



ACRE's *Strategic Planning Year*

Artists' Cooperative Residency & Exhibitions

2023

In 2023 ACRE undertook a strategic process for our community to assess, document, and align around our shared values, desires, and needs with the intent of revisioning and restructuring our collective work within the organization.



Our Work Included

{ONE HUNDRED}

Artists

{EIGHT}

Listening Sessions

{THREE}

Nine Day Community Residencies

{FOUR}

Days of Facilitated Workshops in Each Session



Our sessions featured the following components:

1 Listening & Visioning

In the spring we convened listening sessions by committee to identify shared values and key areas for growth or change. We also held open discussions connected to our summer workshops.



2 Report Back

Community members had the opportunity to deepen their knowledge of the organization's operations with presentations of key financial information and an overview of the strategic planning process.



3 Skill Building

We worked with facilitator Jason Tompkins to support workshops on these themes that ran throughout the summer:

Workshop ①

THEMES:
Communication

1. Effective Listening
2. (Self-) Accountability
3. Consentful Dialogues

This workshop provided participants with practical skills to foster healthier communities, drawing from the principles and practices of the Transformative Justice movement. We delved into the intricacies of how we communicate, how we take accountability and how we hold accountability processes as members of a community.

Our exploration encompassed topics such as self-accountability, community accountability, communication styles, effective listening, and conflict resolution. The workshop offered valuable tools for safety planning and understanding various community accountability roles, highlighting their potential to support our collective work.

Workshop ②

THEMES:

1. Cooperatives
2. Governance Cultures
3. Consensus Models

This workshop began with an overview of cooperative identity, values, and principles. We learned about governance culture and key characteristics that distinguish organizations that operate cooperatively, emphasizing the importance of authorship and inclusivity within our community.

We explored different decision-making and consensus models, that foster an environment of active participation and inclusiveness throughout our organization.



④ Re-visioning

We discussed our priorities for the residency and the organization and shared hopes and dreams for the future.

Common themes emphasized by community members:

- * The importance of community, collaboration, and networking within and beyond the residency
- * Nurturing a unique operational culture that promotes open communication, safety, and a sense of belonging.
- * The significance of accountability and inclusivity in our organizational culture.
- * A collective desire to participate in decision making.
- * Nurturing a culture of care.

Workshop ③

THEMES:

1. Operational Cultures
2. Project Management
3. Discussion

This workshop focused on Operational Culture engaging in a comprehensive exploration of tools and resources for effective goal setting and group project management. We delved into the intricacies of distributed leadership, SMARTIE goal setting, and the MOCHA project management framework.

Our discussions also covered pacing, reprioritization, and time management tools that ensure projects are achievable and equitable for all involved.

What's Next?

- ① **Analysis & Resource Distribution**
Surveying participants and sharing our curriculum, presentation materials, and library of resources.
- ② **Strategy Session Synthesis & Documentation**
Working with consultant Alden Burke on strategy session synthesis and process documentation. Her deliverables include:
 - ↪ A Strategy Session Syllabus
 - ↪ Committee Agendas
 - ↪ Guidelines for Group Discussions
- ③ **Community Cooperative Workbook**
Developing a 'Cooperative Workbook' that will support our community with the tools, resources, strategies, and systems knowledge needed to increase our capacity to share effectively. It will chart a model of reciprocity, gather our strategy session findings, share helpful resources for skilling up our collective work, crucial information about our programs and operations, and offer our community opportunities to foster leadership from within.
- ④ **Communication Transparency**
Communicate this process to ACRE's constituency and the broader arts community.

Informed by the work we have done together this year, ACRE will establish a roadmap for the next 3-5 years that will guide us as we continue to nurture our organization as a community.



Community Priorities

- ① Implement Inclusive Decision-Making Models
- ② Create Systems for Transparent Communication
- ③ Establish Conflict Resolution Strategies
- ④ Promote Equitable Distribution of Power
- ⑤ Create Learning and Adaptive Structures
- ⑥ Codify Strategic Planning with the Community



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