

# National *Arts* Strategies

## The Art of Survival

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Philadelphia



# The inconvenient truth

- 54% of arts organizations saw increases in demands for services, 64% expect increase for demand in 2010
- In 2009, 37% had an operating deficit
- In 2009, 32% had an operating surplus, 26% expected a surplus in 2010
- 13% have no reserves
- 65% have less than three months cash on hand

*Source: Nonprofit Finance Fund, 2009*

# Mind the Gap

*“I’ve seen some people try to move over to the nonprofit sector from the private sector. Their time frame, their command and control orientation, and the view of the employee/employer relationship just don’t translate.”*

***Richard Schlosberg***, former CEO and publisher, LA Times and former president, Packard Foundation

“You have little opportunity to lead by making actual decisions. If you have a vision or you want to make changes, you’re going to do it by leadership and inspiration, not direction. You have to be the Pied Piper.”

**Harold Williams**, Chairman and CEO, Norton  
Simon Dean, UCLA Anderson School of  
Management Founding CEO, J. Paul Getty Trust

# St Paul Chamber Orchestra

- Relationships not transactions
- Honesty about elasticity of demand relative to price

# Non-use values

- Existence Value
- Option Value
- Bequest Value

“For me, the role of the arts in a creative society is to define a space in our lives in which the impossible becomes possible.”

**Ian David Moss**, writer, commentator, musician,  
founder of Createquity

“Materialism somehow comes between them and the satisfaction of their social needs.”

***Yearning for Balance***

National Study of American Life

Harwood Institute for Public Innovation

1995

Human life has always been lived on the edge of a precipice. Human culture has always had to exist under the shadow of something infinitely more important than itself. If men had postponed the search for knowledge and beauty until they were secure the search would never have begun.

C.S. Lewis

Learning in War Time, Oxford lecture, 1939