



# **NPN MENTORSHIP AND LEADERSHIP INITIATIVE GUIDELINES**

**PROJECTS BEGINNING BETWEEN 09/01/2010– 6/31/2011  
ROUND: SUMMER 2010 (NPN FY11)  
DEADLINE: 07/16/2010 5 PM CST**

*The NPN Mentorship and Leadership Initiative (an initiative of the NPN Community Fund) is made possible by the Doris Duke Charitable Foundation, the Ford Foundation, the National Endowment for the Arts (a federal agency), the MetLife Foundation, and the Nathan Cummings Foundation.*

## **◆Mentorship and Leadership Initiative Overview◆**

### **Purpose**

*The Mentorship and Leadership Initiative (MLI) strengthens NPN Partner organizations and the performing arts field by supporting the professional development of NPN Partner staff as arts leaders.*

The Mentorship and Leadership Initiative (a subset of the NPN Community Fund) gives artist-centered organizations time and space for personal renewal, resources to support leadership development and succession in a planned and strategic way, and the ability to create a mechanism for quick and easy access to the intellectual capital inherent in artist-centered organizations.

Support is not for institutional infrastructure, but focused on individual leadership within the institution. Funds may be used for peer-to-peer mentorship exchanges, convening multiple staff members from NPN Partner or non-Partner organizations in a workshop setting, or attending conferences. Monies may be used for travel expenses related to the mentorship opportunity, workshop costs, or to pay a mentor. Guidelines are flexible by design, allowing NPN Partners to exercise their creativity in structuring projects.

### **Award Amount**

Applicants can apply for up to **\$5,000**. The award amount is determined by the strength of the proposal, the amount requested, and the feasibility of the project to occur without full support. NPN distributes Mentorship and Leadership Initiative subsidies through two cycles each Fiscal Year (summer and winter).

### **Decision Making**

NPN facilitates a panel of NPN Partners and NPN Board Members, which selects the highest-ranked projects. The number of projects awarded varies based on the number of proposals received and the quality of the proposals.

The panel rates proposals on the following criteria:

- **Clarity:** The context, goals and objectives are plainly laid out, along with a clear plan on how the project will accomplish the objectives.
- **Appropriateness:** The project strengthens the NPN Partner organizations and the performing arts field by supporting the professional development of NPN Partner staff as future arts leaders.
- **Potential Impact:** The potential impact of the project on the applicant, the applicant's organization, and the field is transparent and compelling. Need is clearly articulated.

## **◆Mentorship and Leadership Initiative Process◆**

## Application Requirements/Limitations

- Projects must begin between September 1, 2010 and June 31, 2011.
- NPN Partners may only receive one MLI award per Fiscal Year.
- The applicant must clearly exhibit how the project reaches beyond the NPN Partner's current practices to develop future arts leaders.
- The staff member who is being developed must be a current staff member of the NPN Partner organization and cannot be a contracted employee or consultant.
- Applicants must be programming staff or directly contribute to performing arts programming.
- Applications must be emailed to [alec@npnweb.org](mailto:alec@npnweb.org) by July 16, 2010 – 5 pm CST

## ◆NPN MLI Process◆

### Summer MLI Calendar

June 14, 2010 1pm CST	Optional Orientation/tech assistance teleconference for applicants
July 16, 2010 5pm CST	DEADLINE for applications received at the NPN Office
August 16, 2010	Decisions made/ participants notified
September 1, 2010	Earliest date for disbursement of funds
September 1, 2010	Earliest begin date for projects
June 30, 2011	Latest begin date for projects

### How to Submit Your Application

MLI applications may be emailed to Alec De Leon, Program Assistant, at [alec@npnweb.org](mailto:alec@npnweb.org) by July 16, 2010 5pm CST.

### Announcement and Distribution of Awards

NPN will announce awards via email by August 16, 2010. Awardees receive Letters of Agreement (LOA) via email and are expected to complete, sign, and return them by mail to the National Office. NPN will disburse 90% of the subsidy within 30 days of receipt of the signed LOAs. The remaining 10% will be paid upon receipt of the MLI Final Report.

### Project Changes

If the intent of the project or the project collaborators changes from the initial application, NPN must be notified as soon as possible.

### Reporting Requirements

Within 30 days of completion of a Mentorship and Leadership Initiative project, the NPN Partner must submit a MLI Final Report and supplemental materials (fliers, programs, etc.) crediting NPN. Credit can be found within the Mentorship and Leadership LOA. *All final report forms are available for download at [www.npnweb.org/programs/mentorship-and-leadership-initiative/final-report-forms/](http://www.npnweb.org/programs/mentorship-and-leadership-initiative/final-report-forms/).*

## ◆MLI Application Tips◆

**Project Content-** see "Application Requirements/Limitations"

- Projects should be focused on professional development of a current staff member.
- Although funding may be used for staff time, MLI funding cannot be used to hire new staff. If money is being requested for staff time, the applicant must explain how the funding will go beyond the typical scope of work.
- If an applicant is applying for funds to travel to conferences or festivals, they must explain how the travel goes beyond their current practices and how the travel will directly impact their personal growth.
- Funding may be requested to develop more than one staff member; however proposals are most successful when focused. Reciprocal exchanges are also acceptable.

### Past Project Examples-

APPALSHOP: *peer mentorship, shadowing, convening multiple staff members in a workshop setting*

- Summary: Suzanne Savell, director of the Traditional Music Program and Appalshop's NPN representative mentored new Appalshop staff member Julie Shepherd in the skills of presenting performing arts, particularly folk arts, to rural audiences. In three intensive workshops, Roadside Theater staff trained both Savell and Shepherd in Roadside Theater's internationally recognized methodology in this field.
- Objectives: a) Train new generation of Appalshop staff in methodology of rural and grassroots performing arts presenting, b) New programming staff member (Shepard) gained skills in fundraising, producing, and evaluating two artists residencies, one concert/workshop event and one festival, c) An arts presenting handbook was developed for use by Appalshop staff, including all steps of presenting.
- Activities: a) Two intensive meetings with new generation of staff (Shepard & Savell) and veteran Roadside Theater Staff, b) Shepard shadowed and was mentored by Savell in all aspects of presenting, c) Shepard was coached by Savell submitting her first (and successful) grant proposal. D) Experience and knowledge was compiled into a handbook that other new staff members can use in the future in order to sustain institutional memory.

#### GALA HISPANIC THEATRE:

- Summary: This project will support the applicant's development as a Latina leader and professional theatre artist, by providing her opportunities to strengthen her skills in the areas of arts management, programming and presentation. It will enhance her understanding of and contact with national arts organizations and a dynamic national Latino arts scene.
- Objectives: a) To strengthen applicant's connection to the National Latino Arts and develop her potential as an artistic leader and presenter, b) Through a new position as Artistic Associate, to develop a mentorship opportunity between the applicant and GALA's senior artistic team, thereby laying the foundation for GALA's eventual leadership transition, c) To increase the participation of Latina women in the National and Latino arts communities, as well as in GALA's own artistic direction and leadership.
- Activities: a) Applicant attends NALAC Leadership Institute, b) Applicant presents "NALAC Institute Lessons Learned" to Gala staff, c) Applicant organizes and archives GALA's performance history, d) Regular mentoring with Producing Artistic Director towards GALA's artistic planning/production, e) Regular mentoring with Associate Producing Director in arts presenting and Nat'l. Arts Leadership/Advocacy, f) applicant helps to develop and finalize programming for GALA's 2009-2010 season

#### LA PEÑA: *peer mentorship, travel to conferences*

- Summary: Newer and veteran staff members engaged in dialogue with peer organizations who are similar in the diversity of their programming to discuss issues of program development, marketing and the continuum between audience and donor development. This was accomplished through peer-to-peer meetings and by enabling additional staff members to travel to the NPN Annual NPN conference.
- Objectives: a) To develop leadership in La Peña staff, b) To allow all staff to help develop new strategies in the areas of donor development, community engagement, programming, and marketing, c) To strengthen relationships with sister organizations by peer mentoring
- Activities: a) newer and veteran staff attended mentorship meetings with the Hot House (Chicago), Mexican Museum (Chicago), and Intersection for the Arts (SF), c) three staff people attended the NPN Annual Meeting

#### MORE EXAMPLES: *click on link*

- [Winter 2010 MLI Awards](#)
- [Summer 2009 \(NPN FY10\) Awards](#)
- Contact Stanlyn Brevé, Program Specialist, at [stanlyn@npnweb.org](mailto:stanlyn@npnweb.org)

#### **Application Instructions**

##### PROJECT PARTICIPANTS

- A) Applicant= NPN Partner/Staff Member being developed
- B) Mentor or Leadership Opportunity= the mentor or name of workshop/conference applicant is applying for
- C) & D) Additional Participants= other collaborators, other organizations that are being convened, other mentor sites, other organizational leaders, etc.

## PROJECT SUMMARY

- *Project Title:* Use plain language, such as “Group A Name/Group B Name Mentorship Exchange”
- *Project Request:* Not to exceed \$5,000
- *Total MLI Project Budget:* Should reflect total MLI project costs per p. 3, A) “Project Expenses”.
- *Project Dates:* Begin with the first date you will incur expenses and end with the last date you will incur expenses. This is crucial information for NPN to track the progress of your project. (mm/dd/yy)
- *Project Summary:* Explain the project in brief, using one or two sentences.
- *Project Objectives:* Briefly and simply describe the objectives. (Examples: “develop staff members presentation practices for experimental dance”, “cultivate a relationship between organizations that enhances both organizations ability to increase fundraising opportunities”, “expose newer staff to the field of performing arts”, “advance the programming staff’s curatorial process”, etc. )

## PROJECT DESCRIPTION

- The project description should be clear, concise and focused, and its intention must be transparent.
- Describe the need for the project, how the project objectives (on p. 1 of the application) will be met and how the project will impact all participants involved. Describe project activities and the process being used.
- Give a brief bio of staff member(s) being developed; describe how the project will enable them to grow within the organization and their future goals within the performing arts field. If the applicant is not programming staff, describe how they contribute to performing arts programming.
- If money is being requested for staff time, articulate how activities for which money is being requested goes above and beyond the staff members current job description.

## PROJECT TIMELINE

- List dates, activities, and participants for the project as described in Project Description. Activities in the timeline should coincide with the project narrative and budget.

## PROJECT BUDGET

- *Projected Project Expenses:* List project costs, only list costs pertaining to project. (Project expenses may include travel to and from mentor site, per diem, housing; fee paid to mentor, fee for workshop/classes, registration costs for conferences etc.) Project expenses should cover activities listed in the timeline and narrative. If funds are being requested for staff time, applicant must articulate in the project description how project activities are going above and beyond the current scope of duties.
- *Projected Project Income:* Other funding or in-kind contributions. Panelists do consider feasibility, so other sources of income are seen as positive (even if minimal.)