

Washington State Arts Commission 2007-2011 Strategic Plan

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From the Director

June 1, 2006

In fiscal year 2005 (July 1, 2004-June 30, 2005) the Washington State Arts Commission provided funding support to 102 arts organizations that presented 32,807 arts events and projects in communities across the state. Through our work, the state art collection grew by 39 pieces, and conservation was completed on 35 works of art. Eleven artists served as apprentices with masters in traditional or folk arts, and we invested in 28 small grassroots arts and community organizations, providing targeted funding and training. We advanced arts education goals in 19 communities through partnerships involving local arts organizations, educators and civic leaders.

These numbers represent opportunities for Washington residents and visitors to participate in the arts. Our investments provide a public benefit and continue the state's commitment to Washington's cultural legacy. To further our ability to communicate the value of the arts, we're also using numbers in new ways:

- The Creative Vitality Index tracks how the arts contribute to the health of the creative economy for the state and local communities.
- The Arts Education Resources Initiative examines the state of arts education in Washington - what is working, what we can improve, and what actions are needed.
- The Government Management Accountability and Performance initiative gives us a closer look at our internal processes and results achieved.

We're also proud to provide leadership for important initiatives:

- Guiding the State Quarter Advisory Commission to support the Governor in the design and selection of our State quarter, to be released in 2007.
- Launching the Folk & Traditional Arts in the Parks Program, a partnership of the Washington State Parks and Recreation Commission and the Arts Commission, to bring traditional music, dancing and art-making to Washington State Parks.
- Exploring international opportunities in the arts by hosting a forum of leaders in the arts, business and local governments, and hosting a dinner and tours of arts facilities for a delegation of cultural leaders from Shanghai, China.

Our work is at the intersection of state government and the arts. It's a dynamic, challenging place to be, and each year we find new dimensions to our roles. This strategic plan identifies the solid goals and smart strategies necessary to increase cultural opportunities for this and future generations. There is much to do! Thank you for your support.



Kris Tucker, Executive Director

Agency Mission Statement

The mission of the Washington State Arts Commission is to cultivate a thriving environment for creative expression and appreciation of the arts for the benefit of all. *(Approved March 2001)*

Our Statutory Authority

The Washington State Arts Commission is a state agency, established by the Legislature in 1961.

Purpose: The conservation and development of the State's artistic resources are essential to the social, educational, and economic growth of the State of Washington. Artists, works of art and artistic institutions contribute to the quality of life and the general welfare of the citizens of the State, and are an appropriate matter of concern to the government of the State of Washington. (RCW 43.46.005)

Powers and duties generally: The commission shall make such recommendations, as it deems proper for the cultural development of the State of Washington. (RCW 43.46.050)

Visual arts program established: The legislature declares it a policy of this State that a portion of appropriations for capital expenditures be set aside for the acquisition of works of art to be placed in public buildings or lands. There is hereby established a visual arts program to be administered by the Washington State Arts Commission. All works of art purchased and commissioned under the visual arts program shall become a part of a state art collection developed, administered and operated by the Washington State Arts Commission. (RCW 43.46.090 and 43.46.095)



2007-2011 Strategic Plan: The Big Picture

In 2006, the Arts Commission refined our Goals, Objectives and Strategies to reflect constituent needs, better align with our mission and clarify our vision.

Arts organizations and artists provide a public benefit.

GOAL ONE: Expand public access to and participation in the arts to increase cultural opportunities and improve community vitality.

Public art enhances public spaces.

GOAL TWO: Integrate public art into the state's built environment to advance community aesthetics and dialogue.

Arts education helps every student.

GOAL THREE: Incorporate the arts into the education of every Washington student, kindergarten through grade 12, to ensure a complete and balanced education.

Washington supports its artistic resources.

GOAL FOUR: Expand public and private support for the arts to increase resources, improve policies, and enrich understanding and awareness.

In 2002, the Arts Commission identified **Four Activities** that we pursue to produce a product, service or result. These activities correlate with the agency budget and performance measures as submitted to the Office of Financial Management and are directly related to our goals and vision.

- *Fund the growth, development, and stability of arts organizations in local communities.*
- *Acquire and conserve the state art collection.*
- *Support the arts as basic education.*
- *Build participation in the arts.*

Goals, Objectives and Strategies

GOAL ONE – EXPAND PUBLIC ACCESS TO AND PARTICIPATION IN THE ARTS TO INCREASE CULTURAL OPPORTUNITIES AND IMPROVE COMMUNITY VITALITY.

Washington residents and visitors participate in the arts in many ways: attending arts events, creating art and contributing time or money to arts organizations and artists. The Arts Commission provides financial and technical support to organizations throughout Washington to reduce the cost of producing or presenting artistic events for the public, to increase outreach to underserved communities and to encourage partnerships that foster local arts programming. Additionally, Arts Commission funding leverages other funding from local and federal government, corporations, foundations and individuals.

Objective One: Invest in arts organizations and artists to provide broad public benefit.

Strategies:

- Enhance the artistic quality and organizational capacity of arts organizations through grants and contracts for services.
- Strengthen the management skills of emerging and established arts organizations and artists through technical assistance.

Objective Two: Increase support for arts and culture in underserved communities.

Strategies:

- Expand the capacity of arts organizations serving ethnic, rural, or low-income communities and people with disabilities through grants and training.
- Support and promote access to, and inclusion in, the arts for people with disabilities through partnerships, planning and training.
- Preserve, present and protect folk and traditional arts through apprenticeship and fellowship grants, projects and recognition.

Objective Three: Expand arts opportunities in local communities.

Strategies:

- Encourage and support arts programs and services provided by public agencies including parks and libraries.
- Support local efforts to develop arts programs and facilities by providing technical assistance, information and referral services.

Agency Activities Supported: Fund the growth, development, and stability of arts organizations in local communities and Build Participation in the Arts.

GOAL TWO – INTEGRATE PUBLIC ART INTO THE STATE’S BUILT ENVIRONMENT TO ADVANCE COMMUNITY AESTHETICS AND DIALOGUE.

Public art enhances public spaces, encouraging community dialogue and participation in the arts. The Arts Commission’s Art in Public Places program, established in 1974, has over 4,500 artworks integrated into the state’s built environment (e.g. state agencies, community colleges, universities, public schools, and parks). In 2005, the Arts Commission approved the *ArtCare* collection management plan to establish policies and procedures for stewardship of the State Art Collection as an important cultural resource.

Objective One: Manage acquisition of professionally designed, created and installed artworks for the State Art Collection.

Strategies:

- Acquire artwork through site-responsive commissioned artworks and curated collections of artworks.
- Present contemporary artworks by diverse professional artists working in a variety of methods and media through the Public Artist Roster.
- Ensure professionally managed fabrication and installation of artwork through effective communication and collaboration with artists and partner agencies (public schools, state agencies, colleges, and universities).

Objective Two: Promote collection care and conservation best practices through the implementation of the *ArtCare* collection management plan.

Strategies:

- Support partner agencies in providing routine cleaning and maintenance of artwork in the State Art Collection.
- Provide stewardship of the State Art Collection through artwork conservation (e.g. repair, restoration) and deaccession.
- Increase the Arts Commission’s impact on artwork conservation projects through the implementation of legislated policies.

Objective Three: Increase access to public art and promote the State Art Collection.

Strategies:

- Provide access to and promote the State Art Collection through digital technology.
- Work with partner agencies to provide community experiences with artists (i.e. artist seminars on installed public artworks).
- Enhance policies that support public art at the state and local level.

Agency Activity Supported: *Acquire and conserve the state art collection.*

GOAL THREE – INCORPORATE THE ARTS INTO THE EDUCATION OF EVERY WASHINGTON STUDENT, KINDERGARTEN THROUGH GRADE 12, TO ENSURE A COMPLETE AND BALANCED EDUCATION.

Arts education helps every student, and is a vital part of a complete and well-rounded education. The Arts Commission is helping communities build strong arts education programming that responds to the Essential Academic Learning Requirements in the Arts. Our funding promotes the use of local resources and the development of local arts education expertise, and nurtures community-based partnerships between public schools, arts organizations and teaching artists, parents, and other local arts education supporters. Research shows us that arts education helps students develop critical 21st century skills, keeps students more engaged in school, enhances student achievement both inside and outside the classroom, and helps to foster a creative workforce, healthy communities, and educated citizens. The Arts Commission’s own study, *Arts Education Resources Initiative*, demonstrates that while there are many exemplary programs in our state, the majority of our public schools need additional support, training, and other resources in order to meet the goal of *Arts for Every Student*.

Objective One: Improve teaching and learning in and through the arts in K-12 public schools by providing technical and financial resources.

Strategies:

- Support Washington’s public education goals by coordinating our Arts in Education programs with the policies and strategies of the Office of the Superintendent of Public Instruction (OSPI).
- Support arts education that is standards-based, comprehensive, sequential, and sustainable, by providing grants and training to community-based partnerships involving arts organizations, artists, and schools.
- Strengthen the arts teaching workforce (e.g. teaching artists, arts organizations, classroom teachers, and arts specialists) through a juried roster of teaching artists, and investments in training and curriculum.

Objective Two: Provide and use information to advance thinking and practice in arts education.

Strategies:

- Use the Arts Education Resources Initiative (AERI) as a foundation for Arts in Education programs and continued statewide research.
- Expand support for arts education through agency communications and trainings, and strategic partnerships with statewide arts organizations.
- Seek out and share information including best practices and emerging models in arts education.

Agency Activity Supported: *Support the arts as basic education.*

GOAL FOUR – EXPAND PUBLIC AND PRIVATE SUPPORT FOR THE ARTS TO INCREASE RESOURCES, IMPROVE POLICIES, AND ENRICH UNDERSTANDING AND AWARENESS.

The state of Washington supports its artistic resources, and the Arts Commission is uniquely positioned to enhance statewide support for the arts and increase awareness of the role the arts play in the creative economy and quality of life in Washington. Research consistently demonstrates the important contribution that the arts make to vital thriving downtowns, and that healthy arts organizations support healthy communities.

Objective One: Expand understanding of the public benefit of the arts.

Strategies:

- Broadly share information with constituents and the public through agency communications tools.
- Continue to track how the arts contribute to the creative health of Washington and our communities through the Creative Vitality Index.
- Promote Washington arts in the state's tourism marketing efforts and ensure they are represented in tourism governance and decision making through partnerships with related state agencies and information sharing.

Objective Two: Expand support for the arts.

Strategies:

- Strengthen public and private financial support for the arts to leverage other resources.
- Promote involvement and volunteerism in the arts statewide through agency-supported trainings, communications and partnerships.

Objective Three: Develop and advance public policy initiatives that enhance the arts environment in Washington State.

Strategies:

- Integrate the arts with the state's agenda for international trade, diplomacy and tourism through targeted initiatives with government agencies and the private sector.
- Support a sustainable business environment for artists and arts organizations through initiatives such as the Washington Artists Health Insurance Project (WAHIP).

Agency Activity Supported: *All*.

Priorities of Government and the Arts

A thriving arts environment contributes to Washington's priorities of government, recognized as the core of what government must do and do well for Washington. The 2005 Priorities of Government identifies, "**Improve cultural and recreational opportunities throughout the state**" as a statewide result that citizens expect most from government. Additionally, the arts contribute to other Priorities of Government:

Arts organizations and artists provide a public benefit.

The arts improve the **quality and productivity of our workforce** by enhancing the quality of life that is key to recruiting and retaining workers, contributing to the "creative economy", and helping to create a livable environment at work and in the community.

In recent years, the arts have been increasingly acknowledged as an important part of the economy. Richard Florida's bestselling book, *The Rise of the Creative Class*, places the arts firmly at the center of our knowledge driven economy.

The arts improve the **health of Washington citizens** by contributing to healthy lifestyles, facilitating healing and grieving, and increasing overall joy and enthusiasm.

The Arts Commission, Washington Services for the Blind, Department of Health and other members, are part of the *Washington Arts in Healthcare Network (WAHN)*. Established as an educational base for raising people's awareness about the value of art and artists in healthcare, medicine, and healing.

Public art enhances public spaces.

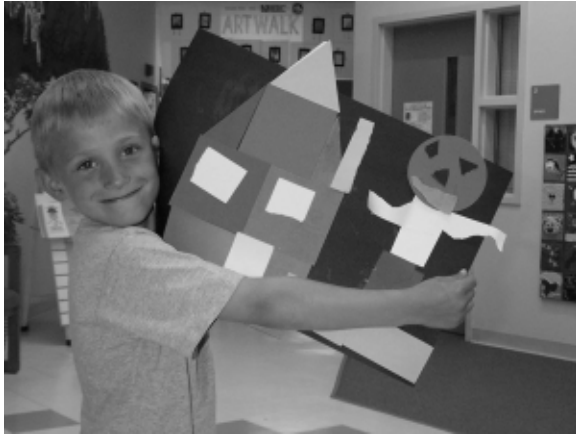
The arts improve the **economic vitality of businesses and individuals** through the revitalization of communities and downtowns, as is evident across the state, from the museum district of downtown Tacoma to the CREATE place in Newport, the Centrum Jazz Festival in Port Angeles and the murals in Toppenish.

The Arts Commission's *Arts Participation Initiative* has contributed to the rejuvenation of downtown Wapato. A rubble-strewn lot was converted into a thriving city park when five sculptures were created and installed by local students with the help of professional artists. The sculptures represent the diverse cultural heritage of Wapato's Hispanic, Native American, Japanese, Filipino, and Anglo residents and have become the focal point of downtown revitalization. Community festivals, gatherings and events are drawing residents back downtown. Once a main street with more than half of the storefronts closed, there are now only a few vacancies.



Arts education helps every student.

The arts improve **student achievement** as part of a complete education, and contribute to increased attendance, student leadership and self-esteem.



Mountain Meadow Elementary School, in Buckley, has made a major commitment to arts education for all its students, in tandem with intensive professional development for teachers. Its successful work in the arts is a result of school and community commitment and leadership combined with district support, strong partnerships, and support from the Arts Commission's Community Consortium Grants program. School Principal Janel Keating reports that as their emphasis on the arts has increased, test scores in all

areas have risen. With 32 percent of its students eligible for free or reduced-price lunch, Mountain Meadow ranked seventh statewide in combined reading, writing, and math WASL scores.

The arts improve the value of state college or university education (**postsecondary learning**), enriching the environment and exposing students to potential arts related career opportunities in arts, culture, heritage and creative enterprises.

The Kane Hall Collection, a permanent exhibition of fourteen artworks by nine nationally recognized artists, was dedicated in 2005 to pay tribute to the diversity of the University of Washington Campus community. The formation of the collection was the culmination of a long-term collaboration between student minority leaders, the University of Washington, and the Arts Commission's Art in Public Places Program. Students first approached Kurt Kiefer, University of Washington's campus arts administrator, in 1991 to discuss ways to make the physical campus more representative of the diverse people who work and study there. "This is the University's first attempt at a physical representation of diversity," Kiefer said, "and we wanted to be sure we did it right."

Washington supports its artistic resources.

With the establishment of the Arts Commission in 1961, the continued support of the Governor, State Legislature and the citizens of Washington State, and as identified in the 2005 Priorities of Government, **arts and cultural opportunities** throughout the State are a priority of State Government and an important legacy for this and future generations.

Our External Environment

The Arts Commission assesses our external environment using tools including surveys and polls of constituents, study of grantee data, trend analysis, statewide research and innovative data collection efforts.

Economic trends, determined through recent surveys of Arts Commission grantees, indicate that most large arts organizations (63%) supported by Arts Commission grants had a deficit or revenue shortfall in FY05, primarily due to increased costs for facilities, labor, materials and inflation.

Cultural tourism is the fastest growing sector of tourism, and arts organizations in rural and urban communities are seeing new tourism-related audiences, partnerships, and program opportunities. The Travel Industry Association of America (TIA) confirms that cultural tourists spend more, stay longer, and attend more than one cultural attraction. Museums, festivals, galleries, and performances are of growing importance to tourists.

The success of **international trade** and diplomacy often depends on bridges of understanding such as those developed through music, dance, theater, and visual arts. There is an increased effort to promote Washington's trade efforts, and cultural resources are an important part of the state's trade agenda, including promoting international tourism, by coordinating arts experiences for visiting delegations, and developing documentation to be used in state promotions and publications.

The Arts Commission established the **Creative Vitality Index (CVI)** as an annual measure of the health of the creative economy in a city, county, state or other geographic region. Using readily available, inexpensive data, we track arts-related employment and community participation in the arts. The Creative Vitality Index provides the Arts Commission with a method of tracking the big picture view of the arts in Washington State.

- CVI Index numbers show that Washington State has a higher creative vitality quotient than the nation as a whole (1.33 to 1).
- Washington's arts-related employment is significantly higher (1.76 to 1).
- The creative sector plays an important role in our cities; Seattle and Spokane both have index numbers higher than the national figure.

Launched in 2005 for Washington State, the CVI will be updated yearly. Other states and cities are adopting the CVI model; it will be introduced in Oregon and Denver in coming years.

The **Arts Education Resources Initiative (AERI)** was developed to help us learn about the state of arts education in our state – what is working, where we can improve, and what we can do, working together, to provide high quality arts education for our state's students. The report *Arts Education Resources Initiative: Arts for Every Student* and related research have revealed many things about arts education in Washington:

- Examples of good arts education instruction and programs exist, but often these programs do not meet their potential: curriculum is not adequately documented, or is not aligned with Washington State learning standards or assessment goals; districts lack hiring plans; and budgets are inadequate.
- Music (often band and choir) and visual arts are taught with relative frequency, but the arts have a hard time competing for instruction time in the high-stakes testing context. In many communities, the arts are discretionary.
- Across the state there is a commitment to arts education: principals, classroom teachers, arts educators and superintendents believe strongly that "it can be done."
- Principals who see positive change in their abilities to deliver arts education credit a variety of factors: community members with arts interests, teachers and administrators, state standards, and the involvement of the Washington State Arts Commission.

The *Arts Education Resources Initiative* is a valuable tool, furthering discussion and providing a benchmark for arts education in Washington; the Arts Commission is committed to conducting the study again next biennium.

The Arts Commission's **constituency** is becoming ever more diverse:

- An increasingly diverse population requires specialized approaches, techniques, and innovations.
- Some arts organizations – especially those with volunteer staff – value the outreach, technical assistance, and capacity building services of Arts Commission staff – as well as grant dollars to provide programming. However, some say grant application forms are too complex in relationship to the grant amount awarded.

New Governor lead initiatives and recently passed legislation have had a positive **policy** impact on the work of the Arts Commission:

- HB2188, passed with an effective date of July 24, 2005, allows capital budget funding available through the ½ of 1% artwork allocation to be used for conservation of the State Art Collection.
- The Governor's Plain Talk initiative has improved our constituent communications, making them clearer and reducing staff time spent answering follow-up questions.
- The Government Management Accountability and Performance (GMAP) initiative has enabled us to improve our strategic planning, recognize accomplishments, monitor how we are doing, and allowed us to make better, more informed decisions.
- The Priorities of Government (POG) process has enabled the Arts Commission to clarify how the arts contribute to the priorities of government, and strengthened our working partnerships with other state agencies. The Folk Arts and the Parks initiative is a direct result of POG. (See *Priorities of Government and the Arts* above.)

Information Sources

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Photo Credits

Cover: Images from Arts Commission programs and partners: Art in Public Places, Arts Participation Initiative, Folk Arts, Grants to Organizations and others.

Page 4 left: Folklórico Dancers performing at Wenatchee Confluence State Park as part of The Folk & Traditional Arts in the Parks Program, a Partnership of the Washington State Parks and Recreation Commission and the Arts Commission. Photo by Jens Lund.

Page 4 middle: Steve Gardner, *The Four Elements* (Water detail), 2003. Installed on the University of Washington Tacoma campus as part of the Art in Public Places ½ of one percent for art program.

Page 4 right: Student participants at the 2005 Seattle Children's Theatre Drama School, a recipient of an Institutional Support grant from the Arts Commission's Grants to Organizations program. Photo by Chris Bennion.

Page 10: Painted metal (detail) for a wall mural by youth artists in Wapato, sponsored by Northwest Learning and Achievement as part of the Arts Commission's Arts Participation Initiative.

Page 11: Student and his artwork at Mountain Meadow Elementary School in Buckley, recipients of a Community Consortia grant from the Art Commission's Arts in Education program.