

Washington State Arts Commission

Strategic Planning Goals and Objectives: 2017-2021

Goal 1: Expand arts participation in communities across Washington State, with a focus on cultural equity, to ensure all people have access to the arts.

Objective 1: Maintain strategic investments in arts programming to build participation in the arts across the state.

- a. Invest in communities through grants that support a wide range of arts experiences.
- b. Update grant program guidelines and improve outreach to increase arts access for underserved communities. (+)
- c. Seek opportunities to reach underserved counties through ArtsWA funded initiatives.

Objective 2: Build capacity for organizations and communities that are working to expand participation in the arts.

- a. Provide technical support, webinars, convenings, and professional development for the field.
- b. Develop partnerships with non-arts agencies and organizations to build connections between the arts and other sectors.

Objective 3: Include individuals from diverse backgrounds on all panels and committees.

- a. Reflect the diverse artistic, professional, regional, racial, and cultural backgrounds, as well as gender and age in building committees and panels. (+)
- b. Strive for geographically, ethnically and professionally diverse makeup of the ArtsWA board and staff. (+)

Goal 2: Build leadership and resources in and for the arts.

Objective 1: Increase the agency's statewide leadership role by shaping policies, supporting legislation, and exploring funding opportunities.

- a. Develop and recommend arts-related policies that would benefit our state, including enabling legislation for a statewide Creative Districts program.
- b. Seek funding sources outside traditional public funds that complement the Arts Commission's state appropriations.
- c. Educate stakeholders, legislators, and community leaders about the cultural and economic impact of the arts and the impact of the creative industries on local and regional economies.

Objective 2: Increase awareness of ArtsWA programs and their impact through a cohesive communications and media plan.

- a. Share relevant news and information through the ArtsWA website, publications, presentations, and social media.
- b. Promote arts and arts participation by employing Internet platforms such as webcasts, blogs, and webinars.
- c. Explore best practices for innovative communications and outreach.
- d. Produce an annual report highlighting ArtsWA programs and successes.

Objective 3: Maintain and increase relationships with key government and private sector leaders.

- a. Involve key leaders in agency-wide programs and convenings.
- b. Build relationships with leaders across arts and education sectors through new partnerships with state and regional arts/education leaders.
- c. Continue active participation at the Goal Council level with Results Washington in Goal 1 (World Class Education) and Goal 2 (Prosperous Economy).
- d. Maintain meaningful connections with former board members.

Objective 4: Build ArtsWA board leadership capacity by increasing educational opportunities.

- a. Maximize the effectiveness of board members as advocates for the arts and for ArtsWA through board trainings.
- b. Strengthen commissioners' orientation and board toolkit.
- c. Conduct ArtsWA board meetings and convenings in geographically diverse locations each year. (+)
- d. Engage board members' participation on agency panels and other agency activities.

Goal 3: Activate and enhance public buildings and campuses through the acquisition, stewardship, and presentation of the State Art Collection.

Objective 1: Deepen community engagement with the State Art Collection.

- a. Empower all Art Selection Committees to select artists or curators, and approve public art projects that are reflective of their local values, histories, or culture.
- b. Introduce criteria in K-12 Pooled Funds guidelines that promote geographic and socio-economic equity in public art project allocations. (+)
- c. Strengthen program guidelines instructing partner agencies to seek ethnicity and gender balance in the formation of their local Art Selection Committees. (+)
- d. Develop online exhibitions in My Public Art Portal highlighting artwork by women and artists of color. (+)
- e. Expand K-12 public school engagement with the State Art Collection as outlined in Goal 4-1d.

Objective 2: Improve long-term care and conservation of the State Art Collection.

- a. Complete a statewide, hands-on assessment of the Collection.
- b. Secure a Collections Technician to respond to immediate needs identified by the collection assessment and improve preventive conservation.
- c. Increase biennial funding for conservation services.
- d. Secure appropriate storage facility for artworks not on display.

Objective 3: Develop the web-based presentation of the State Art Collection through My Public Art Portal.

- a. Complete content development of My Public Art Portal for Phase 3.
- b. Engage arts educators with My Public Art Portal as a tool for learning.
- c. Implement evaluations of My Public Art Portal functionality to optimize the user experience.

Objective 4: Maintain clear acquisition and collection care policies and practices in order to acquire enduring public art for Washington’s public schools, colleges, universities, and state agencies.

- a. Review program practices and policies, including contracts and Interagency Agreements, and update as necessary to ensure equity in our selections. (+)
- b. Participate in trainings and conferences to align with best practices in the field and bring new perspectives to ongoing and future program needs.
- c. Develop long-term strategies for responding to needs identified in collection assessment.

Goal 4: Strengthen arts education as part of and fundamental to K-12 basic education.

Objective 1: Maintain or increase strategic investments that expand and improve high quality arts learning for all students as part of basic education.

- a. Catalyze and support local partnerships among arts organizations, schools, and community organizations.
- b. Build and support strong collaborations and best practices in arts teaching and learning.
- c. Maximize grantee success and investment impact through program evaluation efforts.
- d. Develop new resources and strategies to support participatory arts learning in conjunction with State Art Collection acquisitions at K-12 schools, including the development of new toolkit for use in all new acquisition processes, and support of at least one teaching artist residency each biennium.

Objective 2: Increase the capacity of the arts teaching workforce of classroom teachers, teaching artists, and arts education leaders.

- a. Cultivate the field of professional teaching artists, with a focus on those working in K-12 schools, through programs including the Washington State Teaching Artist Training Lab (TAT Lab) and the Roster of Teaching Artists.
- b. Foster collaboration among arts educators and support aligned approaches.
- c. Provide access to specific training opportunities for arts educators addressing social justice and racial equity in K-12 settings. (+)

Objective 3: Maintain or increase active partnerships with regional, state-level, and national arts and education organizations to develop, align, and promote policies supporting K-12 arts education.

- a. Maintain close coordination with key state-level organizations including the Office of Superintendent of Public Instruction (OSPI) and ArtsEd Washington.
- b. Maintain up-to-date knowledge of policies and emerging arts education models and initiatives.
- c. Present on arts education topics to those in the arts and education communities.

Objective 4: Maintain effective management and state-level production of the National Endowment for the Arts-sponsored Poetry Out Loud program.

- a. Maintain regional partners outside the Puget Sound region.
- b. Sustain enrollment of at least 60 high schools each year, representing at least 20 counties.
- c. Deepen engagement by building a new partnership with the Educational Service District network of English Language Arts leaders.

Goal 5: Advance efficient, effective, and relevant practices across all agency programs and services.

Objective 1: Acquire and update technology to maximize efficiencies and accessibility.

- a. Develop and implement a technology plan that outlines agency needs and update it each year.
- b. Pursue state funding and other resources to improve technology that meets industry standards.
- c. Build a more robust and accessible internal data management system.
- d. Update My Public Art Portal's web design and organizational structure to improve usability.

Objective 2: Implement continuing process improvement across the agency for efficiency and consistency including, but not limited to:

- a. Fiscal processes.
- b. Budget review systems.
- c. Contracting processes.
- d. Grant making processes.
- e. Internal and external policies and procedures, including diversity, access, and Minority & Women's Business Enterprises (MWBE) initiative. (+)

Objective 3: Maintain a commitment to employee training and development.

- a. Ensure all staff complete required state training requirements.
- b. Maintain the practice of an annual employee personal development plan that links employee growth to the goals of the job and the organization.
- c. Conduct all-staff trainings on cultural diversity and social justice. (+)

Crosscutting Objective: Increase our specific and intentional efforts around social justice by ensuring that ArtsWA-funded activities and work are reflective of Washington's diverse populations including cultural diversity, artistic disciplines, geographic locations, and underserved populations.

(+) Indicates strategies that relate to the Crosscutting Objective.