

Res Artis Strategic Plan 2015 - 2020
Worldwide Network of Artist Residencies
November 2015

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INTRODUCTION

The Res Artis board and staff came together in Štúrovo, Slovakia for a week-long Strategy Meeting in September 2015. On behalf of the Res Artis board of directors and staff, the following strategic plan outlines the future directions and goals of Res Artis through to 2020. It provides Res Artis with a clearer structure within its capacity, proving the network's ability to stay responsive to the field of artist residencies and the changing world around us.

We have redefined our mission, vision and values in accordance with the changing field. They serve as the cornerstones for future adaptations. Our goal is to improve the structures of our network to better respond to the needs of our members and to the changing realities in the artist residency field. Based on the outcomes of our membership survey conducted in 2014, we assessed and fine-tuned the services we offer to existing and new members. The following document portrays our immediate and long-term goals based on the priorities voiced by our members. Res Artis has developed an Action Plan and will work to gradually but systematically implement this vision for our network over the course of the next five years.

Over the past 22 years, Res Artis has become one of the peak bodies in the field of artist residencies. Res Artis sets itself apart from other organisations by offering a unique worldwide orientation. It is this global reach that is the strength of Res Artis, and will remain our core focus.

1. VISION, MISSION AND VALUES

Vision

We are the worldwide professional body for artist residencies, ensuring sustainability and development of the field through enabling connection and facilitating professional development for our member organisations.

Mission

The mission of Res Artis is to:

- Enable sustainability by providing tools for professional development.
- Respect the regional, cultural and structural diversity of the artist residency field through adherence to our core values.
- Actively engage with and be responsive to members' needs and changes in the field.
- Ensure transparency through clear communication with members, the cultural sector and wider public.
- Connect and promote members through face to face meetings and the use of digital platforms.

Values

The Res Artis Board, Staff and Membership adhere to:

Professionalism:

We are committed to continuous professional development and enhancement of knowledge and skills. We listen to each other and are responsive to artists' needs and changes in the field.

Diversity:

We value regional, cultural and structural differences by respecting individuality.

Transparency:

We believe in the value of clear, accurate and proactive communication between Res Artis, our member organisations and visiting artists.

Sustainability:

We strive to improve the resources available to enable the longevity of Res Artis, our members and the artist residency field.

2. ACTIVITIES AND FUTURE DIRECTIONS OF RES ARTIS

Res Artis took the outcomes of the membership survey that was conducted at the end of 2014 as the basis for defining the needs and wishes of our members. The analysis of the membership survey revealed the following priority areas:

- Meetings and Connections
- Communication and Visibility
- Professional Development and Financial Stability

Over the past 22 years Res Artis has built a strong reputation in the artist residency field. The survey proved that members benefit from being linked to our professional body by validating their organisation's reputation. Over recent years we have seen a growth in the artist residency field and within the membership. We see a trend that more and more organisations call themselves "artist residencies". In response, we have reformulated our definition of artist residencies and amended our mission, vision, values and application criteria accordingly. This and other measures are discussed further in the sections on membership below and will ensure that our membership remains subject to professional standards.

The next five years we will invest in upholding and reinforcing Res Artis' reputation as the worldwide professional body for artist residencies - not only through the development of tools and professionalisation opportunities, but also by ensuring that funding bodies and other institutions related to the artist residency field are aware and involved in this development.

Meetings and Connections

Res Artis as 'Connector'

Res Artis strives to uphold its reputation as the professional body for artist residencies. We aim to connect member organisations with each other and external bodies to encourage partnerships and the sharing of skills, knowledge and opportunities. Res Artis will actively encourage dialogue and opportunities for partnerships and collaboration through our enhanced communication strategy (see 'Communication and Visibility' section below).

Global Approach through Regional Chapters

Res Artis, as the worldwide network of artist residencies, is the only truly global organisation in the artist residency field. In order to be active in as many regions as possible, Res Artis will introduce regional chapters that will be represented by board members in liaison with member regional ambassadors. These regional chapters will strengthen the residency field regionally, by addressing geographical concerns and issues. The regional chapters will feed into the worldwide network and will aid in highlighting activity in particular regions, funding and opportunities for collaboration. Res Artis will work with existing regional residency bodies and networks to ensure this mode of working is mutually beneficial.

Flexible Meeting Models

Meetings have always played an important role in the history of Res Artis. They are valued as opportunities for personal exchange and face-to-face discussions and interactions. Currently Res Artis offers the 'General' Meeting - a larger worldwide meeting held approximately every two years; and the somewhat smaller 'Regional' Meeting - where members meet around a geographical interest. In today's fast-paced globalised world we see that in-person meetings are still very much valued. However, we also noticed that not every member has the time or funding to attend.

There is increased interest from members in organising smaller meetings around certain thematic concerns. Therefore, Res Artis will now look to dissolve our current meeting categories and offer flexible meeting models that will enable more frequent meetings and greater accessibility for members. Res Artis will ensure a balanced representation in our meeting schedule of diverse thematic concerns and geographic regions. There will be content relevant to starting as well as established artist residencies, in order to keep enhancing professional development and skill-sharing across the sector. These changes will be effective for all newly planned meetings.

Furthermore, we will use the members section of our website to house detailed meeting documentation, including reports, webinars, pictures and videos. This will act as an interactive archive of our meeting activity and resource for members who can't attend, or wish to further their in-person experience.

Communication and Visibility

Res Artis strives to uphold its position as a connecting network between residency organisations and artists. We provide our members with high visibility in conveying their opportunities to the artist

audience as well as opportunities to connect with colleagues and other actors in the wider field. Active dialogues and responsiveness to our members' needs lies at the heart of our communication principles. Our online presence in the form of our website, social media platforms and regular three-monthly e-newsletters, compliment our in-person meetings and form our core outreach channels to the field.

Enhanced Website Capabilities

Our online listings are one of the most important communication services we offer to members. Improving our online listings and online positioning remains a priority. Although we have limited resources, Res Artis has increased our efforts in the past few months towards more effective and faster member communication. We are improving the structure of our website to ensure a more user-friendly website experience for all, as well as increased members-only content. A new and more interactive home page with streamlined menu points will be launched very soon, with mobile-friendly capability.

Increased Social Media Platforms

Across social media, Res Artis is performing better than ever! With more than 108,000 followers on our public Facebook fan page, we have a steady base of followers. Our efforts will go into maintaining this strong position on Facebook, while at the same time exploring the potential of alternative and emerging platforms like Twitter and LinkedIn.

More frequent e-news

To engage our members more regularly in the latest trends and events in the field, Res Artis will increase the frequency of our Members-Only newsletter to every three months. Members and regional chapters have the opportunity to provide content to share knowledge and opportunities with fellow colleagues. Our Public Newsletter will also be released every three months in order to strengthen the presence of the artist residencies field within the wider arts ecosystem.

Advertising

Res Artis will launch paid advertisements on its website. Corporate sponsors and members are invited to advertise opportunities relevant to the artist residency field such as workshops, residency-related events or products. In addition to free residency listings, Res Artis will launch appropriate paid advertisements on its website. Res Artis members will receive a 50% advertising discount.

Professional Development and Financial Stability

Tools for Professional Development

At the very core of Res Artis is our vision to equip our members with the necessary tools to succeed and sustain in the artist residency field. Voiced as a major member concern in the survey, we intend to expand the professional development tools we offer to our members. In November, the "Res Artis Artist Residency Handbook" will be published and will be accessible in the members area. In the future, we will use it as the basis for further developing each chapter in an online format using case studies from our membership and interactive tools. To further equip our members to keep ahead in the field, additional guides, library resources and a funding section will be available in the members only section soon.

Thematic webinars

In addition to the online resources mentioned above, Res Artis will develop webinars over the coming years. These webinars will deal with specific topics of interest outlined by our members and will include video footage and live-streaming of Res Artis in-person meetings and workshops. In addition to indicating their topic needs, Res Artis invites members to actively help produce or host their own webinars that can be shared with the Res Artis family.

Regional Funding Guides

Res Artis will direct its energies towards forging connections to funding bodies in the international cultural field in order to equip our members with more opportunities for financial sustainability. This presents a long-term goal set for 2020, which will rely heavily on input from members and our regional web of contacts. Working through our new regional chapters, ultimately Res Artis aims to provide regional funding guides with information tailored to certain geographic regions for all members.

Member Benefits

In order to be more inclusive to artist residencies from all corners of the globe, and to offer our members value for money in their membership, Res Artis is pleased to announce the following Member Benefits:

- Being part of a global community
- Regional support and information (colleagues, peers, funding, guides, spotlight on region, board contact)

- 50 % reduction in meeting registration fees
- Free Visibility (online listing, open calls, social media). The Res Artis website currently receives over 2,000 visitors a day, more than 108,000 followers on our Facebook Fan Page, and more than 1,000 followers on Twitter.
- Receive public & members only newsletter every three months and members invited to provide content
- 50 % reduction in advertising fees (workshops, residency events etc.)
- Professional development
 - Online (Res Artis Artist Residency Handbook PDF and interactive web chapters)
 - In-person consultancy/training
 - Meetings
 - Meeting documentation and live-streaming (online)
 - Thematic webinars (interactive)
- Members only Facebook Group (Res Artis Node)
- Members only online library and funding resources
- Reputation and validation through membership and use of the Res Artis logo
- Welcome pack outlining all benefits above
- Membership survey to determine ongoing network improvements: conducted every five years
- 60% discount on the purchase of past and forthcoming editions of Mapping Residencies: <http://mappingresidencies.org/en/>

Membership Standards

Upholding Professional Standards

The Res Artis membership base consists of emerging and established residencies, arts and cultural institutions and funders, as well as artists and people having a general interest in the artist residency field or by extension in topics of cultural exchange. The field is diverse, yet it is essential to maintain standards and professionalisation across our membership.

This need for standards was prioritised by our members through their survey responses. Res Artis will achieve this by redefining our application process and screening the efforts of existing and future members. We will alter our current application process to include a more detailed application form designed to increase transparency between Res Artis, our members, and the artist applicants.

All Res Artis members will be required to adhere to our 'Vision, Mission and Values', and to indicate an honest appraisal of their residency program including regularly updating their Res Artis public profile. Res Artis has in place a robust procedure to review members who fall short of adherence to these values.

Transparency

In line with our updated 'Vision, Mission and Values' we aim at ensuring greater transparency from our members as well as from Res Artis. On the part of our members, this transparency includes a more detailed profile including your mission, as well as equipment or resources available, and fees to be paid by the artists in residence. Res Artis will adhere to the same professional standards and will continue to remain transparent to our members by providing action plans and financial statements that are accessible through the members section.

More inclusive Membership categories and fees

It has always been one of Res Artis' principal goals to remain an inclusive network for residency organisations of all shapes and sizes. In recognition of the funding limitations in different parts of the globe and for emerging artist residencies, Res Artis has amended our current membership categories and fees.

Starting from the next billing cycle for 2016, the current 'General' and 'Emerging' membership categories will be abolished and replaced by the category 'Residency Members'. Res Artis will keep the 'Individual Members' category. Additionally, a section on the Res Artis website called 'Partners & Like-minded Organisations' will include a list of our peer organisations in the field with links to their individual websites. These updated and more equally spread membership categories will allow for wider inclusion of members from across the globe.

Res Artis will actively encourage membership from starting artist residencies or residency centres in parts of the world that operate on different economies. In the 'Residency Members' category, Res Artis will introduce a lower tier membership fee in line with budget limitations. For residencies with an organisational budget of 0 - 4,999 €; a new membership fee of 30 € will apply (see detailed membership categories and breakdown of fees below). Res Artis will encourage new artist residencies to join Res Artis for at least three years to maximise their member benefits.

In an attempt to increase transparency and global accessibility, Res Artis will also embed a currency converter into our website. This is not a payment device but will give potential members from all countries an instant conversion rate in their respective currency.

The new Res Artis membership categories and fees are as follows:

Individual Members: 75 €
Associate Members: 375 €

Residency Members:

<u>Budget</u>	<u>Fee</u>
0 - 4,999 €	30 €
5,000 - 49,999 €	75 €
50,000 - 99,999 €	225 €
100,000 - 199,999 €	375 €
200,000 + €	450 €

3. OPERATIONS

Financials

Besides several small project funds, Res Artis does not receive funding for core costs or main operations. The changing funding landscape in combination with the economic down-turn has made fundraising in Europe more challenging. Although we will continue to put our focus on network funding from the European Union, we have decided to take greater control of our future by diversifying our income.

By working through new regional chapters we expect to attract more regional funding outside Europe. This will partially be income directly for the benefit of activities (e.g. meetings, professional development) but also for Res Artis' capacity building in the region. Besides public funding bodies, Res Artis will also increase our attempt to attract more funding from the corporate sector. To be more attractive to this sector in particular, Res Artis will launch paid advertisements on its website. These can also constitute advertisements on opportunities in the artist residency field for workshops and residency-related events or products. Naturally, Res Artis members are encouraged to advertise on our website and will receive a 50% discount.

With a continuation of membership growth, we also foresee an increase in membership income. The new, lower membership tier will slightly lower our membership income from existing members, but

will open doors for many small artist residencies to join. Through the presence of regional chapters, we anticipate an increase in membership across the globe.

Governance

Staff

During the last year, Res Artis has undergone several staff changes. In October 2014, Alvaro de Salvo resigned from his position as Communications Manager, and in March 2015 Lillian Fellmann resigned as Program Director. The part-time position of Communications Manager is replaced by Birte Gehm, forming the current Res Artis staff together with Mark Vennegoor, who is the Managing Director of five years. With both positions being only .63 FTE (full time-equivalent) the total staff force currently totals 1.26 FTE. This underlines the limited capacity of Res Artis and the need to re-focus our efforts to better respond to member enquiries and priorities. Res Artis is currently exploring the concept of pooling resources and looking for possibilities to collaborate with other like-minded organisations in the field across the globe.

Throughout the history of Res Artis, we have had offices in Germany and the Netherlands. The office of Res Artis is currently located in Amsterdam where we rent an office space within the premises of one of its founding members, the Rijksakademie of Beeldende Kunsten. Although this is a very fruitful relationship for Res Artis, over the coming year Res Artis will also investigate the possibility and benefits of moving the office or having other satellite locations to enhance the global scope of the network.

Board

After seven years as the president of the Board of Directors of Res Artis, Mario Caro (United States) has stepped down from his position and handed over to Leena Vuotovesi (Finland) who has been a board member since 2010. Leena is the CEO of the development company Micropolis Ltd. located close to the Arctic Circle. Previously, she was the executive director of KulttuuriKauppila Art Centre running a tailored residency program and is currently involved as board member. Res Artis thanks Mario for his dedication and input over the years and welcomes Leena to taking on her new duties. Furthermore, the Res Artis board has three officer positions of which Lea O'Loughlin (United Kingdom) takes on her new role as Secretary, while Francisco Guevara (Mexico) remains Treasurer and Eliza Roberts (Australia) continues her role as Vice President.

Karol Frühauf generously hosted the Res Artis Strategy Meeting in Štúrovo, Slovakia. This meeting marked Karol's farewell gift to the Res Artis board and staff after remaining an active and dedicated board member over the past eight years. Res Artis wishes to thank Karol for his outstanding work on the board, and has presented him with the title of Honorary Board Member.

Res Artis currently has a strong and visionary board of directors, representing almost all geographical regions of the globe.