

Creating Futures

Reimagining the Arts in Northern Ireland

www.artsandbusinessni.org.uk

**Arts
& Business**
Northern Ireland



This unique programme aims to support arts managers and fundraisers to plan their own routes to Creating, Leading, and Fundraising for the Future.

Creating Futures

The Arts & Business Northern Ireland Creating Futures programme is a new initiative for the cultural sector supported by the Arts Council of Northern Ireland (ACNI), and will be delivered by the Ulster Business School at the University of Ulster.

The programme includes the opportunity to gain a Postgraduate Certificate in Executive Leadership (one third of a MSc), develop a business plan for your organisation, participate in a UK Learning Experience visiting both Liverpool & Edinburgh, and enhance the overall performance of your organisation.

The programme delivery team includes senior lecturers within the Ulster Business School, leading guest experts in the fields of strategy, leadership, governance and fundraising. You will undertake structured peer-to-peer learning, and also receive support from senior business mentors.

Who is this for?

Creating Futures is a strategic development initiative for senior managers in a leadership role within their organisation. Typically, participants will have significant budgetary and people management experience gained over a number of years in a senior management role.

What is different about this programme?

While Creating Futures is academic in nature, it has a practical outcome. It will be challenging, but you will be rewarded with the positive impact it will make on your leadership skills, your organisation's development, and the arts sector in Northern Ireland.

So you can apply the theory, Creating Futures includes Board involvement throughout so you and your organisation will complete the year in a stronger position to lead the arts in Northern Ireland.

Why you should undertake Creating Futures?

As a senior manager in the arts, leadership is the most important part of your job. However, in today's turbulent climate, you cannot model yourself or your organisation on leadership approaches from the past and expect to meet the challenges of today, let alone tomorrow.

To support arts leaders to respond to these demands, we have designed a programme that uses 21st century approaches to meet the 21st century challenges you face in organisational leadership, personal leadership and ethical leadership.

Now more than ever it is vital to foster resilience, to scenario plan multiple possibilities for the future, and to have a strategic response ready for each. On this programme you will learn how leaders in organisations can develop and nurture strategic thinking at all levels.

You will also have an opportunity to identify and develop personal effective leadership traits and behaviours that are necessary to succeed in the knowledge driven world.

The key to sustainable success is the capacity to lead confidently through innovation, to outthink and outperform the competition. These fundamentals are covered and developed in detail through the Creating Futures programme.

Programme Structure

Creating Futures involves completing four formal University modules, including a UK Learning Experience, together with a governance master-class, business planning master-classes, peer-to-peer support through Action Learning Sets, and the development of a business plan and fundraising strategy for your organisation by Autumn 2012.

Module 1: Creating the Future

This module examines the options for leading in turbulent and uncertain times. Critically appraising forecasting, weaknesses in current strategic thinking, scenario planning and future thinking, it will introduce you to new approaches to strategy formulation that aim to shape the future of your organisation, and the arts in Northern Ireland.

Module 2: Leadership for the Future

The need to really understand the essence of leading in a fast moving, multi-cultural, turbulent and globalised world has never been greater. This module focuses on the types of leadership style likely to be of use to you in the flat, anarchic, social media obsessed organisations of the future.

Module 3: Fundraising for the Future

Focusing on sustainability this module will enable you to strengthen and develop effective strategic cultural fundraising skills. This organisational impact will be maximised through Board engagement whilst the alternative practice models of other cultural organisations will be explored and analysed. The module will result in the creation of a robust fundraising strategy for developing revenues within your organisation.

Module 4: UK Learning Experience

This study visit will enable you to meet with other senior managers in the arts in UK to challenge your thinking, generate new ideas and create wider UK networks.

Masterclasses

Planning the Future: Both practical and inspirational this will support you and your Board to draw up a business plan for your organisation. You and your Board will also be allocated a business mentor to provide additional support in this area.

Governing the Future: This masterclass allows you to critically evaluate your Board's performance and standards of behaviour. You will be introduced to standards of best practice.

Peer-to-Peer Learning & Networking

The programme will provide significant opportunities to network with senior people in the arts and business sectors, and will develop your professional support system through structured Action Learning Sets with fellow participants.

Commitment: You and your Board

Why Board involvement?

If your Board and Senior Management Team are bought into this learning process from the start, then your vision and ideas will be nurtured and supported internally from day one – which will help you effect real organisational change. To underpin this vital dynamic your Board must commit to the programme, and also nominate appropriate Board Members to attend a limited number of key activities.

Your commitment

- Attendance by you at all scheduled programme activities (see separate schedule)
- Completion of four assignments based on the Creating Futures programme modules and UK Learning Experience
- Completion of a business plan and fundraising strategy
- Commitment to programme monitoring and evaluation

What will it cost?

The fee for participation is £950 plus VAT @ 20%

Entry conditions

Applicants will normally be required to hold a degree or higher qualification or equivalent professional qualification, plus at least five year's experience at a senior management level with significant budget responsibility.

Exceptionally however, consideration will be given to candidates who can demonstrate a successful track record of managerial achievement within the arts.

Applicants must be able to commit to attending all aspects of the programme schedule.

Applicant organisations must commit to Board Member attendance at selected programme stages (one Board Member per selected stage).

Want to Know More/Apply?

For further information, an application form or to discuss your requirements please contact:

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Deadline for completed applications 3pm Monday 28th November
Programme Induction Thursday 8th December, Belfast

Programme Schedule

This one year, part-time strategic development programme is structured around four taught modules each lasting three consecutive days at the University of Ulster.

Activity	Date
Programme Induction	Thursday 8th December 2011
Governance Masterclass	Monday 12th December 2011
Module 1: Creating the Future	Tuesday 17th - Thursday 19th 2011
Business Planning: Masterclass 1	Tuesday 14th February 2012
Module 1: Assignment	Tuesday 6th March 2012
Module 2: Leadership for the Future	Tuesday 6th - Thursday 8th March 2012
Module 2: Action Learning Set	Wednesday 4th April 2012
Module 2: Assignment	Tuesday 17th April 2012
Module 3: Cultural Fundraising	Tuesday 17th - Thursday 19th April 2012
Module 3: Action Learning Set	Wednesday 2nd May 2012
Module 3: Assignment	Tuesday 12th June 2012
Module 4: UK Learning Experience Orientation Session	Tuesday 29th May 2012
Module 4: UK Learning Experience	Tuesday 12th - Friday 15th June 2012
Module 4: Assignment	Friday 31st August 2012
Business Planning Masterclass	Tuesday 19th June 2012
Programme Mentoring: Business Plan and Fundraising Strategy Development	February - September 2012
Presentation Day	Friday 31st August 2012
Graduation	December 2012
