

## MALI/Multicultural Arts Leadership Initiative



Dear Arts Leader:

Thank you for your interest in The School of Arts and Culture at MHP's Multicultural Arts Leadership Institute (MALI), a yearlong program beginning in January of 2013. Please consider this e-mail an invitation to apply. A program description and application are attached to this e-mail in the form of a Microsoft Word file. Important information and instructions are included in that file. In addition, a PDF file is attached with an article you will need to read to answer a question in the application. The submission deadline (**via email**) is **Wednesday, November 7th**. You will be notified by phone from **Wednesday - Thursday, November 15-16th** if you are invited to be a finalist. All finalist interviews will be held **November 28<sup>th</sup> and November 29<sup>th</sup>**. Please hold these dates in the event you are a finalist. Those selected to participate in the MALI program will also attend an orientation meeting on **Thursday, January 24, 2013**. If you have any difficulties opening the MALI application materials, please contact me at [tamara@schoolofartsandculture.org](mailto:tamara@schoolofartsandculture.org) or by phone at (408) 239-6129 cell (please text) or Demone Carter, MALI Program Assistant at [demone@schoolofartsandculture.org](mailto:demone@schoolofartsandculture.org) or by phone at (408) 320-5022 cell.

Thank you for your interest. I look forward to receiving your application.

Director of Community Access & Engagement  
MALI Co-Founder  
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MALI Class Two

Patricia Cheng  
Arts Action 21, Founder and Director  
MALI Class Two

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## MALI Program Description

The Multicultural Arts Leadership Institute will strive to accomplish three overarching goals: 1) to identify future and emerging multicultural arts leaders; 2) to develop and deliver a training program that will provide these individuals with the skills and knowledge necessary to stabilize, grow and work more effectively in their organizations; and 3) to equip these leaders to successfully participate in community forums, initiatives and taskforces, both to address specific community issues and as advocates for a strong and healthy multicultural arts community.

We are committed to developing and delivering a practical program designed for our particular group of participants that will:

- Gain and increase an understanding and perspective about their place in the field and in the community.
- Acknowledge and address how things are, rather than how things should be, making every effort to deal with the real life difficulties of working and volunteering in the arts and providing cultural services to a community.
- Connect vision with implementation; learn to navigate this process in a way that creates results.
- Create an environment that encourages respect and the development of trust that will encourage lasting participant relationships and the continued development of a network of leaders.
- Provide a variety of access points for learning and interaction, using multiple mechanisms to both deliver information and to listen to participants.
- Bring material to our participants that are not typically available through standard presentations and written material, providing them with “things you can’t pay anyone to tell you”.

During each program year, the MALI will identify and train up to 15 program participants. Program activities will include but not be limited to:

- Regular training sessions lead by skilled practitioners and consultants. Participants will receive training to help them acquire the business skills they need to successfully lead an arts organization whether in the form of a traditionally structured nonprofit or in an alternative organizational structure. Participants will also receive training in practical skills, including facilitation of and participation in well-run meetings; effective and compelling presentation; personal and business planning and successful negotiation.
- Identifying and providing information resources not typically available to small and mid-sized cultural organizations and creative businesses. Although arts administrators, entrepreneurs and volunteer leaders are barraged with information, it is difficult to access skilled, seasoned practitioners for assistance, to find out about the practices that make groups and individuals successful over the long-term, and to determine what information is most relevant and helpful. MALI will address these needs by providing expert technical assistance; and mentoring from nationally and regionally recognized leaders in the arts and culture community.
- Onsite training/problem solving opportunities with prominent business, government and community institutions. Toward the middle of the program year, we will utilize skills developed in the program to do on site team problem solving around issues of import to the arts in the region.

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MALI will make every attempt to match participant skill sets with particular opportunities to maximize the benefits to all concerned. This activity may take place through a national conference or a visit to a community outside of the Silicon Valley.

### **APPLICANT CRITERIA**

The vision of the Multicultural Arts Leadership Institute, a leadership training/mentoring program, is that an ever-growing number of capable multicultural arts leaders will have an impact on future cultural policy while working to ensure the long-term stability of their organizations and that the broader South Bay community will gain increased awareness of and appreciation for the regional multicultural arts scene. In an effort to best realize this vision, the Multicultural Arts Leadership Institute will serve emerging multicultural arts leaders of all ages and backgrounds that wish to be effectively engaged in shaping the Silicon Valley's civic agenda.

#### **Applicants must:**

Have lived and provided ongoing cultural services in Santa Clara County for the past 24 months.

Have regular and ongoing access to a telephone, to the Internet, and a basic working knowledge of common computer software, such as Microsoft Word.

Be able to communicate effectively in English, both verbally and in writing.

### **APPLICATION PROCEDURE**

Please respond to all application questions. Your answers are confidential and will be read only by the program selection panel. Before reading the narrative questions, please review the Americans for the Arts Monograph *From Stability to Flexibility*.

Please answer the application questions in your word processing software. Please be as succinct and informative as possible. If you have any questions about the application or the Multicultural Arts Leadership Institute, please contact Tamara Alvarado at [tamara@schoolofartsandculture.org](mailto:tamara@schoolofartsandculture.org) or Demone Carter at [demone@schoolofartsandculture.org](mailto:demone@schoolofartsandculture.org).

### **SUBMISSION DEADLINE AND INTERVIEWS**

The *electronic* submission deadline is **5:00pm** on [Wednesday, November 7th](#). E-mail all submissions to [tamara@schoolofartsandculture.org](mailto:tamara@schoolofartsandculture.org). Program finalists will be selected by [Wednesday, November 15-16<sup>th</sup>](#). Finalists will be asked individual questions in an interview. All finalist interviews will be held [November 28<sup>th</sup> and November 29<sup>th</sup>](#). Please hold these dates in the event you are a finalist. The location of the interviews will be at the School of Arts and Culture @MHP located at 1700 Alum Rock San Jose, CA 95116. Those selected to participate in the MALI program will also attend an orientation meeting/mixer

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on [Thursday, January 24<sup>th</sup>](#) at the Issei Memorial Building in San Jose's historic Japantown. The mixer is typically held at Hukilau a restaurant a block away. Please block off 6-8pm.

### ***APPLICATION QUESTIONNAIRE –***

#### **Basic Information**

1. Please list your name, contact information including e-mail, and cultural organization/activity affiliation.
2. Please provide a brief biography in 500 words or less. Include any current or recent professional or civic activities.
3. Please provide the mission or artistic vision statement for your cultural organization/activity.

#### **Narrative Questions**

Please answer each narrative question about your cultural organization and/or business in 250 words or less. We recognize that applicants can exist in both the for-profit and non-profit sectors. Please focus on your primary arts/culture/entertainment activity regardless of whether you are an artist, arts administrator, entrepreneur and/or volunteer.

4. If you are part of an organization, how is your mission utilized to make decisions? If you are an individual artist or small business owner, how is your vision statement utilized?
5. After reading *From Stability to Flexibility*, of the *Seven Attributes* of values-based organizations outlined in this article, identify and give examples of the two in which you are most proficient and the one in which you are least proficient.
6. Describe the community(ies) you serve.

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7. How would you describe the tensions between your artistic and economic goals and what are you doing to resolve them?
8. Where do you have a competitive edge in the marketplace?
9. What is your best idea right now for generating additional revenue? What barriers are in the way?
10. How does the current arts/cultural support system impact on your ability to do your work?
11. As a leader in the field of arts and culture, how do you want to shape the region's future?
12. Who has been an important mentor to you? Why?

### **MALI Program Questions**

Please answer the following questions from your personal, rather than organizational point of view.

13. We see MALI participants as being both learners and teachers. What special skills, knowledge or point of view can you bring to the program?
14. What would you like to gain from participating in MALI?
15. Please describe your most successful and least successful experience as a community volunteer outside of your own cultural activities (local government committees, chamber of commerce, non-profit boards, schools, etc.).

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16. In which of the following topics could you benefit from additional training in order to increase your effectiveness? Please identify five (5) and rank them in order of importance to you (1 for most important and 5 for least important). This is not a list of MALI training topics. This exercise will help us understand what your areas of interest are and will inform our curriculum.

- A) Advocating for/meeting the needs of your community through your arts organization
- B) The power of collaboration to build resources, audiences, and knowledge
- C) Serving your community to help build stronger community relationships
- D) The alternative ways of managing the finances of your organization
- E) Strong leadership builds strong governance
- F) How/when to form partnerships
- G) Why strategic planning
- H) Keeping your team together
- I) The pencil or the keyboard, using technology to work best for you
- J) Raising funds for your organization: how to make the ask
- K) Negotiating for a win-win situation
- L) Understanding group dynamics by understanding your own dynamics
- M) The use of social media to create awareness about the work you and/or your organization does

### **Support Information**

17. Please provide a list of key supporters of your work (such as board members, funders, clients, sponsors, community members.) Include affiliation and relationship.

18. Please provide a list of your/your organization's performances/exhibitions/events for the last 12 months.

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### Schedule and Technical Information

19. We are currently planning that participation in this program will include 7 one-day meetings and one 3 day service project throughout the coming year. Which of the statements below best describes your availability?

- A) This is not a problem for me.
- B) This is difficult, but I will make time.
- C) I am unable to attend this many activities.

We will consider the schedules of MALI participants as we determine the dates of these meetings and the service project. All activities except for mixers are mandatory. Please provide a list of any known dates or range of dates between January 2013 and December 2013, on which you are absolutely unavailable for participation.

20. This program involves extensive use of the Internet for providing program resources and communicating with mentors, faculty and other participants. It requires approximately one hour a week of interactive website work and email throughout the program. It is required to have computer and Internet access during the course of this program.

Do you have your own website? If yes, please list the site: \_\_\_\_\_

How did you learn about the MALI program? \_\_\_\_\_

**THANK YOU FOR YOUR APPLICATION!**