

**RAC Annual Board and Staff Retreat Agenda
September 16, 2023 @ CIC Havana Room
Facilitator: Dr. Robert S. Harvey, RAC Strategic Initiatives Lead**

8:30 a.m. – 9:00 a.m. Continental Breakfast & Welcome Reception

9:00 a.m. - 9:45 a.m. Opening Community Agreements and Connectional Activity

9:45 a.m. – 12:00 p.m. Preparing for Our Milestone 40th Year (February 18, 2025)

Objective: In preparation for the 40th Anniversary the primary emphasis of the morning will focus on utilizing a reflective logic model encompassing each of the current Strategic Plan pillars - **Advocate, Partner, and Catalyst**. A drafted action plan with recommended activities (using a RAPID protocol), and three core metrics - *short, medium, and long-term* - will be developed holding the organization [commissioners and staff] accountable internally and externally for this milestone moment.

12:00 p.m. – 1:15 p.m. Group Photo, Lunch, & Guided Check-In

1:15 p.m. – 1:30 p.m. The Next 40 Years

Objective: As we look toward the future, we do so with criticality as RAC positions itself to deepen its position in the arts and culture ecosystem with three focus commitments: advocate, partner, and catalyze. To do that, RAC must consider its revenue position, programming valuation, and advocacy aspiration. In order to operationalize the focus commitments, we must triangulate three core deliverables within each commitment - **activities, place, and metrics:**

Activities: what are the activities that have the capacity to yield the greatest outcomes for widespread impact?

Place: where do the activities exist within RAC and/or the community?

Metrics: if we implement the key activities with aligned resources (people, time, capital), what measurable data - quantitative and qualitative - yields proof points for impact?

1:30 p.m. – 3:00pm Exploring the Role of Earned Revenue in RAC’s Resilience

Objective: Commissioners and Staff will work through a hands-on, facilitated group consultation to advise on the limits of their tolerance for an earned revenue strategy.

3:00 p.m. – 3:15 p.m. Break

3:15 p.m. – 4:30 p.m. Envisioning and Activating Programming and Advocacy Prioritization

Objective: Commissioners and Staff will work through an active facilitated exercise - a movement response; individual reflection + pair-shares + quad-squares; and, a case study to inform how the organization will define, prioritize, and operationalize the future of programming and advocacy.

4:30 p.m. – 5:00 p.m. Closing Activity

*Radically-equitable and resilient organizations bounce forward at the nexus of humanity, accountability, and efficacy.
They absorb the shocks of VUCA and turn them into opportunities to capture sustainable, inclusive growth.*