

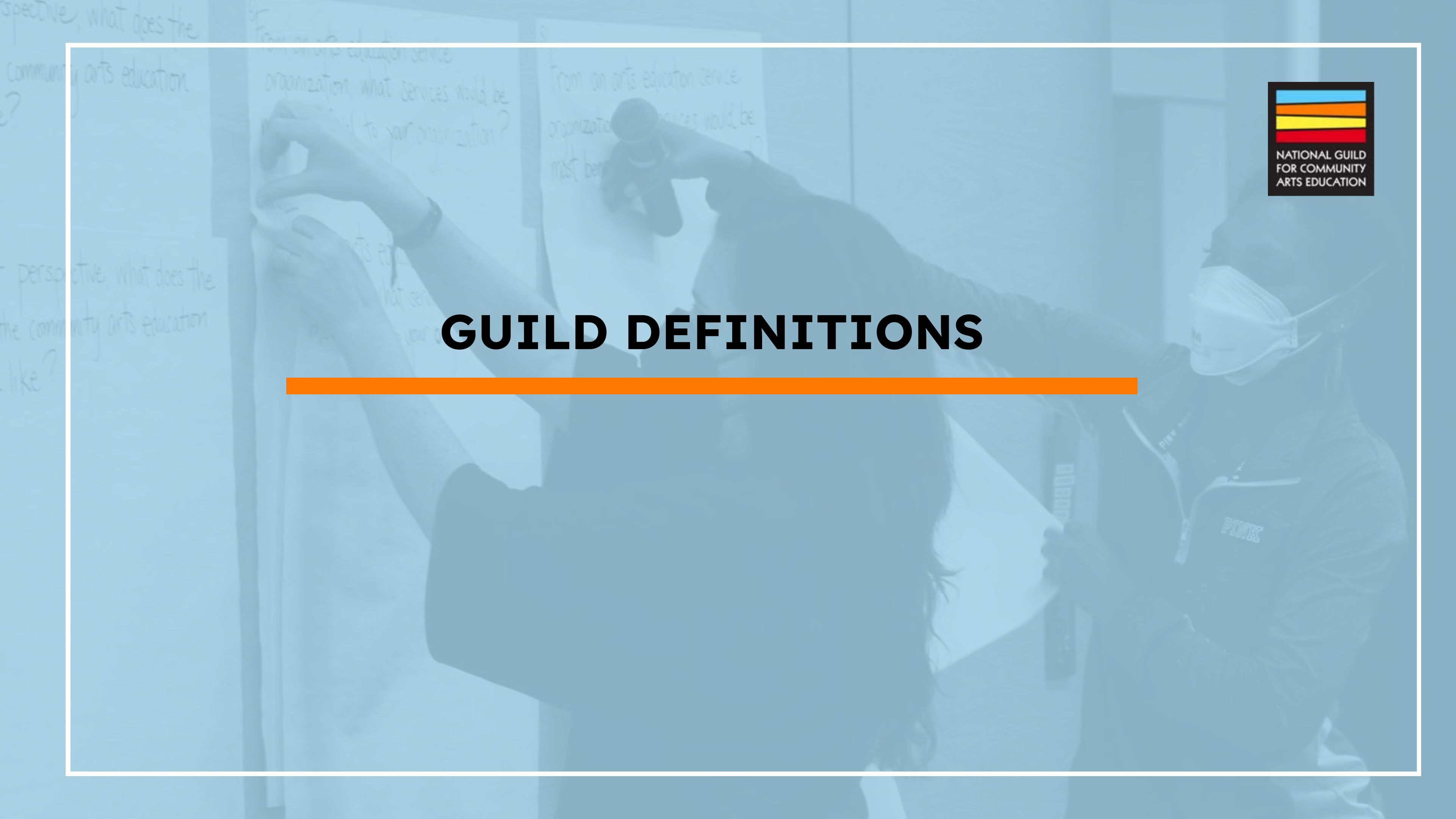


**NATIONAL GUILD  
FOR COMMUNITY  
ARTS EDUCATION**



# **GUILD DEFINITIONS**

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# GUILD DEFINITIONS

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## **Community Arts Education:**

Community Arts Education is a dynamic and inclusive approach to learning and engagement in the arts, fostering creativity, cultural expression, and social transformation within communities. It encompasses a broad range of artistic disciplines and practices that empower individuals to develop their artistic skills, deepen their cultural understanding, and cultivate a sense of belonging and agency within themselves and their communities.

Community arts education is a participatory and transformative practice that engages individuals in the creation, exploration, and critical dialogue of the arts within a community context. Community arts education goes beyond individual skill-building or personal expression; it connects through a larger social context.

# GUILD DEFINITIONS

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## Liberation

The creation of relationships, societies, communities, organizations and collective spaces characterized by equity, fairness, services, benefits and rewards that support the full participation of each human and the promotion of their full humanness (Love, DeJong & Hughbanks, 2007).

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# GUILD DEFINITIONS

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## **Liberatory Leadership**

Liberatory leadership refers to a mindset, approach, and set of practices that aim to dismantle oppressive systems, foster inclusivity, and create space for individual and collective agency within the community arts education field. It is grounded in principles of equity, justice, liberation, and shared power. Liberatory leadership practices involve centering the voices and experiences of marginalized communities, actively challenging and transforming inequitable structures, and cultivating relationships built on trust, respect, and collaboration.

# GUILD DEFINITIONS

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## Leadership

The Guild's definition of leadership goes beyond positional authority or hierarchical roles. It is a dynamic process that involves guiding, inspiring, and empowering individuals and communities to create positive change. Leadership is not limited to a few individuals but is distributed throughout the ecosystem, with everyone having the capacity to contribute their unique strengths, experiences, and perspectives to advance the collective vision. The Guild believes that anyone can be a leader.

# HOW DID WE GET HERE?

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- 1922 - National Federation of Settlements Creates Music Division
- 1937 - National Guild of Community Schools of Music was founded by 12 Settlement House Music Schools
- 1960s - 1970s: A National Vision Develops
  - (1967) National Guild opens first office
  - (1973) Name change to the National Guild for Community Schools of Music and the Arts
- 1990 - Development of Arts Management in Community Institutions (AMICI)
- 2001 - Longtime Guild ED, Lolita Mayadas, transitions from the Guild after 20-year tenure
- 2006 - 2010: Expansion of the Guild's Audience
  - (2006) Membership Certificate eliminated; focus on leadership and creative aging
  - (2006) Rebranding of Conference to "Conference for Community Arts Education"
  - (2010) Name change to the National Guild for Community Arts Education; shift from service delivery to network model

# HOW DID WE GET HERE?



- 2010 - 2021: Shifts in Focus & Approach
  - Teaching Artist Working Group Started at NGCAE Conference to create teaching artist development track
  - AMICI evolves into CAELI emphasizing focus on Leadership Development
  - Guild becomes a core partner in the CYD National Blueprint
  - (2018) Racial Equity Committee is established in 2018 as core board committee
  - (2020) Racial Equity Principles & Policy Adopted
  - (2020) Publishing of CAELI 10-year impact & reflection report
  - (2020) Pay What You Can Pricing Model for Membership Established during COVID-19 Global Epidemic
  - (2021) Johnathan Herman transitions from the Guild after being on the staff for 25 years



# WHAT DID WE DO?



- January 2022 - Quanice G. Floyd joins the Guild as Executive Director
- May 2022 - The Guild announced our Portal of Transformation
- September 2022 - Onboarded Pure Art Strategies as strategic consultants
- November 2022 - June 2023
  - Affirmed a Practical Shared Vision for the strategic revision and advancement of the organization's mission
  - Assessed the Current Reality through a series of stakeholder & evaluation assessment activities, including:
    - 1:1 interviews with key program partners, collaborators, supporters, and funders
    - Eight, 2-hour focus groups with constituents (i.e., members/clients/customers), other key community arts education sector stakeholders;
    - A comprehensive final report of findings to be integrated into the internal strategic planning SWOT analysis process
    - Determined Strategic Goals, Objectives, and Measurable Outcomes to guide the work between 2023-2028.
    - Created an Action Plan to support implementation and keep teams on track to meeting their strategic goals and achieving their shared vision

# WHAT DID WE LEARN ABOUT THE GUILD?

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- Guild Strengths
  - Community Building & Convening
  - Community Arts Education Leadership Institute
  - Responsiveness to the needs of the field
- Guild Weaknesses
  - Our “tent being too big”
  - COVID-19
  - Varying perceptions of Guild scope, function, purpose, and target audiences. Some stakeholders have expectations based on historical operations and outputs, and others expectations are rooted in current sector needs based on the historical marginalization of some communities and identities.
  - Limited capacity among Guild staff and board to meet evolving needs of the CAE sector
- Opportunities for Growth
  - Growth mindset
  - Adapting to the times
  - The Guild is the only org that focuses on out-of-school arts education

# WHAT DID WE LEARN ABOUT THE FIELD?

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- Inadequate and inequitable access to leadership development and other resources for many individuals and organization within the sector
- Inequitable Access to Participation
- Limited collaboration and exchange between key CAE sector stakeholders i.e. organizations, funders, teaching artists, and communities.
- Racial Injustice within the field
- Oppressive funding and advocacy disparities for and within CAE sector
- Lack of Advocacy



# NATIONAL GUILD... A BEAUTIFUL EVOLUTION



NATIONAL GUILD  
FOR COMMUNITY  
ARTS EDUCATION



NATIONAL GUILD  
FOR COMMUNITY  
ARTS EDUCATION

# WHERE WE'RE GOING

## OUR VISION: A BEAUTIFUL EVOLUTION

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The National Guild for Community Arts Education is embarking on a transformative journey, setting the stage for what we call "A Beautiful Evolution" for the field of community arts education. Our vision is to create a world where every individual has access to transformative arts experiences that ignite creativity, foster personal growth, and build vibrant communities. We envision a future where community arts education thrives as a catalyst for social change, breaking barriers, and inspiring individuals to reach their full potential.

By 2027, we will:

Strengthen the impact and reach of Community Arts Education across the country through developing liberatory leaders from diverse backgrounds, leveraging advocacy efforts to inform policy and funding, and robustly supporting the development of human-centered and sustainable organizations.

# OUR STRATEGIC FOCUS - HOW ARE WE GETTING THERE?

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Strategic Focus 1: Create and Promote a Liberatory Field through Dynamic Programs & Services

Strategic Focus 2: Strengthen the Membership Model to be more Inclusive, Accessible, and Responsive

Strategic Focus 3: Advocate to Advance the Community Arts Education Sector

Strategic Focus 4: Build a Thriving, Generative, and Efficient Human-Centered Organizational Structure

Strategic Focus 5: Strengthen Communications & Branding and Elevate Stories of the Field

Strategic Focus 6: Develop a Sustainable Business Model Anchored in Transformational Relationships

# STRATEGIC FOCUS 1: CREATE AND PROMOTE A LIBERATORY FIELD THROUGH DYNAMIC PROGRAMS & SERVICES

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- Objective: Clarify a sustainable and mission-aligned program portfolio
  - All programs are established and assessed in alignment with the Racial Equity Principles
  - Processes in place to ensure all programs are designed to meet multiple learning and engagement modalities and are responsive to community needs
  - An established practice for planning the Guild's program Portfolio 3 years out
  - A comprehensive program evaluation plan

# STRATEGIC FOCUS 2: STRENGTHEN THE MEMBERSHIP MODEL TO BE MORE INCLUSIVE, ACCESSIBLE, AND RESPONSIVE



Objective: Shift to a more inclusive individual-based membership model

- Members will report increased learning, engagement, and satisfaction
- By 2027, Individuals represent a majority of our membership
- Member representation is equitable and inclusive of all art disciplines and across regions and communities of the United States
- A staff and board-approved plan for shifting from an organizational-based to an individual-based membership model



# STRATEGIC FOCUS 3: ADVOCATE TO ADVANCE THE COMMUNITY ARTS EDUCATION SECTOR

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Objective: Build collective action through advocacy

- Advocacy agenda/Strategy established by 2024
- Establish an advocacy resource center online
- Activate Guild members through an Advocacy Day
- Engage a CAE Advocacy Specialist

# STRATEGIC FOCUS 4: BUILD A THRIVING, GENERATIVE, AND EFFICIENT HUMAN- CENTERED ORGANIZATIONAL STRUCTURE



Objective: Strengthen staff and board operational capacity and structure

- Equitable participation across all board committees with SMART goals created and achieved
- By 2026, Board and Staff diversity increases
- Yearly skills assessment of staff and board
- Annual operating goals and work plans created by Board Chairs, ED, and DD in place by the first quarter

# STRATEGIC FOCUS 5: STRENGTHEN COMMUNICATIONS & BRANDING AND ELEVATE STORIES OF THE FIELD



Objective: Ground our organizational identity in shared language and values

- By 2025, all members sign a membership agreement that includes their commitment to support the Guild's Theory of Change and Racial Equity Principles and Policies
- Process in place for board and staff to collaboratively confirm ongoing shifts in org processes, language, and programming.

Objective: Fortify our brand through collaboration and storytelling

- Board and staff communications guide with standards for messaging of Guild's brand
- Guild is publicly promoted multiple times annually through board members, strategic partnerships, alliances, and ED speaking engagements
- Participate in published media opportunities to broaden reach
- Communication plan (internal and external) designed for multiple modalities set and approved in the by 4th quarter annually

# STRATEGIC FOCUS 6: DEVELOP A SUSTAINABLE BUSINESS MODEL ANCHORED IN TRANSFORMATIONAL RELATIONSHIPS

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Objective: Develop a comprehensive sustainability strategy

- New target revenue model/mix
- By 2024, create a development and financial strategy/plan for the new model
- Equity-based staffing model (as it relates to programming cost)
- Concrete evaluation metrics of sustaining partnerships and members that show the impact of long-term/large programming

Objective: Establish proactive strategic partnerships and alliances

- Increase philanthropic partnerships and/or sponsorships producing \$3 million in income by 2026
- Increase established partnerships with non-community arts education sector organizations
- Increase partnership engagement with CAE organizations in small and mid-sized cities



# HIGHLIGHTED STAPLE PROGRAMS 2023-2027

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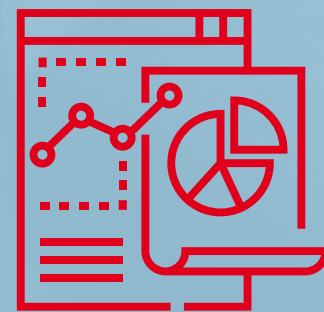


# GENERAL SUPPORT TO THE FIELD

The Guild will continue to host support opportunities to the field. These support opportunities will be designed to benefit professionals from various backgrounds, skill levels, and experience levels. The Guild believes in fostering a community of collaboration and learning, and these events will provide a platform for individuals to connect, share insights, and learn from each other. The support opportunities will include workshops, networking events, mentorship programs, and online resources. The Guild understands that the field can be challenging, but with the right support and resources, professionals can thrive and achieve their goals. Therefore, the Guild is committed to providing ongoing support to the field and helping professionals succeed in their careers.



**Field-wide  
Antiracism Training**



**Community Arts Education  
Census**



**Membership  
Meetings**



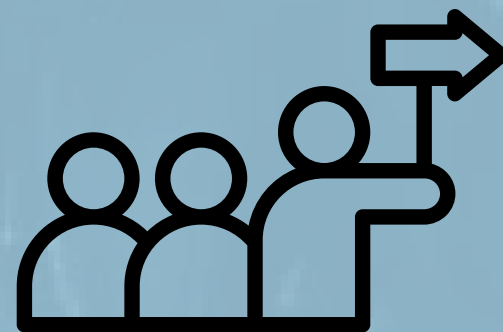
**Peer-Learning  
Cafes**

# COMMUNITY ARTS EDUCATION LEADERSHIP & INTERCULTURAL INSTITUTE (CAELII)



Since 1985, the National Guild for Community Arts Education has offered cohort style training programs for Community Arts Education Practitioners to deepen their leadership and build strong relationships with existing and new peers in the field. Now, after examining the breadth of offerings over the last few decades, the National Guild is expanding the current CAELI program into an all-inclusive institute.

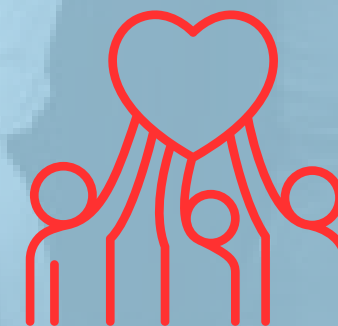
The revamped CAELII Institute, the COMMUNITY ARTS EDUCATION LEADERSHIP and INTERCULTURAL INSTITUTE, offers intensive, cohort-style experiences for community arts education practitioners of all skills and experiences. To transform the leadership of community arts education artists, funders, and administrators, the institute holds three distinct cohort-style trainings in self, organization, and community.



**Leadership  
Transformation**



**Organizational  
Liberation**



**Community  
Advocacy**



# YEAR-ROUND PROFESSIONAL & LEADERSHIP DEVELOPMENT / GUILDCLC

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The National Guild is dedicated to fostering excellence in the arts and cultural sector by providing year-round professional and leadership development opportunities for individuals. Our comprehensive suite of programs is designed to empower, educate, and connect professionals, artists, and leaders, enabling them to make a lasting impact on their communities and the broader arts landscape. We offer flexible learning options, including webinars and online courses, allowing individuals to access valuable resources and insights at their convenience.

## Topics include:

nonprofit management

advocacy

liberatory leadership

creative youth development

creative aging

racial justice

healing and wellbeing

teaching artistry

trauma-informed practice

**and much more!**





# NATIONAL GUILD NEXT GENERATION FELLOWSHIP PROGRAM

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The National Guild for Community Arts Education is committed to nurturing the next generation of leaders in the arts and culture sector. In pursuit of this goal, we are piloting a two-year Fellowship Program, set to launch in Fall 2025. This program will provide aspiring leaders with an opportunity to gain practical experience, mentorship, and financial stability while contributing to the Guild's mission of advancing community arts education.

**The goals of this program are to:**

- support emerging leaders;
- remove pathways to arts education leadership;
- foster equity in the sector;
- strengthen individual & sector capacity

# GUILD COLLECTIVES PROGRAM

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The National Guild for Community Arts Education is excited to announce our Regional Movement Building Program. The primary goal of this program is to create opportunities for our National Guild members to connect and support each other on a hyperlocal level starting in Fall 2024. We recognize the importance of fostering relationships and collaboration among our members at the regional level, and this program will help us achieve that goal.

- **Ambassadors for the Regions:** We will appoint ambassadors for various regions across the country. These ambassadors will serve as the main point of contact and facilitators for our members in their respective regions. Their role is pivotal in helping connect our members, share resources, and ensure the success of the program.
- **Microgrants:** To kickstart these regional initiatives, we will provide a microgrant to each appointed ambassador. This grant will serve as the seed funding for regional projects that bring our members together. The grant can be used for a variety of activities, including workshops, networking events, educational programs, and more. It's important to note that these grants are exclusively available to our National Guild members.



# BI-YEARLY REGIONAL SUMMITS

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The National Guild is proud to announce our bi-yearly Regional Summits, a dynamic initiative designed to delve deep into the hyperlocal work that drives the arts and cultural sector. These summits will rotate every two years (on the odd years), offering a rich and diverse exploration of the unique challenges and opportunities present in different regions across the nation.

**The Regional Summits represent a commitment to celebrating the diversity and vibrancy of the community arts education sector across the nation.**

By rotating our focus and engaging with various communities, we aim to catalyze meaningful change, strengthen the arts sector, and create a more connected and dynamic network of arts professionals.

# NATIONAL GUILD SABBATICAL PROGRAM

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The National Guild is pleased to introduce our Sabbatical Program, a visionary initiative designed to support and empower arts leaders and practitioners in their quest for renewal, rejuvenation, and innovation. With a pilot by 2026, this program reflects our commitment to fostering a vibrant and sustainable arts and culture sector by investing in the growth and well-being of the individuals who drive it.

# SANKOFA: 90TH ANNIVERSARY ADVISORY COMMITTEE

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The National Guild for Community Arts Education is thrilled to propose the establishment of a 90th Anniversary Advisory Committee in preparation for our milestone anniversary in 2027. This committee will be instrumental in guiding the celebrations, ensuring our rich history is celebrated, our mission is strengthened, and intergenerational collaboration is at the forefront of our activities.

## Goals

- **Celebrate Our Legacy:** Plan and execute a memorable and meaningful 90th-anniversary celebration that reflects the rich history and contributions of the Guild to the field of community arts education.
- **Engage the Community:** Foster a sense of belonging, pride, and engagement among Guild members, alumni, and partners by inviting them to actively participate in the anniversary events and initiatives.
- **Enhance the Guild's Impact:** Use the anniversary as a platform to raise awareness of the importance of community arts education and advocate for its expansion and relevance in the 21st century.
- **Foster Intergenerational Collaboration:** Promote the exchange of ideas, experiences, and perspectives between different generations involved in community arts education to ensure the sustainability of our mission.

# WHAT DOES THIS MEAN FOR MEMBERSHIP?

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- Organizational Roots in Justice, Liberation, Equity, and Access = The Guild serves as a space to help people in the ecosystem to thrive and not just survive
- “Think Globally, Act Locally” - investment in local work while strengthening the national ecosystem
- Staple Initiatives
  - Membership shift (individual-focused)
  - Advocacy
  - Liberatory & Transformational Leadership Development (including investment in the next generation of leaders)
  - Networking & Movement Building (including peer learning)
  - Resources & Tools to advance leadership
- Expanded and/or new programs
- Intersectional work (how does our work evolve outside of the arts?)



**THANK YOU!**

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**STAY IN CONTACT WITH ME**



