

The Field



Photo by The Field

**Facilitating prosperity for artists.
Disrupting the scarcity mind-set.**

**Expanding artist services to include
LIFE PREPAREDNESS.**

Vision Plan Executive Summary | 2019-2021

Developed in collaboration. Prepared by Yancey Consulting.

Yancey Consulting | unlocking, provoking, facilitating, and collaboratively imagining equitable impacts, local to national

OUR ENDEAVOR

Releasing the Scarcity Mind-Set

Who knew that once we fully opened ourselves up to the limitless possibilities that emerged from our process that we would ultimately take a stance against operating from a scarcity mind-set? We started our visioning process focused on what the board and staff could imagine to reenergize our institutional viability, reach, and impact. We knew early on that this process was about change. Not just changing what we do, but how we do it. Our journey created space for us to speak candidly about how scarcity-based thinking has motivated decisions within the organization. Once we let go of personal fears and presumptions about scarcity and abundance, our vision emerged.

*To facilitate prosperity through life preparedness services for
millions of artists across the nation*

BY

Targeting 2.3 million artists nationally

Expanding assets-building and life preparedness solutions

Shifting scarcity mind-set assumptions

Disrupting the “starving artist” trope

Implementing new programming and business models

With this vision, The Field will change life preparedness offerings for artists. It will expand the artist services sector. It will validate artists as viable clients for life-planning professionals. Within a generation, the notion of artists having to choose between their creative passions and life security could become an old, misplaced idea.

THIS MOMENT

Our Future

We knew that if we were going to contribute to a different future world, we needed a bold and audacious way to live our mission. Our abilities to expand our reach and grow capital peaked with our existing operating model. We are stable but operating understaffed and undercapitalized. These realities challenge our ability to remain responsive to artists' needs at scale.

Moreover, the ecosystem of artist services has changed. More organizations are providing the types of services that we offered when we began. Now, there are more artist awards, fiscal sponsorship, support services, fellowships, and residencies. There are also burgeoning artist retreats and support for artist collaborations. The gap that existed before is not the same. Additional partners have helped to fill it.

Given this new ecosystem reality, we decided to pause from our day-to-day work and assess what artists need now. We explored questions like:



Photo provided by The Field

Where is there an undeniable gap and need?

What is missing?

If we rid ourselves of the scarcity mind-set and lean into abundance consciousness, what is possible?

We learned that few resources exist for artists to engage in long-term life planning, despite the need.

Our heart continues to remain steadfast in supporting vibrant artists, for we know that vibrant artists make a dynamic world. What is different is that we are no longer binding ourselves to a scarcity mind-set. We are intentionally resourcing partnerships that position artists to be more secure in their lives over time.

THE VISION FOR THE FUTURE

To facilitate prosperity through life preparedness services for millions of artists across the nation.

We want a world where artists are abundantly and holistically prosperous. We believe disrupting the scarcity mind-set of the “starving artist” trope is required to achieve this world. The world reaps the benefits of artists’ creative genius every day. Why should they be left out when it comes to life stabilization and preparedness? Artists must have access to the services and information that build and support their prosperity.

They, too, should have

- long-term business planning for their creative practice
- financial/debt management and income growth planning
- wealth-building strategies
- home investment plans
- college/continued educational planning
- family care planning (child/elderly/disability)
- retirement planning
- any other support that comes with imagining long, prosperous lives

Leading with this vision, with the goal of artists thriving, we see an untapped opportunity to offer and bridge services to artists that move beyond project planning to life planning.

For Whom?

Our long-term aspirations are to put a system in place that serves the millions of US-based artists. Once we have stabilized a scalable and efficient practice to accommodate this artist market, we will consider expanding to culture workers and creative practitioners broadly. We will ensure access points exist for all artists, no matter where they are in their artistic development. The Field commits to advancing a just society; thus, we will pay particular attention to historical and systemic constraints on artists based on racist, sexist, homophobic, xenophobic, and other socially unjust and oppressive ideas.

Why Now?

Our stakeholder interviews revealed the need for long-term business planning and life planning. There is a need. While there is an abundance of support for artists' projects, there are gaps in ensuring artists are secure in the long-term. Moreover, The Field has the financial stability to take on this task. To pilot our vision, we are attracting new board members and diversifying the type of professional services offered by partners.

Why The Field?

Our mission aligns with this vision. We have a history of providing artists services, innovating and diversifying our offering in response to changing needs and connecting artists with others within our network.

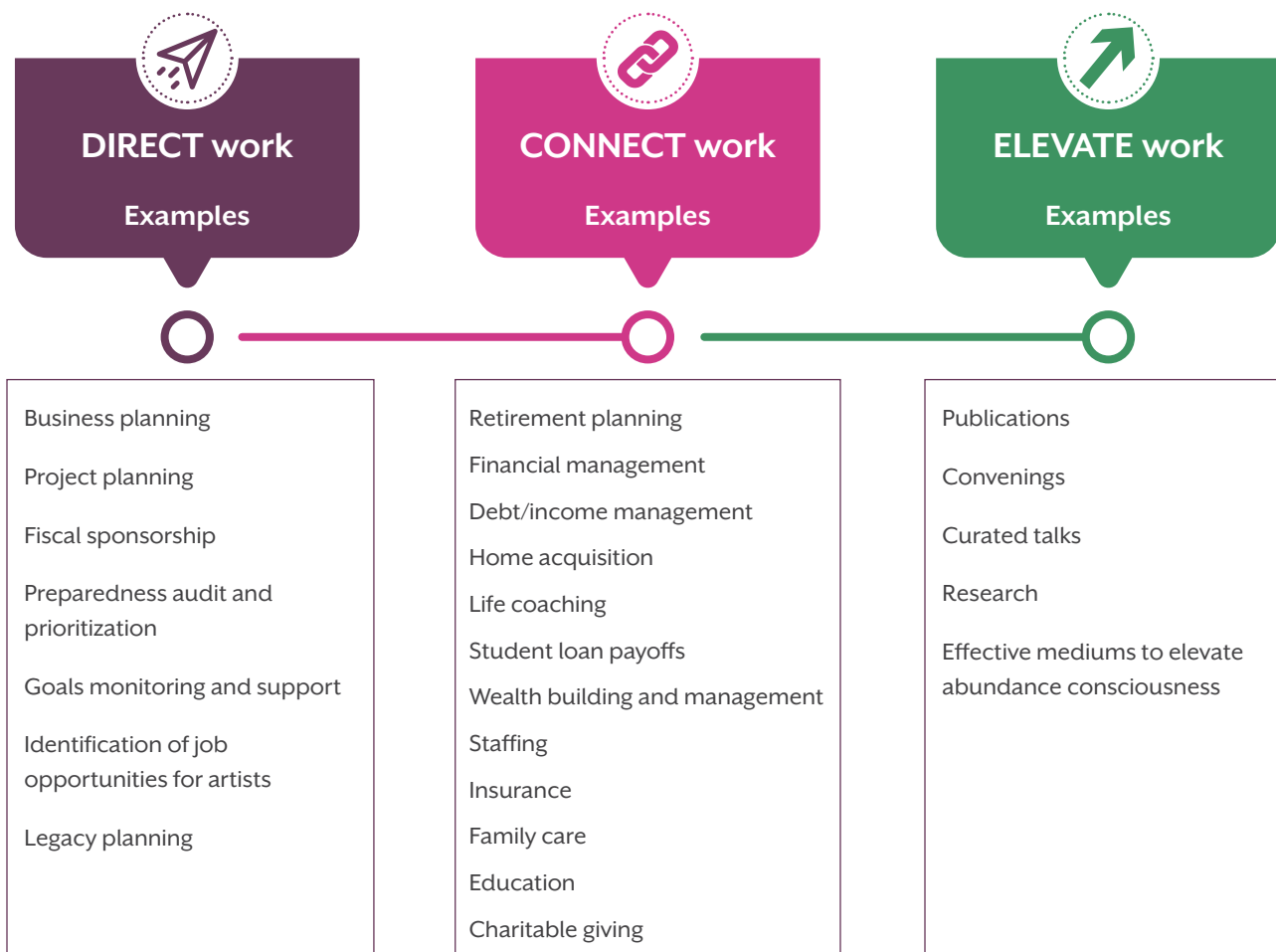


Photo by Whitney Browne

FUTURE PROGRAMMING MODEL

Direct, Connect, and Elevate

Our future programming model has three components: Direct, Connect, and Elevate. **DIRECT** work includes services offered directly from The Field. **CONNECT** work includes services offered from The Field's network of professional services providers. **ELEVATE** work includes products or experiences designed to elevate abundance consciousness about the sector. The Field will affirm the specifics of their offerings in each area during this planning year. The table below shows examples of the types of services that could live in each area.



If you want to go fast, go alone.

If you want to go farther, go together.

African Proverb

Collaboration

Our future programming model is substantively collaborative. The Field already operates cooperatively, so that element is not new. Dedicating resources to intentional strategic partnerships as a programming model that expands artist services is new. Focusing on life preparedness with the understanding that The Field is not a one-stop shop for artists is also new. Our approach to how we understand our unique role in the arts and culture sector is also new.

This clarity of focusing on artists' life preparedness provides a distinct area of interest that distinguishes our services from institutional colleagues in the field. Doubling down in this area allows us to readily assess opportunities to recommend other offerings to artists when their needs do not directly align with our services. It also allows us to actively strategize with institutional allies on where recommendations can reciprocally flow based on each entity's distinct proficiencies. We will actively collaborate with our colleagues, understanding where our offerings differ and how we make a robust ecosystem together.

We will diversify whom we cultivate and

engage in our active network for artists. In addition to existing sector partners, we will include planning professionals who historically may not have viewed artists as a viable targeted class. These professionals will cover areas such as financial planning, retirement planning, debt/income management, home acquisition, family care planning, college and continued educational services planning, and the various insurance needs that arise. We will bring new offerings into the constellation of artists services.



Photo provided by The Field

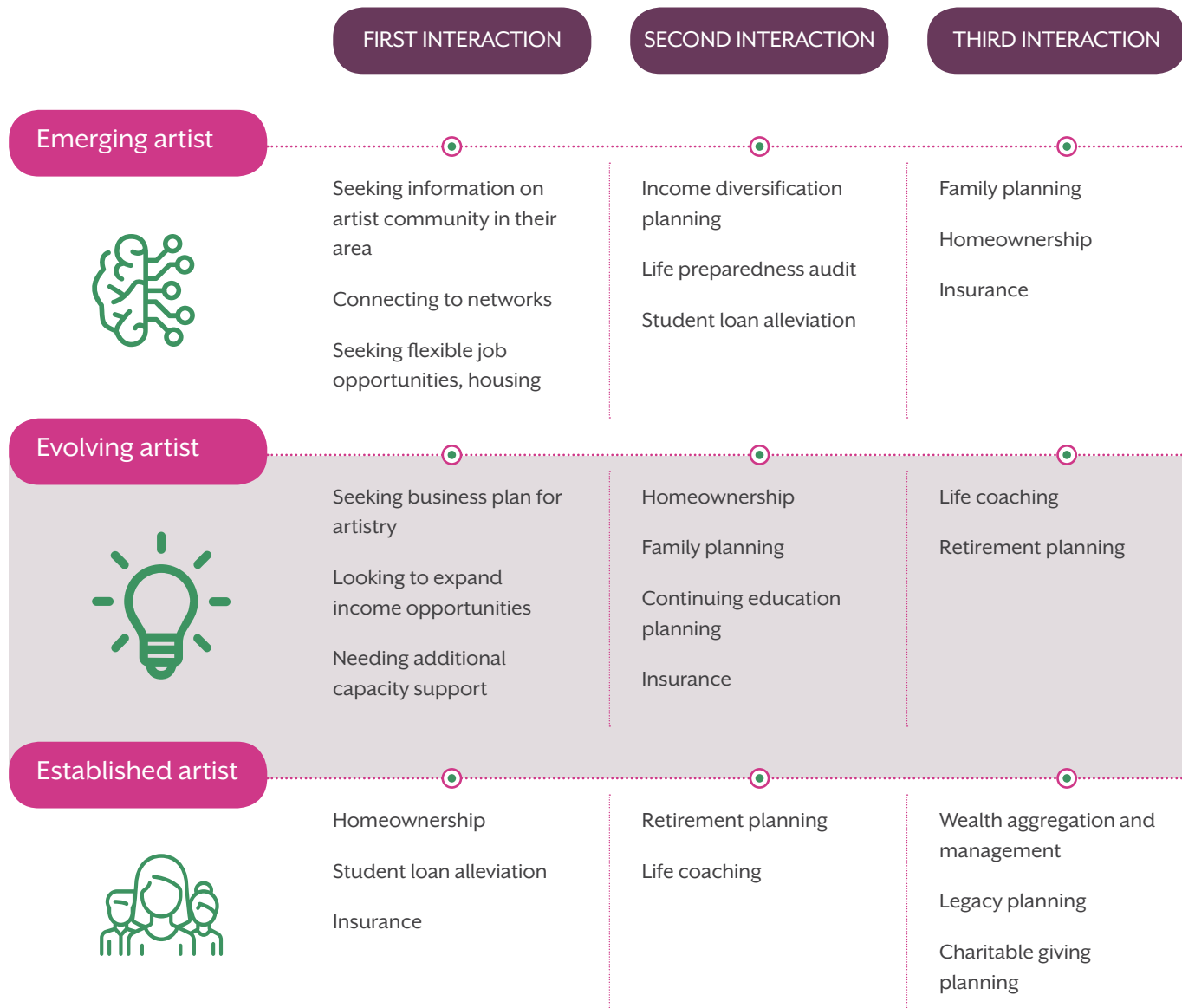
Continuum

To reach the 2.3 million artists, we will create a continuum of low-, mid-, and high-touch services. The "touch" scale reflects the level of direct human interaction. Low-touch services could be, for example, digital questionnaires that produce automatic assessments. High-touch could be individualized goal setting and tracking support.

Longevity

Our new program model foreseeably allows for multiple engagements between artists and The Field over time.

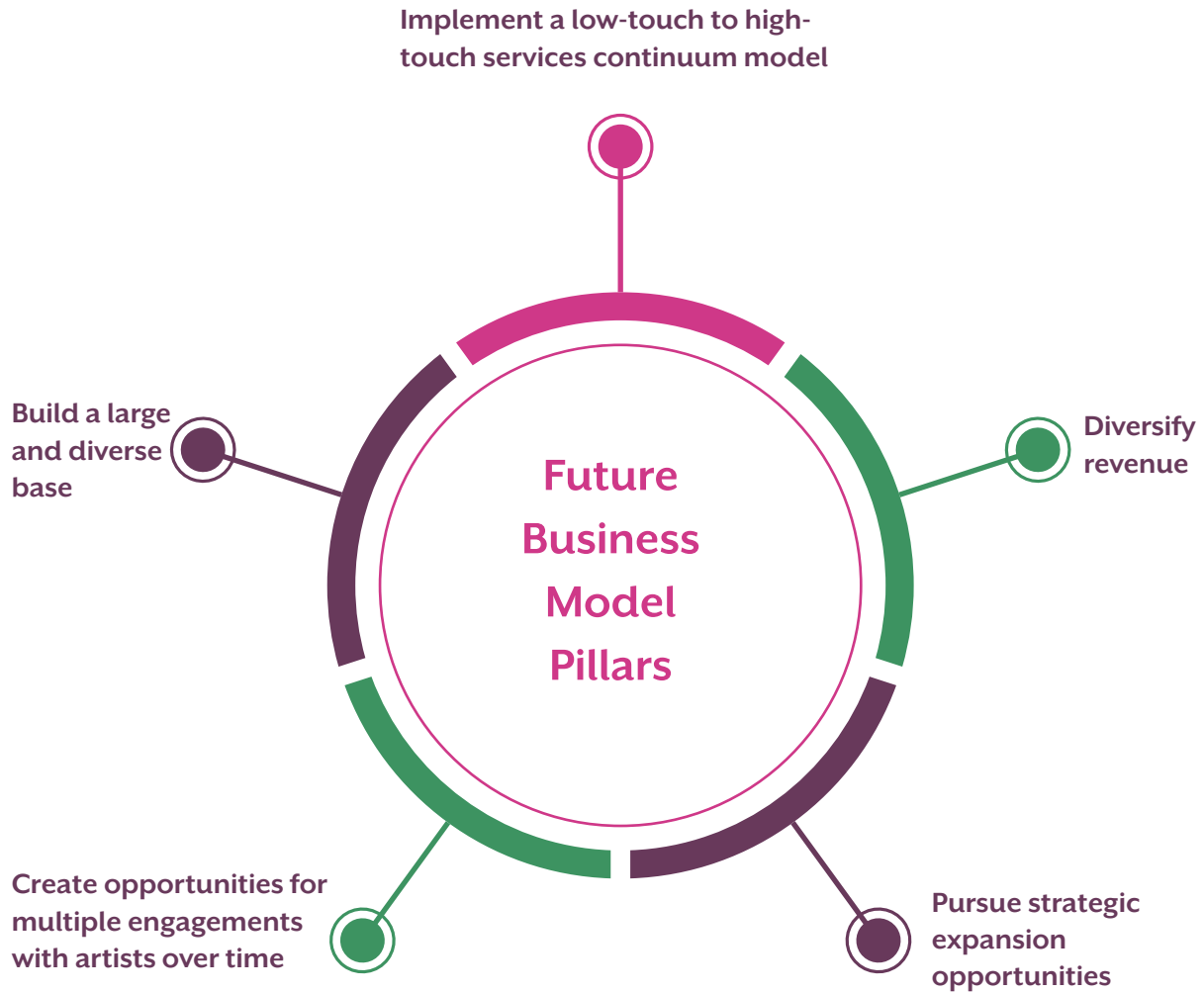
For example:



Technology

Technology permeates how we function in society. The Field's strategy is to better utilize accessible technology platforms for communications and low-touch to mid-touch services. Technology will also expand our systems of engagement, data collection, and analysis of how well we are performing toward nurturing an ecosystem of thriving artists.

FUTURE BUSINESS MODEL PILLARS



PRIORITIES

2019	2020	2021
<p>EXISTING COMMITMENTS</p> <p>Complete existing commitments while building space to transition into the new model.</p>	<p>PILOT</p> <p>Determine the first group to receive life preparedness services.</p> <p>Implement the first pilot of services.</p>	<p>EVALUATE AND REFINE</p> <p>Evaluate the first year of services. Document learnings, and adapt.</p>
<p>ABUNDANCE CONSCIOUSNESS SHIFTING</p> <p>Determine the required activities, policies, and reinforced practices to reduce and eventually eliminate scarcity thinking guiding internal decisions on the staff and board levels.</p>	<p>INFRASTRUCTURE</p> <p>Launch the new website.</p> <p>Vet and expand service providers.</p>	<p>INFRASTRUCTURE</p> <p>Expand service providers.</p>
<p>INFRASTRUCTURE</p> <p>Design the minimum viable model (programming, the scope of partners, and technology needs) required to launch the vision.</p>	<p>OPERATIONS</p> <p>Initiate board expansion plan slated for this year.</p> <p>Hire staff according to the plan.</p> <p>Establish tracking and performance evaluation metrics, modalities, and timeline.</p> <p>Create a membership and acquisition strategy to expand recipients of services.</p>	<p>OPERATIONS</p> <p>Continue board expansion.</p> <p>Continue to hire according to the plan.</p>
<p>OPERATIONS</p> <p>Determine operations structure, board expertise, and expanded networks needed for the minimum viable product.</p> <p>Create a staff hiring/engagement plan.</p>	<p>COMMUNICATIONS</p> <p>Initiate communications as planned for this year.</p>	<p>USER GROUP</p> <p>Expand participants.</p>
		<p>COMMUNICATIONS</p> <p>Continue communications implementation.</p>
		<p>FUNDRAISING</p> <p>Revise the multiyear capitalization plan as needed, and implement.</p>

2019	2020	2021
<p>COMMUNICATIONS</p> <p>Affirm communications messaging, modalities, and timeline. Prepare website.</p>	<p>FUNDRAISING</p> <p>Implement a multiyear capitalization plan. Raise funds to meet capital needs.</p>	<p>INSTITUTIONAL VISIBILITY</p> <p>Have board members continue institutional visibility activities.</p>
<p>FUNDRAISING</p> <p>Develop a multiyear capitalization plan, and inspire initial investors. Raise robust funds to meet the capital needs of this vision.</p>	<p>INSTITUTIONAL VISIBILITY</p> <p>Initiate board’s institutional visibility plan.</p>	
<p>USER GROUP</p> <p>Survey a sample of artists/ creatives to affirm most popular life preparedness needs.</p>		
<p>INSTITUTIONAL VISIBILITY</p> <p>Have board create plans for its expansion and institutional visibility.</p>		



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Moving Beyond SustainabilitySM



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