

# INNOVATION IN PROCESS AND OPERATIONS

---

## MICHIGAN OPERA THEATRE

**Wayne Brown**, *President and CEO*  
Evaluating Community Engagement

## MINNESOTA OPERA

**Ryan Taylor**, *President and General Director*  
Audience Engagement Initiative

## SAN FRANCISCO OPERA

**Matthew Shilvock**, *General Director*  
SFO+ Lab

---

## OBSERVATIONS

Response rates diminish with collection of meaningless data. Surveys should collect what is most important to sustain continuation of the work.

---

Establish baselines of perceptions before gathering qualitative observations about change.

---

Evaluation tools may already exist in local foundations or service organizations that are working with the same communities. Consider mingling data collection and analysis to benefit more than one organization.

Generate new thinking through ad-hoc teams that cross departments and set a culture that encourages open questioning by team members

---

Make every effort to understand programs through the perspective of the beneficiary.

---