



## CultureSource Organizational Rubric

This rubric outlines our trajectory for achieving our highest ambitions as a service organization supporting art and creativity in the seven-county Southeast Michigan region anchored by Detroit. It is not a best-practice roadmap to success; rather it is a framework to adaptively understand and work on what is important to us. This document works in concert with our other foundational beliefs (below) to ground our board and staff in our values and offer our allies opportunities to amplify our efforts.

Our **mission** is to advance the work of organizations that cultivate creative and cultural expression in Southeast Michigan.

Our **vision** is of flourishing Southeast Michigan communities that visibly benefit from a diverse and thriving arts and culture sector, which itself receives indispensable support from CultureSource.

Our **guiding principles**:

- We are at our best when we work with partners and as connectors and instigators.
- A solid financial core is essential to our capacity to serve.
- We must embrace contemporary culture at its core and edges.
- Cultural organizations of all sizes can be valued as community anchors.
- We speak clearly, respectfully, and inclusively.
- We have a responsibility to elevate voices historically oppressed by privilege.
- We believe creativity is fundamental.

In the rubric, we identified five core dimensions of our enterprise: **membership**, **cultural competency**, **programs and services**, **partnerships**, and **capacity**. Along these dimensions, we will categorize our day-to-day work, plan long activity arcs, evaluate progress, and report on our organizational development. Below is supplemental background and context for three of the dimensions:

**Membership** - We finished 2020 with 177 dues-paying member organizations. They include arts and science centers, museums, orchestras, historical societies, afterschool arts education programs, and dance and design collectives, and they have local, statewide, and national reputations for anchoring their communities. We also use our expertise to serve artists, policymakers, and philanthropists striving to have creative and cultural expression benefit the public across the seven-county region.

**Programs and Services** - We facilitate convenings and networking activities, manage funding/grantmaking initiatives, collect data, and share knowledge. These activities help us expand the creative community's business capacities and understanding of contemporary ideas, cultures, and art forms.

**Capacity** - Our organization is governed by a 19-person board of directors composed of cultural sector professionals and laypeople. Daily mission administration is performed by an 8-person staff. This internal team relies on regular contractors for finance, IT, and human resources services.

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Dimension	Unacceptable	Adequate	Good	Transformational
<p><b>MEMBERSHIP</b></p> <p>CultureSource (CS) understands the needs and opportunities of the ecosystem of arts and cultural organizations in SEMI.</p>	<p>Members begrudgingly renew, if at all.</p> <p>Membership is exclusively well-resourced nonprofits.</p> <p>Staff and members infrequently connect.</p>	<p>CS engagement with members is reactive and inconsistent, however, members view CS as useful.</p> <p>Participation of member staff is minimal within each member organization.</p> <p>Members are geographically located only in Wayne, Oakland, and Washtenaw counties.</p>	<p>Members and nonmembers alike proactively engage CS with questions, ideas, and with mobilization and convening opportunities.</p> <p>Members reflect the geographic, artistic, and cultural diversity of SEMI.</p> <p>Multiple staff throughout member organizations consistently engage with our work.</p> <p>CS is externally recognized for excellence in serving members, based on standards of joy, inspiration, innovation.</p>	<p>Member organizations engage as full organizations: staff and volunteers.</p> <p>Member organizations' CEOs work through and within CS to create and implement sector-wide agendas.</p> <p>CultureSource membership is not defined exclusively by being an arts organization, though members are commonly connected to daily life in SEMI.</p>



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<p><b>CULTURAL COMPETENCY*</b></p> <p>CultureSource holds that diversity, equity, and inclusion (DEI) are imperatives in its own work and in our communities.</p> <p>*Cultural competency defines our efforts to adapt to the different identities of our neighbors and create opportunities for them to flourish.</p>	<p>Efforts to advance DEI are sporadic and driven only by CS staff.</p> <p>CS board members cannot articulate the organization's intentional work in DEI.</p> <p>Partners do not perceive any visible activities or progress related to DEI.</p>	<p>CS has public-facing DEI values and policies that are evident through its program, personnel, partner, and vendor choices.</p> <p>The CS board is an internal leader in setting and tracking CS DEI imperatives.</p> <p>CS occasionally mobilizes around DEI efforts.</p>	<p>CS's focus on DEI exists, in part, as a brand that internal and external stakeholders respect and can articulate.</p> <p>CS accelerates and roots diverse leadership and inclusive leadership practices in the regional cultural sector.</p> <p>CS staff articulates and advocates for equity-focused standards in its program/service development.</p> <p>CS consistently mobilizes and energizes members and peers around DEI efforts.</p>	<p>CS is recognized nationally for persistently evolving, challenging, and extending its work around cultures of belonging.</p> <p>Each board and staff member has an individualized cultural competency learning plan supported by CS.</p> <p>CS is called on to advance and mobilize groups related to DEI outside of the arts, through the arts.</p>



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<p><b>PROGRAMS &amp; SERVICES</b></p> <p>CultureSource’s PS (Programs/Services) are high impact and contribute to a flourishing arts and culture sector in SEMI.</p>	<p>CultureSource has no impact on the health of the cultural sector. Its members question the value of attending future activities.</p> <p>CultureSource rarely collaborates with partners on program development or implementation.</p>	<p>PS impacts are inconsistent and limited in reach to the closest, most obvious, and best-resourced audiences.</p> <p>PS reflect clear alignment with CS's vision, guiding principles, and strategic blueprint.</p> <p>Follow-up and reflection are built into most PS. Most PS are developed and implemented with a partner.</p>	<p>PS frequently exceed participants’ expectations.</p> <p>PS generate reliable revenue aligned with cost/benefit value.</p> <p>Participation in CS PS is considered to be essential for arts and culture workers in SEMI.</p> <p>PS experiment with new delivery and content models and strategies, and track alongside national conversations about the arts and culture.</p> <p>Multi-year systems are in place for collecting evidence of impacts and for continuously learning and improving.</p>	<p>PS anticipate sector needs and regularly surprise participants with PS content.</p> <p>PS receive national attention that leads to CS being a national site for incubation and the development of new initiatives.</p> <p>CS can trace the influences of our programs across the evolving conversation about the arts in communities.</p> <p>Rigorously researched dimensions of PS allow for the sustainable integration of our work into academic cultures across SEMI.</p>



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<p><b>PARTNERSHIPS</b></p> <p>CultureSource offers multiple avenues for cross-sector partnerships that benefit the arts and culture ecosystem of SEMI.</p>	<p>Non-arts sector leaders report no awareness of CS's work and impacts, and arts sector leaders have a superficial understanding of CS's work. These leaders rarely call on CS.</p> <p>CS has no strategic systems for cultivating partnerships: we wait for others to come to us and often work alone.</p> <p>CS inaccurately promotes and recognizes partnerships.</p>	<p>CS maintains partnerships primarily with individuals and entities already deeply engaged with the SEMI cultural sector.</p> <p>CS has policies, practices, and a reputation that reflect effective, legally sound, and joyful partnerships.</p> <p>CS board and staff have well-defined roles in partner cultivation.</p> <p>CS has up-to-date digital and print information about our programs, services, purpose, and impacts, and our visual identity is deployed with rare inconsistencies.</p>	<p>Non-arts sectors connect with CS to learn about and benefit from the cultural ecosystem.</p> <p>Representing CS, board and staff are frequently invited to early-stage meetings of influencers.</p> <p>Most CS partnerships have multi-year commitments or clear opportunities for renewal.</p> <p>All staff and board proactively engage in partner cultivation and stewardship.</p> <p>The CS brand is memorable and strategically deployed to generate new partner engagement.</p>	<p>Leaders outside of arts and culture (local to national) turn to CS as an obvious ally and collaborator, and bring ideas and financial resources to the table to make good things happen.</p> <p>Partners are committed to the long-term success of CS and offer both venture and sustaining investments toward CS's work.</p> <p>CS has the capacity to handle multiple, simultaneous partnership requests that bring new ideas and resources to SEMI.</p> <p>People want to be at the table when CS announces partnership opportunities.</p>



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<p><b>CAPACITY</b></p> <p>CultureSource has the staff capacity, governing board, financial resilience, and brand profile to fulfill its highest aspirations.</p>	<p>Board members are apathetic with limited and unreliable attendance, financial contributions, and public support.</p> <p>CS has significant audit findings. Management frequently overspends without budget authority, and there is a weak plan—at best—for achieving the annual budget.</p> <p>Staff cannot meet goals, they are constantly overworked or are allowed to underwork, they receive no training or job-performance resources, and their turnover is rapid.</p> <p>Infrastructure and internal systems reflect outdated practices, equipment, and policies.</p>	<p>Every board and committee meeting achieves quorum requirements.</p> <p>Board members can articulate how their services are aligned with approved responsibilities and expectations.</p> <p>CS balances its annual budget but is not growing its surplus. Financial systems are inefficient.</p> <p>Staff achieve some goals but miss others. Morale is weak.</p> <p>Infrastructure and internal systems reflect standard, acceptable practices.</p>	<p>Board members participate and contribute generously, regularly meeting goals related to both.</p> <p>CS has achievable plans to grow reserves, has developed multi-year financial outlooks, and benefits from robust tracking, analysis, and reporting.</p> <p>CS staff has time and resources to do satisfying work and can easily connect the impact of their work to the growth and development of CS.</p> <p>Infrastructure and internal systems reflect effective practices.</p>	<p>Board members fully integrate CS into their aspirations for their households or businesses. They are angel investors for CS, they consistently exceed fundraising goals, and they each have a favorite CS project to which they offer dedicated, consultant-quality support.</p> <p>CS has diverse and reliable income streams and sufficient financial reserves to sustain the organization in a crisis, take risks, and fund the launch of its own new initiatives.</p> <p>The CS team is a font of new, visionary ideas, and constantly evaluates and re-works their roles.</p> <p>Teamwork is joyful, inspiring, and challenging.</p> <p>Infrastructure and internal systems reflect innovative practices.</p>