March 7 – May 24, 2023

Supporting the Professional Development of Foundation Leaders & Strengthening the Charitable Impact of the Emerging Artist-Endowed Foundation Field in Cultural Philanthropy and Art Stewardship

Hosted by
500 Capp Street Foundation | David Ireland House
The Josef and Anni Albers Foundation
Ellis-Beauregard Foundation
The Gordon Parks Foundation
Woodman Family Foundation
THANK YOU

On behalf of the Aspen Institute Artist-Endowed Foundations Initiative | AEFI and our Aspen Institute colleagues, I am pleased to extend a warm thanks for the support that has made possible the 2023 Seminar on Strategy for Artist-Endowed Foundation Leaders.

We thank the host foundations that have generously opened their facilities and programs to engage with the foundation leaders participating in the Seminar:

500 Capp Street Foundation | David Ireland House
The Josef and Anni Albers Foundation
Ellis-Beauregard Foundation
The Gordon Parks Foundation
Woodman Family Foundation

We also thank the many foundation leaders, scholars, and practice experts, all listed in the following pages, who have made themselves available to share their expertise during the Seminar.

We offer our gratitude to the AEFI Lead Underwriters—Artists Rights Society | ARS, Risk Strategies, and UOVO. They are essential partners who provide core support to sustain AEFI and also share their intellectual capital by collaborating in the development and dissemination of educational information to assist the artist-endowed foundation field.

We thank the AEFI Donor Consortium, led by The Jay DeFeo Foundation, Roy Lichtenstein Foundation, and The Andy Warhol Foundation for the Visual Arts, which has enabled realization of AEFI’s groundbreaking research as the basis of the Seminar curriculum. We also thank our AEFI Advisors, led by Leah Levy, Honorary Chair, AEFI Advisors and Executive Director, The Jay DeFeo Foundation, whose wise perspectives inform AEFI’s programs and aspirations.

Lastly, we welcome the participants in the 2023 Seminar on Strategy for AEF Leaders and recognize them as leaders of the next generation of artist-endowed foundations.

Christine J. Vincent
AEFI Project Director
Seminar Director
2023 Seminar Dates - All Seminar Activities Take Place Online

Opening Reception: Tuesday, March 7
Opening Class: Wednesday, March 8
Course Sessions: Weekly on Wednesdays March 8 - 24, except Tuesday, April 11
Closing Class: Wednesday, May 24
Closing Celebration: Wednesday, May 24

2023 Seminar Schedule Overview

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<td>5:00 – 6:30 PM ET</td>
<td>Introductions: Participants, AEF Hosts, AEFI Advisors &amp; AEFI Lead Underwriters</td>
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<td>Wednesday, March 8</td>
<td>Participant Check-in and Introductions</td>
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<td>Seminar Opening Class</td>
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<td>Wednesday, March 15</td>
<td>Site Visit #1: The Josef and Anni Albers Foundation</td>
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<td>1:00 – 5:15 PM ET</td>
<td><strong>1. Legacy Stewardship and Artist-Endowed Foundations</strong></td>
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<td>Session 1.1 Foundation Basics</td>
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<td><strong>2. Organizational Viability</strong></td>
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<td>Crosscutting Conversation: Foundation and Family</td>
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<td>Wednesday, March 29</td>
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<td>1:00 – 5:15 PM ET</td>
<td><strong>2. Organizational Viability</strong></td>
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<td><strong>3. Art Market Strategy</strong></td>
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<td>Crosscutting Conversation: Long-term Stewardship Planning</td>
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### 2023 Seminar on Strategy for Artist-Endowed Foundation Leaders

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AEF Hosts: 500 Capp Street Foundation | David Ireland House • The Josef and Annie Albers Foundation • Ellis-Beauregard Foundation • The Gordon Parks Foundation • Woodman Family Foundation

The Aspen Institute Artist-Endowed Foundations Initiative | AEFI
2023 Seminar Schedule Detail

**Tuesday, March 7**
5:00 – 6:30 PM ET

**Opening Reception**

Welcome, Introductions, and Socializing
- Seminar Participants
- AEF Hosts
- AEFI Advisors
- AEFI Lead Underwriters
- AEFI Donors
- Seminar Team

Welcome
- **Leah Levy**, Honorary Chair, AEFI Advisors
- Executive Director, The Jay DeFeo Foundation

**Christine J. Vincent**, Project Director Artist-Endowed Foundations Initiative AEFI
- The Aspen Institute

**Wednesday, May 8**
1:00 – 3:00 PM ET

**Course Start-Up**

Seminar Opening Class
- What is the Seminar’s mission and philosophy?
- What are the Seminar’s intended outcomes? The logic of its curriculum?
- How will the Seminar operate? What is expected of participants?

**Christine J. Vincent**, Seminar Director

Participant Engagement
- What goals, ambitions, and expectations does each Participant bring to the Seminar?
- How will Participants engage throughout the Seminar?

Seminar Participants
Andria Bibiloni, Moderator
Board Member, von Rydingsvard and Greengard Foundation
Seminar 2016, 2017

Wednesday, March 15
1:00 – 5:15 PM ET

1:00 – 2:15 PM ET
Site Visit: The Josef and Anni Albers Foundation
Nicholas Fox Weber, Executive Director
Brenda Danilowitz, Chief Curator
www.albersfoundation.org

1. Legacy Stewardship and Artist-Endowed Foundations
Goal: Examine what it means to undertake stewardship of an artist’s creative and philanthropic legacy using a tax-exempt, charitable organizational form.

2:30 – 3:45 PM ET
Session 1.1 Foundation Basics
What are the various legal forms and tax statuses used for AEFs?
What considerations come to bear when they are used?

• Tax-Exempt Sector, Including Tax-Exempt Charitable Entities
• Types of Tax-Exempt Charitable Entities
• Formation Process and Requirements
• Rules for Private Foundations and Public Charities
• Small-Group Exercise: Options for Posthumous Legacy Stewardship
• Questions and Discussion
• Session Summary: Seminar Participants

Class Faculty
Christine J. Vincent, Moderator

Kimberly Eney
Vice Chair, Exempt Organizations Committee, American Bar Association
Partner, Morgan Lewis

4:00 – 5:15 PM ET
Session 1.2 Public Benefit
What is the Public Benefit requirement for tax-exemption?
How does the Public Benefit imperative shape an AEFs’ legacy stewardship concerns?

• Public Benefit Requirement
• Charitable Purposes
• Permitted Beneficiaries
• Small-Group Exercise: Charitable Purposes, Activities, Beneficiaries
Class Faculty
Christine J. Vincent, Moderator

Nishka Chandrasoma
Member, Exempt Organizations Committee, American Bar Association
Vice President, Chief Legal Officer, Secretary, Ford Foundation

Wednesday, March 22
1:00 – 5:30 PM ET

Legacy Stewardship and Artist-Endowed Foundations, Continued

1:00 – 2:15 PM
Session 1.3  Fiduciary Duties

What are Fiduciary Duties and their ramifications?
What influences do Fiduciary Duties have on AEF leaders?

• Fiduciary Duties of Charitable Boards
• Duty of Care
• Duty of Loyalty and Conflict of Interest
• Duty of Obedience (New York)
• Small Group Exercise: Fiduciary Duty Scenarios
• Questions and Discussion
• Session Summary: Seminar Participants

Class Faculty
Christine J. Vincent, Moderator

Jill Horwitz
AEFI Advisor, David Sanders Professor of Law and Medicine and Faculty Director, Program on Philanthropy and Nonprofits, UCA School of Law
Reporter, Restatement of the Law, Charitable Nonprofit Organizations, American Law Institute

2:30 – 3:45 PM ET
Session 1.4. Foundations and Individuals

What is Private Benefit? Inurement? Conflict of Interest and Self-Dealing?

• Private Benefit
• Inurement
• Self-Dealing
• Conflict of Interest Policies Addressing Self-Dealing
• Small Group Exercise: Disqualified Persons
• Selecting and Using Counsel Effectively
• Questions and Discussion
• Session Summary: Seminar Participants

Class Faculty
Christine J. Vincent, Moderator

Stefanie Roth
Member, Exempt Organizations Committee, American Bar Association
Partner, Ewenstein & Roth LLP

4:00 – 5:15 PM ET
Crosscutting Conversation: Foundation and Family
Learning From a Foundation and Family Experience

Conversation Guest
Jack Cowart
Executive Director
Roy Lichtenstein Foundation

5:15 – 5:30 PM ET
Module Review
Recap/Reflect
Open Questions on the Legacy Stewardship and AEFs Curriculum?
Major Take-Aways?

Christine J. Vincent, Moderator

Wednesday, March 29
1:00 – 5:15 PM ET

1:00 – 2:15 PM ET
Site Visit: The Gordon Parks Foundation
Peter W. Kunhardt, Jr., Executive Director
Michael Raz-Russo, Programs Director

2. Organizational Viability
Goal: Understand key elements that contribute to a viable AEF: governance, structure, art market strategy, and business model.

2:30 – 3:45 PM ET
Session 2.1 Governance
How can a governing body be developed to ensure realization of an AEF’s legacy stewardship and public benefit imperatives?

• Rules and Imperatives and the Governing Body
• Leadership Perspective: Graham Foundation for Advanced Studies in the Fine Arts
- Nonprofit Governance Basics: Board Role and Structure
- Small Group Exercise: Board Capacities Assessment
- Questions and Discussion
- Session Summary: Seminar Participants

**Class Faculty**

**Christine J. Vincent**, Moderator

**Sarah Herda**  
Executive Director  
Graham Foundation for Advanced Studies in the Fine Arts (Ernest R. Graham)

**Gayle Binney**  
Adjunct Associate Professor, Robert F. Wagner Graduate School of Public Service, New York University  
Manager, Board Relations, TIAA

4:00 – 5:15 PM ET  
**Session 2.2 Starting Up/Reorganizing**  
What factors inform an AEF’s post-bequest start-up or reorganization?

- Post-Bequest Transformation  
- The Estate Administration Process  
- Leadership Insights: Surf Point Foundation  
- Leadership Insights: Adolph and Esther Gottlieb Foundation  
- Questions and Discussion  
- Session Summary: Seminar Participants

**Class Faculty**

**Christine J. Vincent**, Moderator

**Caryn Young**  
Vice Chair, Estate & Trust Administration Committee, New York State Bar Association  
Partner, Withersworldwide

**Yael Reinhartz**  
Executive Director  
Surf Point Foundation (Beverly Hallam)  
Seminar 2018

**Sanford Hirsch**  
Executive Director  
Adolph and Esther Gottlieb Foundation

**Wednesday, April 5**  
1:00 – 5:30 PM ET

**Organizational Viability, Continued**
1:00 – 2:15 PM ET
Session 2.3  Art Market Strategy
What strategies can AEFs use in generating income from art sales?
What are the associated considerations—What, When, How to Sell?

• Art Sales and Artist-Endowed Foundations
• Duty of Care and Consignment Sales
• Art Market Strategy
• Leadership Insights: Dedalus Foundation
• Questions and Discussion
• Session Summary: Seminar Participants

Class Faculty
Christine J. Vincent, Moderator

Amelia K. Brankov
Chair, Art Law Committee, New York City Bar Association
Principal, Brankov PLLC

Megan Fox Kelly
President, Association of Professional Art Advisors
Principal, Megan Fox Kelly Art Advisory

Morgan Spangle
Executive Director
Dedalus Foundation (Robert Motherwell)

2:30 – 3:45 PM ET
Session 2.4  Business Model
What are the components of an effective AEF business plan?
How can an AEF build the financial capacity to realize its charitable mission?

• Economic Models of AEFs
• Nonprofit Business Models and Liquidity Strategies
• Selecting and Using an Investment Advisor Effectively
• Leadership Insights: Joan Mitchell Foundation
• Questions and Discussion
• Session Summary: Seminar Participants

Class Faculty
Christine J. Vincent, Moderator

Chaya Scott
Vice President, Consulting
Nonprofit Finance Fund
Jerrol Charles  
Director, Business Development  
The Investment Fund for Foundations | TIFF

Sandy S. Lee  
Board President  
Joan Mitchell Foundation

4:00 – 5:15 PM ET  
Crosscutting Conversation: Long-term Stewardship Planning  
Considering Key Elements in Art Stewardship Planning

**Conversation Guests**

**Stephen K. Urice**  
AEFI Advisor and Professor of Law, University of Miami School of Law  

**Victoria Woodhull**  
Director, Kenneth Noland Foundation  
Seminar 2016, 2017

5:15 – 5:30 PM ET  
Recap/Reflect  
Module Review  
Recap/Reflect  
Open Questions on the Organizational Viability Curriculum?  
Major Take-Aways?

Christine J. Vincent, Moderator

**Tuesday, April 11**  
**1:00 – 5:15 PM ET**

1:00 – 2:15 PM ET  
Site Visit: Ellis-Beauregard Foundation ((David Ellis, Joan Beauregard)  
**Donna McNeill**, Executive Director  
Seminar 2018  
www.ellis-beauregardfoundation.org

**3. Cultural Asset Stewardship**

*Goal: Explore the considerations in fulfilling an AEF’s charitable purpose to increase the public’s access to and knowledge about the creative work of its artist.*

2:30 – 3:45 PM ET  
Session 3.1   Art Collections  
How can a foundation optimize the public benefit of its art collection and fulfill its legacy stewardship imperative?
• Challenges in Initiating Collection Stewardship
• Leadership Insights: Emily Mason | Alice Trumbull Mason Foundation
• Leadership Insights: Mike Kelley Foundation for the Arts
• Leadership Insights: Noah Purifoy Foundation
• Questions and Discussion
• Session Summary: Seminar Participants

Class Faculty
Mari Carmen Ramirez, Moderator
AEFI Advisor and Wortham Curator in Latin American Art
The Museum of Fine Arts, Houston

April A. Johnson
Director of Business Development
UOVO (AEFI Lead Underwriter)

Steven Rose
President/Executive Director
Emily Mason | Alice Trumbull Mason Foundation
Seminar 2020

Mary Clare Stevens
Executive Director
Mike Kelley Foundation for the Arts
Seminar 2016

Joseph S. Lewis, III
President
Noah Purifoy Foundation

4:00 – 5:15 PM ET
Session 3.2 Archives
What are an AEF’s responsibilities in archive ownership?
How can an archive’s public benefit be optimized?

• Centrality of Access in Archival Stewardship
• Challenges in Initiating Archive Stewardship
• Leadership Insights: Richard Pousette-Dart Foundation
• Leadership Insights: Roy Lichtenstein Foundation
• Leadership Insights: Robert Rauschenberg Foundation
• Questions and Discussion
• Session Summary: Seminar Participants

Class Faculty
Ann E. Butler, Moderator
Director, Library and Archives, Center for Curatorial Studies
Bard College
Charles Duncan  
Executive Director  
Richard Pousette-Dart Foundation  
Seminar 2016

Francine Snyder  
Director of Archives  
Robert Rauschenberg Foundation

Justin Brancato  
Head of Archives and Associate Director  
Roy Lichtenstein Foundation  
Seminar 2016

Wednesday, April 19  
1:00 – 5:30PM ET

Cultural Asset Stewardship, Continued

1:00 – 2:15 PM ET

Session 3.3  Oeuvre Scholarship  
What factors influence an AEF’s involvement and approach to different types of oeuvre scholarship initiatives?

- Oeuvre Scholarship: Catalogues Raisonnés, Oral History, Conservation Research, Collection Research  
- Leadership Insights: Dedalus Foundation (Robert Motherwell)  
- Leadership Insights: Sam Francis Foundation  
- Leadership Insights: Holt-Smith Foundation (Nancy Holt, Robert Smithson)  
- Questions and Discussion  
- Session Summary: Seminar Participants

Class Faculty

Steven Nelson, Moderator  
Dean, Center for Advanced Study in the Visual Arts  
National Gallery of Art

Katy Rogers  
Vice President/Secretary and Programs Director  
Dedalus Foundation  
Director, Robert Motherwell Catalogue Raisonné

Debra Burchett-Lere  
President/Executive Director  
Sam Francis Foundation  
Director, Sam Francis Catalogue Raisonné
Lisa Le Feuvre  
Executive Director  
Holt-Smithson Foundation (Nancy Holt, Robert Smithson)  
Seminar 2018

2:30 – 3:45 PM ET  
Session 3.4  Intellectual Property

How can an AEF optimize the public benefit of its IP assets and deploy them to fulfill the legacy stewardship imperative?  
How do AEFs balance noncommercial and commercial use of their IP assets?

• For the Purpose of an AEF: What is Intellectual Property?  
• What is Fair Use?  
• Leadership Insights: The Andy Warhol Foundation for the Visual Arts  
• Leadership Insights: Keith Haring Foundation  
• IP Licensing Basics  
• Questions and Discussion  
• Session Summary: Seminar Participants

Class Faculty  
Bhamati Viswanathan, Moderator  
Chair, New England Chapter, Copyright Society of the USA  
Faculty Fellow, New England Law

Michael Dayton Hermann  
Director of Licensing, Marketing, and Sales  
The Andy Warhol Foundation for the Visual Arts

Gilbert Vazquez  
Executive Director,  
Keith Haring Foundation

Janet Hicks  
Vice President and Director of Licensing  
Artists Rights Society/ARS  
(AEFI Lead Underwriter)

4:00 – 5:15 PM ET  
Crosscutting Conversation: Oeuvre Management

Drilling down on oeuvre management strategies

Conversation Guests  
Leah Levy  
Executive Director  
The Jay DeFeo Foundation

Bloum Cardenas  
Co-Trustee  
Niki Charitable Art Foundation (Niki de Saint Phalle)
5:15 – 5:30 PM ET
Recap/Reflect
  Module Review
  Recap/Reflect
  *Open Questions on the Cultural Asset Stewardship Curriculum?*
  *Major Take-Aways?*

  **Christine J. Vincent**, Moderator

**Wednesday, April 26**

1:00 – 5:15 PM ET

1:00 – 2:15 PM ET
Site Visit: Woodman Family Foundation (Betty Woodman, Francesca Woodman, George Woodman)
  **Lissa McClure**, Executive Director
  Seminar 2019
  woodmanfoundation.org

### 4. Philanthropic Impact

**Goal:** Consider the full range of strategies available to optimize an AEF's philanthropic impact in service to its artist's charitable intentions.

2:30 – 3:45 PM ET
Session 4.1   Grantmaking
  *How does an AEF determine the goals, scale, and structure of its grant program?*

- The Variety of Philanthropic Interests Among AEFs
- Leadership Insights: Helen Frankenthaler Foundation
- Leadership Insights: The Destina Foundation/The Dorothea Tanning Foundation
- Leadership Insights: The Andy Warhol Foundation for the Visual Arts
- Questions and Discussion
- Session Summary: Seminar Participants

**Class Faculty**

**Elizabeth Glassman**, Moderator
AEFI Advisor and President Emerita, Terra Foundation for American Art

**Elizabeth Smith**
Executive Director
Helen Frankenthaler Foundation

**Pamela Johnson**
President/Executive Director
The Destina Foundation/The Dorothea Tanning Foundation
Rachel Bers
Program Director
The Andy Warhol Foundation for the Visual Arts

4:00 – 5:15 PM ET
Session 4.2  Support to Individuals
What are an AEF's options in providing support to individual artists and scholars?
What are the considerations in making direct grants or operating a residency program?

- Approaches to Individual Support; Legal Requirements for Grants to Individuals
- Leadership Insights: Nancy Graves Foundation
- Leadership Insights: Harpo Foundation
- Leadership Insights: Jentel Foundation
- Questions and Discussion
- Session Summary: Seminar Participants

Class Faculty
Luther Hughes, Moderator
Program Co-Director
Artist Trust

Christina Hunter
Executive Director
Nancy Graves Foundation

Julie Deamer
Executive Director
Harpo Foundation (Ed Levine)
Seminar 2020

Mary Jane Edwards
Executive Director
Jentel Foundation (Neltje)

Wednesday, May 3
1:00 – 5:30 PM ET

Philanthropic Impact, Continued

1:00 – 2:15 PM ET
Session 4.3  Museum Gifts and Charitable Sales
What are an AEF's goals and options for museum gifts and charitable sales of art?
What roles can these play in a broader oeuvre stewardship strategy?

- AEF Involvement in Museum Gifts and Charitable Sales
- Leadership Insights: Ashley Bryan Center
- Leadership Insights: Emilio Sanchez Foundation
- Leadership Insights: Lenore Tawney Foundation
• Questions and Discussion
• Session Summary: Seminar Participants

Class Faculty
Christine J. Vincent, Moderator

H. Nicholas B. Clark
Executive Director
Ashley Bryan Center

Ann Koll
Former Executive Director
Emilio Sanchez Foundation

Kathleen Mangan
Executive Director
Lenore Tawney Foundation

2:30 – 345 PM ET
Session 4.4 Educational Programs
How do AEFs achieve philanthropic impact by conducting educational programs? What are the considerations in partnering with K-12 and higher education institutions? In conducting an internship program?

• AEFs as Educational Resources and Collaborators
• Leadership Insights: Al Held Foundation
• Leadership Insights: Romare Bearden Foundation
• Leadership Insights: Renee and Chaim Gross Foundation
• Questions and Discussion
• Session Summary: Seminar Participants

Class Faculty
Alexsandra Mitchell, Moderator
Manager, Education and Public Programs
California African American Museum

Daniel Belasco
Executive Director
Al Held Foundation

Diedra Harris-Kelley
Co-Director
Romare Bearden Foundation

Sasha Davis
Executive Director
Renee and Chaim Gross Foundation
Seminar 2018
4:00 – 5:15 PM ET
Crosscutting Conversation: AEFs and Diversity, Equity, Access, Inclusion
What role does effective DEAI practice play in sustaining the relevancy of an AEF’s artist?
What role does it play in optimizing the impact of grants and direct charitable activities?

Conversation Guests

Myron Beasley
Board Member
Surf Point Foundation (Beverly Hallam)
Seminar 2020

Christa Blatchford
Executive Director
Joan Mitchell Foundation

Nellie Scott
Executive Director
Corita Art Center (Corita Kent)
Seminar 2020

Joseph S. Lewis, III
President
Noah Purifoy Foundation

5:15 – 5:30 PM ET
Recap/Reflect
Module Review
Recap/Reflect
Open Questions on Philanthropic Impact Curriculum?
Major Take-Aways?

Christine J. Vincent, Moderator

Wednesday, May 10
1:00 – 5:15 PM EST

1:00 – 2:15 PM ET
Site Visit: 500 Capp Street | David Ireland House
Cait Molloy, Executive Director
Lian Ladia, Curator, Exhibitions and Programs
500cappstreet.org

5. Foundation Operations
Goal: Identify considerations in key dimensions of foundation operations: working with professional advisors, managing risk, using digital engagement strategies, and conducting institutional planning.
2:30 – 3:45 PM ET
Session 5.1 Professional Advisors

*How can AEF Leaders select and use professional advisors effectively?*
*What special considerations apply to these relationships?*

- Professional Advisors and the Post-Bequest Transition
- Attorneys
- Art Dealers
- Accountants
- Consultants Generally
- Questions and Discussion
- Session Summary: Seminar Participants

Class Faculty

**Linda Earle**, Moderator
AEFI Advisor and Professor of Practice, Fine Arts Management, ret.
Tyler School of Art and Architecture

**Christine J. Vincent**, Seminar Director

**Ruth Masterson**
Principal
Masterson Consulting, Nonprofit and Philanthropy Advisors

4:00 – 5:15 PM ET
Session 5.2 Risk Management

*What risks do artist-endowed foundations face in pursuing their charitable missions?*
*How do AEF leaders manage risk across all dimensions of their organizations?*

- Leadership Insights: Robert Rauschenberg Foundation
- Risk Management Basics
- Art Asset Risks
- Cyber Security Risks
- Employment-Related Risks
- Questions and Discussion
- Session Summary: Seminar Participants

Class Faculty

**Linda Earle**, Moderator
AEFI Advisor and Professor of Practice, Fine Arts Management, ret.
Tyler School of Art and Architecture

**Sharon Ullman**
Former Deputy Director
Robert Rauschenberg Foundation
**Mary Pontillo**  
Senior Vice President, National Fine Art Practice Leader  
Risk Strategies (AEFI Lead Underwriter)

**Jesse Pardo**  
Vice President, Commercial Lines Team Leader  
Risk Strategies (AEFI Lead Underwriter)

**Wednesday, May 17**  
**1:00 – 5:30 PM EST**

**Foundation Operations, Continued**

1:00 – 2:15 PM ET  
**Session 5.3 Digital Engagement**

*What considerations should be weighed in developing digital strategies to stimulate public engagement with an AEFs’ cultural assets and knowledge resources? What take-aways can be garnered from such efforts?*

- Leadership Insights: Dedalus Foundation (Robert Motherwell)  
- Leadership Insights: Richard Diebenkorn Foundation  
- Leadership Insights: Museo Eduardo Carrillo  
- Leadership Insights: Joan Mitchell Foundation  
- Principles of Digital Engagement  
- Questions and Discussion  
- Session Summary: Seminar Participants

**Class Faculty**

**Jane Finnis**, Moderator  
CEO, Culture/24

**Julia Norman**  
Digital Communications Coordinator  
Dedalus Foundation (Robert Motherwell)

**Katherine James**  
Head of Digital and Public Engagement  
Richard Diebenkorn Foundation

**Betsy Andersen**  
Executive Director  
Museo Eduardo Carrillo

**Melissa Dean**  
Design and Media Manager  
Joan Mitchell Foundation
2:30 – 3:45 PM ET
Session 5.4  Foundation Planning
What approaches have AEF leaders used in undertaking planning to set their foundation’s strategic
directions?
What lessons have been learned in this work?

- Leadership Insights: Judd Foundation (Donald Judd)
- Leadership Insights: Isamu Noguchi Foundation and Garden Museum
- Options and Strategies for Institutional Planning
- Questions and Discussion
- Session Summary: Seminar Participants

Class Faculty
Christine J. Vincent, Moderator

Richard Griggs
Chief Operating Officer
Judd Foundation
(Leonard Judd)

Brett Littman
Director
The Isamu Noguchi Foundation and Garden Museum

Jennifer Dowley
AEFI Advisor and Former President
Berkshire Taconic Community Foundation
Seminar 2017

4:00 – 5:15 PM ET
Crosscutting Conversation: Foundation Termination
Strategizing, preparing, and implementing foundation termination

Conversation Guests
Marilyn Loesberg
Former President
Clinton Hill-Allen Tran Foundation

Lawrence S. Taub
Former President
Mandelman-Ribak Foundation (Beatrice Mandelman, Louis Ribak)

5:00 – 5:15 PM ET
Recap/Reflect
Module Review
Recap/Reflect
Open Questions on Foundation Operations Curriculum? Major Take-Aways?

Christine J. Vincent, Moderator
Wednesday, May 24
1:00 – 3:00 PM ET and 5:00 – 6:30 PM ET

Course Conclusion

1:00 – 3:00 PM ET
Seminar Closing Class
Recap/Reflect, Collegial Recognitions
The Way Forward, Key Ideas and Takeaways

Andria Bibiloni, Moderator
Board Member, von Rydingsvard and Greengard Foundation
Seminar 2016, 2017

Christine J. Vincent, Seminar Director

Seminar Participants

5:00 – 6:30 PM ET
Seminar Closing Celebration & Fifth Anniversary Salute
Certificate Presentations, Introductions
Reconnections, Networking

Seminar Participants  AEF Hosts  AEFI Advisors
AEFI Lead Underwriters  AEFI Donors  Seminar Team
Seminar Faculty  Seminar Alumni

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SEMINAR FACULTY

Alberta Arthurs  
AEFI Advisor and Former Director, Arts and Humanities  
Rockefeller Foundation

Betsy Andersen  
Executive Director  
Museo Edwardo Carrillo

Myron Beasley  
Board Member  
Surf Point Foundation (Beverly Hallam)  
Seminar 2020

Daniel Belasco  
Executive Director  
Al Held Foundation

Rachel Bers  
Program Director  
The Andy Warhol Foundation for the Visual Arts

Andria Bibiloni  
Board Member  
von Rydingsvargd Greengard Foundation  
Seminar 2016, 2017

Gayle Binney  
Adjunct Associate Professor  
Robert F. Wagner Graduate School of Public Service, New York University  
Manager, Board Relations, TIAA

Christa Blatchford  
Executive Director  
Joan Mitchell Foundation

Justin Brancato  
Head of Archives and Associate Director  
Roy Lichtenstein Foundation  
Seminar 2016

Amelia K. Brankov  
Chair, Art Law Committee  
New York City Bar Association  
Principal, Brankov PLLC

Debra Burchett-Lere  
President/Executive Director  
Sam Francis Foundation

Ann E. Butler  
Director, Library and Archives  
Center for Curatorial Studies  
Bard College

Bloum Cardenas  
Co-Trustee  
Niki Charitable Art Foundation  
(Niki de Saint Phalle)

Nishka Chandrasoma  
Member, Exempt Organizations Committee, American Bar Association  
Vice President, Chief Legal Officer, Secretary, Ford Foundation

Jerrold Charles  
Director, Business Development  
The Investment Fund for Foundations | TIFF

H. Nicholas B. Clark  
Executive Director  
Ashley Bryan Center

Jack Cowart  
Executive Director  
Roy Lichtenstein Foundation

Brenda Danilowitz  
Chief Curator  
The Josef and Anni Albers Foundation

Sasha Davis  
Executive Director  
Renee and Chaim Gross Foundation  
Seminar 2018

Julie Deamer  
Executive Director  
Harpo Foundation (Ed Levine)  
Seminar 2020
Melissa Dean  
Design and Media Manager  
Joan Mitchell Foundation

Jennifer Dowley  
AEFI Advisor and Former President  
Berkshire Taconic Community Foundation  
Seminar 2017

Charles Duncan  
Executive Director  
Richard Pousette-Dart Foundation  
Seminar 2016

Linda Earle  
AEFI Advisor and Professor of Practice, Fine Arts Management, ret.  
Tyler School of Art and Architecture

May Jane Edwards  
Executive Director  
Jentel Foundation (Neltje)

Kimberly Eney  
Vice Chair, Exempt Organizations Committee, American Bar Association  
Partner, Morgan Lewis

Jane Finnis  
CEO  
Culture/24

Richard Griggs  
Chief Operating Officer  
Judd Foundation (Donald Judd)

Diedra Harris-Kelley  
Co-Director  
Romare Bearden Foundation

Sarah Herda  
Executive Director  
Graham Foundation for Advanced Studies in the Fine Arts (Ernest R. Graham)

Michael Dayton Hermann  
Director of Licensing, Marketing, and Sales  
The Andy Warhol Foundation for the Visual Arts

Janet Hicks  
Vice President and Director of Licensing  
Artists Rights Society/ARS  
(AEFI Lead Underwriter)

Sanford Hirsch  
Executive Director  
Adolph and Esther Gottlieb Foundation

Jill Horwitz  
AEFI Advisor, David Sanders Professor of Law and Medicine and Faculty Director, Program on Philanthropy and Nonprofits, UCA School of Law  
Reporter, Restatement of the Law, Charitable Nonprofit Organizations  
American Law Institute

Luther Hughes  
Program Co-Director  
Artist Trust

Christina Hunter  
Executive Director  
Nancy Graves Foundation

Katherine James  
Head of Digital and Public Engagement  
Richard Diebenkorn Foundation

April A. Johnson  
Director of Business Development  
UOVO (AEFI Lead Underwriter)

Pamela Johnson  
President/Executive Director  
The Destina Foundation/The Dorothea Tanning Foundation

Megan Fox Kelly  
President, Association of Professional Art Advisors  
Principal, Megan Fox Kelly Art Advisory

Ann Koll  
Former Executive Director  
Emilio Sanchez Foundation

Peter W. Kunhardt, Jr.  
Executive Director  
The Gordon Parks Foundation
<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Title</th>
<th>Organization/Group</th>
<th>Seminar Year</th>
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<tbody>
<tr>
<td>Lian Ladia</td>
<td>Curator, Exhibitions and Programs</td>
<td>500 Capp Street Foundation</td>
<td>David Ireland House</td>
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<td>Sandy S. Lee</td>
<td>Board President</td>
<td>Joan Mitchell Foundation</td>
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<td>Lisa Le Feuvre</td>
<td>Executive Director</td>
<td>Holt/Smithson Foundation</td>
<td>(Nancy Holt, Robert Smithson)</td>
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<td>Leah Levy</td>
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<td>Executive Director</td>
<td>Ellis-Beauregard Foundation</td>
<td>(David Ellis, Joan Beauregard)</td>
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<td>Steven Nelson</td>
<td>Dean, Center for Advanced Study in the Visual Arts</td>
<td>National Gallery of Art</td>
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<td>Julia Norman</td>
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<tr>
<td>Mari Carmen Ramirez</td>
<td>AEFI Advisor and Wortham Curator in Latin American Art</td>
<td>The Museum of Fine Arts, Houston</td>
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<td>Michal Raz-Russo</td>
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<td>Surf Point Foundation</td>
<td>(Beverly Hallam)</td>
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</table>
Katy Rogers
Vice President/Secretary and
Programs Director
Dedalus Foundation
(Robert Motherwell)

Steven Rose
President/Executive Director
Emily Mason | Alice Trumbull
Mason Foundation
Seminar 2020

Stefanie Roth
Member, Exempt Organizations
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Partner, Ewenstein & Roth LLP

Chaya Scott
Vice President, Consulting
Nonprofit Finance Fund

Nellie Scott
Executive Director
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Seminar 2020

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Executive Director
Helen Frankenthaler Foundation

Francine Snyder
Director of Archives
Robert Rauschenberg Foundation

Morgan Spangle
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Dedalus Foundation
(Robert Motherwell)

Mary Clare Stevens
Executive Director
Mike Kelley Foundation for the Arts
Seminar 2016

Lawrence S. Taub
Former President
Mandelman-Ribak Foundation
(Beatrice Mandelman, Louis Ribak)

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Former Deputy Director
Robert Rauschenberg Foundation

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Cambridge University Press

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Executive Director
Keith Haring Foundation

Christine J. Vincent
Project Director, Artist-Endowed
Foundations Initiative | AEFI
The Aspen Institute

Bhamati Viswanathan
Chair, New England Chapter
Copyright Society of the USA
Faculty Fellow
New England Law

Nicholas Fox Weber
Executive Director
The Josef and Anni Albers Foundation

Victoria Woodhull
Director
Kenneth Noland Foundation
Seminar 2016, 2017

Caryn Young
Vice Chair, Estate & Trust Administration
Committee, New York State Bar Association
Partner, Withersworldwide
2023 Seminar Staff

Seminar Director
Christine J. Vincent
Project Director
Artist-Endowed Foundations Initiative | AEFI
The Aspen Institute

Seminar Managing Director
Emily Imhoff
Program Manager
Program on Philanthropy and Social Innovation
The Aspen Institute

Seminar Finance Director
Caroline Kirru
Manager, Finance & Administration
Program on Philanthropy and Social Innovation
The Aspen Institute
The **Seminar on Strategy for Artist-Endowed Foundation Leaders**, presented by the Aspen Institute Artist-Endowed Foundations Initiative | AEFI, supports the professional development of individuals who currently have, or will have, policy-setting and leadership responsibilities for artist-endowed foundations—directors, officers, trustees, board members, and senior staff—as well as those supporting an artist’s long-term art stewardship planning with respect to a potential foundation.

The Seminar curriculum is based on findings of AEFI’s National Study of Artist-Endowed Foundations and subsequent research publications, viewable at www.aspeninstitute.org/aefi. It focuses specifically on the strategic concerns of leaders orienting themselves to the field. By building the capacity of foundation leaders, the Seminar advances AEFI’s mission to strengthen the charitable impact of the emerging artist-endowed foundation field. The following participant guidelines support that mission. *In applying to participate in the Seminar, all applicants agree to comply with the participant guidelines presented here.*

Educational Acknowledgement
All AEFI programs, including the Seminar, are strictly educational and informational in nature and do not purport to provide legal advice or professional guidance to particular individuals, organizations, or situations. *Seminar participants acknowledge that the Seminar and the institutions, practitioners, and scholars serving as hosts, panelists, and speakers, are providing educational and informational content exclusively and are not providing legal advice or professional guidance, and that Seminar participants are responsible for securing the necessary qualified legal and professional advice required specifically by themselves and their organizations.*

Full Participation
The Seminar’s goal is that participants will use this opportunity to build their knowledge about artist-endowed foundations broadly, so that in addition to achieving success in their particular leadership positions, they also will be able to play a productive role in the artist-endowed foundation field at large, for example as board members, advisory committee members, etc. *Attendance at, and full participation in, all Seminar sessions and events, which is necessary to develop this broad knowledge, is required of all participants. Selective attendance is not permitted.*
Code of Conduct

- **Collegial Respect:** All participants in the Seminar on Strategy for AEF Leaders will conduct themselves in a respectful and professional manner, bringing credit to their organization and to the Seminar and its presenters, cooperating partners, hosts, and sponsors. *AEFI is dedicated to providing a safe and welcoming Seminar experience for all participants, regardless of race, gender, gender identity and expression, age, sexual orientation, disability, physical appearance, national origin, ethnicity, or religion.*

- **Confidentiality:** *To ensure the type of frank commentary that is essential for collegial learning, all presentations and discussions occurring during the Seminar are confidential, unless specifically indicated otherwise. If there is doubt on this point, participants are obliged to ask for clarification.*

- **Non-Solicitation:** The Seminar is a non-solicitation environment. *Fundraising and business solicitation are not permitted.*

- **Social Media**
  
  The Seminar is a private event. *For the security purposes of the hosting foundations, and the confidentiality of participants, any filming, recording, blogging, tweeting, or posting from the Seminar is prohibited.*

- **Expectations for Community Engagement**
  
  The Aspen Institute’s Community Agreement, setting out expectations for individuals participating in its programs, are detailed here and should be reviewed by applicants prior to applying to the Seminar - [https://www.aspeninstitute.org/communityagreement/](https://www.aspeninstitute.org/communityagreement/)

**Photo Release**

AEFI will on occasion use photographs of Seminar participants in its educational and informational materials and on the AEFI webpage - [www.aspeninstitute.org/aefi](http://www.aspeninstitute.org/aefi). *All participants, by applying to participate in the Seminar, acknowledge that they may be photographed and that the photographs may be used in AEFI’s educational and information materials.*

**Seminar Participant List**

To facilitate collegial exchange, Seminar participants are provided a list of fellow participants and their contact information. *This list is to be used solely by the participant and exclusively to contact other participants and is not to be shared, distributed, or used in any other way.*

**Refund Policy:**

*No tuition refunds will be made.* In the case of an inability to participate, with prior approval by AEFI tuition may be applied toward participation in the subsequent Seminar if the individual remains in a foundation leadership position at that time.
THE ASPEN INSTITUTE
ARTIST-ENDOWED FOUNDATIONS INITIATIVE | AEFI


AEFI OVERVIEW

The genesis of AEFI was what is now its principal research component — the National Study of Artist-Endowed Foundations — which was initiated in 2007 with the support of a donor consortium led by The Pollock-Krasner Foundation, Roy Lichtenstein Foundation, and Andy Warhol Foundation for the Visual Arts, and including major arts funders such as the Ford Foundation and Getty Foundation. These donors saw the potential of this young field to substantially expand the nation’s cultural philanthropy resources. They also recognized the field’s growing role in art stewardship. Responding to numerous requests for information from individuals considering or charged with foundation creation, and understanding the complexity of the task, these donors determined it was time to support a project to document and disseminate effective practices. As it has been since its inception, AEFI’s mission is to help the next generation of artist-endowed foundations make the most of their founders’ generosity in service to a charitable purpose. It aims to strengthen this next generation, and optimize its charitable capacity, by filling the significant information gap facing individuals involved in creating, leading, governing, and advising foundations. By shortening the steep learning curve inherent in these distinctively endowed entities, AEFI helps ensure that charitable resources can be spent on charitable purposes, not costly lessons. To this end, AEFI conducts ongoing programs to develop and share knowledge with key audiences. These programs and their participants include:

- **Research** — AEFI’s National Study of Artist-Endowed Foundations, its groundbreaking, ongoing research program that tracks and evaluates development of the artist-endowed foundation field at five-year intervals. The Study documents and details the field’s growth on multiple dimensions, analyzes factors driving and shaping this growth, and explores ramifications for foundation practice. The Study’s findings inform AEFI’s publication and education programs and are the focus of its knowledge-sharing activities broadly.
• **Publications** — The initial Study Report—*The Artist As Philanthropist; Strengthening the Emerging Artist-Endowed Foundation Field*, regular Study Report Supplements and updates, briefing papers on critical issues, and targeted publications, such as *A Reading Guide to the Study Report for Artists and Their Family Members*. These resources, available at no cost on the AEFI web page – www.aspeninstitute.org/aefi, are used by artists, artists’ families, associates and advisors, foundation leaders, policymakers, journalists, scholars, curators, educators, and students.

• **Education Programs** — The Seminar on Strategy for Artist-Endowed Foundation Leaders, assisting the professional development of foundation leaders as they enter the field, refresh their practice, or support an artist’s legacy planning with respect to potential foundation creation, and the Artist-Endowed Foundation Leadership Forum, convening foundation leaders, field experts, and thought leaders to examine and discuss critical issues and important innovations in policy and practice that are influencing the field.

• **Further Knowledge-Sharing Events** — Workshops for potential foundation creators, including artists and their spouses/partners, and artists’ surviving spouses and heirs; briefing sessions for foundation advisors, including attorneys, art dealers, investment advisors, and accountants, hosted by local and national professional associations; and public panel discussions for members of the art, museum, philanthropy, education, and media fields, and for interested public audiences, hosted by leading cultural institutions, including The Museum of Modern Art, New York; Los Angeles County Museum of Art; Harvard Art Museums, Cambridge; Fine Arts Museums of San Francisco; Graham Foundation for Advanced Studies in the Visual Arts, Chicago; and the Clark Art Institute, Williamstown, among others.

Christine J. Vincent leads AEFI in the role of Project Director. She is a seasoned foundation executive and education leader who served formerly as Deputy Director, Media, Arts and Culture, at the Ford Foundation and as President, Maine College of Art. AEFI’s work is informed by a group of esteemed advisors whose members include prominent practitioners and scholars in the arts and culture, museum, philanthropy, public policy, law, and education fields. AEFI’s work is supported by the staff and colleagues of the Aspen Institute Program on Philanthropy and Social Innovation, and by the staff and colleagues of the many cultural and educational institutions and artist-endowed foundations who partner with AEFI to realize its programs.
AEFI ADVISORS

Leah Levy, Honorary Chair  
Executive Director  
The Jay DeFeo Foundation

Elizabeth Glassman  
Director Emerita  
Terra Foundation for American Art

Alberta Arthurs  
Former Director of Arts and Humanities  
Rockefeller Foundation

Jill Horwitz  
Founding Faculty Director  
Program on Philanthropy and Nonprofits  
UCLA School of Law

Michael Conforti  
Director Emeritus  
The Clark Art Institute

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