Introduction

1. To cater for needs arising from the flourishing development of the arts sector, Hong Kong Arts Development Council (HKADC) offers a series of arts scholarships, placements and exchange programs at home and abroad to nurture local arts leaders, curators, producers and arts administrators. These offerings help broaden the horizons of participants, provide them with networking opportunities, and enable them to acquire practical knowledge and skills that will form professional foundations for their future sustainable development.

1.2 This year, with funding support from the Home Affairs Bureau, HKADC will offer one scholarship to local arts administrators to study the Executive Program in Arts & Culture Strategy organized by the NAS in 2020. Arts practitioners who are visionary on local arts development and committed to further contribution to the Hong Kong arts and cultural communities are welcome to submit their applications.

NAS

2.1 Established in the United States of America (USA) since 1983, NAS develops market-leading education services for individuals who play a variety of roles in the arts and culture ecosystem: artists, cultural entrepreneurs, board members, staff members and executives. NAS supports individuals, organizations, and the field to help realize the full potential of creatives in a time when that potential is most needed as a means of self-expression, to promote equity, inclusion and help support a more civil society.

2.2 More Information at: http://www.artstrategies.org/

Executive Program in Arts & Culture Strategy

3.1 The Executive Program in Arts & Culture Strategy is an 8-month certificate program designed by NAS and the University of Pennsylvania School of Social Policy and Practice. The partnership with the University of Pennsylvania School of Social Policy and Practice allows NAS to build an actionable and skills-based curriculum. The Program is an Ivy League\(^1\) credential, designed to give participants expert industry knowledge, flexible scheduling and a powerful professional network. Participants will take courses in strategy, fundraising, financial management, governance, marketing and more, and build a

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\(^1\) Ivy League is a collegiate formed by a group of eight top universities in northeastern USA. It includes Cornell University, Harvard University, Princeton University and University of Pennsylvania etc.
professional network, forming lasting relationships with a diverse community of arts professionals around the world.

3.2 Participants will learn online at one’s own pace and come together for two short in-person convenings at the University of Pennsylvania in Philadelphia to take one’s learning to the next level. The on-campus convening is conducted by the faculty of University of Pennsylvania School of Social Policy and Practice and experienced leaders in arts and professional organizations in the USA. The Executive Program in Arts & Culture Strategy helps arts administrators to pursue their professional development in the arts and culture sector. Early to mid-career arts administrators or applicants who possess considerable professional experience and aspire to learn and grow are welcome to apply for the program. The scholarship program is expected to be highly competitive. Priority will be given to applicants who have considerable professional experience and demonstrate desire to advance career, learn and grow in the arts and cultural sector. There are no educational prerequisites for this program.

3.3 Please refer to Annex 1 and Annex 2 for the course roadmap and FAQs of the Executive Program in Arts & Culture Strategy. For the course catalog, please download at www.artstrategies.org/download-course-catalog/

4 Program Period & Venues
4.1 The Program will be held from December 2019 to August 2020. It consists of six online courses taking 4-6 hours per week and two in-person convenings held at the University of Pennsylvania in Philadelphia, in March and August 2020 respectively. The dates of the two convenings are expected to be announced in August 2019. Each convening would last about 3-4 days.

5 Scholarship Duration and Value
5.1 The scholarship is valued up to HK$93,400 and mainly covers tuition fee, subsistence and flight tickets allowances. The tuition fee is meant to meet the tuition fee (US$5,950) of the Executive Program in Arts & Culture Strategy and will be paid to NAS directly. The subsistence allowance with the amount of HK$47,000 is meant to subsidise the expenses of attending the two convenings, including the cost of two return flight tickets from Hong Kong and USA, living expenses outside Hong Kong such as accommodation, transportation and meals etc. The subsistence allowances would be awarded to the awardee directly.

5.2 HKADC may, at its own discretion, decide on the amount of the scholarship to be awarded.

6 Eligibility
- Applicant must be Hong Kong Permanent Resident;
- Applicant must have at least 3 years of paid work experience in the arts and cultural sector by the application deadline and demonstrate a strong commitment to the sector;
- Applicant must have an excellent command of spoken and written English;
- Applicant should complete their applications and submit it along with other required supporting documents by the deadline.
- Applicant must fulfill any other language, health and immigration requirements applicable for study in USA. Successful applicant must be responsible for their own insurance, visas and taxes issues;
- Undergraduate students are ineligible.

2/ 8
7 Application Procedure

7.1 Every application must comprise **TWO sets** of the documents below (except letters of reference):
- a completed Application Form
- a detailed Personal Statement including the followings (not more than 300 words):
  - Why do you want to be part of the Executive Program in Arts & Culture Strategy at this moment? What do you hope to gain?
  - What would you like to share with your fellow program participants?
- an article about your career aspiration including the followings (not more than 450 words):
  - What drives you in your career?
  - Why are the arts and culture important to you?
  - How could you contribute to the Hong Kong’s arts and cultural industries in the future after your study?
- copies of your academic transcripts, graduation / professional certificate(s); and other supporting materials of your academic and personal achievement;
- ONE referee’s letter of reference which should be written and sealed solely for the purpose of this application under confidential cover; and
- copy of your HKID Card or official documentation to show your Hong Kong Permanent Residence status by the application deadline.²

7.2 Applications (including the duly signed completed application forms, together with all supporting documents) must be submitted and deposited into the collection box at the HKADC Administration Office (HKADC, 10/F, 1063 King’s Road, Quarry Bay, Hong Kong) by **6:00pm on 11 September 2019 (Wednesday)**. Please mark “Hong Kong Scholarship for NAS – Executive Program in Arts & Culture Strategy 2020” on the envelope. Applications submitted by post must be postmarked on or before the above-mentioned deadline. Submission by courier is also accepted if the pickup date shown on the bill issued by the courier service provider is on or before the deadline. Late applications, applications submitted via fax, e-mails or other digital form and applications that fail to meet the requirement of the Application Guidelines will not be processed. Please note HKADC will not process the application and its related documents with insufficient postage and pay for the relevant postage. No late applications will be considered.

7.3 Applicant of this Scholarship shall submit his/her application to HKADC. The application submitted to HKADC is solely for the purpose of this Scholarship and applicant is not required to submit separate application to NAS in this regard. However, if an unsuccessful applicant wishes to attend the program at his/her own cost, he/she shall make separate application to NAS in accordance to its respective admission guidelines.

² If an applicant does not wish to submit his/her HKID Card copy together with the application form, he/she can attend the HKADC Administration Office during office hours to physically produce his/her HKID Card for the HKADC staff for checking before submission. If an applicant chooses to attend the HKADC Administration Office to physically produce his/her HKID Card for checking, he/she should provide his/her application form for the HKADC staff to record on his/her application form that the applicant’s HKID Card number has been checked, before he/she submits the application form. An applicant who wishes to physically produce his/her HKID Card in lieu of collection of such copy is required to make prior appointment before he/she comes to the HKADC Administration Office for physical production of his/her HKID Card. Please contact the HKADC Administration Office at 2827-8786 to make prior appointment.
7.4 Application Forms can be obtained from the HKADC Administration Office or downloaded from the HKADC website (www.hkadc.org.hk).

8 Selection Criteria
8.1 HKADC or the assessment panel appointed by it will evaluate the applications based on the following criteria:
   - commitment and aspiration of the applicant to local arts development;
   - applicant’s work experience and qualifications;
   - benefits of the study program to the applicant’s professional development;
   - commitment and contribution of applicant to the program; and
   - applicant’s desire to advance career, learn and grow in the arts and cultural sector.

8.2 HKADC and/or its designated assessment panel appointed by it are responsible for the assessment. HKADC reserves the final decision on the assessment.

8.3 Applications of the Hong Kong Scholarship for NAS – Executive Program in Arts & Culture Strategy 2020 are assessed solely by HKADC and/or its designated assessment panel appointed by it. In submitting the application, the applicant consents to accept HKADC’s decision as final regardless of the result of his/her application.

8.4 Subject to the constraints of resources and keen competition, HKADC and NAS reserve the right to set additional objective assessment criteria in additional to those set out above in order to facilitate the processing of applications. Review of such additional objective criteria will not be accepted.

9 Undertaking
9.1 The selected applicant will be required to sign an agreement with HKADC stipulating that he/she will undertake to complete the Executive Program in Arts & Culture Strategy and comply with all terms and requirements stipulated by NAS. The scholarship amount will also be released according to the terms and requirements by instalments.

9.2 The length of the scholarship will be explicitly stated in the agreement when the offer is made.

9.3 The selected applicant must return to Hong Kong after completion of his/her study.

9.4 The selected applicant shall be bound to participate and cooperate in any activities carried out by HKADC in relation to monitoring the selected applicant during the Scholarship to enable HKADC to meet its obligations to account for the use of the public funds. The selected applicant shall be bound to and agrees and undertakes to take part in any activities organised by HKADC, including audio- and video-recorded for public release, in relation to promoting the Scholarships and sharing the selected applicant’s experiences during the Programme.

9.5 The selected applicant will authorize NAS to use his/her photo, bio and 140-character bio on their website and to distribute in email communications. The selected applicant should
10 Intellectual Property

10.1 To facilitate the assessment of the applications, the applicant agrees to authorise HKADC to duplicate and distribute application documents to Council members, arts advisors, examiners, the Home Affairs Bureau, other government departments and external consultants for reference. The applicant also agrees to authorise HKADC to possess, process and archive application documents submitted by the applicant.

10.2 If the application documents submitted by the applicant contain material (including but not limited to any written, verbal, graphic/image production or other format), in which intellectual and industrial property rights belonging to other parties/organisations subsist, it is the applicant’s responsibility to obtain prior written consent from the holder of such intellectual and industrial property rights for his/her use and exploitation so to (a) enable HKADC to carry out the assessment under Paragraph 10.1 hereof and to (b) enable that the project can be implemented successfully without infringement or claims from third parties. HKADC reserves the right to request certified copies of such prior written consent.

10.3 If the contents of the application materials incorporate the duplication, distribution or publishing of works and materials, etc (including but not limited to any written, verbal, graphic/image production or other format), in which intellectual and industrial property rights belonging to other parties/organisations subsist, it is the applicant’s responsibility to obtain prior written consent from the holder of such intellectual and industrial property rights to ensure that the project can be implemented successfully without infringement or claims from third parties. HKADC reserves the right to request certified copies of such prior written consent.

10.4 The applicant must ensure that HKADC will not violate the Copyright Ordinance (Chapter 528) of the laws of Hong Kong or other relevant ordinances or infringe in any way any intellectual and industrial property rights of any nature whatsoever of any person due to the receipt, examination, possession, processing or archiving or otherwise use or exploitation of any documents, information, project contents of application submitted by the applicant. The applicant shall indemnify and keep indemnified HKADC, its respective directors, officers, employees, representatives, advisers, authorised users and/or agents (including Council members, arts advisors, examiners, the Home Affairs Bureau, other government departments and external consultants), on a full indemnity basis, from and against any and all losses, damages, claims, liabilities, actions, demands, fees, costs and expenses (including but not limited to legal fees, costs and expenses) which HKADC, its respective directors, officers, employees, representatives, advisers, authorised users and/or agents (including Council members, arts advisors, examiners, the Home Affairs Bureau, other government departments and external consultants), may incur or suffer in connection with, or arising out of the failure of the applicant to comply with the duties or requirements set out in this Paragraph 10.

10.5 Selected applicant, however, shall unconditionally grant to HKADC a royalty free, fee-free,
irrevocable perpetual non-exclusive worldwide and sub-licensable license exercisable at any time by HKADC in its sole and entire discretion to use, reproduce, publicise, upload, store, distribute and broadcast to the public, post and in any way exploit the contents, whether in full or in part, of the work or publication of or materials relating to the activity of the selected applicant, on any website, annual report, publication, or other publicity material, platform or media (regardless of the existing one, or the one to be launched or created) owned, managed, engaged or published by HKADC. Where it is not legally possible for the selected applicant to grant the above license to HKADC, the selected applicant shall at its own cost and expense (which shall not be paid out of the grants) procure that the relevant intellectual and industrial property rights owner shall grant identical rights to HKADC. Selected applicant must ensure that he/she has full rights and authority to grant all the rights granted to HKADC hereunder.

11 Freeze Policy

11.1 The programme must be implemented in accordance with details and dates set out in the grant application and the Agreement. The selected applicant has the responsibility to take initiative to submit by the stipulated dates, proof of project completion and the Project Report, failing which HKADC reserves the right to recover the amount paid to the selected applicant. The selected applicant, and the project-in-charge, will be listed on the HKADC Freeze List immediately when the project/Project Report is overdue. If the grantee applied for and received the HKADC grant on account of its status as subsidiaries or departments of registered organisations, the selected applicant’s parent organisation will also be listed on the HKADC Freeze List.

11.2 All persons and organisations whose name is on the HKADC Freeze List will not be eligible to apply for and receive any HKADC grant during the overdue period and the six-month frozen period after the overdue item is completed/submitted.

11.3 If a key participant in an application is a person/organisation whose name is on the HKADC Freeze List, the application will not be accepted by HKADC for consideration during the period that the person/organisation in question is on the HKADC Freeze List.

11.4 Selected applicant who failed to complete the project/submit the Project Report and were listed on the HKADC Freeze List for three times or more, HKADC reserves the right to extend his/her frozen period to one year.

12 Review Procedure

12.1 The decision of HKADC is final. However, HKADC reserves the exclusive discretion to receive review applications over the decision of the examiners by unsuccessful applicants, which would be reviewed by the Review Committee in HKADC. Review applications to the examiners' decision must be made in writing by completing a standard form obtainable from HKADC and submitted within 30 calendar days from result notification.

12.2 Review applications against artistic appreciation and judgement will not be accepted. The Review Committee will review cases only on grounds of improper processing procedures and/or rejection of proposal due to the decision being based on inaccurate information. These claims must be substantiated by the unsuccessful applicant by concrete reasons.
12.3 Depending on the competition and resources, HKADC reserves the right to set additional assessment criteria which are objective and do not contradict existing ones to facilitate the processing of applications; appeals against such additional objective criteria are not accepted.

13 Treatment of Personal Data

13.1 During the application process, the HKID Card number of an applicant will be collected in order for HKADC to process and assess the application (including to verify the applicant’s identity, check that the applicant meets the eligibility requirement as a permanent resident of Hong Kong and identify grants related to the applicant). An applicant is also required to submit a copy of his/her HKID Card together with the duly completed application form for HKADC to confirm the applicant's status as a permanent resident of the Hong Kong Special Administrative Region. However, if an applicant does not wish to provide his/her HKID Card copy, he/she can choose to attend the HKADC Administration Office to physically produce his/her HKID Card for checking. (see the footnote in Clause 7.1)

13.2 Personal data contained in the application documents are used by HKADC to facilitate the processing and assessment of applications. Failure to provide such data may affect the assessment and result of the application.

13.3 If there is any amendment to the personal data on the application documents, the applicant must inform HKADC in writing to ensure that the personal data held by HKADC is correct at all times. To help promote arts development and transparency, HKADC may publish information concerning successful applications in its annual report, website, newsletter and other publicity materials; HKADC may also use such information for its own research or policy development purposes. The applicant must agree to allow HKADC to publish and use such information. If the applicant does not wish to receive any publicity material from HKADC or related organisations, please notify HKADC in writing.

13.4 To facilitate the process of assessment, the applicant must allow HKADC to reveal personal data contained in the application/ duplicate audio/ video recordings of past performances/ activities submitted by the applicant to Council members, arts advisors, examiners/ assessors, the Home Affairs Bureau, NAS, other government departments, and external consultants.

13.5 HKADC will not release information that would harm the applicant’s personal or business activities. HKADC reserves the right to subcontract processing of any personal data to a data processor consistent with the applicable provisions of the Personal Data Privacy Ordinance.

14 Inquiry of Personal Data

14.1 According to the Personal Data (Privacy) Ordinance paragraphs 18 and 22, and point 6 in annex 1 of the Code, the applicant has the right to know if HKADC holds personal data related to oneself and to the participants of the project, and may obtain a copy of the data from HKADC and to amend any inaccurate information contained therein. Such requests in writing should be addressed to the Chief Executive, Hong Kong Arts Development Council, 10/F, 1063 King’s Road, Quarry Bay, Hong Kong.
15 **Prevention of Bribery Ordinance**

15.1 Hong Kong Arts Development Council is a “public body” under the Prevention of Bribery Ordinance Cap 201. All HKADC members (including committee members, examiners and arts advisors) and staff must abide by the regulations related to the acceptance of advantages.

15.2 Under Section 4 of the Prevention of Bribery Ordinance Cap 201, the offering of any advantage to, or the soliciting or acceptance of any advantage from, any HKADC member (including committee members, examiners and arts advisors) and staff is strictly prohibited. Applicant should be aware of, and abide by, the regulations.

15.3 It is an offence for any person to, without lawful authority or reasonable excuse, while having dealings of any kind with a government department/office or a public body, offer any advantage to any government officer employed in that department/office or public servant employed by that public body.

16 **Point to Note**

16.1 Selected applicant is normally not allowed to hold concurrently another comparable scholarship on the same program. The applicant must declare other scholarships or grants applied/received. If at a later date of the Scholarship period the selected applicant receives other forms of subsidy on the same program, he/she must obtain prior written approval from HKADC within one month following the receipt of such offer. HKADC reserves the right to adjust the scholarship value if such cases happen.

16.2 As application for the scholarship program is expected to be highly competitive, only short-listed applicants will be required to attend the interview in October 2019. HKADC reserves the right to change the interview timetable without further public notice.

16.3 HKADC is expected to announce the application result by November 2019, yet reserves the right of postponement of such notification. Applicant may consider their applications unsuccessful if he/she are not notified by the end of November 2019.

17 **Enquiries**

17.1 Applicant should make their enquiries about the scholarship program to HKADC. NAS will not respond to any scholarship enquiry made directly to them. For enquiries, please call Ms LUI of HKADC at 2820-1090.

Hong Kong Arts Development Council
31 July 2019

**Hong Kong Arts Development Council reserves the right, in its absolute discretion, not to accept any Application submitted. HKADC also reserves the right to amend and/or to supplement and/or to cancel the current invitation for applications and/or the details of the Scholarship as set out in the Application Guidelines at any time without further notice. HKADC will not indemnify any losses or expenses that may be incurred by the Applicant in such situations or in responding to the invitation for application.**
FREQUENTLY ASKED QUESTIONS

CURRICULUM

1. Are the on-campus convenings mandatory?
   Yes, both convenings are mandatory and essential parts of the program. Meeting your colleagues and getting the chance to connect with a peer group is one of the best parts of the program. You won’t want to miss this opportunity!

2. When and where are the on-campus convenings?
   The on-campus convenings take place at the University of Pennsylvania in Philadelphia in March 2020 and August 2020.

3. Why is there on-campus programming?
   The Executive Program in Arts & Culture Strategy is a blended learning program. Most of our course material is delivered online, however the program also features two on-campus learning components, which are critical to our educational model. At convenings, students have opportunities to meet one another, share their ideas and build connections.

4. Where can I learn about the program's faculty?
   View a full list of our distinguished faculty

5. Will professors have office hours?
   Courses are monitored and graded by Teaching Fellows. These dedicated practitioners are experts in the areas in which they facilitate for the program. While the courses’ professors do not maintain office hours, Teaching Fellows are accessible at any time.

6. What do I receive upon graduation?
   Graduates of the Executive Program in Arts & Culture Strategy receive a signed certificate of completion from the University of Pennsylvania School of Social Policy and Practice and NAS.

7. What happens if I don’t complete the graduation requirements?^*^*^*^*^*^*
   In our experience, students can have a difficult time catching up on their work. We are flexible, within reason, on some deadlines, however we recommend students make every effort to submit their work on time. On occasion, due to professional or personal reasons, students are unable to complete their work within the eight month time frame. Students in good standing may request a deferral to the program’s next cohort pending a review of their circumstances.

^*^*^*^*^*^*^Course deferral is subject to the approval of Hong Kong Arts Development Council and NAS.
8. **What are the graduation requirements?**
   You must complete a total of six online courses and attend both on-campus convenings at the University of Pennsylvania School of Social Policy and Practice in order to graduate. Enrollment in the following courses is required:

   - Strategy & Positioning
   - Arts & Culture Finance
   - Managing People
   - Nonprofit Fundraising

   Students may select at least two of the following elective courses:

   - Community & Collaboration
   - Nonprofit Governance
   - Impact Management
   - Intro to Social Media
   - Evaluation

9. **Is there an additional cost if I want to take all of the electives?**
   No. You're invited to take all the electives if you wish, at no additional cost.

10. **What is the average amount of time needed for this program per week?**
    Previous students share with us that they spend on average 4-6 hours of work per week on the program. The program is a part-time program that is designed to be taken alongside, and complementary to, your existing professional responsibilities. Most course material is delivered online, and each student can view the course material from the comfort of their home or office.

11. **Executive education programs are usually a few weeks, at most. Why is this one eight months?**
    Unlike existing executive education programs, conferences, or online classes that span only a weekend or several weeks at most, this program teaches a series of skills and tools, demands that you apply them to the real world, and offers extended engagement to build a community of trusted peers.

**TUITION**

12. **What's included in the program tuition?**
    The program includes a hybrid, eight-month curriculum that offers extended, cohesive, and participatory education in arts administration. We offer nine online courses and two in-person convenings that provide students the opportunity to connect and collaboratively apply lessons, and many other opportunities to interact
with and learn from our distinguished faculty and like-minded peers from all
over the world. You will receive a certificate from the University of Pennsylvania
School of Social Policy and Practice upon completion. Tuition covers all learning
materials. You will NOT be required to purchase any additional materials to
participate in the course.

Tuition does NOT cover your travel to and from Philadelphia or your housing for the
on-campus convenings. Meals will be provided.

13. **What is the total cost of the program?**
The Executive Program in Arts & Culture Strategy is designed to have the lowest
tuition possible without losing the integrity of the educational experience. We’re
proud to say it’s one of the most affordable executive programs available today. The
cost of the program, including all learning materials, is $5,950.

14. **Are financial aid opportunities available?**
Financial aid is not available through NAS or the University of Pennsylvania,
however a limited number of scholarships are available for those who apply by the
Early Admissions deadline of September 1, 2019. Applicants must complete the
additional Scholarship Questions section of the application in order to be considered
for the award.

We can arrange payment plans with students who would like additional time to
complete their tuition payment. Previous students have received partial or full
tuition coverage from their employers as well, and we also encourage students to
crowdfund if possible.

15. **Can my employer subsidize or cover tuition?**
Definitely! We’ve worked with employers to cover the cost of the tuition. Many
students use this program to further their organization’s work and bring the tools
they’ve learned directly back into the workplace.

16. **Is there a payment plan available?**
Yes, we offer the option of a monthly payment plan with a 12% APR.

**NETWORKING**

17. **What opportunities do alumni have as a result of this program?**
Alumni of the program receive lifelong access to the NAS community. We have a
private Facebook group dedicated to conversations online for anyone in our
network to share resources and support one another, as well as an online global
network connecting our entire alumni community.

18. **How many alumni are there?**
More than 250 students are affiliated with the Executive Program in Arts & Culture
Strategy.

*These questions do not apply to the Hong Kong Scholarship for NAS-Executive Program in
Arts & Culture Strategy 2020.*
19. **Where do our students and alumni work?**
   Our community represents some incredible organizations from around the world, including:


GENERAL

20. **Is this a degree-accrediting program?**
   You will not receive a degree, but you will receive an Executive Certificate in Arts & Culture Strategy from the University of Pennsylvania School of Social Policy and Practice and NAS upon completion of the program.

21. **Is it possible for me to earn a Master's Degree?**
   After completing the program, all students can apply for the University of Pennsylvania School of Social Policy and Practice Masters in Nonprofit Leadership with advance standing. [Click here for more information about this program](#).