FIGURE 1: CONCEPTUAL MODEL LINKING STRATEGY AND FINANCIAL SUSTAINABILITY IN PROFESSIONAL ARTS ORGANIZATIONS

“How will you have created value, and for whom?”

“What are the signs that the strategy is getting traction?”

“What does balanced growth look like once the flywheel starts to turn?”

“Do we have a solid financial foundation on which we can build mission and vision?”

**CORNERSTONES FOR SUCCESS**

**EXTERNAL MODERATING FACTORS**
- Shifting consumer behavior
- Shifting funder priorities
- Local population changes
- Policy changes
- Natural disasters
- National crises

**High-quality programming standards**
- Mission alignment
- Organizational culture
- Adaptive capability
- Marketing & fundraising
- Multiyear horizon

**Community orientation**
- Tactical wins
- Stronger brand
- High-functioning board
- Relationship development and buy-in

**INTERMEDIATE OUTCOMES**
- Increased audience and donor participation & engagement
- Increased organizational capacity

**LONG-TERM OUTCOME**
- Increased financial stability

Discipline to:
- Stay within your means
- Make strategic decisions in the face of uncertainty

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COMMISSIONED BY THE WALLACE FOUNDATION