



NETWORK FOR CULTURE
& ARTS POLICY

ON THE RISE ON THE RISE

APRIL 8, 2022

Network for Culture & Arts Policy
 567 6th Avenue, Garden Level
 Brooklyn, NY 11215
www.ncapculture.org

Lilia Gonzales Chavez
 Fresno Arts Council
 1245 Van Ness Ave.
 Fresno, CA 93721



Dear Lilia and the Fresno Arts Council,

There are points in history when everything seems in flux, when the world suddenly feels otherworldly. This has been one of those periods. The last few years could be described as a periodically strange, polarizing and literally plague-ridden test of our health and sanity as a society. It also has been a time of reevaluation and reimagination, when the rules are not just being broken but questioned fundamentally. Injustice is challenged on every corner. Creativity exists on multiple platforms. Our diverse populations are saying, ‘Give me what’s honest and worthwhile, because I can no longer stand nonsense or noise.’

This is where arts and culture take root and branch in manifold, unexpected ways. Quarantined to varying degrees for nearly two years, the arts are beginning to fill our calendars again. We want to appreciate the complex lives that we’ve been forced to shelter or silence; nothing gives form and expression to this need like the energy and exchange of our shared culture.

Without entities like the Fresno Arts Council, however, the capacity of arts and culture to invigorate communities can be left stunted and malnourished. The City of Fresno’s use of the Measure P initiative to pursue credible research to produce and implement a cultural arts plan promises to infuse the City of Fresno with a significant social, economic and cultural investment that is given vitality in large part by the artists and locals who call Fresno home.

NCAP is appreciative of your willingness to consider our proposal for how we can help you achieve your goal of collecting essential data, gathering input from community voices, and composing an actionable cultural arts plan. We are a dedicated research and consulting firm combining years of collective experience in the areas of quantitative and qualitative research, planning, communications, and implementation. With company members located across the U.S., we have an extensive awareness of national best practices and trends, yet pride ourselves on being a tight-knit team that dives deep and works closely with our client partners. Our adherence to methodological rigor and synthesizing cross-disciplinary expertise will be in full service to your aims of developing a cultural arts plan that brings together residents, visitors and creative practitioners to strengthen the rich community fabric of Fresno now and as it rises into the future.

We look forward to your thoughts on our proposal. Thanks very much for your consideration.

Sincerely,

The NCAP Team

table of contents

I. Introduction

- a. About NCAP
- b. Experience
- c. Context
- d. Why NCAP Now?

II. Services and Timeline

III. Budget

IV. Our Team

V. Past Work

- a. Past Projects
- b. References

introduction

about NCAP

NCAP supports organizations and individuals that advance cultural and social initiatives, programs and enterprises through mixed methods research, strategic planning and implementation services.

We are cultural enthusiasts and data scientists. Our team takes pride in utilizing best practice approaches to research and analysis in order to deliver valuable findings that demonstrate how the social, cultural and economic forces of the arts help shape the people and places of our interwoven lives.

We value...

- Methodological rigor and intellectual honesty
- Utilization of credible cultural and sociological research data
- Effective strategies to illuminate paths for providing diverse populations equal access to essential cultural, economic and social resources
- Challenging norms in order to discover new, useful solutions for issues facing communities of all diverse varieties and sizes



experience

What work experience sets NCAP apart?

NCAP supports institutions, foundations and collectives established to serve cultural practitioners who live and work to enrich their communities. Over the past several years, NCAP has collaborated with organizations navigating a rapidly evolving cultural landscape while, recently, charting a new path forward in the wake of a global pandemic. We have offered quantitative and qualitative data collection and analysis services time and time again. We have aided organizations to arrive at effective ways to honor social justice movements and acknowledge the systemic inequities confronting Black, Indigenous, People of Color (BIPOC) and marginalized communities. We have consulted on best practice communications strategy. We have assisted with bringing urban arts programs to fruition. We have, in short, strived to be there for those active in a burgeoning arts and culture sector that expands our notions of what it means to be fearlessly alive as part of a sometimes tumultuous, always protean 21st Century experience.

What makes us unique is that we are present at every point of a cultural organization's progress through the continuous cycle of learning, planning, and doing. Or, in other words, NCAP provides Core Research, Strategic Planning and Implementation services to ensure both the historic foundation and newly launched neighborhood program alike possess what they require to succeed. This means that we deliver the data and

analysis needed for our clients to productively plan a course toward achieving their objectives in practice. It is difficult enough to run a gallery or choreograph a dance set for audiences out there in the dark; NCAP empowers your constituents and you to worry about the work of art while we focus on providing the information and tools you need to keep the stage lights on and audiences wanting more.

In collaboration with like-minded individuals of various backgrounds and interests, NCAP focuses its current cross-disciplinary skills and energies on exploring how our partners can harness the catalytic power of arts and culture to celebrate diversity, access untapped opportunity, and strengthen communities across multiple platforms. Now, we look to lend a hand to advance your efforts.

context

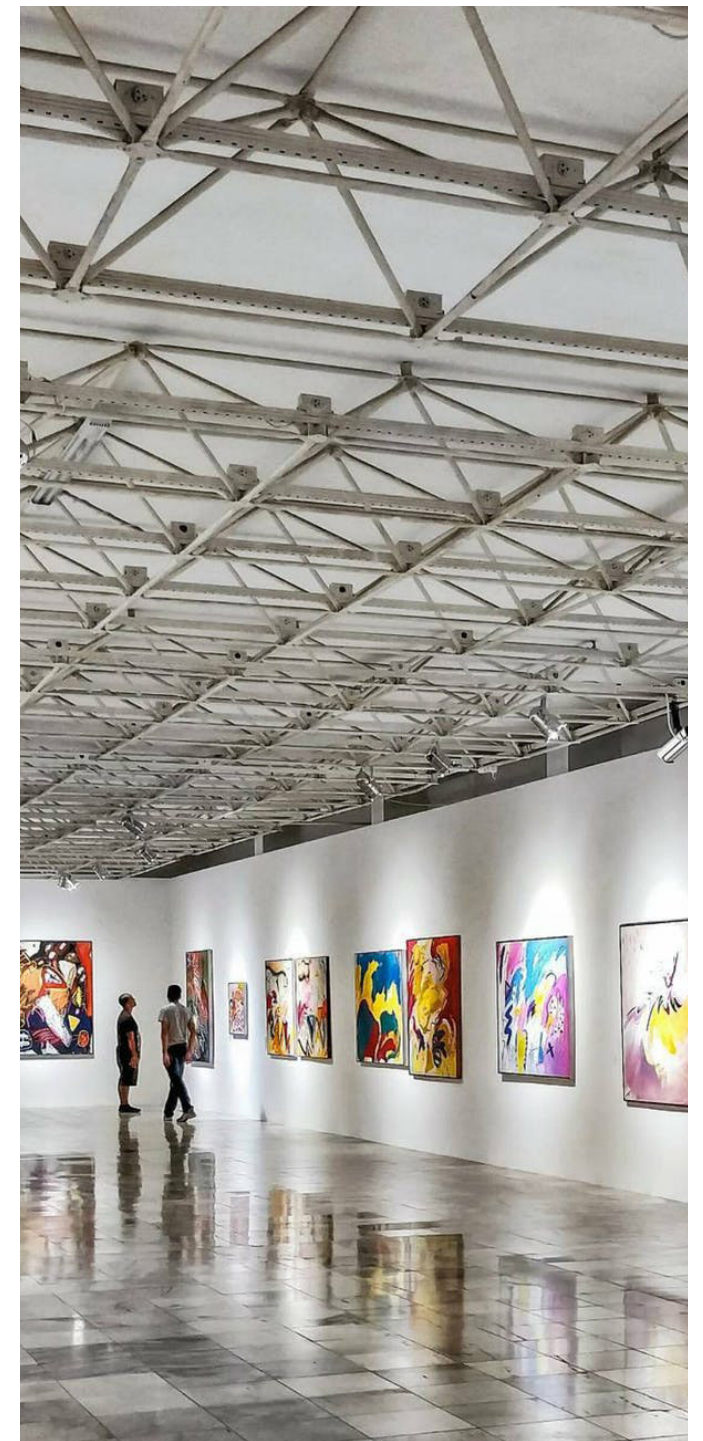
Funds from the Measure P initiative have opened a unique opportunity for the City of Fresno and the Fresno Arts Council to develop a cultural arts plan that focuses on the arts and cultural wealth potential of the city. Furthermore, as we enter into a new phase of the global pandemic, there is an opportunity to plan for the cultural landscape of the future -- one that has been disrupted by new practices, dynamics and principles touching on every aspect of life, from health to criminal justice. Steered by research and bolstered by community input, a Fresno cultural arts plan can help answer the call for more cultural togetherness already growing in neighborhoods through programs like the ArtHop, or recent events featuring Fresno's Poet Laureate. We will look to design a plan that reflects the cultural, demographic, and geographic diversity of Fresno by creating opportunities that organically bring artists, entrepreneurs, residents, and visitors together to celebrate community and culture. This work is at the heart of what drives NCAP and the enterprise to which we enthusiastically commit our time and energy.



why NCAP now?

NCAP will support the Fresno Arts Council by executing a phased approach to providing core research, planning and implementation services. The systematic research and consultation program outlined in this proposal is designed to produce a set of essential data-driven findings to act as the foundation for ultimate delivery and implementation of a Fresno Arts Council and City of Fresno cultural arts plan.

Our ability to address the specific needs of our client partners draws from multidisciplinary expertise in mixed methods data collection and analysis, strategic planning, project management, and professional communications. We plan to bring this range of knowledge and breadth of skills to optimally address the needs and requirements of the Fresno Arts Council, an organization charged with fostering local arts and culture not just to further its mission, but also as a duty it holds as an imperative to enrich and recognize the citizens of its beloved community. By partnering with NCAP and investing in our rigorous methodology, the Fresno Arts Council will benefit from our use of industry-standard analytical tools, years of training, and passion backed by education to equip organizations with the means they rely on to substantively enrich their cultural ecosystem. We understand that for a cultural organization to be strategic and plan intelligently for its future, they must be attentive and informed at all points in the process. This is what we do: we research, strategize and apply -- and we will do so for the Fresno Arts Council if given the opportunity.



services and timeline

timeline

Core Research

May - November 2022

Ongoing

Check-in Meetings and Progress Updates:

Includes weekly 30-minute check-ins over the entire course of the project agreement between the project managers for NCAP and Fresno Arts Council. Attendees at these sessions should be the main points of contact for the Fresno Arts Council and NCAP project team members. Subject matter experts [SMEs] may be included in meetings as needed.

May - August '22

Foundational Research and Cultural Plan

Comparison Scan: An initial review of relevant documentation and data that could include, but is not necessarily limited to: Measure P initiative and associated documents; Fresno Parks Master Plan; past municipal and county strategic plans; previous Fresno Arts Council research reports; notes and agendas from relevant past Fresno Arts Council meetings; media and literature on the cultural & artistic history of Fresno; history of arts funding in Fresno (i.e., Where does funding primarily come from? How have funds historically been allocated?); comparative analysis of Fresno’s arts and culture ecosystem and planning potential in relation to other peer cities and national statistics (e.g., reviewing cultural plans, arts studies, and demographic data

for context relevant to Fresno’s current and prospective cultural conditions). Data sources will include both governmental (federal, state, county, and municipal) and private (non-profit research and advocacy organizations) databases. We collect findings and diverse perspectives and process and thematize these findings in such a way as to inform areas of inquiry during subsequent phases in the research and planning process. This step is essential for both establishing a fundamental understanding of Fresno’s cultural landscape and orienting research and planning efforts for the project going forward.

Kickoff Planning, Discussion and Facilitation:

Based on confirmed research plan expectations, NCAP officially launches the project with identified stakeholders by facilitating an in-person (barring COVID restrictions) kickoff discussion with Fresno Arts Council stakeholders. This convening will provide a detailed breakdown of project objectives, research agenda and detailed schedule for upcoming check-ins and deliverable benchmark dates.

Research Work Plan: Based on preceding foundational research, plan comparison scan, and opening session discussions, NCAP will produce and deliver to stakeholders the Research Work Plan. This Plan establishes benchmarks, data collection methodologies, and informational sources as outlined in accordance with a detailed timeline. Specifically, the document will concretely identify the types of informational data sets

to be collected along with the analytical steps and tools our team intends to utilize for achieving successful project outcomes. The document will serve as a reliable guide that both NCAP and the Fresno Arts Council can utilize as a grounding touchstone throughout the project and as a reference for future research and planning efforts. *This will include 2 rounds of review and feedback from client stakeholders.*

Communications Strategy and Plan: To maximize engagement with the project, NCAP will develop a communications and engagement plan to both introduce the project to the Fresno community, generate interest in the project, and call for community involvement. This plan will outline multichannel communications strategies and tactics designed to gather widespread community participation in the data collection activities (e.g., score-based surveys and in-depth interviews) utilizing the Fresno Arts Council’s current channels (e.g., mailers, newsletters, social media, etc.) in addition to determining other avenues for reaching community members across differing social, economic, racial, and cultural demographics.

September - October '22

Collection of Community & Stakeholder Input:

NCAP proposes to ensure citizen involvement through three distinct avenues of input collection: a community online survey, two on-site public meetings, and in-depth interviews with key stakeholders in Fresno’s artistic Cultural Ecosystem.

A. Interview with key community stakeholders

NCAP will work with Fresno Arts Council to develop a list of 10-15 individuals for in-depth qualitative interviews that serve as a representative cross-section of community members and artists + cultural practitioners in the city. We will also engage Elliott Balch, Chief Operations Officer at the Central Valley Community Foundation for this purpose. Our list of interviewees would include stakeholders such as Mas Masumoto (farmer, author, and NEA board member), Vivian Velasco Paz (Arte Américas board chair) and Jolene Telles (arts patron and booster).

NCAP will interview and collect insights from these individuals based on pre-developed questionnaires informed by our foundational research. Analysis of interview responses will include coding and theming to distill key takeaways. Interviewees will remain anonymous in order to encourage uninhibited and honest responses. The questionnaires will inquire on topics related to, but not necessarily limited to, the following areas:

- Fresno’s most cherished and important arts and culture assets
- The perennial challenges facing arts and culture in Fresno
- The differences between institutionally sanctioned and non-institutionally sanctioned cultural production

- Environmental concerns and cultural production (e.g., pollution, wildfires, summer temperatures)
- Personal experiences of COVID-19 as an audience member and/or artist
- Most memorable and most disappointing recent cultural programs and events in Fresno
- How does Fresno relate to other population centers of the San Joaquin Valley? How might these cities better complement and support each other?
- Expectations for future engagement with cultural programming and/or artists enterprises
- What type of cultural assets would you like to see more of?
- Are arts and cultural opportunities accessible and affordable?
- What do you think would most significantly benefit Fresno’s cultural ecosystem? Do you have examples of how these benefits have manifested in other places?

B. Community online survey

NCAP will develop and deploy an online survey in both English and Spanish to collect and analyze a combination of score-based and short answer responses from city residents about their engagement with arts

and culture. The survey will include 10 - 15 questions (10 - 15 minutes to respond), which would be informed by our conversations with Fresno artistic and cultural stakeholders. We anticipate our survey to ask about topics such as:

- Cultural offerings they have engaged with recently
- Factors that play into their decision to engage with arts and culture, such as available offerings, costs, distance, frequency, etc.
- Unique cultural assets of Fresno
- Expectations and preferences over the City’s involvement in arts and culture
- How COVID-19 has changed their interaction with artistic and cultural activities

At the end of the survey we will ask respondents a series of demographic questions that will allow us to appropriately weight responses so they are representative of the city’s social make-up. These questions will include gender, age, race/ethnicity and zip code of residence.

We will utilize Survey Monkey to build and deploy the survey and leverage the Fresno Arts Council’s existing communication channels, including social media and listservs. We will also coordinate with the Fresno Arts Council to engage cultural institutions that may be open to aid in the deployment of the

survey. Finally, we expect to leverage the “Yes on P” campaign infrastructure, which will help to maintain some communications channels with Fresno’s public.

C. Community meetings

In coordination with Fresno Arts Council, NCAP will help facilitate two in-person (barring COVID restrictions) community meetings to garner input from the public on Fresno’s next cultural arts plan.

Because our online survey will likely leave out many communities with limited internet access, we propose to conduct these public meetings in zip codes more likely to be underrepresented in our survey sample. These zip codes might include those with the lowest household income and/or rates of internet subscription. We will work with the Fresno Arts Council to define those locations.

The primary goals of these meetings are both (a) to inform the public of the project, the project’s structure, and what the project aims to accomplish and (b) to motivate involvement and collect underrepresented perspectives from community members.

The community meetings will inform the attendees of the project’s key stakeholders and goals as well as this unique opportunity for community members to assist in developing Fresno’s cultural arts plan. NCAP will also present, in brief, our approach to collecting and utilizing data so as to illustrate transparency and reaffirm our responsibility to

both individual community members and the ultimate goals of the project.

Community meetings will include various opportunities to address questions and concerns from community members and collect data on individuals’ arts and culture experiences in Fresno—possibly including a Q&A period, breakout groups with conversation prompts and discussion exercises and worksheets, and anonymous comment collection.

November ‘22

Recommendations and Stakeholder

Presentation: Following the conclusion of the core research activities outlined above, NCAP will develop a slidedeck presentation delivered in-person (barring COVID restrictions) to Fresno Arts Council and City of Fresno stakeholders for input and discussion on ways to utilize the provided findings as a basis for serving the greater Fresno cultural ecosystem in the development of a cultural arts plan. The presentation will include:

- Foundational Research learnings
- Cultural Plan Comparison Scan results matrix with contextual information provided for each reviewed plan
- Quantitative findings and conclusions taken from score-based surveys
- Key points and themes taken from qualitative interviews

Development

December - March 2023

December - March '23

Cultural Arts Plan Development: Utilizing the core research and feedback from the Stakeholder presentation, NCAP will work closely with Fresno Arts Council to produce a cultural arts plan for preserving and enhancing the cultural assets and programming across Fresno neighborhoods. This plan will hone in on how to bolster and advance the wider local cultural ecosystem as well as provide insights into connecting cultural goals with broader social advancement and economic goals. More particularly, the plan will identify how the Fresno Arts Council can a). advance the City of Fresno and collaborate with local government leaders to best shape cultural policy and initiatives as well as b). bolster and celebrate the diverse array of present and future local cultural assets.

We anticipate that the developed plan will include information on:

- Background, including the Measure P initiative
- Contextual statistics of Fresno informing the plan

- Demographics
- Economic indicators
- Previously collected arts and culture participation statistics
- Description of the research and development process for the plan itself

Findings:

- Current cultural and artistic practices and preferences
- Most valued cultural assets in Fresno
- Desires and needs of the community around arts and culture
- Implementation plan
- Goals and objectives
- Governance of funds utilization
- Programming priorities
- Policy changes

Additional Possible Services

Available Upon Request

Plan Implementation Project Management

Once the cultural arts plan has been developed and approved, our team provides initial project management services in the form of coordination and management of plan implementation. We can also assist with the setup and execution of integrated communications strategy and tactics. This service is especially useful as a way to kick start setup of the operational and communication mechanisms necessary to achieve successful cultural plan execution. Specifically, NCAP will devote a dedicated project manager to aid your plan implementation efforts for up to 10 hours per week for 12 weeks or until you are adequately resourced to take over the enterprise without further assistance.

Cultural Asset Map Development

Relying first on the core research findings, NCAP will develop a map of Fresno indicating known local cultural assets (e.g., organizations, institutions, galleries, documented collectives, etc.). This principal map will be accompanied by a series of additional maps of Fresno that document a range of relevant social, economic, and societal data (e.g., demographics, socioeconomic status, transportation access) as means to compare against the prevalence (or lack of) cultural assets across the city

region. The discovered patterns resulting from inquiry into how the interrelated data intersects and, at times, defies expectations will help to identify the specific opportunities and challenges facing Fresno’s cultural ecosystem. The data will be sourced from available national government repositories (e.g., BLS, Census Bureau). In addition, we can create a supplemental map layer that specifically focuses on BIPOC-led and centered cultural assets, which will prove useful in the Fresno Art Council’s ongoing pursuit of establishing more diverse, equitable and inclusive programming and resources. Such information will yield valuable insights as the Fresno Arts Council plots out strategic planning objectives and refines targeted communications and outreach goals for the next several years.

Note: this would be geared to create static maps for reference and planning purposes only. If the Fresno Arts Council would be interested in developing an interactive online version of the map for the public to use and explore, NCAP would be happy to scope out additional service as well.

budget

cost breakdown

- **Core Research: \$56,000**
Includes ongoing services, foundational research, kickoff meeting, research work plan, communications plan, and collection of community & stakeholder input.
- **Development: \$15,000**
Distillation of collected data to develop cultural arts plan. This will include 2 rounds of review and feedback from client stakeholders.

Total NCAP Service Costs \$71,000

- **Community Meeting Materials: \$400**
Accounts for any print handouts and/or materials for community meeting engagements.
- **Research Software Tool Access: \$1,200**
Access to survey tool access as well as national and state statistical databases and quantitative and qualitative analysis software.
- **Travel and Lodging: \$7400**
Addresses NCAP team member travel and lodging needs to provide onsite kickoff, two (2) community meetings and stakeholder presentation.

Additional Business Costs \$9,000

GRAND TOTAL \$80,000

Payment Plan

Fresno Arts Council will pay NCAP in **four (4) \$20,000 installments** over the course of the agreement period. This will best equip NCAP with sufficient and ideal funds to address initial project startup costs. Payment due dates:

- **May 15, 2022**
- **August 15, 2022**
- **December 15, 2022**
- **March 31, 2023**

Additional Possible Services

- **Cultural Plan Document Design: \$7500**
Design of cultural plan sent as a digital file. (printing would have a separate cost).
- **Plan Implementation Project Management: \$12,000**
Addresses project management assistance to help implement the cultural plan for up to 10 hours per week for up to 12 weeks.
- **Cultural Asset Map Development: \$6,000**
Creation of static maps distilling relevant layers of data that collectively detail and showcase Fresno's cultural assets.

our team

Theresa Ahrens

Senior Communications Strategiest

Theresa has more than a decade of experience in communications and marketing, media relations, crisis and reputation management, and donor outreach, in higher education, healthcare, and arts and culture. Theresa has developed and implemented communications strategies for a variety of clients, resulting in successful and targeted community outreach and engagement, as well as high-profile media placements. Some of her past projects include helping with the facilitation and communications efforts that grounded the 2012 Presidential Debate in Denver; developing a multichannel campaign for the Denver Advantage Exhibit at the University of Denver; and assisting with the execution of Fundraising Dinners featuring President George Bush, Vice President Joe Biden, and Secretary of State Condoleezza Rice.

Theresa holds a Bachelor of Arts in Journalism and a Master of Arts in Public Relations and Marketing from the University of Denver.



Tony Cleasby

Senior Consultant & Research Coordinator

Over the course of his academic and professional career, Tony has investigated ideas emerging at the intersection of cultural exchange, economic development, and social engagement. He has served in roles that address challenges ranging from overseeing marketing and communications teams to co-founding a web platform for interdisciplinary artists, to undertaking market research spanning a range of international markets for major tech companies, to examining cultural vitality indices and creative placemaking initiatives across municipalities of varying size and demographic complexity. In recent years, Tony coordinated and contributed original mixed methods research to NCAP’s comprehensive study commissioned by the Stage Directors and Choreographers Society (SDC) and sponsored by the New York City Mayor’s Office of Media and Entertainment that examined the challenges facing theatre directors and choreographers prior to and during the COVID-19 pandemic. While serving in a senior project manager capacity for several U.S. universities beginning in 2009, including the University of Chicago and the University of Denver, he oversaw teams charged with completing over 100 multichannel marketing and communications projects per year. His accomplishments include providing key support and data management to the 100Kin10 STEM education research project operated through the University of Chicago and funded by the Carnegie Corporation of New York; executing the creation of an interactive exhibition documenting University of Denver’s multimillion-dollar capital projects; and overseeing a comprehensive digital campaign designed to target influential academic



influencers in order to raise an institution’s U.S. News and World Report rankings, which proved successful after a single annual cycle.

Fully invested in the strategic planning, historical research, project management, and communications efforts helping to propel NCAP forward, Tony remains committed to the study and advancement of social-minded and culturally innovative enterprises.

Tony holds a Bachelor of Arts in English from Indiana University as well as a Master of Arts from the University of Chicago focused on humanities studies and cultural policy.

Jeffrey Patrick Colgan

Cross-Sector Research & Qualitative Data Lead

Jeffrey has consistently been interested in the efficacy of American arts and culture institutions to identify and meet the needs of artists and cultural practitioners. This interest was born while performing in the music scenes of Austin, Texas, and developed while holding positions as an art gallery manager, museum development coordinator, program coordinator for a community arts organization, and arts & culture researcher. He regularly contributes articles to the Gotham Center for New York City History and teaches courses in LGBTQ history and political theory at the Brooklyn Institute for Social Research. His most recent publication is a chapter in *Intimate States: Gender, Sexuality, and Governance in Modern U.S. History* (The University of Chicago Press, 2021).

With an in-depth knowledge of cultural history and economic and policy theory, Jeff has applied his analytical acumen over the course of extensive experience in nonprofit development, administration, and program curation.

Jeffrey received his Bachelor of Arts from St. John’s College (MD), studied statistics and economics at the London School of Economics, and earned a Master of Arts from the University of Chicago in cultural policy and political philosophy. In addition to his work with NCAP, Jeffrey is pursuing a PhD in political philosophy from Tulane University.



Jorge González Hermoso

Research Study Design & Data Analysis Lead

Jorge is focused on issues at the intersection of cultural policy and urban planning, particularly how the arts in the public space foster social capital and creativity. As a project coordinator at the Mexican Federal Government, Jorge oversaw projects to transform unused State-owned real estate into socially driven projects that incorporate the power of the arts into their design and vocation. In addition to his work in the public sector, Jorge is experienced in strategy consulting after working for Bain & Co. and MultiLatin Advisors in Mexico City.

Coming from an academic and professional background steeped in an adherence to rigorous research methodology, Jorge is a firm believer and practitioner of evidence-based policymaking and analysis. He is trained in data collection methods, statistical analysis and project management.

Jorge holds a Bachelor of Arts in International Relations from the Instituto Tecnológico Autonomo de Mexico and a Master of Public Policy from the University of Chicago.



Theresa Ahrens

Communications & Marketing

CONTACT

- Denver, Colorado
- 719.331.6435
- theresaahrens89@gmail.com

EDUCATION

Masters: Organizational & Professional Communication, Public Relations & Marketing (University of Denver, Graduated 2015)

Bachelor of Arts: Journalism Studies, Psychology (University of Denver, Graduated 2011)

SUMMARY

Dynamic, data-driven communicator specializing in creating engaging & targeted content for internal & external audiences. Successful at working in all communications & marketing areas, including: media relations, executive communications, social media, digital marketing, stakeholder/client relations & crisis/issues management. Decisive & focused with expertise in team leadership, project management, strategic communications & content strategy. Ability to work independently with little to no supervision remotely or in collaborative settings.

EXPERIENCE

- Network for Culture & Arts Policy: NYC, Denver, Chicago**
- Director of Communications: Freelance (10/2018 – Present)
- University of Denver, Denver**
- Director of Communications: (07/2017 – 06/2020)
 - Communications Manager: (11/2015 – 07/2017)
 - Sr. External Communications Specialist: (07/2015 – 11/2015)
 - External Communications Specialist: (08/2012 – 07/2015)
- CBS4 News, Denver**
- Overnight News Writer/Producer: (06/2011 – 08/2012)

SKILLS

- Microsoft Office: Word, Powerpoint, Excel & Outlook
- CMS: Omni-Update; Drupal, Wordpress
- Marketing Automation: Emma, Creatio
- Project Management: Asana, Workfront
- Media Tracking/Analytics: Google Analytics, Vocus/Cision, Critical Mention, Meltwater
- Crisis Communications: Incident Command Certified (ICS 100)
- Social Media: Facebook, Twitter, Instagram, LinkedIn
- Data Collection: Survey Monkey, Qualtrics, National Databases for Arts & Culture
- Management Experience: 5+ years experience – most recently managing a team of seven communications & media relations specialists & managers
- Languages: Native German speaker

AREAS OF FOCUS

Public Relations/Media

- Developed strategic messaging platforms & content strategy for University newsroom, digital newsletters, magazine, video, & social media, to ensure the brand is promoted & represented appropriately to target audiences to meet them at every step of the user journey.
- Oversaw the University's regional & national media relations strategy, which places experts & clients in national & elite outlets, including the New York Times, Washington Post, CNN, USA Today, & more. Placements have increased by 15%.
- Served as primary media point of contact for major University events including annual fundraising dinners that have featured Vice President Joe Biden, President George W. Bush, Condoleezza Rice, & Madeleine Albright.
- Led communications for donor gift announcements in conjunction with University Advancement

Internal Communications

- Developed & implemented a twice-weekly internal newsletter called The Bridge for more than 3,000 faculty & staff with a manager's toolkit aimed at cascading information to all employees.
- Partnered with Human Resources for all employee communications including Open Enrollment & Performance Management.

Executive Communications

- Helped draft and implement the University of Denver's Strategic Plan – DU IMPACT 2025 working directly with the Chancellor and Board Chair.
- Helped draft and implement Campus Framework Plan – The Denver Advantage, including the development of an interactive and bilingual exhibit to showcase the plan and attract donors; this included working with Denver City Council members and RTD to discuss transportation and land development.
- Drafted communications for University Chancellor involving brand awareness, reputation management & overall University strategic communications.
- Provided media training for Chancellor, Provost, Deans and Board Chair.

Marketing

- Initiated & implemented an email marketing strategy including implementation of an enterprise-wide email marketing platform & central editorial calendar feeding into our new CMS, Drupal.
- Maintained & utilized content & marketing analytics to refine marketing & communications messaging for campaigns & initiatives including the University's athletics, hospitality & real estate & construction management programs, as well as science & engineering.
- Helped implement a brand refresh rollout strategy in 2012 as well as research for new refresh in 2019/2020.
- Developed & executed several local, regional & national communications & marketing campaigns for traditional, digital & social media.

Creative

- Researched & wrote scripts for University videos & podcast.
- Developed ad copy & worked with graphic designers to execute vision.
- Produced 5 a.m., 6 a.m. & noon shows for CBS4 Denver throughout the week & weekend as needed.
- Produced two-three minute cut-ins during the national network morning show.
- Worked with reporters & anchors to update breaking news & find soundbites for live shots.
- Updated social media with behind the scenes photos & videos.

Crisis

- Oversaw day-to-day University crisis communications in conjunction with Campus Safety & strategic University partners including drafting of policies & procedures.
- Served as primary spokesperson for the University & liaison with media.
- Owner of Crisis Communication manual, press releases and messaging templates.

INTERNSHIPS

- ABC News, New York City: (09/2009 – 12/2009)
- CBS4 News, Denver: (06/2010 – 09/2010)
- Weber Shandwick: (12/2010 – 03/2011)

HOBBIES

- Globe trekking
- Challenging friends with a mean game of Scrabble
- Reading paperbacks over a cup of tea
- Attempting to be Julia Childs
- Watching movies beyond Netflix
- Feeding my foodie addiction with new restaurants

OBJECTIVE

Apply expertise and knowledge gained over 10+ years of professional experience to social-minded, cultural, and creative service organizations.

I look to work with thoughtful and informed people who care about what they do and how they do it. Don't you?

EDUCATION

UNIVERSITY OF CHICAGO

-2020-
Masters of Arts in the Humanities (M.A.) -
Cultural Policy

INDIANA UNIVERSITY

-2005-
Bachelor of Arts (B.A) - English

CONTACT



Denver, CO



267.978.9079



acleasby@gmail.com



linkedin.com/in/tonycleasby

SKILLS + FOCUS AREAS



WORK EXPERIENCE

Principal Consultant

Network for Culture & Arts Policy

2016 PRESENT

- Coordinate quantitative and qualitative research team efforts to conduct needs assessment and program evaluation for social-minded organizations;
- Serve as primary point of contact to client counterparts and stakeholders for cross-disciplinary research projects;
- Compile final reports for clients based on findings from analysis of organizational membership profiles, target audiences, event design, and partnership models.
- **Noteworthy Success:** Completed 2-year research project funded by the New York City Mayor's Office evaluating the state of theatre directors and choreographers.

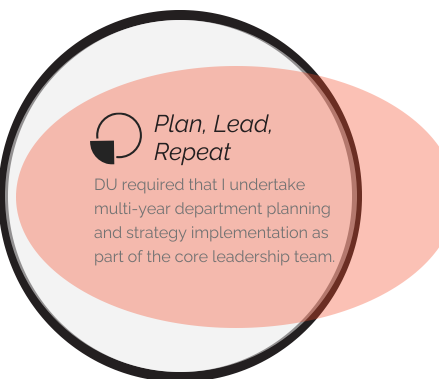


Senior Project Manager

University of Denver

2017 2020

- Developed division workflow and project management system for internal creative agency delivering marketing and communications services to University clients;
- Oversaw operational implementation, staff training and organizational customization of Asana and Workfront project tracking and management software;
- Supervised team of account and project managers to complete over 100 multichannel digital and print campaigns and initiatives annually.
- **Noteworthy Success:** Acted as lead creative project manager for a multi-million dollar Campus Framework Plan engaging city planners, media, and local communities.

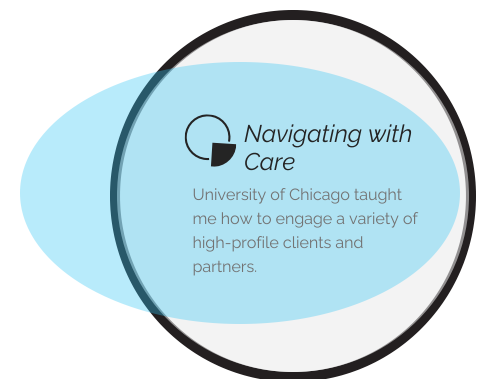


Project Manager

University of Chicago

2013 2016

- Facilitated and executed the development of communication materials and strategies for University of Chicago departments and partners;
- Conducted business capabilities assessments to determine ways of improving operations and identify new revenue opportunities.
- **Noteworthy Success:** Coordinated client relations and Salesforce data management efforts for 100Kin10, a major educational initiative funded by the Carnegie Corporation..

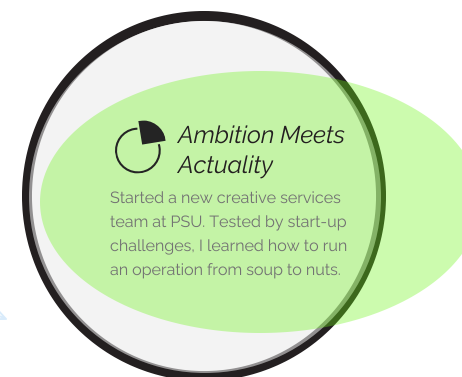


Marketing and Communications Coordinator

Portland State University

2009 2012

- Founded and supervised a full-service design and communications team specializing in the production of print, photography, video, and web-based products;
- Prepared and oversaw marketing and communications campaigns for Portland State University departments and retail operations;
- **Noteworthy Success:** Managed a University-sponsored community event complete with multichannel marketing to connect neighborhoods and local vendors.



past work



SDC

Client: Stage Directors and Choreographers Society (SDC)

Scope of Work: Needs and Opportunities Assessment

The experiences of American stage directors and choreographers resemble those of other American cultural sectors: no clear path for career entry or advancement, the uncertainty of consistent employment, barriers of access to health insurance, intractable debt obligations, and an all-too-often trade-off between artistic development and financial gain. The difficulties of this career path have been magnified across lines of race/ethnicity, gender, and geographical location—creating a field with no one characteristic experience but rather myriad divergent experiences.

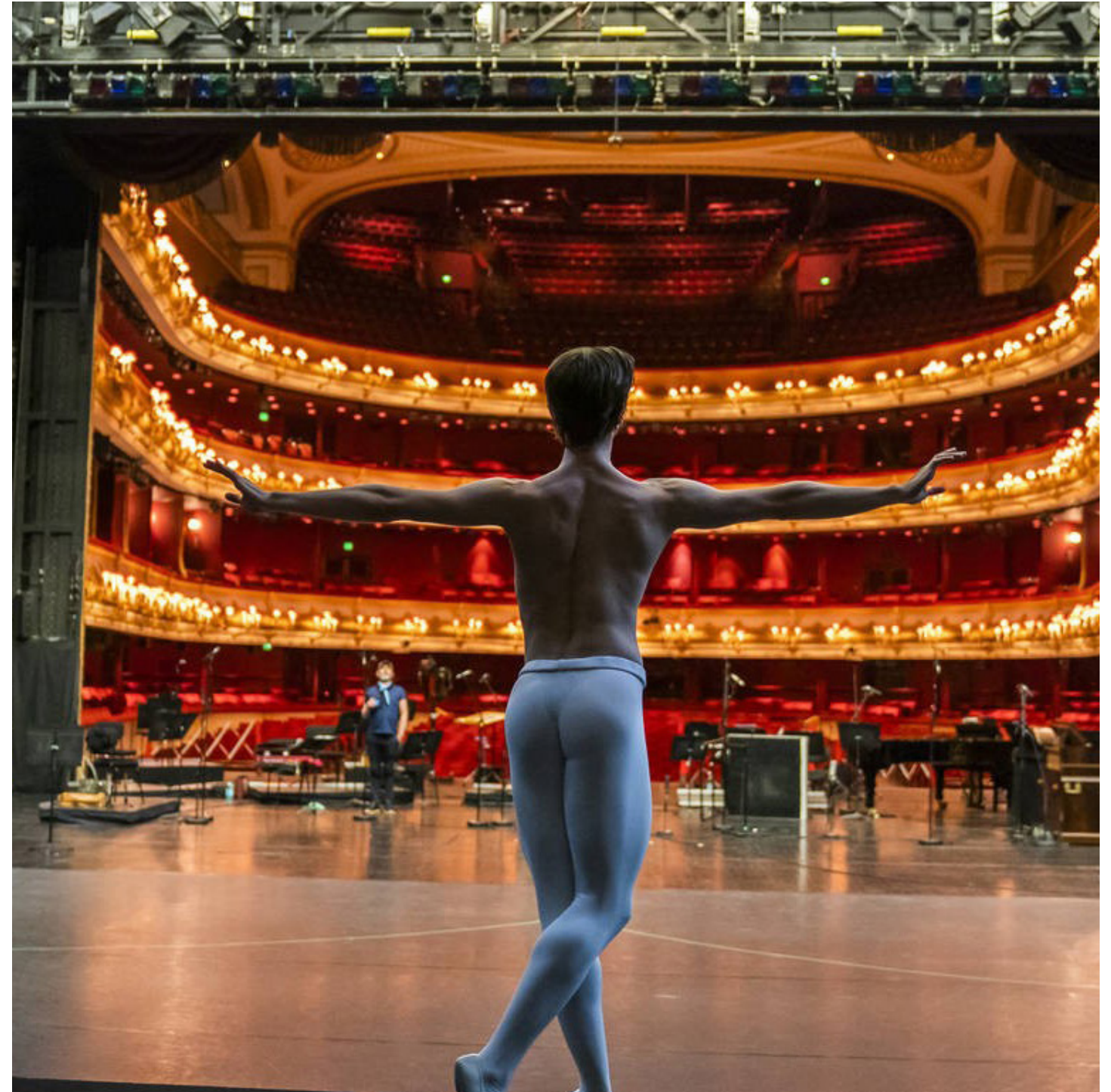
Exploring these experiences in greater detail required research that aimed to honestly and directly, and with scientific rigor, explore their impact, meaning and significance.

The Next Stage Project was created by the Stage Director and Choreographers Society (SDC) and Stage Directors and Choreographers Foundation (SDCF) to investigate, articulate and enhance the lives of directors and choreographers. For the Project's two phases, NCAP worked with SDC to survey the union's membership and learn how they sustain themselves both artistically and financially.

Plan:

- Phase I sought to understand the backgrounds and experiences of SDC members, focusing specifically on education, personal finances, career experience, use of formal and informal professional supports, and general demographic data.
- Phase II was developed in response to both the COVID-19 pandemic and the recent activism around racial injustice. This second phase sought to assess the extent of the impact of the COVID-19 pandemic on the health, finances and livelihoods more generally of SDC's membership as well as identify areas of challenge and opportunity regarding racial justice in the field.
- The final, published report was featured in national media outlets, social media and the Next Stage podcast.

For more project details: ncapculture.org/nextstage



navy pier, inc.

Client: Dickerson Global Advisors and Navy Pier, Inc.

Scope of Work: Program Evaluation and Planning Development

Chicago's Navy Pier undertook a series of redevelopment efforts to transform itself into a 21st-century public space that better connected with Chicago's rich patchwork of diverse communities and audiences — many of which have perceived the Pier in the past as mainly a 'tourist destination'. Committing to a fresh approach, Navy Pier created an Arts & Discovery pilot program suite composed of several new artistic, cultural, educational, and entertainment offerings designed to attract both long-time locals and out-of-towners searching for an eclectic and authentic Chicago experience.

As part of a comprehensive consulting and research project overseen by Dickerson Global Advisors, NCAP was hired to evaluate a selection of the Arts & Discovery pilot programs, examining their execution and impact in relation to the goals established by Navy Pier's centennial vision. NCAP evaluated three such programs that took place on the Pier.

Plan:

- To gather guest feedback, NCAP surveyed and interviewed program guests concerning five areas of interest:

(1) perception of Navy Pier, (2) engaged activities during visit, (3) quality of program experience, (4) educational opportunities, and (5) impact of program. Supplementing the guest data, ethnographic event observations were consistently recorded and analyzed to assist in identifying key programmatic ideas and recurring themes.

- Our research team also used surveys and in-depth interviews to collect feedback from Navy Pier staff and leadership, as well as from the artists and organizations that partnered with Navy Pier to execute the program events. The surveys and interviews addressed five areas: (1) meaning of partnership, (2) program planning, (3) event execution, (4) program success, and (5) quality of partnership.

For more project details: ncapculture.org/navypier



references

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