

MOMENTUM



MOMENTUM FAQ

(Updated 2.24.26)

- What is Momentum 2026?

Momentum 2026 is a rolling national initiative designed to expand the range of choices and approaches available to the creative and socially-centered groups of people in the United States and beyond.

Across multiple gatherings over the summer, participants will collectively surface, test, stretch, and document alternative possibilities for how organizations can be structured and led. This is not a space for debating whether traditional models are good or bad. It is a space for expanding the field's imagination and agency.

Momentum will produce a growing, publicly available body of work that others can use, adapt, pilot, or evolve. Ideas generated are not proprietary. They are contributions to a shared ecosystem.

Momentum is convened by Creative Evolutions in partnership with Theatre Communications Group and university hosts across the country.

Learn more about Creative Evolutions at: www.creativeevolutions.com

Learn more about Theatre Communications Group at: www.tcg.org

For general questions, you can reach the team at:

momentum@creativeevolutions.com

You may also contact Creative Evolutions' Managing Collaborators:

Douglas Clayton — douglas@creativeevolutions.com

Calida Jones — calida@creativeevolutions.com

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- What is Momentum’s focus topic for 2026?

The 2026 focus is **Expanding Choices for Board Models and Leadership Structures** — specifically expanding options around governance, ownership, oversight, and leadership structures within nonprofit, non governmental organizations, and mission-driven contexts.

We are not cataloguing failures.
We are not defending the status quo.
We are not refining best practices.

We are expanding possibilities.

The field does not need one new ‘silver bullet’ model. It needs many more viable choices. The goal of Momentum is to significantly expand the menu of structures organizations can consider — including models that work in highly specific or emerging conditions or as stepping stones to other future ideas, models, or structures.

- Can I sponsor Momentum?

Yes! Anyone can sponsor Momentum through Creative Evolutions, Theatre Communications Group, or one of the University Partners.

Sponsorship will support both the convenings themselves and an implementation fund stewarded by Creative Evolutions. Sponsors will be encouraged to attend Momentum events and recognized across all Momentum sites and materials.

To discuss sponsorship, contact Douglas Clayton directly at Douglas@creativeevolutions.com

- What are core approaches or principles for Momentum?

1. We Are Expanding Possibility

We are not here to catalogue failures of traditional models, nor to optimize them. We are here to surface additional structures that could exist alongside or beyond the most common board models.

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2. We Are Not Inventing New Legal Codes

The focus is on governance, oversight, and leadership structures. While some ideas may stretch or imply legal shifts, this is not a session about rewriting nonprofit law.

3. We Do Not Need to Finish Anything

The objective is to build a growing corpus of knowledge.

Some ideas will remain high-level.

Some will be deeply explored.

Completion is not required. Contribution is!

4. No Idea Is Shut Down

Ideas are not judged or dismissed. We embrace that ANY idea could work well, given sometimes highly specific circumstances.

Instead, we ask:

- Where would this work best?
- What values or priorities does this require from the people involved?
- What resources would it need?
- Under what conditions would this be viable?
- Does this suggest a different idea to you?
- Are there multiple variations of this idea we should identify and distinguish between?

Constraints and tensions are captured as data, not as reasons for elimination.

5. Ideas Live Beyond the Room

Participants are encouraged to:

- Bring in ideas that already exist
- Consider how ideas in their own circles (organizational, funding, civic, entrepreneurial) could be creatively applied in this context.
- Take ideas from the room and continue to consider or develop them – and share back new thoughts that arise after they leave!

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- When and where does Momentum 2026 take place?

Momentum unfolds across interconnected moments that build on one another:

Kickoff Session: Theatre Communications Group National Conference in Puerto Rico
June 10–13, 2026

University Convenings (8:00am–5:00pm for two days)

University of Oklahoma — June 26–27, 2026

University of the Bahamas — July 14–15, 2026

Seattle University / Cornish School of the Arts — July 24–25, 2026

Minneapolis College of Art & Design — August 5–6, 2026

Culminating National Webinar

September 8, 2026

3:00–5:00pm Eastern (virtual and free)

Each gathering will inherit the evolving body of work from the previous site. The conversation will deepen as the summer progresses.

- Who should attend?

Momentum is for people who want more options to exist than currently exist, and who are the kind of people who love coming up with new ways to do things. Builders, innovators, explorers, refiners, analysts, trailblazers, nurturers, and designers.

In terms of formal roles, participants can and should include executive leaders, board members, staff at all career stages, funders, civic leaders, artists, entrepreneurs, university faculty and students, and systems thinkers.

The common thread is openness, curiosity, and a willingness to build and imagine rather than defend or reject.

It is important to be aware that MOMENTUM is a participatory, workshop experience. It is not primarily an educational experience, so all participants should come with some lived experience and knowledge about leadership, ownership, governance, oversight, or management structures that currently exist in their own contexts.

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If you've been saying 'I'm looking at this and couldn't we do it some other way?' then MOMENTUM is for you!

- **Can I attend more than one location?**

Yes. Returning participants will experience the evolution of the work across sites. Each convening will feel distinct because the body of ideas will have expanded as they are passed forward from one gathering to the next. Individuals can attend one location or all of them, as they prefer!

- **What level of preparation is expected?**

Preparation is welcome but not required.

Participants will be invited to 'seed' the body of work by submitting ideas, articles, examples, or structural questions in advance. Some people will arrive deeply immersed in governance work. Others will arrive fresh. The structure will support both.

You will receive evolving materials ahead of time to help you orient if you choose.

- **How much does it cost?**

Registration for each two-day convening is \$250 and includes breakfast and lunch both days. The culminating September webinar is free.

Early bird registration through April 30 is \$200.

Discounts are available for individuals affiliated with partner Universities and Theatre Communications Group. Reach out to Momentum@CreativeEvolutions.com to inquire about available discounts.

If cost is a barrier, please reach out to Momentum@CreativeEvolutions.com. We are committed to making participation accessible.

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- What role do the university hosts play in Momentum?

University partners are not just venues. They are active collaborators in shaping how Momentum unfolds.

Each host university provides space, logistical partnership, and meaningful intellectual participation. Depending on the particular location and programs, faculty, staff, students, and affiliated community partners may be part of the participant mix. Universities also help surface regionally grounded perspectives, identify local speakers, and connect Momentum to real civic and organizational contexts in their areas.

Because Momentum is designed as a rolling national process, each university becomes both a contributor and a steward. They inherit the evolving body of work from previous sites and add their own thinking, questions, and experimentation to it.

In some cases, universities will also participate in piloting or studying ideas that emerge, integrating Momentum thinking into coursework, research, or community partnerships. This helps ensure the work does not remain theoretical but stays connected to lived institutional practice.

- Are there keynotes or speakers at Momentum?

Yes! Momentum includes a speaker structure designed to deepen the conversation over the summer rather than reset it at each location.

Each convening will include two sessions with speakers or a panel.

The first speaker element in each location is a national dialogue series, with one theme but a different speaker at each event.. After the first convening, each subsequent speaker will respond not only to the theme but also to ideas raised by earlier speakers. This creates a threaded conversation across the entire summer rather than isolated keynote moments. All of the speakers in this series will convene together as part of the culminating webinar.

The second speaker element is regionally grounded. Each site will feature a session with speakers or panels rooted in that location's ecosystem who can share lived examples of innovation, experimentation, or structural shifts. These voices help anchor

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the work in reality and provide tangible and inspiring points of reference for participants entering workshop sessions.

- What is the national dialogue series speaker theme in 2026?

It will be announced shortly.

- Who are the speakers and panelists in 2026?

They will be announced throughout spring 2026 and their information posted on the MomentumRevolutions.com website.

- What if I want to be a speaker?

Momentum includes both national dialogue speakers and regionally grounded speakers at each site. If you are interested in contributing in that capacity, please email us!

- Is this only for United States arts non-profit organizations?

No! The United States arts sector is a visible entry point because governance questions are often acute there and that sector has given rise to the MOMENTUM ideas and structure. But the ideas we will explore apply across nonprofit, education, civic, philanthropic, and hybrid mission-driven entities, and cross national boundaries.

If you work in or care about how purpose-driven organizations are structured, this is for you and your perspective will add to the future of our society through these dialogues.

- Is this about changing nonprofit law?

No. Momentum 2026 focuses on actionable solutions as a primary objective. While changing law is possible, participants will be guided to focus on innovating within existing legal frameworks. Some ideas may stretch current assumptions and raise policy questions, but this is not a legal reform initiative. It is a structural design exploration.

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- Is MOMENTUM politically aligned?

MOMENTUM is not an advocacy campaign. Participants will bring their own values and lived experiences, and the container will hold them with respect. The focus remains structural possibility, not ideological alignment. Any idea can work somewhere, in specific circumstances with specific people with specific values, priorities, and resources.

- Will there be activity outside the formal schedule?

Yes. Each site will offer optional evening gatherings — dinners, cultural experiences, and informal dialogue spaces. These are not required, but they often become meaningful spaces for relationship-building, continued reflection, and idea generation on other subjects.

- What accessibility support is available?

Accessibility is a priority, and part of why MOMENTUM is structured with multiple locations, dates, days of the week, and at reasonable registration pricing relative to other gatherings and conferences.

You will be able to indicate specific needs you may have during your online registration. If you would prefer to speak with someone directly before registering, contact momentum@creativeevolutions.com.

We will work with you to ensure the environment supports your participation!

- What actually happens during the workshops?

Momentum is designed as a collaborative construction space.

The two-day schedule includes welcomes and networking, two keynote sessions, and four structured workshop sessions.

In the workshop sessions, participants will work in intentionally structured and curated rotating small groups to:

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- Expand existing governance ideas
- Generate new structural models
- Explore viability conditions
- Name values and assumptions
- Identify resource implications
- Map possible pilot pathways
- Document tensions as useful data

No idea will be shut down or rejected. Instead of asking “Does this work?” we will ask:

- Where would this work best?
 - What would this be expected to accomplish?
 - What would need to be true for this to work?
 - Who would need to be present for this to work?
 - What ecosystem would be needed to support it?
 - What other ideas does this generate for us that we should explore?
 - Are there variations of this idea that we should consider distinctly?
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- What if I strongly disagree with an idea?

Disagreement will be welcomed as information. Rather than stopping at critique, the process will redirect toward conditions and context. What kinds of people or circumstances would like that idea, and how does your disagreement reflect parameters on where that idea might not be a good choice? This allows multiple realities to coexist and strengthens structural clarity without requiring uniform agreement.

- Will ideas be attributed?

Momentum will credit contributors thoughtfully while also recognizing the collective nature of the work. All contributors, sponsors, and partners will be credited in the evolving Momentum 2026 Sourcebook and all public distributions of content and ideas.

- What will I walk away with?

You will leave with:

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- Increased agency — a strengthened belief that structures are choices, not inevitabilities.
 - Access to dozens of emerging governance models
 - Clarity frameworks for evaluating fit
 - Connections to national peers thinking and building creatively
 - Documentation you can bring back to your organization or community
 - Specific resources and approaches to pilot potential new options
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- Will materials be available publicly?

Yes.

Momentum is intentionally building a publicly accessible body of work (the Momentum 2026 Sourcebook) that will continue evolving throughout the summer and beyond. It will live on the MomentumRevolutions.com website and be available through other promoted channels as well.

- How will success for Momentum 2026 be measured?

Momentum will be considered successful if:

- The field has more clearly articulated and actionable board/governance/ownership/oversight/support options
- Participants report expanded creativity, relationships, and ecosystem strength
- Ideas move toward real-world pilots
- A living community continues beyond the summer

- What happens after September 2026?

The Momentum 2026 Sourcebook will remain available and will continue evolving. Pilot implementations will move forward, led by Momentum participants, funders, organizations, or through Creative Evolutions direct support.

Future Momentum topics and locations will be announced to continue the long-term expansion of possibility.

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- What if I want help to implement an idea?

Reach out to us! Creative Evolutions will offer advisory support, facilitation, structural design assistance, and connections to funding or partners where appropriate.

- Can my university host in the future?

Yes. Institutions interested in hosting a location in 2026, or in future Momentum cycles (2027 and beyond) are encouraged to reach out for dialogue now!

- What if I cannot attend but want to follow the work?

You can register for updates [using this link](#) and attend the [September 8 webinar](#). Documentation will be shared publicly. You can remain engaged even if you cannot attend in person.

- How does Momentum invest in and engage the local economy in each host location?

Momentum is intentionally designed to contribute to the local ecosystem rather than simply arrive and depart.

Each convening is developed in partnership with the host university and local collaborators, which means local vendors, venues, facilitators, artists, and service providers will be part of how the experience is shaped. Wherever possible, Momentum prioritizes working with locally rooted businesses and cultural organizations, including those owned and operated by members of the global majority.

Participants will also receive information about local cultural events, restaurants, gathering spaces, and organizations so that time spent at Momentum can extend into meaningful engagement with the surrounding community.

Just as importantly, the ideas developed at each site will carry the imprint of that place. Local participants will shape the conversation, and regional realities will influence which governance possibilities feel most alive or urgent.

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Momentum is not meant to extract insight from a location. It is meant to circulate attention, resources, and relationship into it while also learning from it, and uplifting it nationally.

If you are a local organization or business interested in being connected to Momentum activity in your city, reach out us!