

# Co-Director, Development Info Session

Wed, 3/9 4:30PM • 1:22:42

## **Winnie Tam** 32:10

Welcome, everyone. We're really glad that you could join us this evening. And wanted to let everyone know that this session is being recorded so that other potential applicants who aren't able to attend this evening can view this session. We will post the video on our careers page of our website, by next week so that those of you who would like to view it again can find it there. So on behalf of everyone here from ArtStarts so glad that you could join us. And thank you for your interest in the Co-Director, Development role, as well as our shared leadership model. My name is Winnie Tam, my pronouns are she and her and I'm the Interim Executive Director at ArtStarts. I'm joined this evening by several others from ArtStarts and they'll have a chance to introduce themselves in a few minutes. I'd like to let you know that closed captioning is available during this webinar. You can click on the CC symbol at the menu that runs along the bottom of your screen in order to enable this function. This session is to answer general questions about our hiring process or shared leadership model. And of course, we understand that you might have questions about your own individual application or whether your specific profile might be a fit for this role. And we ask that during the Q&A section, that you keep your questions broadly about this position, our hiring process and our shared leadership structure rather than your individual qualifications.

## **Winnie Tam** 33:57

And we'll move on to our next slide please. As we get started, I'd like to recognize that ArtStarts carries out our work on the lands of 198 distinct Indigenous nations in what is colonially known as BC British Columbia, each with their own unique traditions, culture and history. More than 30 Different First Nation languages and close to 60 dialects are spoken in the province. Our offices and ArtStarts Gallery are located on the unceded stolen ancestral and traditional territories of the Musqueam, Squamish and Tsleil-Waututh Peoples who stewarded these lands and waters since time immemorial, I encourage you to take a moment to reflect on whose lands you are on today. And if you're unsure or you want to learn more, you can use this resource [native-land.ca](https://native-land.ca) I can share that in the chat in a minute. At ArtStarts we're continuously learning how to be in right relationship with the host nations and urban Indigenous peoples. And we're striving to dismantle ways, the ways that colonialism is perpetuated in our organization, in our programming, and our operations. Tonight, you're here to listen and learn about one way that ArtStarts is doing this by shifting power dynamics in our leadership structure to create a more equitable workplace. Next slide.

## **Winnie Tam** 35:34

And so let me just briefly walk you through our agenda for this session. Each of us on the panel tonight will address one section of the agenda and then we'll all endeavor to answer the questions that you're going to pose through the Q&A function later on. So in a minute, I'll hand it over to my colleagues here

for some quick introductions. And then we'll move into talking about the values like our organizational values, and then the shared leadership structure itself. We'll talk about the description, the job description, and some details that are salient to the role description and we'll outline for you our expected hiring timeline. And then we'll move into the Q&A portion. You'll see at the bottom of your screen, that there is a button for Q&A and when you can post some questions at any time. One of our colleagues will be monitoring and then moderating the questions. So as you post them, if you'd like to remain, like if you'd like to pose your questions anonymously, there is an option to do that. So we encourage you to do that. And, and then that'll conclude our evening. So without further ado, I'm going to invite the other members of ArtStarts that are here with me today to introduce themselves and then we'll proceed with the main part of our session. So over to you.

**Paneet Singh 37:18**

Hi, my name is Paneet Singh. I'm the Director of Programs at ArtStarts in Schools. I'll be standing by for tech issues and for Q&A. I use he/him pronouns.

**Kevin Ly 37:29**

Thank you. Hi, everyone. My name is Kevin Ly. I'm here representing the board of directors. And I use he/him pronouns.

**Emily Beam 37:42**

Hi Everyone, I'm Emily Beam. I'm the Director of Administration at ArtStarts. And I use she/her pronouns. I will just stop by, start by doing a quick overview about ArtStarts in Schools in general. We are a nonprofit charity with a mission to provide innovative arts programs for young people practical resources for teachers and artists, and leadership and advocacy for arts and education. Our vision is to create a society where arts are regarded as an essential part of educating young people and a catalyst for creating innovative, engaged in contributing members of society. In 2020, we launched a new strategic plan that was a big shift for us as an organization and it articulated four strategic directions for our work. The first one was expanding the role of arts and education, integrating an anti oppression framework, influencing systemic change, and enhancing organizational capacity and the strategic plan leads our day to day work as well as our overall strategy every year.

**Kevin Ly 39:09**

Excellent. Thank you so much, Emily. So I love today to talk about ArtStarts transition to shared leadership. If you've noticed in the job posting, we've dedicated a bit of text over to our transition to share leadership. And today I'd like to share and start with why we embarked on this transition almost a year ago. So as part of ArtStarts commitment to anti-oppression, we wanted to explore an alternative to traditional and colonial organization structures. And these structures often prioritize hierarchy with power and influence held at the very top. Shared leadership, on the other hand, prioritizes an equitable distribution of power. And this model allows each director to oversee specific responsibilities and then they would share responsibility over high level aspects such as financial health or people in culture. Before one individual at a top would be ultimately accountable for a number of high level factors. And so with shared leadership, this is a more sustainable and balanced approach to leadership. As you notice on slide, shared leadership will also allow for diversity to flourish. It relies on three Co-Directors'

individual experiences and perspective. And it's a strength-based approach. And as the board and staff were thinking about this transition, we really wanted to emphasize certain qualities of the shared leadership model. And the model wouldn't just affect the three Co-Directors but influenced the entire organization. Obviously, with a model of collaboration, we hope to invite more democratic decision making shared leadership would also encourage assistance, not competition, when others are more qualified to lead in area. And in this way, shared leadership will also provide the organization and its members the opportunity to learn and support and encourage personal initiative. And last, but of course, not least, we want it to emphasize a culture of trust and transparency. And as I mentioned, this transition to shared leadership was almost a year in the making and required work from both staff and board of through research readings and reflection and analysis into our current practices and also sharing of course, from other organizations which we acknowledge generously. We believe that the shared leadership approach reflects more accurately our commitment to anti oppression given the work in advancing strengthening justice, equity, diversity and inclusion especially when it comes to working with young people. And of course, shared leadership would reflect our values from promoting social justice in the arts. And In practice, what this would look like in the working environment is that the three Co-Directors will work together and report to the board of directors and as mentioned before, each director would have their distinct area of responsibility, and then shared responsibility among high level items. And ArtStarts has been operating with certain elements of the shared leadership model for some time, but this structural change to three Co-Directors really formalizes this model.

**Emily Beam 42:52**

Pardon me took me a while to unmute myself. Yeah, I'm going to speak a little bit about the role now specifically. It is a permanent full time role. It is a member of the leadership team along with two other Co-Directors, myself and Paneet. It reports directly to the board of directors with an annual salary of \$73,500. It includes three paid vacation weeks a year and 12 paid personal days, as well as an expanded health and dental plan after a short probationary period. And as an organization that's very dedicated to learning we also include a professional development budget for all of our staff. The responsibilities for the role are broken into two groups. The first area that's on this slide here is the individual responsibilities that this Co-Director has specific oversight for and works with their team directly on and they are: to build and activate a mission aligned network of supporters through community centric fundraising principles. I'll just note here that these principles are a set group of principles which have been developed and continued to evolve and there's something that we've taken a lot of inspiration from and we are looking for somebody who feels aligned with these and who could like interrogate how we can integrate these as an organization. We don't specifically need somebody who has direct experience working with this community centric fundraising model before. Other responsibilities include, develop and implement the development strategy and the communication strategies. Identify, maintain and build relationships with donors and funders, generate new ideas to meet revenue goals. Lead all individual giving efforts lead to the grant writing for our operational grants, manage staff reporting into the role and the the production of the annual report. In terms of shared responsibilities, these are the areas that all the Co-Directors work together to fulfill for the organization. They are to cultivate and maintain partnerships with supporters and collaborators oversee the financial health of the organization. advocate for social justice and arts and education, develop and execute our

strategic plan. Support the board of directors and work as a liaison to the board on a rotating basis. That's something that each of us takes a turn doing. I will pass it over to you, Kevin.

**Kevin Ly** 46:13

Great. Thanks, Emily. So as you can see, this is our expected timeline. As you all may know, the application is due on March 27 11:59pm, Vancouver time. Now in the second week of April, we'll be inviting shortlisted candidates to a video screening. And in the last week of April, we hope to conduct a first interview panel and conclude in the second week of May with a final interview panel. Ideally, we'll be making an offer in mid May with a start date of early June and I also wanted to point out that all candidates will receive an automated response from the email board-exec@artstarts.com When you submit your application again the final deadline is Sunday March 27 at 11:59pm Vancouver time and to apply you would submit a cover letter and the resume to the list of email here. We do encourage all applicants who are interested in this role to apply regardless of background and experience. And we do also want to particularly call out and encourage applicants from members of communities that are marginalized or that experience structural discrimination. And we do ask that maybe please consider self identifying in your cover letter via email to help us prioritize your application. And just before we go into the next slide, I do also want to point out that sometimes depending on where you look, you may have also heard me say this board-exec@artstarts.com or boardexec@artstarts.com, they will all be sent to the same inbox.

**Winnie Tam** 48:02

Thanks so much Emily and Kevin. In order to support those of you who are interested in submitting an application, we really encourage you to explore our website which is artstarts.com. To learn more about our organization, in particular, you'll want to review our guiding principles, our anti-oppression guidelines, and our current strategic plan as well as our most recent annual report. And they are specifically located at artstarts.com/about.

**Winnie Tam** 48:41

So we're moving now into our Q&A portion of this session. We've moved really quickly through all of our information and so if you have questions that about any information that you we've already gone through and just need a little bit more elaboration, please feel free to you know, ask those questions. Again, feel free to ask general questions about the role for clarification about the application process and of course about our shared leadership structure since that is a pretty unique in the nonprofit world. You can again you can use the Q&A function that's along the bottom of your screen, and you can submit your questions anonymously. Paneet will be helping us to read the questions out loud, and then we'll do our best to address them.

**Paneet Singh** 49:45

Yeah, the first question is can I apply if I live outside of Vancouver?

**Winnie Tam** 49:54

Yeah, I think that's a really great question. Right now we're in the process of finalizing and confirming our remote work policy. It's been in development and has evolved through a few iterations with input

from our staff. So at this stage, you know we welcome your application even if you are not dwelling currently in Vancouver, because yeah, we're working on our on our remote work policy at this at this juncture.

**Paneet Singh 50:33**

And in that similar vein, that is a permanent work from home position.

**Winnie Tam 50:43**

Again, I think the our remote work policy once it's confirmed, we'll be able to address that. And, you know, of course, we're a province wide organization, and you know, one of the like, one of the things we are not currently representative of with our staff is like province wide representation. So that is something that we're considering as part of our remote work policy. I'm sorry if you can hear my cat whining in the background. Pardon her.

**Emily Beam 51:21**

Can I just add on to that Winnie? Um, one thing is that we are only able to employ people who are permanent residents of BC. And so while we encourage you to apply even if you don't live in Vancouver, we do require that you live within the province of British Columbia. And second, I just want to emphasize that we do have an amazing facility in downtown Vancouver at 808 Richard Street which is at Richards and Robson, and it's a cultural amenity space, which we operate out of. We are very fortunate to have this space over two floors including our public gallery sort of community meeting space and our offices we operate there. And so one of the important things for us is that we are able to operate that facility. It has been closed for the last two years and we are planning some renovations in the upcoming year. But we do of course plan on reopening again when we are able to

**Paneet Singh 52:37**

Thank you very much. The next question goes in towards the job description. And the question is do you know yet what your goals are for funding targets?

**Winnie Tam 52:51**

That's a great question. We don't necessarily have a specific number as a as a fundraising target yet and I think that will be something that the new Co-Director can help us to strategize around. We do however, have a general goal of increasing especially our individual giving program. ArtStarts is generally funded through grants from various levels of government and some foundations and then we do have like a base of individual donors at this stage which we are hoping to harness the community centric fundraising principles to really engage our community in supporting us both, you know, in multiple ways, including as donors.

**Paneet Singh 53:55**

Great and the next question is, if travel will be required in this role, I'm assuming this is travel from a remote location to ArtStarts's facility because that that is all I've gotten. And because it's anonymous if you want to elaborate on it if we're taking that in the wrong direction. Please do just submit another question following up to it. But the question is, will travel be required in this role?

**Winnie Tam** 54:28

I can take that one again. Yeah, if whoever posed that question could just further elaborate on that question as Paneet asked, that would be great. I mean, in this world where we have amazing digital communication tools, I don't necessarily foresee that for fund development. Like tasks that a lot of travel has to take place. So we yeah, we haven't necessarily built that into this role. At this at this point.

**Emily Beam** 55:08

Winnie I can expand on that just to say, because I worked here in the before times. I you know, I've been with the organization for over six years and I have only traveled for the organization twice. Once was to attend professional development learning opportunity. Actually, sorry, I've done that twice. Those were like my decisions and the other piece was to provide some programming out of town, but that was on on the program side of the organization. So I wouldn't necessarily anticipate for this role, much travel, if any.

**Paneet Singh** 55:53

Thanks for addressing kind of both sides of that. The next question is how is performance measured in this role?

**Winnie Tam** 56:11

Yeah, can I jump in with that one, too? Um, I mean, currently at ArtStarts and Emily alluded to this. We're we're really grounded on a learning culture. And part of that, I think, fundamentally, informs the way that we review, well, I guess we can use the traditional words performance review. We don't use that terminology here at ArtStarts per se. You know, we take a much more reflective and learning approach to performance evaluation, and a lot of that is about each of us taking accountability to evaluate ourselves. And so, you know, I mean, this is some I know, with fund development, the traditional approach is to set targets and then measure the, you know, fund development staff against the ability to achieve those targets and again, I think, in concert with the board, because this is a newer role for ArtStarts. We will work together I think to create evaluation process that is less about like quantitative measures, and more certainly about qualitatively what this individual brings to this organization as a leader and as a fund development director. If anyone wants to jump in Paneet, Emily, or Kevin to elaborate that, that's great.

**Paneet Singh** 58:07

So I think that felt great. Yeah, and I think I'll just I'll just reiterate, just in case it was more of a pragmatic question. Understand that it's a shared leadership model, that as Winnie stated, it's less on like a performance review type of basis, and there's a collaborative way that the leadership can do that, between themselves there's all, all that means that all three, all three folks that hold director positions, also report from an accountability standpoint to the Board of Directors just in case that got lost in the subtext. There's a great question here. It says if I am a fit for the role, but I happen to bring a value above and beyond the stated salary, should I not apply or would salary for the directors move to reflect their contribution and value?

**Kevin Ly** 59:00

I can take this question. So ArtStarts has an integrated, fixed tiered compensation model for all employees. So compensation is based on tiers and as a state in also the job description, the salary would not be negotiable. We encourage you to apply, but I think that's something to be aware of is that the salary will not be negotiable.

**Paneet Singh** 59:34

Thank you, Kevin. It there's a question for the entire panel. So I think it's an opportunity for everyone to give their opinions. What does the panel think will be some of the biggest challenges of this role? And would the panel mind sharing what they enjoy most about being a part of this organization?

**Emily Beam** 59:57

I will jump in even though I haven't yet formulated what I'm going to say. Great question. Um I think the biggest challenge for this role is that we are definitely in a transition period in terms of our funding as an organization. We had a number of multi year contributions, which have come to an end and we are now looking for new opportunities to be able to support and sustain our work and we're also really looking for opportunities that are aligned with the work that we're doing today. And particularly our anti-oppression and our systems change work. And so we, Yeah, that's a that's a shift that we're all you know, working on, but particularly as being responsible for much of our development work that that would be something that I feel like this role would be grappling with. And the second part of of the question, what do I enjoy most about being part of this organization? It's hard to pick but I think we have a really great team and a really great work atmosphere. I personally really enjoy working collaboratively with my colleagues and we both can have like really serious conversations that are pushing each other to be better in their work and then we can also just like joke around and have fun and and so being able to do that and in a way where it really feels like we're working towards the same purpose

**Paneet Singh** 1:02:17

I'm happy to jump in here on this one as well. As I know, I think a part of the panel. I'm the one of the biggest challenges of this role. This is an interesting question. I think Emily summarized pretty well like what the what the realities of like the position are right now and like what the opportunities are to be excited about. That will be challenges, but I think also a great way for someone to step in and kind of help shape the ethos and like, enact the values of the organization as it comes to funding. I mean, for those of us that are working in the arts, like we know that's an issue that doesn't live within one organization alone. It's something that kind of everyone is reckoning with our relationship to funding and funding bodies and how they're developing and how a lot of bodies are developing their practices too but how we're responding as the organization accessing that funding. And in ArtStarts, aside both, both accessing funding and distributing it as well. And so I echo a lot of what what Emily said there. And then, in terms of what is most enjoyable about being here, I want to again echo what Emily said about the team but taking that in the new direction. There's there's rarely a day at ArtStarts where you will go about your day and not learn something new. That's not within the scope of your role or your job. But it will make you a more whole and complete and, you know, insightful human being for having been engaged in it. And I think that's it's a really special thing to have a have a workspace where you can come and show up and bring bring your values into the space and have folks with complementary

values and like shared values, and not just in theory or in or in the theoretical space or at a high level, but actually enacted in the way not just in the content of the conversations we have or how we have conversations. So that's a that's a really special thing, I think, to be in the workspace to be in a workspace like that, because there's rarely a time where I'll leave a conversation and thought that that meeting could have been an email, because the content of that meeting was was really really rich and I think that's a that's a rare and special thing. Yeah, thank you.

**Kevin Ly** 1:04:51

I'll jump in. I think Emily and Paneet really took a lot of the things I wanted to say. So it might sound a touch, like a broken record here. But I'll talk from a board perspective and I think one challenge here and I'll offer like a different nuance to what's been said is that I think that this is also a a great time of evolution in ArtStarts in terms of leadership and working with each other. It's a transition period when it comes to share leadership and I think one challenge and one exciting opportunity is that it's the chance to explore new ways of working with one another one another. And you get to really be leaders in this space. And that's something I'm really really excited for, for whoever steps into this. Position and gets to work with these wonderful individuals. I think the culture is also, I think it's been alluded to, it's that you can also help build the culture here within the organization at ArtStarts. So I think that's a challenge for those who's willing to step up to the plate, but it's also a great opportunity to to learn more about yourself and more, learn more about what you're capable of. And what I really enjoy most about being a part of the organization. I love working with a team here. I think I think it's so encouraging as a board member walking into this organization, and learning something new every time I'm in the meeting, it has been has been really, really encouraging and heartening for me. And I think whoever is the successful applicant will no doubt find themselves in that environment that same educational environment and to work with wonderful individuals. So I think you're if you're interested in applying I think this is a great place to learn more about as I mentioned yourself, about your ways of learning and working with others and about and building something new. And I'll pass it off to Winnie

**Winnie Tam** 1:06:57

Yeah, thank you I having all of you go ahead of me, gives me a really good chance to reflect on this really wonderful question and I thank you for posing it. I I think similarly to what everyone has said I feel like the the challenges of this position are definitely like parallel with the opportunities and you know, there may be folks in this session tonight who are asking themselves, you know, who ever would want to join an organization where you have to make decisions together with other people. And that requires so much collaboration and consultation. So for those of you who you know, this model may be challenging to you and to your and to your, you know, all of our traditional ways of seeing organizations and how they're managed and led will see that as a challenge. However, as as my colleagues have already spoken about, it is a huge opportunity. And one that I'm so honored to have been part of developing for ArtStarts, you know, in collaboration with other members of ArtStarts that are represented here. I think from the perspective of like sustainable leadership and, you know, being able to open up leadership to more diverse people, a shared leadership model is a really wonderful and I think sound approach. And so yeah, that that can be seen as a challenge and an opportunity. It is a challenge. It is a challenge that we have been working on and will continue, you know, this team will need to continue to work on. Shared leadership requires developing a really high level of trust, in each



other, in the rest of the team, and, you know, in the board and, you know, the ability to communicate and to be transparent with each other, in this model is I think more uniquely required. And you know it's a great segue into what I enjoy about working at ArtStarts which is that there is such a strong culture of support, of learning together, of making mistakes together, and supporting each other through through those toward learning to do better, learning to be better as individuals and and as an organization. And so yeah, I think that is what I would offer over and above what, Emily, Kevin and Paneet that you've already shared.

**Paneet Singh 1:10:19**

Thank you, everyone. And there's a great question here about is there support for learning if the applicant does not have experience being a director and if the panel doesn't mind I'll jump in first on this one. Because I'm the newest director to ArtStarts and I previously in like in arts administration had never held a directorial position or in any like professional, non artistic capacity. So it was a new experience for me and I, I had I had similar thoughts when I was looking at the job description. So thank you for thank you for sharing them. That the short answer is you don't have to have experience being a director and yes, there is support for learning and that can come in different ways. I think like there's implicit learning. If you're bringing the values of like the shared values of ArtStarts forward into your work, that learning is going to be offered to you through like your peers and colleagues and co-workers on a regular basis. And that's just like the functional parts of doing your job. Like that, that those skills can be honed and to, whether it be people management or financial responsibility, or whichever things might be newer on your plate, those things can be honed and beyond that on the slides, it also did say once that there's a there's a budget allotted to every to every staff member for specifically for professional development. And that funding is for the individual to choose what they want to do with it so long as it kind of falls within the umbrella of professional development and like fits the scope of the work that you're doing and is relevant. So if that's if there are skills that you feel like you don't have coming into this role and you want to develop, one thing that one thing great about is sharing experiences that they've done like where have they aloted their professional development money to develop their skills and like offered that forward to other folks and, you know, try this residency or here's a book that I use those really great here's a mentor that you know, you can engage in. So there's there is a lot of opportunity, both explicitly and with funding attached to it and just within existing in the position and bring yourself to work that you can you can learn a lot of those skills

**Paneet Singh 1:12:52**

I guess I guess there's nothing, nothing to add. Great. We have a question here. Is it possible to share more about what the current ethos around shared leadership is? And perhaps speak to whether Co-Directors will be oriented to consensus majority and or two of the directors following the lead of the third director. During that third individual's role and skill set is more related to overseeing the subject matter up for decision making? It is I apologize, I cold read that question because it came in just as just started talking. So I'm gonna I'm gonna paste it into the chat for us to see and then if anyone wants to jump in you're more than welcome

**Emily Beam 1:13:48**

I can take a start with this. And so it's worth noting that we have been following shared leadership practices for some time at ArtStarts. While we are just changing our structure, we have been working under this model for a while over a year, specifically with the with Winnie, Paneet, and myself. And so specifically around the decision making, we do practice, consent based decision making. And within that, we're really looking for the folks with the most direct experience and who are the most impacted by the decision to contribute most to those decisions, and that can also span beyond our team or our leadership team to other folks on the staff as well. Which I believe we spoke to a little bit earlier and I will leave it at that but let Winnie or Paneet jump in

**Winnie Tam** 1:15:23

Paneet and I are having a staring contest to see who should speak next. Um, yeah, I'll speak very briefly and and maybe elaborate a little bit on what we mean by consent decision making, which is very distinct from consensus decision making. So, you know, our understanding consensus is that there needs to be full agreement. We don't always see that that's practical. And we also feel that consensus sometimes then erases or or doesn't necessarily engage input from folks other than the, you know, the leadership staff or senior management team. And as Emily said, you know, we really try to reach when when we need to, and when it's relevant, we try to reach beyond, you know, our our three our triad of leadership and we reach out to other folks on the staff team, or if it's decisions that will impact our community, find ways to engage the community to support and provide input as well. I think in terms of like this part of the question as it relates to, as we said, like, two components of leadership, for each part, each role is that there's the individual portfolios that each of our directors and our co-directors are responsible for. In those specific areas of responsibility in individual portfolios, that co-director has the ability to engage the folks they need to to support and assist and consult on that decision. And then they make the final decision about their individual areas of responsibility. In in the areas of shared responsibility is where we mostly apply our consent decision making. I mean, and I would say consent decision making also shows up in in the individual areas of responsibility. Each director also will go to their direct reports and engage them for for advice and consultation and input. We often go to the team, the rest of the team for feedback. We've had some examples of doing that over the past year and a half in develop, which is, you know, as I alluded to before, one of the reasons why we're taking our time to develop the remote work policy. You know, we wanted to make sure that we we spent time gathering feedback from the rest of the team as because it impacts everyone on the team. I'll leave it there and see if Paneet or Kevin have any other things to fill in.

**Paneet Singh** 1:18:41

That was really great and fulsome, I think, Emily and Winnie. Thank you. I'm seeing that there's no other open questions right now in the Q&A. I do want to hold and just like leave some space just so folks know that there's there's a little bit there's a little bit more space to ask questions, should you choose to. So I will just hold for a minute I don't have elevator music to offer it's just there. Okay, go ahead, go ahead.

**Winnie Tam** 1:19:46

What do you think needs should we wrap things up, then? I think there were some really wonderful questions. And we really want to thank all of you for attending this information session, and for your

thoughtful and considerate questions, bringing your curiosity with you. We hope that this session was helpful to you and that it further furthers your interest in applying for this opportunity to work with us at ArtStarts in Schools. For those of you who will be applying, we wish you all the best as you prepare your application, and we really look forward to receiving it. And so on behalf of my colleagues here, I want to say thank you again and we hope that you take good care. Have a great evening.