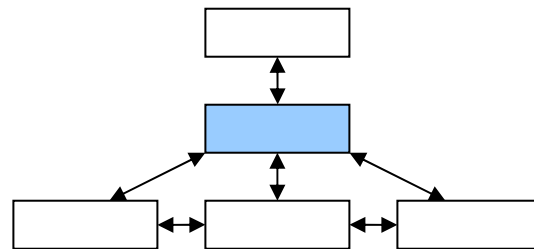


## Arts for Children and Youth in Philadelphia Leadership Subcommittee

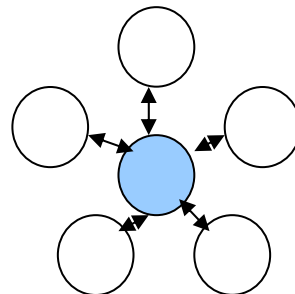
**Lead organization options:** Government Agency, Non-profit organization (existing or newly established to lead this work), Foundation, Education Advocacy Organization

### SELECT MANAGEMENT STRUCTURE MODELS

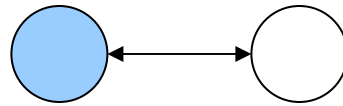
**Tiered Alliance Model:** An alliance model that engages a large number of partners in shared leadership, but primary responsibility for leadership, staffing, and administration falls on one organization. The organization is supported by one or more leadership tiers, frequently in the form of an Executive Board, Steering Committee, or Advisory Group and several other working groups that address programmatic issues. This model is used frequently in the case of public-private partnerships. (Alameda County, Los Angeles, New York City, Philadelphia)



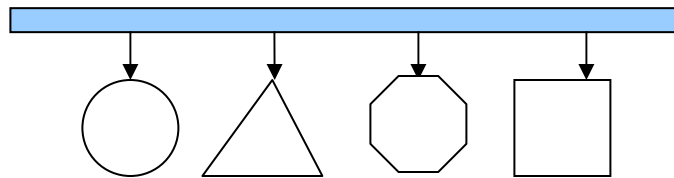
**Hub and Spoke Model:** One organizational hub, typically a nonprofit organization, acts as a managing partner and is responsible for central administration and funding distribution for several programmatic focus areas. This model is frequently used when there is an entity that has already operating one or more relevant program areas and has the capacity to expand their role in the field. (Dallas, Cleveland, North Carolina)



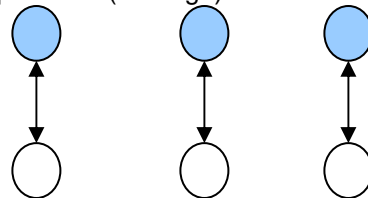
**Program Delivery Partnership Model:** A centralized partnership model consists of one lead organization that convenes multiple partners to deliver services. The lead organization typically provides almost all of the leadership and administration within the initiative and the partners carry out the programmatic functions. This model is typically used with smaller scale initiatives. (Baltimore, Berkeley, Minneapolis, Washington, DC)



**Umbrella Model:** A pre-existing organization with a broad mission, such as educational advocacy absorbs the initiative and takes primary responsibility for leadership and coordination. Typically, this occurs when there is an active and well organized educational advocacy group already in place in a community. This model can broaden the reach and scope of the initiative and bring in new partners. However, there is typically a longer learning curve since the umbrella organization may not have the relevant capacity already in house. (Jackson, St. Louis)



**Multi-initiative Model:** In this model, two or more organizations with similar goals are working in parallel. As a result, organizations retain their separate identities and provide niche services (and in some cases duplicate service provision). This model can lead to fragmentation of services, and creates a challenging environment for scaling up efforts. (Chicago)



**EXAMPLES OF MANAGEMENT STRUCTURE**

<b>City/Locale</b>	<b>Lead Organization, Type</b>	<b>Project Name</b>	<b>Key partners</b>	<b>Approximate Budget Size</b>	<b>Partnership Structure</b>	<b>Area of expertise at start-up</b>
<b>Alameda County, California</b>	Alameda County Office of Education, Government Agency	Alliance for Arts Learning Leadership	Alameda County school districts, arts providers, artists, cultural institutions, parent groups, higher education, county and state politicians and policy-makers	\$754K	Tiered Alliance model. Shared leadership, but primary responsibility for the Alliance rests on the County Office of Education and the County Arts Commission. These are supported by a three-tiered structure: First the Community Leadership Board, second a Steering Committee, third programmatic working groups.	Professional development provider  Technical assistant to district staff and schools for arts plan development  Grant-making for school-based arts programs
<b>Baltimore</b>	Arts Everyday (formerly Baltimore Partners for Enhanced Learning), Nonprofit Broker Organization		School district, business community members (as board members), arts providers, school teachers	\$300K	Program Delivery Partnership Model. Organization with three staff members partners with arts and culture organizations and the school district.	Formed for purpose of initiative

<b>Berkeley</b>	University of California Berkeley, Graduate School of Education, Higher Ed Institution	Arts Education Initiative	Teacher preparation departments in six universities, state association of pre-service teacher training professionals, arts educators	\$300K	Program Delivery Partnership Model. Lead organization provides mini-grants to 6-8 partner organizations. Lead organization is supported by a steering committee that is composed of select partners.	Teacher pre-service training  Limited arts education experience
<b>Chicago</b>	Chicago Arts Partnerships in Education, Nonprofit Broker Organization		Schools, arts providers, community organizations	\$1.3 million	Multi-initiative Model. Nonprofit organization serving as a broker. Led by Board of Directors and staff, who meet regularly but operate separately from other Chicago arts ed initiatives (Center for Community Arts Partnerships, District level work led by a Foundation supported by Office of Arts Education)	Formed for purpose of initiative
<b>Cleveland</b>	Young Audiences of Northeast Ohio, Nonprofit Broker Organization		School districts, arts and culture providers, artists	\$1.5 million	Hub and Spoke Model. One organizational hub (a nonprofit organization) serves as a managing partner and is responsible for central administration and funding of several programmatic areas. Nonprofit organization serving as a broker between schools and the arts and culture community over an 18 county geographic area. Led by staff, Board, and	Arts education program broker to regional public school systems

					advisory committee. Affiliated chapter of YA.	
<b>Dallas</b>	Big Thought, Nonprofit Broker Organization		City of Dallas, Department of Education, parks and recreation, libraries, school district, arts providers, artists, arts and cultural institutions	\$4.1 million	Hub and Spoke Model. One organizational hub (a nonprofit organization) serves as a managing partner and is responsible for central administration and funding for several programmatic focus areas. This includes out of school time and community engagement.	Arts education program broker in school and summer programs  Arts education advocate  Arts education program researcher
<b>Jackson, Mississippi</b>	Parents for Public Schools, Education Advocacy Organization	Ask for More Arts Collaborative	School district, parents, Mississippi Arts Commission	\$377K	Umbrella Model. Nonprofit organization focusing generally on public education acts as an umbrella for several programs, one of which focuses on arts education. The arts program is a collaboration of parent advocates, schools, and arts organizations led by the staff of the umbrella organization who have had to build internal capacity for arts-related work.	Parent organization advocating for quality education in Jackson Public Schools

<b>Los Angeles</b>	LA County Arts Commission, Government Agency	Arts for All	County Arts Commission, City Dept of Ed, local Foundation, California Arts Council	\$3 million	Tiered Alliance Model. Led by Executive Committee which is co-chaired by The Getty and California Institute for the Arts and staffed by LA County Arts Commission. Primary leadership responsibility falls on the County Arts Commission. They work in close partnership with the district arts education director, financially supported by a pooled fund.	Provided leadership and funding for cultural initiatives in LA county
<b>Minneapolis</b>	Achieve! Minneapolis, Education Advocacy Organization	Arts for Academic Achievement	Minneapolis Public Schools, Achieve Minneapolis, area arts organizations and teaching artists	\$1.2 million	Program Delivery Partnership Model; operates within the school district in collaboration with arts organizations, financially supported but is set within larger public school advocacy organization.	Arts education program provider and broker with Minneapolis Public Schools
<b>Philadelphia</b>	Philadelphia Education Fund, Foundation	Philadelphia Math and Science Coalition	Corporate and University leaders, the School District of Philadelphia and the Philadelphia Education Fund		Tiered Alliance Model. Philadelphia Education Fund holds primary leadership role and is responsible for convening the partners, and synthesizing, articulating and implementing the goals of the Coalition. A steering committee supports the Ed Fund.	Local foundation focused on improving educational outcomes

<b>New York City</b>	Center for Arts Education, Nonprofit Organization		Annenberg Foundation, NYC Dept of Ed, NYC Office of Cultural Affairs, United Federation of Teachers	\$5.8 million	Tiered Alliance Model: Public-private partnership between City Dept of Ed, Office of Cultural Affairs, Annenberg, and Teacher Federation. These partners created a new entity that holds the primary leadership responsibility.	Formed for purpose of initiative  Currently taking on large advocacy role
<b>North Carolina</b>	UNC Greensboro, Higher Education Institution	A+ Schools Program	School districts, community based arts providers in a network of 42 schools using the A+ model		Hub and Spoke Model. Small project staff housed at a university support school models across the state. Staff originally located at public arts college, then relocated to UNCG.	Formed for purpose of initiative
<b>St. Louis</b>	Center for Creative Arts, Community Arts Organization	Interchange	Arts providers, artists, cultural institutions, classroom teachers	\$560K	Umbrella model. Collaboration between arts organizations and school district and managed under the umbrella of a community arts center.	Community arts center  Integrated arts education program deliverer in several pilot schools
<b>Washington, DC</b>	D.C. Arts and Humanities Education Collaborative, Nonprofit Broker Organization		Arts organizations, schools, arts advocacy groups, artists, school district	\$480K	Program Delivery Partnership Model. Nonprofit organization operates four hub-centered working groups focused on providing access to arts and culture.	Arts education broker, membership organization