

# INNOVATION IN CREATIVE AND ARTISTIC EXPLORATION

## THE DALLAS OPERA

**Keith Cerny**, *Former General Director*  
Community Connections through *Sunken Garden*

## THE GLIMMERGLASS FESTIVAL

**Francesca Zambello**, *Artistic and General Director*  
*Breaking Glass: Hyper-Linking Opera & Issues*

## HERE ARTS CENTER

**Kristin Marting**, *Founding Artistic Director*  
**Kim Whitener**, *Executive Director*  
PROTOTYPE: *Out of Bounds*

## HOUSTON GRAND OPERA

**Patrick Summers**, *Artistic and Music Director*  
**Perryn Leech**, *Managing Director*  
*Seeking the Human Spirit*

## OPERA MAINE

**Dona D. Vaughn**, *Artistic Director*  
**Caroline Koelker**, *Managing Director*  
*An Opera Is Born of Our Community*

## THE SANTA FE OPERA

**Charles MacKay**, *General Director*  
*Opera for All Voices: Stories of Our Time*

## OBSERVATIONS

Explore openly and invite others to explore with you.

Developing internal and external trust, exploring and changing partners, and focusing an organization on a new objective always take more time and staff than expected.

Allowing a project to change is key to achieving an intended purpose or desired outcome — and requires flexibility and adaptability.

Projects that are additive to a venue's community find greater success than those that overtake a venue. Find connection with the community through on-site preparation, not just through the performance or event.