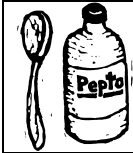


# Knowledge in Technology: In A Nutshell



Technology planning doesn't have to be an overwhelming experience! So, don't feel that you must use all the worksheets and resources in this notebook! It's a buffet, pick and choose what you need. Feel free to adapt, edit, delete, or add as it fits your organization's way of working. We're here to support your work, not to give you a stomach ache! You will find "pink" versions of various worksheets/form.

The Process	Notebook Sections/Topics	When
About KIT	<b>Section 1:</b> <ul style="list-style-type: none"> <li>About the Program</li> <li>List of Participants, Staff, Consultants</li> <li>Getting the most out of KIT</li> <li>KIT Evaluation: Benchmarks Survey</li> <li>KIT Program Outcomes</li> <li>Workshop Agenda</li> </ul>	<b>May 7<sup>th</sup>: Workshop</b>
Ready, Get Set, Go!	<b>Section 2:</b> <ul style="list-style-type: none"> <li>Tech Planning 101: Understanding the technology planning process</li> <li>Getting organized to do the work</li> <li>Setting up your team</li> </ul>	<b>May 7<sup>th</sup>: Workshop</b>
Visioning and Brainstorming The Fun Part!	<b>Section 3:</b> <ul style="list-style-type: none"> <li>Discussion leading to a vision statement</li> <li>Generating a technology use wish list</li> </ul>	<b>May: 1<sup>st</sup> Consult: Generalist</b>
Holding a Mirror: Assessment The Not So Fun Part!	<b>Section 4:</b> <ul style="list-style-type: none"> <li>Why Bother?</li> <li>Assessment Strategies</li> <li>The Long Form</li> <li>The I-Hate-To- Fill-Out-Forms Assessment Form</li> </ul>	<b>June: 2<sup>nd</sup> Consult: Generalist</b>
Assessing Your Organization's Technology Stuff	<b>Section 5:</b> <ul style="list-style-type: none"> <li>Overview of Different Approaches</li> <li>Long-Form</li> <li>Short-Form</li> <li>Using Tech Atlas</li> <li>Tracking Down Details</li> <li>Planning for the Technical Consultant Visit</li> </ul>	<b>July/August: Technical Consult</b>  The consult can take place either before or after July Workshop
Figuring Out What To Do First Gathering Lessons Learned Research	<b>Section 6:</b> <ul style="list-style-type: none"> <li>Logic Models and thinking/strategizing tools</li> <li>Examples of logic models</li> <li>Identifying what information you need to know to write the plan</li> <li>Technology Learning Bytes</li> </ul>	<b>July 31, 2002: Workshop</b>
Sustainability Issues	<b>Section 7</b> <ul style="list-style-type: none"> <li>Training, Technical Support, and Funding</li> </ul>	<b>July: 31, 2002 Workshop</b>
Pulling it all together: Writing the First Draft	<b>Section 8</b> <ul style="list-style-type: none"> <li>Creating the first draft</li> <li>Examples of Arts Organization Technology Plans</li> <li>Technology Plan Template</li> </ul>	<b>August: 3<sup>rd</sup> Consult: Generalist</b>
Finishing the Plan	<ul style="list-style-type: none"> <li>Finishing the plan</li> <li>Implementation Strategies</li> </ul>	<b>Sept: 4<sup>th</sup> Consult: Generalist</b>
Sharing our plans and learning	<ul style="list-style-type: none"> <li>Each organization presents what their plan during the workshop</li> <li>Discussion: Supporting each other</li> </ul>	<b>October 16<sup>th</sup>: Workshop</b>

# **New York Foundation for the Arts Knowledge in Technology Program**

## ***NYFA Background***

The New York Foundation for the Arts (NYFA) serves individual artists, promotes their freedom to develop and create and provides the broader public with opportunities to experience and understand their work. NYFA accomplishes this by offering financial and informational assistance to artists and organizations that directly serve artists, by supporting arts programming in the larger community, and by building collaborative relationships with others who advocate for the arts in New York State and throughout the country.

## ***About the Knowledge in Technology Program***

The Knowledge in Technology (KIT) program is built upon the premise that a strategic technology planning process is the key to helping organizations appropriately integrate the use of technology tools to meet program goals and improve operations. The KIT program is a peer-learning program that helps nonprofit arts organizations enhance organizational effectiveness through the development of a comprehensive technology plan. This six month program includes workshops, one-on-one technical assistance from expert consultants, access to a listserv that serves as a "just in time" support network, and a technology planning guide for arts organizations in print and electronic format. Upon completion of the six month planning phase, organizations will receive a \$3,000 grant to begin implementation of their individual technology plans.

The KIT program is a program of the New York Foundation for the Arts (NYFA). For nearly a decade, NYFA has provided programs and services geared to further the technological development of small and mid-sized nonprofit arts and cultural organizations. NYFA developed the KIT program to address the needs of these organizations as they struggled with their technology plans. Over the past three years, the KIT program has developed curriculum and provided in-depth technical assistance to scores of nonprofit arts organizations in New York City, New York State, Massachusetts, New Jersey, Pennsylvania, Oregon, Illinois, Minnesota and Washington, DC.

## ***Why should nonprofit arts organizations participate?***

Organizations who participate receive many direct benefits, including increased technological capability, greater control over and comfort with technology, and the capacity to manage their technology now and in the future. The technology "blueprint" created in this process significantly enhances the organization's fundraising efforts and effectiveness in technology expenditures. Participants also have ongoing access to a growing peer-support network of arts organizations who have participated in the KIT program since 1998, as well as technology planning consultants and other technical experts. The network provides immediate answers to technology planning questions.

### ***What are the KIT program outcomes?***

- The KIT program will help participants increase their knowledge about organizational technology planning issues.
- The KIT program will help participants increase their understanding of how to integrate technology into their organization in order to improve their work.
- The KIT program will help participants improve their confidence and capacity to make more strategic and information technology spending decisions.
- The KIT program will help participants more clearly articulate the benefits of a technology plan to other staff and board members, colleagues, or funders.
- The KIT program will help participants have a more positive attitude about mission-based technology use.
- The KIT program will help participants learn from the experience of their colleagues about practical and tangible ways to use technology to realize their missions.

### ***What are the general components of the KIT program?***

Six nonprofit arts organizations in the New York City area will be selected, through a competitive process, to participate in this ongoing NYFA program which includes a planning/technical assistance component and funding to begin implementation of the plan:

#### ***Planning/Technical Assistance***

- ***One-On-One Technical Assistance and Guidance:*** Technology planning and technical consultants work as a team to provide targeted one-on-one guidance to participants in developing their technology plans. Each participant will have an opportunity to meet face-to-face five times for several hours with the consultant(s) to work on their technology plan, or approximately once per month during the course of the program. Consultants will also be available to answer questions by phone or individual email. Additional phone consults, if needed, may also be scheduled.
- ***Workshop Sessions:*** Representatives from each organization's technology team will attend three workshop sessions. The curriculum provides a proven methodology for small or mid-sized nonprofit arts organizations to develop a technology plan that meets their needs. The workshop sessions will focus on the specific steps of the technology planning process and provide arts-related examples, resources, and tools so participants can undertake each planning step as a "homework" assignment between sessions. Additionally the workshop sessions provide an opportunity for participants to reflect and share what they learned from their respective planning processes.
- ***Technology Planning Guidebook & Resource Materials:*** Each participant will receive a technology planning guide book in print format that includes assessment tools, planning templates, monographs, examples from other arts organizations, and

articles. The online version is available on NYFA's SpiderSchool at <http://www.nyfa.org/spiderschool>.

- **Access To KIT's Support Network:** The KIT listserv provides easy access to reliable and relevant information about hardware, software, consultants, technology support, training, and other related topics. NYFA's KIT program was launched in 1998 and has served approximately 100 nonprofit arts organizations in New York State, Pennsylvania, New England, and nationally. These "graduates" share information with newcomers to the program on a private listserv. NYFA staff and technology consultants as well as arts and technology experts are also part of the support network.

- **Implementation Funding**

**Upon completion of the technology planning process and submission of a written technology plan by November 1st, 2002, you will receive a \$3,000 grant towards implementation of the strategies detailed in your plan.** The funding may support any direct costs related to the technology plan except for hardware and software. These costs may include technology training, technical support, web site/database design, and other sustainability-related expenses. Further details on the use of funds will be explained in greater detail by your consultant during the planning process.

***What is the curriculum or content for the workshop sessions and homework assignments?***

**WORKSHOP SESSION 1: (MAY 7, 2002)**

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**Technology Planning Overview and Technology Assessment**

**Session Content:** Provides an introduction to the concepts of technology planning and leadership, sample plans, getting ready for a technology plan, and technology assessment tools and research techniques. Participants will fill out a pre-program evaluation survey.

**Follow up Work:** Participants will establish technology teams and read through materials to become more familiar with technology concepts. Participants will provide any requested background information about their organization prior the first on-site visit.

**CONSULTANT VISIT #1: MAY, 2002**

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A KIT technology planning consultant will meet with each group on-site for 2-3 hours. The consulting time will include the following, but will be tailored for each organization:

- \* Meeting with technology team to facilitate a discussion about technology vision/goals and outcomes. The team will also generate a wish list of how technology can improve their organization's work and why those items are important.

Following the on-site visit, the KIT consultant will provide a written summary of the discussions on-site and suggestions on streamlining or further customizing the assessment process. The report will be shared with NYFA as part of the evaluation

process. KIT participants can choose to implement the assessment process prior to the next visit or make the assessment part of the second visit.

### **CONSULTANT VISIT #2: JUNE, 2002**

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The KIT technology planning consultant will meet with the tech team for two hours to review the notes from last meeting and make sure that everyone is on the same page. The KIT technology planning consultant will review the teams' assessment findings and facilitate a discussion to identify priorities. Alternatively, the KIT technology planning consultant can lead the group through an assessment process on-site. The KIT Technology planning consultant will help the organization prepare for the technical consultant on-site.

### **CONSULTANT VISIT #3: BEFORE OR IMMEDIATELY AFTER JULY WORKSHOP**

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A KIT technical consultant will meet with each group on-site for a half-day session. The consulting time will include the following, but will be tailored for each organization:

- If technical assessment forms are completed in advance, the technical consultant can focus on a particular prior technical area such as web site development, Internet presence, LAN, equipment upgrades, Internet access, or database systems. Alternatively, the technical consultant will conduct the technical assessment on-site.
- Your organization and the generalist consultant might have identified some immediate technical problems that can be easily fixed or analyzed during the brief site visit. If time permits, the technical consultant may address some of these issues and assist you with documentation.

Following the on-site visit, the technical consultant will prepare a brief memo identifying potential technology solutions, prices, and recommendations to explore further. The report will be shared with the technology planning consultant who will work with the organization to begin drafting the technology plan during the next on-site visit. The report will also be shared with NYFA as part of the evaluation process.

### **WORKSHOP SESSION 2: (JULY 31, 2002)**

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#### **Implementation of the Plan: Managing Change, Evaluating Success and Sustainability**

**Session Content:** Participants will share what they are learning so far in the process and provide advice/support. The Workshop will introduce the concept of "logic models" and issues related to sustainability (training, staff, and technical support).

### **CONSULTANT VISIT #4: AUGUST, 2002**

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A KIT technology planning consultant will work with the organization to further develop logic models for the tech plan and assist the organization in writing the first draft of the plan. Organizations may wish to prepare the first draft of their technology plan as preparation for the third meeting with their consultant or the consultant can help facilitate a conversation leading to the writing of the organization's draft plan during the meeting.

## **CONSULTANT VISIT #5: SEPTEMBER, 2002**

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A draft of the plan should be shared with the consultant prior to this meeting. A KIT technology planning consultant will meet with each group on-site for several hours.. The consulting time will include the following, but will be tailored for each organization:

- \* Meeting with technology team to review the final draft of the plan.

## **WORKSHOP SESSION 3: (OCTOBER 16, 2002)**

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### **Implementation of the Plan**

**Session Content:** Participants should be prepared to present their almost final plans and celebrate! The workshop will provide information about implementation strategies and phasing. Participants will also explore possibilities around collaborative solutions as they put the final details on their plans. Participants will complete the post-program survey.

In order to receive the implementation funding, final plans MUST be submitted by November 1, 2002.

### ***What are the participation requirements for organizations in the KIT program?***

*There is no cost or fee for the program. In return, your organization must commit to the following:*

- Devote a minimum of 10 hours per month of organizational time to work on the technology planning process in addition to the meeting times for the workshops and technical assistance;
- Attend workshop sessions (two representatives from each organization, including the executive director, although the same two people do not have to attend both workshops);
- Communicate with consultants via phone/email;
- Establish and work with a technology planning team within the organization;
- Share information and learning experiences with other participating organizations via listserv;
- Participate in a KIT program evaluation process;
- Complete a written technology plan no later than November 1, 2002;
- Submit a final report by April 1, 2003.

## Knowledge in Technology: Spring, 2002 Participant Contact List

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Ms. Ethel Raim  
Executive and Artistic Director  
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Mr. Mark DeGarmo  
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www.pamar.org/DeGarmo

Ms. Miriam Romais  
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Ms. Jane Gabriels  
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nymagnolia@mindspring.com

## Consultant Information

### Consultant Assignments

Amas Musical Theatre	Mona Jimenez/Douglas Cohen
Center for Traditional Music and Dance	Nancy Clarke/Douglas Cohen
Mark DeGarmo & Dancers	Mona Jimenez/ Manny Rodriguez
En Foco, Inc	Mona Jimenez/ Manny Rodriguez
Pepatian Inc.	Nancy Clarke/Douglas Cohen
Seven Loaves, Inc.	Nancy Clarke/Manny Rodriguez

### The Knowledge That We Can Share

Consultant	Areas of Knowledge	Role
Beth Kanter	Technology planning, evaluation methods, information design for databases, Web site development/planning, email strategy, technology training curriculum development, software training (office suite, , ergonomics, arts education/technology integration, e-learning, knowledge management, Internet research, Web content management systems, Customer Relationship Software – DonorLink (certified), EBASE trainer	Workshop Leader Listserv Moderator Resource Provider Program Evaluation
Nancy Clarke	Technology planning, funding, web marketing, email strategy, web site development/planning	Workshop Leader Generalist Consultant
Mona Jimenez	Technology planning, technology/media access, technology training, arts education/technology integration, organizational/program development, media preservation	Workshop Leader Generalist Consultant
Douglas Cohen	Network security, messaging systems (email), Internet servers, Microsoft operating systems, open source software Database software, LANs, Internet Connectivity, Audio for the Web, music software	Technical Consultant
Manny Rodriguez	Database, Desktop support, LAN, Internet Connectivity, Web site development	Technical Consultant

### Consultant Bios

Beth Kanter

Beth Kanter is an independent arts and technology who has assisted the New York Foundation for the Arts in the design, planning, and delivery of many of its technology services programs since 1994. Through her work with NYFA, she has provided training and technical assistance programs for artists, arts educators, and nonprofit arts organizations provided through the Foundation's technology services programs. She has designed and led workshops for thousands of artists, arts educators, and arts educators who want to incorporate the use of technology into their work. She serves as a technical assistance provider for NYFA's Knowledge in Technology Program which helps nonprofit arts organizations create technology plans.

She has written numerous articles and essays on nonprofit arts and technology and is a frequent presenter at nonprofit technology conferences. She was commissioned by the National Endowment for the Arts to write a case study on technology planning for the NEA's Web site and was a contributor to the technology chapter of the

Nonprofit Management Handbook, published by John Wiley, and a case study on online professional development published by Brown University education lab. She is the author of the manual "Building Arts Audiences and Communities on the Web." Her articles have been published in ArtsReach, Nonprofit Quarterly, Arts Presenters Magazine, Idealist, and other publications.

Beth bases her technology consulting on 20 years of professional experience as an arts manager, evaluator, and strategic planning consultant. She worked as a management assessment evaluator for the National Endowment for the Arts Challenge program for ten years and served as an organizational development and strategic planning consultant for its Advancement program. She served as general manager of the Pro Art Chamber Orchestra and has held fundraising positions at the New England Conservatory and Boston Symphony. She holds a BA from Bennington College and attended the New School of Music as flute performance major. She is a board member of the Sharing Foundation where she directs the organization's Web site and online fundraising initiatives.

Nancy S. Clarke

Nancy S. Clarke founded Embury Arts Consulting in 1998 to assist arts organizations and other small businesses with planning, technology, and Internet strategies, with a specialization in helping individuals and organizations new to the Internet. She has consulted with organizations on technology planning, as well as web planning and Internet marketing. Web sites produced by Embury, Arts Consulting include Waverley Technology Associates ([www.wavtec.com](http://www.wavtec.com)), and Touchstone Center ([www.touchstonecenter.net](http://www.touchstonecenter.net)), as well as Embury's own ([www.embury.com](http://www.embury.com)). Current projects include web sites for the Koussevitzky Music Foundation and the Aaron Copland Fund for Music.

Nancy has led technology and Internet workshops for NYFA and others, and is an experienced provider of direct KIT consulting services, including work on behalf of NYFA with the Lower East Side Printshop and Creative Time in New York, and the Community Film Workshop in Chicago.

Nancy bases her consulting work on 25 years of professional experience in the arts, including long-range planning, administration, fund development, grantmaking, and Internet projects. She served as Executive Director of the American Music Center for many years and previously as program officer at the National Endowment for the Arts. During Summer 2000, she was Adjunct Professor at Seton Hall University, teaching Information Management for NonProfit Organizations. She holds a BA in Music from Brown University and a MBA from Boston University.

### ***Mona Jimenez***

Mona Jimenez has extensive experience as a trainer and consultant working with nonprofit organizations and individuals that present or are engaged with electronic media, including video, multimedia and/or Internet projects. She has expertise with both new media and with the preservation of older forms of electronic media. She also has over twenty years experience in non-profit administration as a programmer, executive director and board member, specializing in program planning and development, organizational development, board development and

fundraising.

Recent curriculum development and teaching has focused on in such areas as digital imaging, digital literacy, web development, and technology planning. She has worked with middle/high school students and adults for arts service organizations such as Arts Wire and the NYS Alliance for Arts Education.

In the area of program development, she served as the lead program consultant for the NYS Council on the Arts "Circuits@nys: Governor's Conference on Art and Technology" <http://www.circuitsnys.org>, and worked with the Experimental TV Center on the conference "Video History: Making Connections", and the larger Video History Project (see <http://www.experimentalstvcenter.org/history>.)

Media preservation clients include Independent Media Arts Preservation (IMAP, <http://www.imappreserve.org>), a consortium focused on the preservation of independent media, such as video art/audio art, community media and arts and cultural documentation. She also consulted with Rhizome.org on the organization of Artbase, an archive of web art; with the Bay Area Video Coalition on "TechArcheology: A Symposium on the Preservation of Installation Art"; and with Thirteen (WNET) to set up a Tape Archive.

Douglas Cohen

Douglas Cohen became Arts Wire's Systems Coordinator in January 1998. A computer music composer by training, he has worked with non-profit arts organizations since 1993 in assessing their information technology needs and implementing a plan to fill those needs appropriate to their often-limited financial resources. Due to the nature of the work of most arts organizations, this has meant developing systems with two distinct purposes in mind: one to help automate the day to day workings of the back office, and the other to be used as a resource in furthering the organization's artistic mission.

Routine projects have included the design, implementation and maintenance of local area networks (both peer to peer and server based), connecting organizations to the Internet and developing public access Internet stations. Special projects have included the building of an ISDN connected, Internet based wide area network for the video teleconferencing aspect of the Guillermo Gómez-Peña, James Luna and Roberto Sifuentes performance/exhibition, The Shame-Man and El Mexican't Meet the Cyber-Vato at the Ethno-CyberPunk Trading Post & Curio Shop on the Electronic Frontier, as well as serving as the Technology Coordinator for DiverseNet, the arts and technology series of DiverseWorks Artspace in Houston. For many of these projects, partnerships with academic and commercial institutions like Rice University, NeoSoft, Southwestern Bell Telephone and Compaq Computer, were developed.

Cohen has lectured widely and conducted workshops on music, technology, multimedia and the Internet. He received a Ph.D. in Music Composition from the University at Buffalo where he held the Edgard Varèse Fellowship. Recent awards include a music commission from the New York State Council on

the Arts and a Meet The Composer Fund grant

Manny Rodriguez

Manny Rodriguez is the Assistant Manager of User Support Services at Fordham University School of Law in New York City. Currently managing help desk staff; providing technical support to faculty, administrators, and staff on computer-related needs; technology planning and implementation of new systems and applications.

From January 1993 to December 2000, Manny served as Director of Information Management Systems at the Bronx Council on the Arts (BCA) Bronx, New York. He has worked for independent businesses and non-profit arts organizations and manages EMTech Computing Plus, a desktop publishing and database management business. Manny has 15 years of computer-based office management, database design and administrative management experience.

Responsibilities at Bronx Council on the Arts included administrative staff supervision, telecommunications, desktop and LAN support, staff training and internship development. He developed and managed BCA Online, an online service of Bronx Council on the Arts and the BCA Development Corporation, a subsidiary of BCA < [www.bronxarts.org](http://www.bronxarts.org)

Other arts related projects included Longwood Cyber Residency and Exhibition Program at BCA [www.longwoodcyber.org](http://www.longwoodcyber.org) , and The Bronx Writers' Center and Community School District 10 videoconferencing Poetry Slam events. Manny also works as a workshop leader for NYFA's SpiderSchool, a program of the New York Foundation for the Arts in digital literacy, technology planning, and technology consulting.

## **KIT Staff & Consultant Contact Information**

### NYFA Staff

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### Consultants

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Manny Rodriguez  
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# How To Get The Most Out of the Program

## How To Work Effectively With Your Consultants

### Introduction

Your organization will work with two different consultants, a technology planning consultant and technical specialist. The planning consultant will serve as your main contact throughout the project. The planning consultant will meet with your organization on-site four times, in May, June, August, and September. The technology planning consultant will also be available by phone and email to answer your questions during the course of the process. The technology planning consultant will help you synthesize and apply the assessment information, articulate a technology vision statement and goals, help you identify priorities, and advise your organization as it writes its technology plan and grant request.

The technical specialist will meet with your organization on-site one time in June or July. The technical specialist will advise your organization on specific technical areas such as hardware upgrades, software selection, Internet access, or local area network. The intent of the technical specialist visit is not arrive with screw driver and wrench in hand and fix your technology, but to help you make the best technology hardware, software, local area network, and Internet access decisions for your plan. However, if there are some specific, short-term issues that the technical consultant may address while on-site, those will be identified prior to the visit.

### Consultant Role & Approach

The "relationship" component of working with a consultant is as important a factor in having a successful technology planning process as is the content knowledge of the consultant. Our approach, as consultants, is balance our role as "Experts" and "Collaborators" so that your organization will have built technology knowledge and capacity that lasts.

<b>Expert</b>	<b>Collaborative</b>
Your consultant advises you on something you do not know enough about, or who will carry out a task for you that you, and no one in your organization knows how to do.	Your consultant is a strategic thinker, to help you set up processes and structures to address challenges, to make suggestions, to help facilitate your learning process.

### Tips from the Consultant Team

- Part of what we're asking you to do is reflect on what works and what doesn't in the way your organization carries out its programs before looking at technology solutions. This is going to feel uncomfortable because we are asking you to push the pause button and think about effective use of technology.
- While we are here to guide you and provide advice, your technology team will need to do some research/thinking work. Planning requires a different mindset, a shift away from completing tasks as quickly as possible to an

information-gathering approach. We are so busy in the here and now day-to-day details of running our organizations that it can be difficult to switch gears.

- The most difficult part of the KIT program is the "knowledge transfer" component. Our goal is to make you less dependent on us. Building knowledge in technology takes time and patience. At times, there may be a tension between "give us the answer" or "just do it for us" and "leading you to the answer" and "guiding you to do it."
- Although we are working on a technology planning process, we will be looking very much at your organization's mission and programs and how they integrate technology. We won't be focusing exclusively on the hardware/software.
- At times, the process may feel overwhelming. That's normal. If doesn't feel good, it is okay to give yourself permission to take a breath and be sure to talk about it with your consultant.
- We're all intense people and who care about passionately about our work.
- Technology planning is not a linear process. Try to stay open, flexible and patient.
- While we are always working with limited resources, we don't need to abandon good ideas. Just scale them so their practical and on a realistic timeline.
- As consultants, we may play devil's advocate. It doesn't mean that we are not listening.

## **The Enabling Network: KIT Listserv**

### **What is it?**

The KIT Listserv is an online community of individuals who work in the arts and have knowledge to share with others on technology topics. NYFA's Knowledge in Technology Project (KIT) was launched in 1998 and has served approximately 100 represents from nonprofit arts organizations in New York State, Pennsylvania, New England, and nationally. These "graduates" share information with newcomers to the program on a private listserv. NYFA staff and KIT technology consultants as well as arts and technology experts are also part of the support network.

### **How can it save time and benefit your organization's technology planning process?**

The KIT listserv is designed as an "Enabling Network" that provides easy access to reliable and relevant information about hardware, software, consultants, technology support, training, and other related topics. Enabling Networks are based on the concept that "We are pretty good alone but we are brilliant together." Having knowledge on every technology topic is beyond the capacity of a single individual. Tapping into the knowledge and experience of others via the KIT listserv is an

efficient way to gather valuable planning information or get instant advice on a technology question.

For more on about enabling networks, read "Developing Enabling Networks and Systems of Support" published in August, 2000 issue of the Nonprofit Quarterly. It is available online at: (<http://www.nonprofitquarterly.org/technology/enabling.php>)

### **Who is on the listserv?**

As part of the KIT planning process, you will access to have powerful knowledgebase of past KIT participants and other experts who work in the arts and technology area, including several individuals from the Washington, DC area. The backgrounds and experience of this group are diverse enough to a handle a wide range of questions on technology. In addition, any queries posted to the list are posted on several other nonprofit and technology listservs and the replies summarized and posted back to the listserv.

### **Outside Experts**

Carlos Arrien, National Endowment for the Arts, Web Manager

Richard A. Cherry Jr. , Albright-Knox Art Gallery, Chief Information Officer

Jerry Colton, Carnegie Mellon University, School of Arts Administration  
Center for Arts Management and Technology

Doreen Pabón-Niemiera Flood, Web manager, Stamford Cultural Development Corporation

David Low, National Endowment for the Arts, Web Manager

Dan Martin, Carnegie Mellon University, School of Arts Administration  
Center for Arts Management and Technology

Matthew Saunders, Web Manager, Western States Arts Foundation

Robert F. Thompson, Director of Information Systems, Arena Stage

### **Select list of Kit Participants from previous cycles**

African Continuum Theatre  
Company, Washington, DC  
Alley Way Theatre, Buffalo, NY  
Alliance for Artists Communities,  
Portland, Oregon  
Alliance of New York Arts  
Organizations, NY  
ArtLab, NYC  
Arts/Boston, Boston, MA  
Associated Artists of Pittsburgh, PA  
Brooklyn Council on the Arts,  
Brooklyn, NY

Buffalo Community School of Music,  
Buffalo, NY  
Caliope - Folk Music Society,  
Pittsburgh, PA  
Capital Hill Arts Workshop,  
Washington, DC  
Carnegie Arts Center, Buffalo, NY  
Community Film Workshop of Chicago  
Creative Outlet Dance Theatre,  
Brooklyn, NY  
Creative Time, NYC

Cultural Development Corporation of  
the District of Columbia, Washington,  
DC  
D.C. Wheel Productions, Inc.,  
Washington, DC  
Dance Institute of Washington,  
Washington, DC  
District of Columbia Arts Center, Inc.,  
Washington, DC  
Explore & More Children's Museum,  
Buffalo, NY  
Field, NYC  
Gay and Lesbian Choral Association,  
Washington, DC  
Gertrude Stein Repertory Theater, NYC  
Hoyt Center, PA  
Just Buffalo, Buffalo, NY  
Locust Street Arts Center, Buffalo, NY  
Lower Eastside Print Shop, NYC  
Native Arts Circle, St. Paul, MN  
Maine Coast Artists, Rockport, ME

Media Alliance, NYC  
Meredith Monk/House Foundation, NYC  
Neglia Ballet, NY  
Orbit Gallery, Buffalo, NY  
Lower Manhattan Cultural Council, NY  
LK Painter Center, Buffalo, NY  
Photographic Resource Center, Boston,  
MA  
Queens Council on the Arts, NYC  
Society for Contemporary Crafts,  
Pittsburgh, PA  
Squeaky Wheel, Buffalo, NY  
Staten Island Arts Council, NYC  
Theatre Lab, Inc., Washington, DC  
Washington Chorus, Inc.,  
Washington, DC  
Washington Theatre Awards  
Society (Helen Hayes Awards),  
Washington, DC

# Knowledge in Technology: Workshop

May 7, 2002 - 1-4:30 p.m.

## Agenda

- 1:00-1:30      Welcome & General Introduction  
Janice Shapiro, Senior Program Officer  
Services for Artists & Organizations  
Carla Mapelli, Program Officer  
Beth Kanter, KIT Consultant
- Agenda Review
- 1:30-2:00      Asking Why Three Times!  
Work in pairs with someone you don't know  
Full Group Report  
State your learning goal – ask why three time  
Mona Jimenez
- 2:00-2:15      KIT in Nutshell  
Nancy Clarke
- 2:15-3:00      Technology Planning 101  
What is it?: Group Brainstorm  
Presentation: Technology Planning Process  
Q&A  
Beth Kanter
- 3:00-3:15      Break
- 3:15-3:45      Getting Ready for a Technology Plan  
Participants work in pairs to complete readiness exercise  
General report out  
Questions about being prepared for the first consultant on-site visit  
Mona Jimenez, Nancy Clarke
- 3:45-4:15      Getting the Most of the KIT Program  
Walk through the materials  
Questions about how to adapt program materials to your organization's working style  
Complete Benchmarks Survey  
Beth Kanter, Nancy Clarke, Mona Jimenez
- 4:15-4:30      Closure, Next Steps

## **KIT PROGRAM OUTCOMES**

- The KIT program will help participants increase their knowledge about organizational technology planning issues.
- The KIT program will help participants increase their understanding of how to integrate technology into their organization in order to improve their work.
- The KIT program will help participants improve their confidence and capacity to make more strategic and information technology spending decisions.
- The KIT program will help participants more clearly articulate the benefits of a technology plan to other staff and board members, colleagues, or funders.
- The KIT program will help participants have a more positive attitude about mission-based technology use.
- The KIT program will help participants learn from the experience of their colleagues about practical and tangible ways to use technology to realize their missions.

# Technology Planning Benchmark Survey

Organization:

Address:

Completed by:

Date:

Phone:

Fax:

Email:

We will take a few minutes before we begin the workshop for everyone to fill out the technology planning benchmark survey. The technology benchmarks listed below represent the current standard for appropriate, efficient, and sustainable technology use in a nonprofit organization. There are no right or wrong answers, just be honest. As part of the program, you will take this same survey again at the end of the program so you can measure how much your organization has benefited from the technology planning process. This will be useful information for your fundraising efforts as well as ours!

The benchmarks are based on the benchmarks identified by National Strategy for Nonprofit Technology project and have been subsequently revised by Npower. You download and read the complete benchmarking document ([http://www.npower.org/Cool\\_Tools/technology\\_benchmarks.htm](http://www.npower.org/Cool_Tools/technology_benchmarks.htm)) as it provides detailed guidance about technology planning process.

# Technology Planning Benchmark Survey

Please circle the number that best matches where your organization is in relation to the benchmark.

1	2	3	4
Not in place	Just started to think about it	Working on improving it	In place and working well

## A: Strategic Technology Planning

1. The technology plan is integrated into the organization's strategic plan and/or annual program plan.

1	2	3	4
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2. The technology plan includes a vision statement, program information, goals, description of technology hardware/software, strategies for meeting plan's goals, timeline, budget, and evaluation criteria.

1	2	3	4
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3. The organization has an adequate budget to implement its technology plan or a funding strategy to secure needed funding.

1	2	3	4
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4. The technology plan addresses hardware and software upgrades.

1	2	3	4
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5. The organization has formally appointed a group of individuals who possess programmatic as well as technology expertise to lead the technology planning process and oversee implementation.

1	2	3	4
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6. The organization has identified a person who is responsible for implementing the technology plan.

1	2	3	4
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7. The organization has a formal mechanism for keeping current on new technology developments in the nonprofit and for-profit sector and applying this knowledge to its technology planning efforts.

1	2	3	4
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8. A committee is in place to regularly and formally update and evaluate the technology plan.

1	2	3	4
---	---	---	---

9. The organization understands and plans for the organizational changes that will surround implementation of the technology plan.

1	2	3	4
---	---	---	---

**B: Technology Use - Staff Level**

1. All staff members have easy access to the computer software and hardware they need to do their jobs efficiently.

1	2	3	4
---	---	---	---

2. All staff members have desktop access to the Internet resources they need to do their jobs efficiently.

1	2	3	4
---	---	---	---

3. All staff members have met minimum levels of technology skills as part of their regular job review and as identified in their job descriptions.

1	2	3	4
---	---	---	---

4. All staff members have access to the technology training needed to meet minimum levels of technology competency.

1	2	3	4
---	---	---	---

5. The organization has a technology use policy and this policy should be included in the organization's employee manual.

1	2	3	4
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**C: Technology Use Organizational Business Systems**

1. The organization uses a small-business accounting software package which meets current and long-term organizational needs.

1	2	3	4
---	---	---	---

2. Staff members use a well-designed database to efficiently keep track of and communicate with individuals and groups of individuals associated with the organization.

1	2	3	4
---	---	---	---

3. Staff members have easy access to needed technical support for its information systems.

1	2	3	4
---	---	---	---

4. Staff members receive proper training in the organization's information systems.

1	2	3	4
---	---	---	---

5. The organization has adequate documentation for using its information systems.

1	2	3	4
---	---	---	---

**D: Networks**

1. An organization with 3-10 computers in one office should have a peer-to-peer network.

1	2	3	4
---	---	---	---

2. The organization should have someone who is trained to regularly administrator and troubleshoot the network.

1	2	3	4
---	---	---	---

3. The organization should have adequate backup systems and should have a disaster recovery plan in place.

1	2	3	4
---	---	---	---

4. The organization should have a virus protection software installed on all its computers and update definitions regularly.

1	2	3	4
---	---	---	---

5. The organization should have a firewall for its network if there is a continuously open Internet connection (DSL or Cable)

1	2	3	4
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6. The organization should have a network security policy and this policy should be included in the organization's employee manual.

1	2	3	4
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7. The organization should have adequate documentation for its network.

1	2	3	4
---	---	---	---

**E: E-Mail and Web Sites**

1. The organization should have e-mail accounts for each staff person.

1	2	3	4
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2. The organization's staff are able to use advanced e-mail tools such as filtering and rules.

1	2	3	4
---	---	---	---

3. The organization should have a formal policy in place for staff use of e-mail.

1	2	3	4
---	---	---	---

4. The organization should have a web site that provides current information about its programs and services.

1	2	3	4
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5. The organization's web site should have technically responsible person who is responsible for updating the site's content regularly.

1	2	3	4
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6. The organization should have an e-mail strategy in place that is designed to encourage people to visit its web site.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
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7. The organization's web site and e-mail newsletters should be integrated into its overall communications strategy.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
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8. The organization should have a method for collecting email addresses of its members, donors, or other key stakeholders.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
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9. The organization should have a formal privacy statement on its web site if asking people to provide personal information such as their email address.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
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10. The organization should have a strategy in place for soliciting and accepting online contributions.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
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11. The organization's web site and email newsletter supports and enhances its program delivery, marketing, advocacy, and outreach efforts.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
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Anything else you would like the consultants to know about your organization's current use of technology before you begin the KIT program?