTIONS:

Q: How do I know if I have met basic eligibility requirements?

A: Your museum or museum service organization must be a non-profit based in New York State. In most cases such organizations will be chartered by the New York State Museum Chartering Office.

Participants from the first Cohort in 2021 or those supported by NYSCA to participate in Of/By/For All are not eligible nor are state-owned museums. Additionally, any past NYSCA recipients must have completed a final report form prior to the deadline, or they will not be eligible.

Q: How do I know if my museum is Chartered?

A: New York State is the only state which requires museums to be chartered through the New York State Education Department – this is handled through the Chartering Office of the New York State Museum: <http://www.nysm.nysed.gov/chartering>. If you have questions about Chartering, please contact charters@nysed.gov. If you are uncertain if you are eligible for this grant, please contact Program Director, Kristin Herron at Kristin.Herron@arts.ny.gov. Some museums pre-dated the chartering process, so always ask if you are unsure.

Q: Is there a minimum number of hours my museum must be open to the public?

A: No. But your museum must have regularly posted public hours that are readily visible on your website or other social media page. By appointment only does not signify being open.

Q: How do I know if you have received my application?

A: When you submit the Google Form you will immediately see a response – “Thank you for applying to be a part of the Resilience Playbook Cohort, through the New York State Council on the Arts' Professional Development Grant. You will hear back from NYSCA soon. Any questions contact kristin.herron@arts.ny.gov”

Q: How do you decide who receives these grants?

A: The Resilience Playbook Team and NYSCA Museum Program staff will review the applications. Based on the answers to the questions we will select 5 museums who demonstrate readiness to engage in the Resilience Playbook priorities.

Q: When will you notify me if my organization is selected?

A: You will hear back by early July.

Q: What if I am selected and then cannot participate in all the sessions?

A: Accepting a spot in this pilot cohort means your museum commits to participation. Should a problem arise you must contact Program Director Kristin Herron immediately. If your museum cannot complete the program you may be asked to pay the costs of the sessions you cannot join so that another museum may benefit.

Q: My museum receives NYSCA Statewide Community Regrant funds or is applying for NYSCA Statewide Community Regrants funds. Can we still apply for this opportunity?

A: Yes!