

# The Change Leader Program



**The Change Leader Program is a professional development course and active network of course graduates.**

Participants attend a three-day intensive institute that provides a framework for assessing environments for needs and opportunities, teaches the listening and verbal communication skills necessary for leadership, and outlines the facilitation skills that transition groups and implement change. Following the institute, Change Leaders practice these skill-sets by completing a certification project. These certified Change Leaders form a network of cultural and community leaders who share a common language, mentor each other, and convene through leadership circles and conferences.

*“The Change Leader program is truly a one-of-a-kind experience. You enter the program eager to learn and walk out a leader. The Utah Shakespeare Festival has sent several staff through the program and without exception they return as leaders who are more focused, confident, and effective. I appreciate the kind of community building this program fosters.”*

— R. Scott Phillips  
Executive Director  
Utah Shakespeare Festival



# Who are the Change Leaders?

Change Leaders are a varied group. Among them are artists, mayors, executive directors, volunteers, professors, government employees, business owners and many others. What they have in common is a connection to the arts and a level of engagement in their communities, or a desire to become involved.

## UTAH BY THE NUMBERS\*

- 180 Change Leaders
- 21 counties
- 54 cities
- 43% come from communities with populations under 50,000
- 47% come from organizations with budgets under \$100,000
- 7 other states (ID, CO, TX, CA, NV, PA, MS)

\*based on a 2013 Impact Survey of 180 Utah Change Leaders with a response rate of 39%. Over 30% of the respondents have been involved in the program for five years or longer.

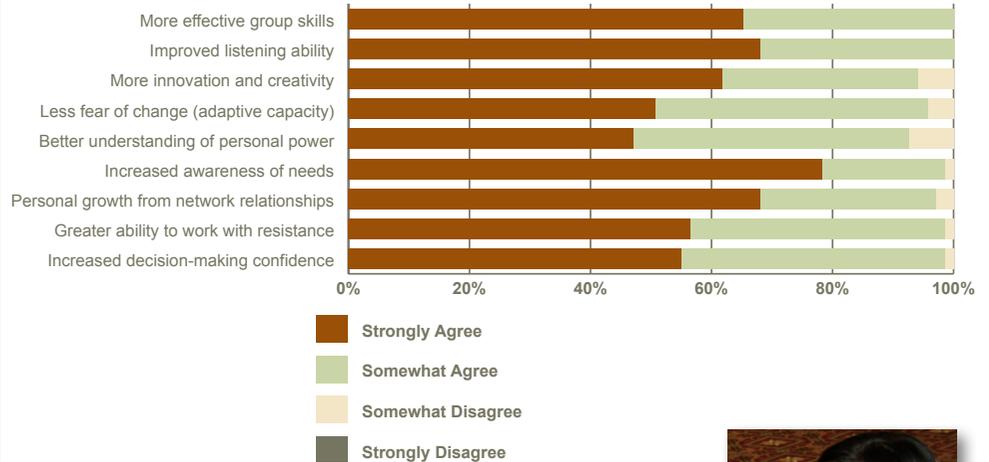
## CURRICULUM

- Navigate group dynamics
- Practice mindful listening
- Demystify power
- Leverage change
- Examine leadership styles
- Understand personalities
- Facilitate change
- Obtain commitment
- Honor resistance
- Explore negotiation tactics
- Implement transitions
- Communicate change
- Build community

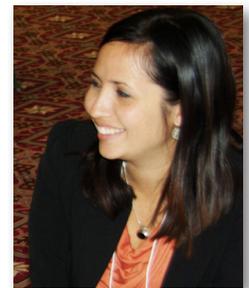
*“This program has positively impacted every aspect of my life. I have an increased ability and have been able to act as a powerful advocate for local artists and non profit groups.”*

— D. Caputo, Kayenta

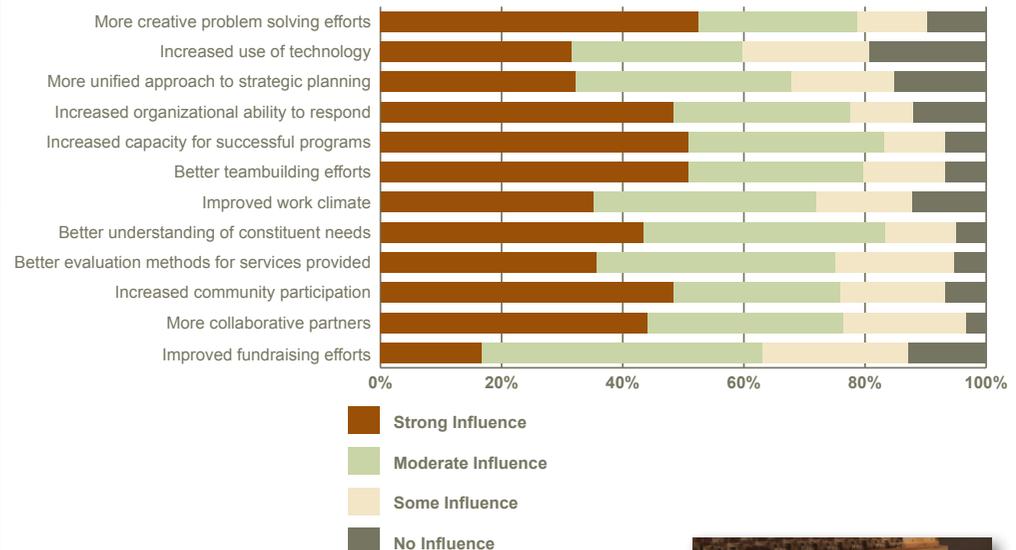
## Personal Impact



- 97% credited personal growth to participation in the Change Leader network
- 78% strongly agreed that they are more aware of community needs
- All respondents reported more effective group skills and improved listening ability
- 94% indicated that they are more apt to be creative and innovative



## Organizational Impact



- Over 75% credited the program with a moderate to strong influence on their organizations' community participation and collaborative partnerships
- Over 80% have positioned their organizations to better understand constituent needs and increase their capacity for successful programming.



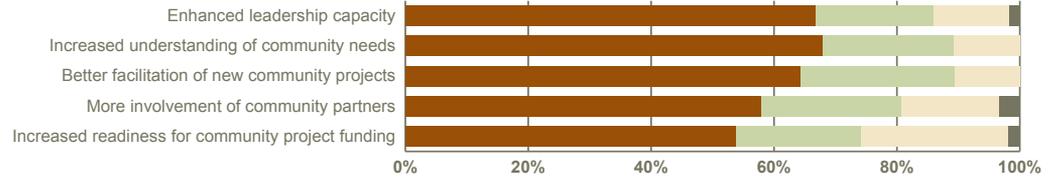
# Listening

*"I have been given a renewed confidence to lead community projects and programs. Living in a rural community isolates me, so the Change Leader Program provides a network I would never have without it."*

— M. Sykes, Green River



## Community Impact



- All respondents indicated greater ability to facilitate new community projects
- 98% reported enhanced leadership capacity
- 89% credited the program with a moderate-to-strong influence on their increased understanding of community needs.



# Build Community

## Certification Projects

To complete their training, Change Leaders design a certification project in which they apply the concepts they learn in the institute. After examining their environment to identify a need, they plan a response, engage others, identify resources, negotiate, honor resistance, adjust plans as necessary and implement change.

Certification Project examples:

- Created an artist's co-op in a local gallery and online
- Created a more dynamic website based on board, staff and patron input
- Created a cultural heritage tourism online toolkit
- Extended a digital art archive beyond the Wasatch Front
- Partnered with artists across Utah including Daggett, Duchesne and Uintah Counties
- Generated collaborative marketing with seventeen arts organizations
- Produced a feasibility study for artist live/work spaces
- Brought several small arts organizations under one organizational umbrella
- Built a self-sustaining facility contributing to community vitality and economy
- Provided business training to artists and held an income-generating winter festival
- Galvanized community members in support of a county arts council



# Implement Solutions

*"As a result of the Change Leader Program, I have felt more connected to statewide arts development, as it provided me with an opportunity to develop relationships with artists on the opposite end of the state, and our state capitol."*

— A. Burton, St. George

# Leverage Change

# Commitment





Bowling pin art project



Graffiti knitting



The Sanpitch Dragon, a 218-foot wall mosaic in Gunnison, Utah.

## Change Leader Random Acts of Art

Random Acts of Art provides \$500-\$1,000 seed money to facilitate rapid response to community needs. The small, timely projects rally communities and create tremendous public awareness opportunities. The quick turnaround applications are open year-round.

Random Acts of Art examples:

Partnered Big Brothers and Big Sisters with Littles and local artists to create art from bowling pins

Installed vinyl window art created by SLC west-side artists on an abandoned, RDA-owned building

Explored solutions to teen bullying by improvising with Djembe drums

Generated a design to paint two landmark million gallon water tanks

Connected high school students at risk for non-graduation with college art student mentors

Celebrated Earth Day with upcycled musical instruments

Created a cookbook of authors' recipes and stories about food to benefit the homeless

Held visual arts workshops for patients with Alzheimer's Disease in care facilities

Painted a mural along the Sugarhouse Streetcar route with members of the Boys & Girls Club

Provided quilting instruction for pregnant teens

Brought diverse groups together to create a temporary knitted public art installation

## Creative Communities

Creative Communities grants provided up to \$10,000 for economic development projects spearheaded by Change Leaders. Funding was competitive and based on potential economic impact and community involvement. Twenty projects were completed during the two years of funding and yielded greater than 300% return on investment.

Creative Community project examples:

Spearheaded Main Street beautification and arts events in Gunnison

Encouraged mixed-use development, including arts spaces, in Provo

Converted a vacant storefront to a downtown public radio studio in Logan

Established a memorial sculpture park in American Fork

Developed a botanical garden and sculpture for the Tremonton Library

Rebuilt the Helper City Main Street Park Stage

Promoted civic dialogue through Arts Talk and workshop in Moab

*"I utilize Change Leader skills every day. Our organization has recently been under a lot of transition; this program helped me adapt under pressure and be part of the solution. At this juncture, I am ready for change and I am not afraid."*

— A. Castillo, Logan

For more information visit [artsandmuseums.utah.gov](http://artsandmuseums.utah.gov) or contact

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