Strategic Plan 2012 – 2016

(**DRAFT** March 2, 2011)

Introduction

What is the nature of a strategic plan for a public agency?

The IAC is grounded in its charter to serve the arts needs and aspirations of the people of the State of Indiana. As a government agency, it is charged with utilizing public resources in an effective, efficient and strategic way as possible to create the most significant and lasting effect on the lives of all the citizens it serves. As part of its public charge, the IAC is asked to continuously add value to our state's arts efforts by actively partnering with other elements of Indiana's rich civic and community fabric. Most importantly, perhaps, the Commission is relied upon to provide leadership and direction for the arts in all types of environmental situations. Over the years the IAC has developed programs, grants and services which touch every region of and every arts-related charitable, public and private effort in our state. The attached plan aims to serve the interests of each citizen of Indiana by strengthening the vitality of all of our arts assets including artists, arts-providing organizations, and creative communities.

What is the environment in which this plan was developed?

The last two years have been a time of rapid change for the Commission and all of Indiana State Government. A marked, national economic recession accompanied by a significantly reduced state tax revenue stream has prompted the reevaluation and restructuring of many aspects of state services and programs. During this time, the Commission saw a reduction of spendable state funds by nearly 35%, and IAC took significant actions to maintain grants and services in the State by moving its offices, reducing staff, restructuring its regional system, eliminating many project grant categories, creating economies of scale, and utilizing technology to reduce program and grant delivery costs. Currently the State and National economy is beginning to recover, but the future is uncertain with regard to how much State and National revenue will increase, and what might be the ultimate size and scope of government and accompanying services. Public money will continue to play a crucial role in supporting and advancing our state's important and productive arts economy, and this plan is an important step in the IAC's articulation of how advancements can be made, even in a highly-changeable environment.

What is the scope of this plan?

This plan covers the next five years, from 2012-2016. Given the rapid change that has been the recent hallmark of State Government, however, the plan looks out only two years as it articulates specific strategies for advancement. It lays the framework and foundation for the three years following those initial two years, but does not articulate the specific strategies which will be employed during the later years of the plan. This means that the IAC must revisit the strategies portion of the plan in year two. This structural timeline also addresses the reality that Indiana will see a change in leadership at the end

of 2012 as Governor Mitch Daniels will conclude his second term. This planning strategy, therefore, allows this document to retain its valid framework while necessitating a re-visitation of the strategic action items when a new administration takes office.

Does this plan include current Commission programs and partnerships?

The 2012-2016 Strategic Plan is intended to provide the IAC with 3direction in its new endeavors and existing, successful programs. Where appropriate, the new guiding strategies will be infused into the structure of current granting programs and partnerships. The current program/partnership list includes but is not limited to:

- Americans for the Arts
- Arts In Education
- Arts Midwest
- Arts Operating Support III/Multi-Regional Arts Organizations
- Arts Trust
- ArtsWork Indiana
- Governor's Arts Awards
- Indiana Artisan
- Indiana Cultural Districts
- Indiana Poet Laureate
- Individual Artists
- Historical Bureau Black History Project
- National Assembly of Arts Agencies
- National Endowment for the Arts
- Poetry Out Loud
- Regional Arts Partnership
- Regional Initiative Grants
- Statewide Arts Service Organizations
- Technical Assistance (AKA Capacity Building)
- Traditional Arts Indiana

The IAC will pursue opportunities and partnerships in accordance with the strategic plan. New endeavors will be sought when it is beneficial to all parties.

What were the four key elements of the planning effort?

A strategic plan, which is typically comprised of goals, objectives (measurable items associated with the goals) and strategies (action items), is only one guiding element of the life and identity of any organization. That plan is built, first and foremost, on the bedrock of a *mission*. It is also built with a steady eye on a shared *vision*. And it has a shared conscience by its articulation of immovable *values*. This document, and the process which produced it, embraced all four of these elements: *strategic planning, mission, vision, and values*. During the planning process each piece of this four-part puzzle was pulled apart and reassembled with respect to each of the other parts. The whole becomes a compelling roadmap for decision-making as the Commission moves forward. The mission *anchors its decisions*, the vision *inspires its decisions*, the values *discipline its decisions*, and the strategic plan *articulates the* decisions*,* interpreting them into actual steps to be taken.

Methodology

Surveys and the Development of A Planning "White Paper"

Unlike previous planning efforts undertaken by the IAC, this plan had its inception in a large scale information-gathering phase, which helped position the plan as one which responds to the actual needs and perceptions of our constituents. First and foremost, this plan was based in research about the primary constituents the IAC serves: artists, arts-providing organizations, arts patrons and citizens. Prior to beginning the formal planning process, the IAC undertook two primary surveys. Combined, these constituted a planning "white paper," or informational backdrop to the planning process.

Published in 2010, the first survey, entitled *Nonprofit Capacity Assessment: Indiana Arts & Culture Organizations*, was developed and administered jointly with the School of Public and Environmental Affairs at Indiana University under the direction of Dr. Kirsten Grønbjerg . It surveyed approximately 1,800 not-for-profit organizations which had sought funding from the IAC since 2003, and was based on some 385 respondents. Since grant-making is traditionally a large portion of IAC services, hearing the current needs of these organizations was vital to our planning process. A summary of survey results can be accessed by clicking here.

The second, administered in 2010, was a public, on-line survey. Some 10,000 arts patrons, artists and citizens were invited to take part in the survey which gauged general perceptions of the Commission and the importance of the arts in economy, education, community life and personal lives. The list was compiled from contact lists of the IAC's Regional Arts Partners and other arts and community organizations, and included artists and non-artists who have some affiliation to the State's arts scene, as well as a number of other citizens. One thousand, eight hundred people responded to this survey.

In addition to these two surveys, the Commission utilized a survey administered to individual artists which was developed as a precursor to its cooperative Indiana Artisan Program, which focused primarily on the needs and concerns of artists as business people and entrepreneurs.

A compilation of survey results from all three surveys can be accessed by clicking here.

Representative, Public Steering Committee

Upon the recommendations of staff, Commissioners and friends of the IAC, a Strategic Plan Steering Committee was assembled to guide the process. Committee members included IAC grantees and partners, current and former Commissioners, artists, arts administrators and business people. The committee also represented a variety of communities, both large and small, across the State, as well as underserved populations. The committee was led by Dick Stifel, the Chair of the IAC's Committee on the Future, its standing committee on planning and finance. His leadership of the group allowed for easy crossover between the public, external portion of the planning process, and the internal process

reviewed by the entire Commission. Summary notes from these meetings can be found here and here. The IAC would like to thank the following committee members for their wisdom, insight and dedication, as well as Dick Stifel for his even, steady, leadership throughout the process

Public Steering Committee

Richard Stifel
Retired Executive Vice President,
1st Source Bank
Commissioner and Immediate Past Chair, IAC

Brian Blackford
Communications and Outreach Director
Indiana Office of Tourism Development

Glen Kwok
Executive Director
International Violin Competition of Indianapolis

Jeanne Mirro
Commissioner and Chair, IAC, Ft. Wayne

John Cain
Executive Director
South Shore Arts, Munster

Jon Ford
Commissioner, IAC, Terre Haute
President, All State Manufacturing

Jon Kay
Director, Traditional Arts Indiana

Karen Ellerbrook
Commissioner and Vice Chair, IAC, Evansville

Lee Marks
Art Dealer and Former Commissioner, IAC, Shelbyville

Libby Chiu
Education Director
Illinois Arts Commission
(resident of Ogden Dunes)

Sandra Clark
Counselor/ Consultant and Former Commissioner, IAC, Bloomington

Terry Whitt Bailey
President and CEO
Madame Walker Theatre Center

Tetia Lee
Executive Director
Tippecanoe Arts Federation, West Lafayette

Tod Minnich
Executive Director
Honeywell Center, Wabash

Wug Laku
Artist, Indianapolis

Public Forums

In addition to the public input provided by the surveys and steering committee, the IAC held a number of forums throughout the State. The first, early in the process, was with the IAC's Regional Arts Partners. For a summary of that forum, click here. Once goals and objectives from the initial phase of the plan were articulated, the IAC proceeded with five more public forums in different geographic regions of the state. These forums were hosted by Hanover College, the Valparaiso University Arts and Entertainment Management Graduate Program, Ball State's Building Better Communities Program,

Butler University, and Indiana State University in conjunction with Arts Illiana. For summaries of these forums, click here. The meetings were attended by 85 citizens, comprising arts organization representatives, business representatives and community leaders from across the state. Forums were geographically located so that no citizen was more than approximately an hour-and-a -half drive from a forum location. Participants in these later forums were given an overview of the survey results, presented the reworked mission, vision and values statements of the Commission, and asked to review the proposed goals and objectives of the plan. Participants answered the following questions in a group setting:

- What has been *left out* that is *important*?
- What *is included* that is *not important*?
- What are the *most pressing issues*, that is, what needs to be done *first*?
- What are the *most important issues*, those things which *ultimately* need our attention?

The public forums helped not only to prioritize and expand the points of the plans, but they also served as focus group discussions which gave additional depth and meaning to the public and organizational survey information collected.

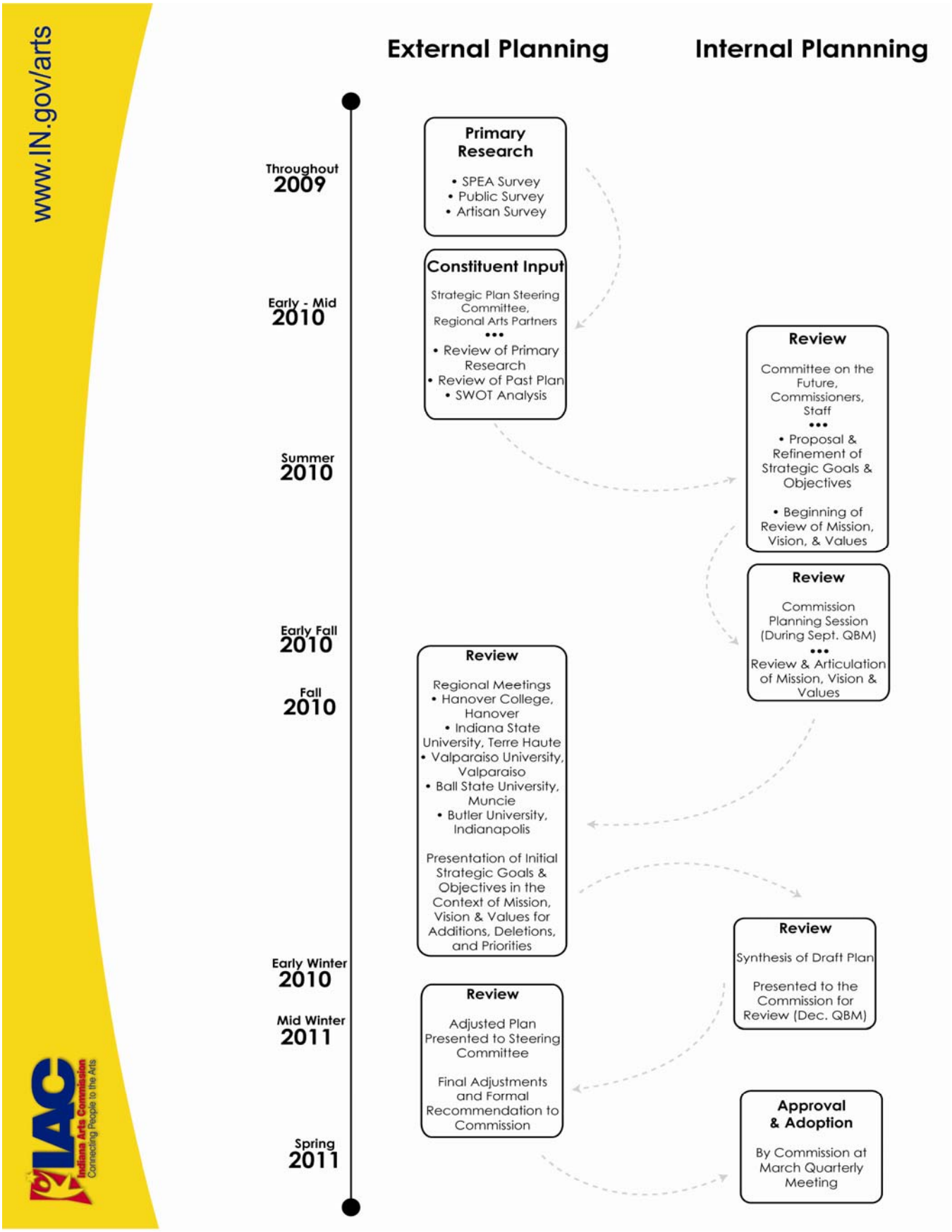
Our Facilitators

The first half of the plan process was facilitated by Ron Stratten, leadership consultant, and former VP of Education of the NCAA, as well as a former Chair of the IAC. His knowledge not only of the IAC, but of the not-for-profit world and organizational development, was invaluable. The second half of the plan was facilitated by Susan Zurbuchen, Director of the Arts Administration Program at Butler University. Her long standing position in the state as an arts management education professional, coupled with years of experience with the IAC as a grant panelist, consultant and former staff member, brought formidable wisdom to the planning process. In addition, the five public forums were facilitated by respected and experienced arts and planning professionals. Our thanks go to Geoffrey Weiss of Hanover College, Steve Leitsinger of Rose-Hulman Institute, Dick Heupel of Ball State University and Gregg Herzlieb of Valparaiso University for their able assistance.

Throughout the process, all meetings (both public forums and Commission-level meetings) had external, objective facilitation, to insure a non-biased result. It should be noted that all facilitators and hosting institutions offered their assistance and facilities *pro bono,* in service to their fellow citizens.

The "Outside-Inside" Review Process

The planning process utilized an "outside-inside" process whereby information was gathered from external sources, and then compiled, synthesized and reviewed internally by the Commission, and then presented externally for more response and reaction. This "loop" was crucial to refining a plan which is executable from a management standpoint, yet responsive to and based in the needs of our constituents and citizens. The following chart maps the flow of information, public reactions, and Commission review from the plans inception in early 2009 through its formal adoption in Spring 2011.



Decisions made during the Quarterly Business Meetings can be found in the minutes from these meetings here.

The Plan

Element One: Our Mission

Although somewhat immutable, as grounded first and foremost in its enabling legislation, the IAC's mission was reviewed in depth as a key element of the planning process. During a full Commission planning session, Commissioners considered the IAC's current mission statement, its enabling legislation, and the mission statements of commissions of other states as benchmarks. Commissioners considered four crucial elements for a strong statement: *purpose, people, place and principle.* The resulting proposed statement was given for reaction and response at the five regional meetings in the state, and the following statement was formally adopted as part of this plan:

> *To positively impact the cultural, economic and educational climate of Indiana by providing responsible leadership for and public stewardship of artistic resources for all of our State's citizens and communities.*

Element Two: Our Vision

During a full Commission planning session, Commissioners considered the previous plan's vision statement and endeavored to succinctly answer the question "How will the world be different as a result of our work?" The resulting proposed statement was given for reaction and response at the five regional meetings in the state, and the following statement was formally adopted as part of the plan:

> *The arts everywhere, everyday, for everyone in Indiana.*

Element Three: Our Values

The IAC had never articulated its guiding values, although it was apparent these existed, as evidenced by the body of Commission decision-making over the years. Certain "acid tests" had been regularly applied to IAC decisions, and where there was not consistency, the Commission had always looked to rectify those situations. During a full Commission planning session, Commissioners considered the body of the IAC's decisions, and distilled the guiding principles of those decisions into three concise statements which underscore *public benefit and ownership, fairness and transparency,* and *community.* The resulting proposed statements were given for reaction and response at the five regional meetings in the state, and the following statements were formally adopted as part of the plan:

- *The benefit of our activity is public, belonging to every individual citizen as we champion arts organizations, providers, and artists in our State.*
- *Our activities will always be delivered in a transparent, fair, and ethical fashion.*
- *Our programs and processes will have public ownership and will help to build community partnerships wherever and whenever possible.*

Element Four: Goals, Objectives and Strategies

Goals and objectives were initially articulated with the help of our facilitator after the initial meetings with IAC Regional Arts Partners and the strategic plan steering committee, both of which engaged in a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis based on survey results. These articulated goals and objectives (non-prioritized) were reviewed and refined during a full Commission meeting and then were given for reaction, response, and prioritization at the five regional forums in the state. Subsequent to the regional forums, it was apparent that there were no clear priorities among the goals of the plans, but there were definite priorities among the objectives. In addition, there were other goals and objectives which constituents felt strongly about that were either missing or not clearly stated in accordance with their importance. These goals and objectives were subsequently added. The full Commission again reviewed the goals and objectives based on the regional input and finalized a set of goals, prioritized objectives and accompanying strategies with the help of our facilitator. These goals, objectives and accompanying strategies were then reviewed by the plan's steering committee prior to their formal adoption as part of the plan by the Commission. It was decided that the initial plan release would include strategies only for the first two years of the plan, with remaining strategies to be developed for the remaining three years as aforementioned. Interestingly, the top three objectives relate to serving the individual lives of citizens, the health of arts organizations, and the advancement of communities: the three levels at which the IAC operates in the state.

Overarching Goals (no ranking, as indicated by cumulative public forum results):

- To establish the arts as a driving force of economic growth in Indiana
- To champion the arts as a vehicle for cultural understanding in Indiana
- To celebrate the arts as a cornerstone of Indiana heritage and identity
- To make the arts accessible to all citizens, every day in Indiana
- To promote artistic quality and freedom of expression in Indiana
- To position the arts as a key educational force for citizen lifelong learning
- To advocate for the value of public funding for the arts on a local, state and national level

Objectives (rankings: top three, next two, remainder, as indicated by public forum results):

- Advancing the role of the arts in public and private education and personal development
- Building stronger arts organizations
- Developing stronger communities through arts partnerships

- Tangibly recognizing the value of the arts in the lives of Indiana citizen
- Revitalizing a creative economy and workforce

- Embracing the role of the arts as a champion for diversity
- Connecting people with the arts through new technology

- Celebrating the cultural heritage of Indiana through the work of our artists and organizations
- Continuously evaluating the effectiveness of IAC programs and services to maintain the highest of standards

Initial Strategies (for top three objectives)

Advancing the role of the arts in public and private education and personal development

Year One (primarily a year in which strategic partnerships are cultivated)

- Cultivate additional partnerships in services, grant delivery, and technical assistance with state-wide providers, individual artists, and public and private higher educational institutions.
- Expand conversations with public and private service providers with regard to possible partnerships focusing on social service needs, underserved populations and accessibility advancements.
- Facilitate discussion among arts advocates and statewide arts service networks to advance arts education advocacy.
- Develop relationships on the executive and trustee level with the same at the State Board of Education and other key educational organizations.
- Renew discussions with higher educational institutions to strategize for a statewide public education assessment.

Year Two (primarily a year in which partnership results are implemented)

- Continue to advance partnerships in services, grant delivery, and capacity building with additional state-wide providers, individual artists and public and private higher educational institutions.
- Utilize the Regional Arts Partners system and other strategic partners to identify and assist schools/systems which are ready to advance an arts education strategy and curriculum.
- Develop a statewide assessment that tracks the impact and systemic needs of arts in education.
- Evaluate how education can be more centrally positioned in all granting programs with a view toward required specific outcomes/evaluations/metrics from all grantees.

Building stronger arts organizations

Year One (primarily a year in which current partnerships are used to deliver organizational advancement services)

- Develop a systematic capacity building curriculum for arts organizations based on on-going needs assessment, centrally and with partners.
- Develop a systematic training initiative for Regional Arts Partners including mentoring and succession planning.

- Reassess/revise strategies with Statewide Service Organizations to advance their impact on networking, advocacy and capacity building activities.
- Advance cooperative relationships with other state commissions and councils, and with higher education for the planning/delivery of capacity building activities.
- Deliver more consistent and fundamental capacity building activities utilizing web-based, on-line technology.

Year Two (a year when, in addition to existing partnerships, new partnerships are used to deliver organizational advancement services, and internal systems/programs/evaluations are strengthened)

- Reassess funding allocation strategy in order to strengthen all arts organizations in the State.
- Convene major arts funders and service providers in the State to gain a critical synergy to advance the arts.
- Embed capacity building/professional development criteria into the application and evaluation processes.
- Engage in on-going needs assessment utilizing grant application and reporting processes.
- Tap into existing capacity building programs and networks in the for profit and not-for-profit world for the delivery of organization-level services.

Developing stronger communities through arts partnerships

Year One (concurrent development of program/advancements with current partners and exploration of new partnerships)

- Ensure that the Commission has a continual "out in the State" public presence by coordinating the timing of significant public programs (Cultural District presentations, Governor's Arts Awards, grant award ceremonies).
- With Regional Arts Partners and other strategic partners, develop a capacity building program on the community level to advance interest and expertise in cultural tourism, education, artist community development, cultural economic development, and cultural districts.
- Utilize web-based technology to facilitate statewide conversations among like organizations (symphonies, presenters, councils, theatres, dance companies, festivals, and others) to advance relationships across the State.
- Advance discussions on the State level with other potential state-wide partners and agencies such as the Department of Transportation, Department of Natural Resources, Historic Preservation, Indiana Humanities Council, Indiana Historical Bureau, and others.

Year Two (internal systems/programs/evaluations are strengthened and partnership programs are developed)

- Embed community partnership criteria as central to our grant criteria and evaluation.
- Advance year one strategies with a view toward partnership program development for all viable initiatives.

Plan Implementation, Monitoring, Metrics Development and Assessment

This strategic plan will be implemented by the IAC in conjunction with its existing partners, and expanded partnerships as they develop. As a first step toward implementation of the plan, a statewide colloquium will be held in 2011 with current and potential partners to explore the most viable, productive and mutually beneficial partnership relationships in the context of the plan. The plan will be monitored by the IAC's Committee on the Future, which is comprised of Commissioners and at-large members. This standing committee reports to the Commission four times a year, and also oversees Commission finances and resources.

Currently, the IAC monitors metrics it gathers from the grant-making and reporting processes. Quantitative and qualitative metrics which track attendance, services, demographic information, arts education impact and funds leveraged, are made available through public meetings and the Governor's online "dashboard." Within calendar year 2011, the IAC will also release an online searchable grants database that allows the public to search a 5-year history of grant data and subsequent metrics. As the strategies of this plan are implemented, new, appropriate metrics will be developed, collected and tracked. Expanded partnerships and collaborative efforts will be inclusive of current and new metrics-driven goals.

This plan will have a major review in the second half of its second year, when progress on the plan's years one and two strategies will be assessed, and strategies for years three, four and five will be articulated. All reviews will include the input of the IAC's partners and constituents served by the services generated from the plan.