School for ART LEADERS at Crystal Bridges Museum of American Art
Introductions
- Your Name and Institution
- Objects that Tell a Leadership Story
- Program Overview
- Research
- Q & A
Committed to supporting art educators in their quest to excel as leaders, NAEA has designed a 21st century flagship program: School for Art Leaders at Crystal Bridges Museum of American Art.

Utilizing experiential, action-learning modules and in-depth conversations with expert leaders, the program provides participants with learning experiences and skills to successfully lead in any environment.
The basics…

• Comprehensive applications available in late fall – arteducators.org

• Applications are reviewed in early April and scored by an independent team of four veteran art education experts

• 25 participants are selected from approximately 70 applicants

• Notifications are sent and an orientation webinar is held highlighting pre-work

• We are onsite the second week of July – Face to Face

• Cohorts are established

• Follow up with 7 months of webinars, experiments and capstones

• A celebration is held at our annual convention in March

• SAL Alumni are encouraged to continue to connect

• NAEA draws on alumni for leadership opportunities
Our Learning Community

Stephanie Baer
Kimberlea Bass
Orlando Graves Bolaños
Krista Brooke
Laura Grundler
Cynthia Hersch
Nils Heymann
Le Ann Hinkle
Jen Holsinger-Raybourn
Marjorie Johnson
Natalie Jones
Leah Keller
Holly Bess Kincaid
Steve Knutson
Judy Krassowski
Tiffany Lin
Cam McComb
Kelley Quinn McGee
Janis Stivers Nunnally
Jennifer Olson
Kimberly Olson
James Haywood Rolling, Jr.
Lori Santos
Mwasaa D. Sherard
Jaime Thompson
Amanda Tutor
OUR LEARNING COMMUNITY
Our Guides

Lead Guide

Expert Guides

Dennis Inhulsen
Elizabeth Guman
Deborah Reeve
Niki Ciccotelli Stewart

Peer Guides

Researchers

Tamika Diaz
Michelle Ridlen
F. Robert Sabol
Enid Zimmerman

Nile Blunt
Crystal Bridges
Head of School Programs
The Orientation Webinar will provide a detailed agenda of the program. This sketch will give you a sense of what to expect.

### July 9 | Travel Day: Travel to Bentonville, Arkansas, and settle into the 21c Museum Hotel. Discover downtown Bentonville and the Crystal Bridges Museum of American Art.

### July 9 | Day 1: Enjoy a restful morning in Bentonville, or travel for those arriving Monday. Walk to Crystal Bridges and enjoy the museum and surrounding natural setting.

**Crystal Bridges Tour: The School for Art Leaders (SALs) daily begins at 3:00 p.m. with a personalized tour of Crystal Bridges Museum of American Art. Get to know the museum as your place for inspiration for the week! Start exploring now: [https://crystalbridges.org](https://crystalbridges.org)**

**Reception:** Gather at 4:00 p.m. at Eleven, the restaurant at Crystal Bridges, to meet members of the 2018 SALs and your guides. Be prepared to share your aspirations for the program and enjoy a heartfelt opening reception. Leadership guides will walk you through an overview of the week and guidelines for our work together. Guides from Crystal Bridges Museum of American Art will orient us to this most special place where we'll be working throughout the week. Bring your camera, leadership values symbol, favorite sketchbook, and art materials to record your experience.

### July 10 | Day 2: Gather with colleagues at 7:30 a.m. for a leisurely walk to Crystal Bridges where breakfast will be served with a full day of mindfulness training, presentations, conversations, and skill building. Several contemporary leadership models will be presented along with practices to bring attention to mindfulness. Using leadership assessments, you will explore who you are as unique and gifted leaders—discovering your natural talents and opportunities for growth and refinement. The museum is closed on Tuesday and we'll use this time for a private tour of Frank Lloyd Wright's Bachman Wilson House. Later, after dinner on your own, we'll experience the outdoor art of James Turrell's Skyspace installation entitled The Sky of Color as well as the 3.5 miles of nature trails that wind through the museum's 120-acre site in the Ozark landscape. We'll close the day with quiet time for your own ref action or for engaging in further one-on-one or small group conversations.

### July 11 | Day 3: On this day, our focus will expand from self to others. Exercises in creative leadership, mindfulness, storytelling, and leading with vision will be part of the curriculum. Strategies for effective leadership communication through storytelling and team leadership will be explored. Dinner will be on your own as you continue to explore the surrounding area. You can also use your complimentary ticket to the special exhibit, TheBeyond: Georgia O'Keeffe + Contemporary Art. Find out more at: [https://crystalbridges.org/exhibitions/georgia-okeefe/](https://crystalbridges.org/exhibitions/georgia-okeefe/)

### July 12 | Day 4: Through storytelling, we will build on our earlier work exploring leading others, and then transition to leadership through professional service to organizations and in the public arena. We'll consider the needs for leadership and strategies specific to those contexts. To begin to prepare for the follow-up virtual learning modules, leadership guides will introduce the framework of leadership experiments and you will have a chance to explore ways to apply your leadership skills to specific contexts. We'll close the day with a mindfulness practice. Dinner will be on your own, either for your own ref action or for engaging in further conversation with fellow art leaders.

### July 13 | Day 5: This is our last day of the onsite learning module, and it will take place at the 21c Museum Hotel. After breakfast on your own at the hotel or in nearby Bentonville, we’ll work with our cohorts beginning to construct our final leadership experiments. We’ll preview the follow-up week and conclude the day with a celebration lunch in gratitude for the learning community that has been established and our shared commitment to opportunities to nurture it.

### FOLLOW UP: VIRTUAL LEARNING MODULES

**July 13 November 28 | Leadership Practice:** You will complete your first of three leadership experiments. For each experiment, you will submit a short write-up and then provide feedback for a colleague on their experiment. We’ll gather virtually once a month to share our respective experiments. Summaries of the experiments and supporting resources will be available to support your leadership journey.

**November 28-January 18, 2019 | Capstone:** Choosing one (or a hybrid) of your experiments, you will develop an Art Leader Case Study to be shared with the larger art education community. These stories will be developed to teach and inspire the wider field of art educators to take on leadership challenges.

**Winter 2019 | Convention Presentation:** You will partner with several of your colleagues to develop a proposal to present a session during the 2019 NAEA National Convention in Boston, Massachusetts.

**Spring 2019 | NAEA National Convention:** The 2018 Class of School of Art Leaders will be recognized and celebrated at the 2019 NAEA National Convention in Boston, March 14-16. You will become an ambassador, inspiring others to step into leadership roles and to consider applying for the 2019 School of Art Leaders. A longitudinal study has been developed that will continue to document your experiences and your impact as a leader as you continue your journey over the coming years.
PREVIEW: LEADERSHIP MODELS

- Total Leadership: Stewart Friedman
- Mindfulness and the Art of Drawing: A Creative Path to Awareness: Wendy Ann Greenhalgh
- Leadership Model for Art Education: Zimmerman & Thurber
- School for Art Leaders Leadership Framework
- NAEA Leadership Competency Model
1. DISC ASSESSMENT
   DISC is a behavioral style assessment that can help provide insight into your leadership style.
   - You'll receive an email tomorrow with a link for a DISC assessment.
   - Take the assessment (takes about 10-15 minutes) by Tuesday, July 1.
   - Print out or save the PDF report and bring it with you to Crystal Bridges.
   - Optional: Read the report.

2. TOTAL LEADERSHIP: VISION & VALUES
   Total Leadership by Stewart Friedman is one of the leadership models we’ll be using at Crystal Bridges.
   - Read pgs. 1-50.
   - Do Vision exercise on p. 41.
   - Do Values exercise on p. 46.
   - Bring the book with you to Crystal Bridges and feel free to finish the book.

3. NAEP LEADERSHIP COMPETENCY MODEL
   - Review the NAEP Leadership Competency Model, developed by the NAEP Leadership Development Task Force in 2014.
   - Identify 3 competencies you consider to be a personal strength area.
   - Identify 3 competencies you consider to be a target for personal development.
   - Be prepared to share and discuss.

4. LEADERSHIP VALUES SYMBOL
   - Bring a symbol that represents an aspect of your leadership values.
   - It should be an object that fits into the palm of your hand (and easy to pack).
   - Bring this with you to Crystal Bridges to share and discuss with others.

5. MINDFULNESS
   Mindfulness and the Art of Drawing: A Creative Path to Awareness by Wendy Ann Greenhalgh.
   - Read pgs. 6-19, The Introduction.
   - Reflect on how drawing can be a pathway to mindfulness.
   - Bring this book with you to Crystal Bridges and feel free to finish it.

6. GATHER YOUR PORTABLE ART MAKING MATERIALS
   - We will be using visual note-taking.
   - Bring whatever materials you are comfortable with.
   - Don’t forget a camera or smartphone.
1. DiSC Assessment

- DiSC is a behavioral style assessment that can help provide insight into your leadership style
- You’ll receive an e-mail tomorrow with a link for a DiSC assessment
- Take the assessment (10-15 minutes)
- Print out or save the report PDF and bring it with you to Crystal Bridges
- Optional: read the report
2. Total Leadership: Vision & Values

- One of the leadership models we’ll be using is Total Leadership by Stewart Friedman
- Read pgs. 1-50
- Do Vision exercise on p.41
- Do Values exercise on p.46
- Bring the book with you to Crystal Bridges
3. NAEA Leadership Competency Self-Assessment

- Review the NAEA Leadership Competency Model, developed by the NAEA Leadership Development Task Force in 2014
- Use the NAEA Core Leadership Competencies Chart
- Identify 3 competencies you consider to be a strength area for you
- Identify 3 competencies you consider to be a target for development
- Be prepared to share and discuss
4. Leadership Values Symbol

- Choose an object that symbolizes an aspect of your leadership values
- The object should fit in the palm of your hand (and be easy to pack!)
- Bring this with you to Crystal Bridges to share and discuss with others
5. Mindfulness

- Mindfulness & the Art of Drawing – Wendy Ann Greenhalgh
- Read pgs. 6-19, The Introduction
- Reflect how drawing can be a pathway to mindfulness
- Bring this book with you to Crystal Bridges and feel free to finish it
5. Gather Your Portable Art Making Materials

• We will be using visual note-taking
• Bring whatever materials you are comfortable with
• Don’t forget a camera or smart phone

The JOURNAL will be used for note-taking, drawing, and everything in between. • A portable size with a rigid cover is suggested. You’ll be using it in the classrooms, galleries, and maybe outside. • Thick or thin; plain, grided, or lined paper—it’s up to you. • None of the pages will need to be ripped out. • You’ll get worksheets and other handouts along the way, and they can live separately from your journal.

**PRO TIP:** The journal you will actually carry is the best tool for you. Pick a cover that you like best and will be comfortable using every step of the way.
### SCHEDULE

#### MONDAY
**July 9**
- **9am**
  - Breakfast and Mindfulness Session
- **10am**
  - The Day Ahead: Breakfast Meet and Great
  - Dennis Iblumsen
- **11am**
  - What Is Leadership?
  - Elizabeth Guman

**July 10**
- **10am**
  - Join Us for Breakfast
  - Dennis Iblumsen

#### TUESDAY
**July 11**
- **9am**
  - Breakfast and Mindfulness Session
- **11am**
  - The Day Ahead: Breakfast Meet and Great
  - Dennis Iblumsen

#### WEDNESDAY
**July 12**
- **9am**
  - Join Us for Breakfast
  - Dennis Iblumsen

#### THURSDAY
**July 13**
- **9am**
  - Join Us for Breakfast
  - Dennis Iblumsen

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**Note:**

**Leadership is not a set of behaviors rather and is for heroes.**

—Margaret Wheatley
EDUCATIONAL FRAMEWORK
FOR
Enhancing Collaborative, Community-Building, and Creative Leadership for Art Education

Creative, Balanced, and Integrated Leadership Development

PERSONAL VOICE
- Believing in One’s Leadership Abilities
- Social Actions Through Networking and Advocacy

PUBLIC VOICE
- Community Leadership Beyond One’s Local Setting

KNOWLEDGE OF SELF
- Content and Pedagogy

COLLABORATIVE VOICE
- Leading With Others
- Empowerment of Others in a Caring Community

ORGANIZATIONAL VOICE
- Leadership in Local Professional Groups

Mentoring Others
Empowering Others
Assuming Leadership Roles and Administrative Responsibility
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Leadership Experiments
It takes courage to experiment. —Stewart Friedman, Total Leadership... The goal should have a deadline
Challenging: Your goal should be difficult to achieve – it should be a stretch for you.
Yearbook...

Libya S. Doman | Washington, DC

Art Educator/Professor
Cultural Proficiency Coach
Fairfax County Public Schools
George Mason University

"School for Art Leaders reminded me that as a creative problem-solver, I have unique artistic skills that make me a valuable leader in any setting."

Michael Orlando | Birmingham, MI

Art Educator
Berkshire Middle School
2018 Western Region Middle Level Director & Teacher of the Year

"My experience at SAL was truly an art pilgrimage that was a catalyst for action. It provided me with the most rich and engaging dialogue I had ever been a part of during my career as an art educator."
Celebration...
The NAEA National Convention is where your vibrant professional community comes together to learn, create, share ideas, and be inspired!

Registration opens fall 2018!

Howard Gardner
Amy Sherald
Research

An external evaluation of the NAEA School for Art Leaders Program (SAL) by Bob Sabol and Enid Zimmerman

This five year longitudinal evaluation has potential to impact the quality of leaders and leadership in the broad field of art education, NAEA educational leadership, reform, and policy by implementing a collaborative, creative, community building, professional development model that can transform art education leadership.

Surveys - Focus Groups – Interviews
Quantitative and Qualitative
Webinars
Graduates will apply their leadership skills to enhance their institutions, NAEA and its affiliates, and contribute a positive impact on art education.

Selections are made based on readiness for the SAL program, previous leadership, professional experiences, geographic locations, instructional settings, volunteer service, and ethnicity.

Other indications may be taken into consideration.

SAL research is funded by the National Art Education Foundation.
Research Findings So Far...

Demographics – by the numbers

Teaching Experience  
40% - 21+ years  
33% - 16-20 years  
16% - 11-15 years  
12% - 6-10 years  

Race  
84% Caucasian  
10% African American  
4% Pacific Islander  
4% Other  

Educational Degrees  
74% - Masters Degrees  
14% - Bachelor’s Degrees  
13% - Doctoral Degrees
Research Findings So Far...

Demographics – by the numbers

Participants: 72 Art Educators have completed SAL – 2015 – 2016 - 2107

Gender: 85% female, 15% male

Instructional Level: 17% Elementary
19% Middle
35% Secondary
13% Supervision/Administration
7% Higher Education
8% Museum Education

School Setting: 56% Suburban schools
32% Urban schools
13% Rural schools

32 states in all 4 NAEA Regions and 2 overseas countries represented
Research Findings So Far…

SAL Graduates:
• Report “life changing” experience from their SAL involvement.
• Feel self-confident in leadership roles.
• Demonstrate leadership best practices.
• Experience better balance between their professional and personal lives.
• Use leadership models in their classrooms and schools.
• Have a strong sense of commitment to their leadership development.
• Gained credibility and recognition as leaders in their local school districts.
Research Findings So Far...

SAL Graduates are:

• Assuming significant leadership roles in their local school districts.
• Helping to develop leadership abilities in others.
• Advocating more effectively for their programs.
• Conducting research to inform their leadership knowledge, skills, and decision-making.
• More comfortable, appreciated, confident, and satisfied in their roles as art educators and educational leaders.
Examples of SAL Experiences in Practice

- Presenting at the local, state, and national levels
- Serving in a variety of national leadership roles
- Providing professional development at a regional conference
- Instructing workshops for art teachers from 44 school districts
- Being an NAEA Monthly Mentor
- Leading workshops at an NAEA convention
- School leadership
- Authoring instructional materials
A Few Final Thoughts...

• An ongoing need for informed leaders exists in Art Education.

• With SAL, NAEA has made a permanent commitment to developing future leaders for the field of art education.

• SAL graduates must use their knowledge and skills to pursue their own leadership goals and aspirations.

• All leaders in art education must network and unite to create a stronger leadership voice and presence for Art Education.
Questions?
Thank you!