

MOMENTUM





THE MOMENTUM 2026 SOURCEBOOK

(Updated 5.1.26)

The Momentum 2026 Sourcebook will function as a living field record that draws together foundational reference information, the voices and perspectives of participants, and newly generated, actionable models emerging from this summer's work. In spirit, it reflects other field-rooted synthesis work of Theatre Communications Group, the experimental documentation ethos of MIT Media Lab, and the open, human-centered design resources of IDEO.org — grounded specifically in cultural ecosystem engagement and collective authorship.

All information included within the Sourcebook will be freely available for piloting, adaptation, and use by anyone. We ask only that when ideas, language, or models are directly utilized, credit is given to Momentum and to the Momentum partners, sponsors, contributors, and participants whose insights shaped the work.

The Sourcebook contains seven sections, which will have information added regularly from March to October 2026. A final version of the Momentum 2026 Sourcebook will be published by the end of 2026, and future editions including case studies on pilot activities may be updated in future years.

SOURCEBOOK SECTIONS:

- 1. Quotations and Media**
- 2. Overview of Identified Models and Solutions**
- 3. Modeling Details**
- 4. Existing Case Studies, Articles, and Examples**
- 5. Reference Materials**
- 6. Partners, Sponsors, and Contributors**
- 7. Other Topic Areas for Future Exploration**

Section 1: Quotations and Media

"A board will only be strong in what you recruit the members to do. If you recruit mainly for fundraising, *you can't expect them to be able to do everything else.*"

DIANE RAGSDALE, EDUCATOR & THOUGHT LEADER



"The board models we use now are simply the least flawed options we've been able to figure out so far."

LAURA ZUCKER

**CULTURAL STRATEGIST & PAST DIRECTOR,
CENTER FOR BUSINESS & MANAGEMENT OF THE ARTS
CLAREMONT GRADUATE UNIVERSITY**



"We all have to acknowledge the problem and put our collective and creative brains together to redesign it. This means that we have to consider that nothing in [our] industry practices to this point should be considered sacred, beyond question, or unchangeable."

MICHAEL BOBBITT, CEO OF OPERA AMERICA

"Having served on boards for decades, I am eager to see what models we can create that can free governance to operate independently and alongside fundraising, rather than always wrapping them together."

CYNTHIA HUFFMAN, NATIONAL COUNCIL OF AMERICAN THEATRE



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Additional materials will be added here after the MOMENTUM 2026 launch
and in an ongoing way through the end of 2026.

Section 2: Overview of Identified Models and Solutions

The following Models have been offered by participants so far. More will be added prior to launch in June, with details expanding on them throughout the summer.

EVOLVING BOARD MODELS IN THE MOMENTUM PROCESS:

Funder Boards: Removing layers of distance to involve and embrace funders and donors as the board members who serve as direct stewards of community resources and how they are used - but in a directly collaborative way that builds cohesion in specific instances around specific organizational decisions.



EVOLVING BOARD MODELS IN THE MOMENTUM PROCESS:

Assigned Seat Community Boards: Boards made up of a set of defined seats, each held by a cycling representative from a particular constituency that self-selects who represents them. (Potentially including staff, served constituencies, local partners, neighbors/communities, donors, major funders, etc.)



EVOLVING BOARD MODELS IN THE MOMENTUM PROCESS:

Mission Guardian Committees: A specific Committee or separate board entity whose role is explicitly to ensure the successful delivery on mission over time, and who have the authority that balances that held by operational or financial leaders on the board or staff.



EVOLVING BOARD MODELS IN THE MOMENTUM PROCESS:

Initiative or Project Boards: A board where membership intentionally turns over regularly around short-term initiatives. When a particular initiative or effort or cycle completes, a new cycle is defined and a new group of leaders is brought on to guide and support for maximum effectiveness in the next cycle. This can also be used to pass resources and legitimacy forward when a particular reason for the organization's existence has been achieved.



EVOLVING BOARD MODELS IN THE MOMENTUM PROCESS:

History-Informed Legacy Board: Accountability and representation for the organization is led by people who have past standing in the constituent community or in the organization, and have enough time with the organization or community to provide a long-form view when considering decisions and value of collective activities.



EVOLVING BOARD MODELS IN THE MOMENTUM PROCESS:

Staff-Board Mutual Accountability Structures: Board members provide oversight, evaluation, and hiring/firing for senior staff members, and the staff provides oversight, evaluation, and control over board member invitations, terms and renewals. (Alternately, an independent staff-run 'Board Recruitment' Committee.)



EVOLVING BOARD MODELS IN THE MOMENTUM PROCESS:

Complimentary Internal Boards: Models where multiple, mutually independent boards (such as a financial board and an artistic board) have responsibility and authority over different areas of the organization, and then coordinate where those areas connect.



EVOLVING BOARD MODELS IN THE MOMENTUM PROCESS:

Democratic Community Boards: Boards made up of elected representatives from the community being served by the organization's mission or programming.



EVOLVING BOARD MODELS IN THE MOMENTUM PROCESS:

Mutual Support Boards: A collective board for a group of organizations, made up of rotating staff from the organizations, allowing oversight and mutual strategic aid by colleagues at related institutions.



EVOLVING BOARD MODELS IN THE MOMENTUM PROCESS:

Active Leadership Boards: Board members devote focused, part-time leadership in specific areas such as finance, development, or partnerships, going far beyond traditional advisory roles.



EVOLVING BOARD MODELS IN THE MOMENTUM PROCESS:

Community Accountability Boards: An independent oversight group of finance, legal, and community leaders, possibly supported by funders or civic groups, that can provide efficiency and consistency across multiple organizations. Each organization maintains its own advocacy, donor, or ambassador groups.



EVOLVING BOARD MODELS IN THE MOMENTUM PROCESS:

Holistic Organizations: In this model the distinction between staff, board, and artists is intentionally blurred. Everyone is part of one team, with shared agreements, expectations, and compensation. Certain members as part of their 'job' take on legal sign-off responsibilities.



EVOLVING BOARD MODELS IN THE MOMENTUM PROCESS:

Partner Boards: Instead of sitting "above" staff, this body operates as a self-contained partner, similar to common 'partner' foundations that steward endowments or buildings or 'partner' volunteer organizations like ushers or promotional groups, with mutual obligations and accountability flowing in both directions.



EVOLVING BOARD MODELS IN THE MOMENTUM PROCESS:

Focused Boards: A small group of three to five people handles only legal obligations such as budget signoff, executive oversight, and legal compliance. These members may be recruited for their expertise and compensated. Other common responsibilities are delegated to ambassador, fundraising, or advocacy groups without legal oversight roles.



EVOLVING BOARD MODELS IN THE MOMENTUM PROCESS:

Licensing or Certification Boards: A system where board members in a community receive consistent training and certification, creating trust in governance and potentially reducing compliance burdens from partner funders.



**MORE MODELS AND APPROACHES
WILL BE ADDED HERE THROUGHOUT
SPRING AND SUMMER 2026**





Section 3: Modeling Details

Materials will be added here after the MOMENTUM 2026 launch and in an ongoing way through the end of 2026.



Section 4: Existing Case Studies, Articles, and Examples

Materials will be added here after the MOMENTUM 2026 launch and in an ongoing way through the end of 2026.



Section 5: Reference Materials

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Section 6: Collaborators, Sponsors, and Contributors

Collaborators and Sponsors for MOMENTUM include:

[Theatre Communications Group](#)



[Minneapolis College of Art and Design](#)



[Seattle University](#)



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[University of the Bahamas](#)



[The University of Oklahoma](#)



[TYA/USA](#)



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Transcendent Studio



Association Professionals of Oklahoma



Additional materials will be added here after the MOMENTUM 2026 launch and in an ongoing way through the end of 2026.



Contributors:

All attending contributors will be included here once MOMENTUM launches in June 2026!



Section 7: Other Topic Areas for Future Exploration

Materials will be added here after the MOMENTUM 2026 launch and in an ongoing way through the end of 2026.