The way in which arts and culture is consumed today is very different from ten years ago and still ten years before that. Of course, it's easy to see that in ten years, it will be even more different. Technology will continue to change how art and culture is consumed in many unpredictable ways. However, Michael Kaiser "the turnaround king" for arts organizations states while describing his book, *Curtains? The Future of the Arts in America*,

"We are at the beginning of a major change in the way people receive their arts, and I believe online will become the source and a major competitor to live arts," he says. "And it appears to me that we will see a bifurcation of arts organizations, with the large ones, who will make revenue based on selling performances online, and local organizations who service the community. I am very nervous about the midsize regional organization, whose ticket prices are so high that they are not going to be able to compete, yet [are] so large they can't be a community organization."

I strongly agree with Kaiser's assertion that the internet will be an important new source for arts and culture content. However, I see it as a way to increase accessibility to the arts and as a complement to live arts, not necessarily as a replacement. Arts organization should be searching for leaders who have the ability to learn changing trends and who are willing to collaborate with younger and more diverse people. To ensure that creative culture remains relevant, arts leaders need to be learning how to learn so that they can keep up with science and technology and be able to understand other cultures and changing demographics.

One popular phenomenon that has been popping up lately is the performance of live musicals broadcasted on TV. NBC aired 'Peter Pan Live!' just last week after performing 'Sound

of Music' last year. After the broadcast, they announced their plans for 'The Music Man' next year. In response to this, rival network FOX announced their plans to broadcast 'Grease' sometime next year. With 9.1 million viewers for this event, it is clear to see that this is a trend that emerging arts leader need to be aware of because it shows a whole shift in the way in which arts and culture are consumed. Though NBC has announced that they will be streaming the full musical on their website now, a huge part of the show's success was due to the live nature of the event and came on social media. One critic of the show writes, "There were 346,000 tweets around the hashtag #PeterPanLive, 36,900 Tweets around Christopher Walken and 16,700 Tweets around Allison Williams, during the special's three-hour broadcast." This is an extraordinary amount of engagement on twitter, and it shows how important social media can be to measure the dialogue that is happening about a certain arts and culture event. This is incredibly important for the arts leaders of tomorrow to understand. Regular updates and live tweeting are two important functions on any organization's social media. If it lies dormant, your followers will become disinterested and will definitely know less about the organization's programs and events. Meanwhile, an arts leader who understands the power of social media and is using it skillfully for their organization will steal the audience of the organization with the dormant social media accounts. This was very apparent in my experience with the Business Canvas Project.

Peppermint Creek Theater Company is missing a huge demographic that they have been targeting for years: young business professionals. These are the prime candidates for their shows because they are fresh out of college, so the themes of their shows will appeal to them, and because they aren't tied down with family financial matters, so they have that extra bit of spending money to attend shows. That's why one of the most shocking parts about this project

for me was when we heard the organization's leader talk about how social media and their website are boring forms of outreach. In contrast, I volunteer at All-of-us Express Children's Theatre. They have a written social media plan and different type of updates for different days of the week. On #throwbackthursday, for example, they post a picture of a cast member from years ago and ask alumnus to identify the actor. Since they have all of the photos from past auditions on record, this is an easy way to regularly update their account and work with trends that already exist in the world today.

The concept of a social media manager is a new one but a very important one. They act as the public voice of your organization. Sizes of arts and culture organizations obviously vary, but if you can't have a social media or communication manager working on Facebook and Twitter, it is important that you have someone in your organization regularly working in that capacity, whether it's the executive director or an intern. This is one reason why arts leaders need to learn how to learn. Many arts leaders today don't know how to engage with social media or find it "boring." That's why there is a whole position dedicated to social media at many organizations. There's no telling if social media will still be used in ten years (though I strongly believe it will be), and we have no idea what innovative online function could take its place. If the arts leaders of tomorrow have the ability to learn new technologies and brainstorm ways to apply them at their organization, they will adapt and survive much easier than the organizations who don't know how to tweet.

Another huge impact that technology can have on the arts is the ability for them to help fundraise. Besides the fact that emails asking for donations are free compared to mailers, this

semester we saw how to use technology to affectively fundraise for a capital campaign. REACH Studio Art Center successfully crowd funded $49,365 from their supporters using the crowdfunding website 'Patronicity' and received matching dollars from the Michigan Economic Development Corporation. Though there were definitely in-person solicitations that occurred during this campaign, the technology that was used during this campaign was incredibly helpful toward its success. By keeping up with trends, REACH noticed that crowdfunding was becoming popular, and gave it a go themselves. They told their story incredibly well on their crowdfunding page through sketches and renderings of their proposed improvements and a cute video featuring two students who currently take classes at REACH. By keeping up with online crowdfunding trends and using technology to tell their story, REACH successfully completed their funding and is quickly becoming one of the most successful arts and culture organizations in the Lansing area.

Another huge benefit of technology paired with the arts is increased accessibility. Whether it's putting it up on Youtube, a blog, or live streaming it, there is a benefit to creating the potential of having your artwork go viral. Only so many people can go sit in an organization's auditorium and watch the show, but if it ends up on the internet, so many more people can access it. For example, Starkid is a theater company that started at U of M and moved with its founders to Chicago. While in Ann Arbor, they wrote, performed, and uploaded the extremely popular "A Very Potter Musical." They created a huge fan base for themselves this way all across the country. Now in Chicago, they perform a series of shows that they wrote and run them like a regular season every summer. Then, once the run is over, they upload the full production to Youtube. They still get the profits off of their season, but they aren't disappointing

their larger fan base who can't make it out to Chicago that summer. This increases merchandise sales from new shows, and they get money from online advertisements. This is one way that you can use technology to increase accessibility but still make a profit. It doesn't stop there though. Ideas like virtual reality art museums make it possible for 2nd graders in Minnesota to see the art housed in the Lourve. (That doesn't exist, but it's an example of how important technology can be in increasing accessibility to the arts). Arts in Michigan are on the back-burner right now, so if you can pair potential arts education opportunities with technology, the school district will be even more willing.

Most importantly, technology has the power to bring the arts leaders of tomorrow together. Through the various communication channels available over the internet, we can share ideas and learn from each other much easier. Arts administration is a rapidly emerging field, and there are a lot of new leaders in the United States with a lot of great ideas. When we come together and share ideas on blogs or through committees, we gain a general idea of what's going on all over the country, not just in East Lansing, Michigan. Ideas can be exchanged, improved upon, and applied in our own communities. In this way, the arts community grows stronger because new leaders are learning from other's mistakes. All of the information is available to arts leaders if they take time to create their own content and read other leaders' content. This was one option that Chad talked about during our meeting with him for the Business Canvas Project. He mentioned that the theaters in the Lansing areas sometimes assist the other ones with sets or costumes, but there isn't any Lansing theater dialogue that is improving the state of theater in the Lansing area. He said that he dreamed of a Lansing Theater Collective that involved the theater leaders to come together once a month and talk about what's going on, what has been or hasn't

been working in terms of marketing, what new ideas do people have to generate interest and appeal to new audiences, are there any interesting opportunities for collaborations coming up, etc. Instead, all of the theaters in Lansing seem to be going in their own direction, and they aren't paying attention to the big picture. However, to succeed in today's world, arts organizations need to work together.

Another huge benefit of the internet is the amount of arts advocacy tools that are available for emerging leaders. Students decide to go into arts management because they love the arts. However, the arts are constantly under attack from the government and funding is often cut from schools and national and state arts budgets. However, that isn't always the case. John Bracey of the MCACA has managed to advocate to the state government to significantly increase the state dollars set aside for arts and cultural organizations. Also, East Lansing just passed the 1% for the Arts proposal that will set aside 1% of construction monies for public art. These successes in increasing arts funding didn't just happen. It took arts leaders armed with the information that is readily available on the internet enlightening their state and local governments on the benefits of the arts in a community. There are so many template letters, statistics, and conferences available to emerging arts leaders on the internet. It's the responsibility of arts leaders to advocate for the arts wherever they go; it's as simple as accessing the resources that have been made so readily available by other arts leaders.

Art is part of what makes us human, and it won't ever go away. It's essential for humans in order to process and understand the world around us. However, the technology and trends in today's world can help arts leaders with marketing, development, accessibility, and advocacy. By

learning how to learn, emerging arts leaders ensure that they are preparing themselves for the next unexpected trend while being able to master technologies like social media or crowdfunding. Through doing this, the arts leaders of tomorrow will keep the arts relevant and continue to increase funding and support for the arts in our daily lives. By keeping up to date through the internet with national leaders and in person with local leaders, we can create a sustainable creative culture that adapts and strengthens as our society continues to change.

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