

The Wisconsin Arts Board's Strategic Plan for FY2009-2011*
Executive Summary

The Wisconsin Arts Board's Goals:

- Nurture Creativity and Cultivate Expression
- Advance the Arts to and with the People of Wisconsin
- Support the Arts in Education
- Draw Upon the Arts to Stimulate Community and Economic Development
- Serve as a Resource for People of Every Culture and Heritage throughout Wisconsin
- Build the Organizational Capacity of the Wisconsin Arts Board

Focus:

The Arts Board's FY2009-2011 agency plan guides the work of our agency from July 1, 2008 – June 30, 2011. During this three year period we focus staff, board members, technical assistance and grant dollar resources primarily on *arts education* and *community and economic development*. We strategically allocate our resources to move us toward attaining all of our goals. Our planning philosophy determines that we keep our goals strong, born of our mission and vision and aligned with our positioning statement, which is Creativity. Culture. Community. Commerce. Our goals must also be grounded in current reality and resources, and so we do not include low priority items in our plan.

In addition to our ongoing work in areas such as serving under-served communities, the folk and traditional arts, community development, and arts education, several initiatives throughout this plan serve as “rallying points” for our resources:

- the work of the Wisconsin Task Force on Education and Creativity;
- our agency's active leadership of Film Wisconsin and the development and implementation of our state's tax incentives for the film, television and video game industries;
- acting on very strong recommendations from our grants panel evaluation process to produce and travel statewide a series of workshops that provide intensive and specific technical assistance from national, regional and state experts to Wisconsin's arts groups and artists;
- providing advice and counsel - and seeking feedback - regarding the recent changes to our grant programs that resulted in the two new programs “Creation and Presentation” and “Creative Communities;” and
- educating and working with our grantee partners to communicate the public value of the work that our agency and our partners provide to our communities.

Agency Direction:

Our previously noted agency focus guides us in the direction of our vision, which is that the arts are basic to human life and essential to the human spirit.

* July 1, 2008 – June 30, 2011

WISCONSIN ARTS BOARD
Creativity. Culture. Community. Commerce.

Mission Statement

The Wisconsin Arts Board is the state agency which nurtures creativity, cultivates expression, advances the arts, supports the arts in education, stimulates community and economic development and serves as a resource for people of every culture and heritage.

Vision

The Wisconsin Arts Board vision is inspired by a quote from the late Robert E. Gard, Professor Emeritus of Community Theatre, University of Wisconsin:

“If we are seeking in America, let it be for the reality of democracy in the arts. Let art begin at home and let it spread through the children and the parents, and through the schools and the institutions, and through government. And let us start by acceptance, not negation - acceptance that the arts are important everywhere, and that they can exist and flourish in small places as well as large, with money or without it, according to the will of the people. Let us put firmly and permanently aside the cliché that the arts are a frill. Let us accept the goodness of art where we are now, and expand its worth in the places where people live.”

We embrace this vision: it guides our belief that the arts are basic to human life and essential to the human spirit.

Values

The Wisconsin Arts Board values:

- creativity
- curiosity
- artistic quality
- community engagement
- respect and appreciation for all cultures and people
- imagination
- freedom of expression
- a broad definition of the arts
- audience and patron development

Goals

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“The Wisconsin Arts Board is the state agency that nurtures creativity, cultivates expression, advances the arts, supports the arts in education, stimulates community and economic development, and serves as a resource for people of every culture and heritage.”

Wisconsin Arts Board 2009-2011 Strategic Plan

A. Nurture Creativity and Cultivate Expression

The Wisconsin Arts Board works to enhance Wisconsin’s extraordinary environment for nurturing expression and encouraging creative work, encouraging artists to remain in Wisconsin while attracting and retaining new artists.

- **Help develop and coordinate networks of people and resources.**
 - Provide networking opportunities for artists intra- and inter-discipline
 - continue Urban Artists Initiative
 - support artist networking efforts of ArtsBuild in southwestern WI
 - encourage the networking and economic development work of the Northwest Heritage Passage in northwestern WI
 - develop a Percent for Art mentorship program for public art artists
 - connect artists with each other at the Midwest Folklife Festival
 - Promote Wisconsin artists to Wisconsin’s arts groups and communities
 - via WAB’s Touring and Arts Education Artist Directory
 - via Portalwisconsin.org’s online gallery
 - via *Wisconsin Folks* website
 - via Midwest Folklife Festival
 - via supporting showcases at the Wisconsin Presenters Network gatherings
 - via Wisconsin Teachers of Local Culture’s “Here At Home” tours
 - Help address burn-out and re-invigoration issues among arts groups
 - include on fall, 2008 workshop agenda as subtext for Evaluation and Leadership Succession workshops
 - include tips and peer advice on website under **Toolkit for the Economic Crisis** link
 - Help arts community determine how to turn crises into strengths
 - include tips and peer advice on website
 - Encourage larger arts groups to include support for the local arts, culture and community in their work
 - via promotion of *Wisconsin Folks* website
 - Assist the arts community to develop partnerships beyond the creative community while remaining focused on its own clear agenda

- Help arts groups with similar missions find opportunities to partner in their programmatic and administrative activities
- Help groups that work with guest artists to share information about the availability of those artists
 - support the efforts of Wisconsin Presenters Network's wish list and block booking activities
- With partners, bring emerging and established arts groups working in the same field together
 - via the Cultural Facilities Assistance program grants
- Encourage efforts to bring business and other leaders together with members of the arts community in mutually beneficial exchanges
 - support and distribute research on WI's creative economy
- Explore links with the arts activities of WI's tribes and bands, and WI's broader statewide arts community
 - meet with members of tribes and bands to discuss links
 - assist with the Native Arts Market
 - support the Oneida Nation Arts Program's "Seeds" Project
 - develop the Woodland Indian Arts Initiative
 - work with Native American Tourism organization
 - connect individual native artists and their efforts to broader community's arts groups
- Work regionally in-state to help artists and arts groups connect.
 - encourage regional gatherings led by regional people
 - continue town meetings
 - promote WAB Board members as regional resources and contacts for the region's artists and arts groups
 - support artist networking efforts of ArtsBuild in southwestern WI
 - support artist networking efforts of MARN
 - support artist networking efforts of Northwest Heritage Passage
 - encourage Regranting partners to hold award ceremonies/gatherings
- **Provide grants that support creative work and cultivate expression.**
 - Advocate and provide funding for local organizations to support local artists on balance with out-of-town artists
 - Reinstate the Folk Arts Apprenticeship Program
- **Provide services that support creative work and cultivate expression.**
 - Advocate for freedom of expression and artistic autonomy
 - Advocate for the broadest possible definition of the arts
 - continue broad focus of our folk and traditional arts programs
 - via regional meetings and "creative economy" presentations

- Provide resources for artists to further develop business skills
 - in partnership with Arts Wisconsin, provide statewide artist professional development/business workshops
 - via Percent for Art public art artist mentorship program
- Assist artists in marketing their work
 - encourage them to apply to Portalwisconsin.org's online gallery
 - continue curating the Arts Board's gallery in the Department of Administration building
 - assist other state agencies in developing a WI artist exhibit space in their facilities when requested
 - continue curating the Lt. Governor's office gallery
 - act as a resource/partner for other marketing outlets
- Assist arts organizations to market their events with support from grants from the Joint Effort Marketing (JEM) Program of the Department of Tourism
 - WAB Executive Director chairs the JEM grant committee
- Support the Wisconsin Art Museums and Gallery Guide Map
- Promote the Arts Board's (and other) services to artists, consistently
- Promote Arts Board fellowship recipients more creatively
 - work with partners to produce a tour over the two year period
 - work with partners to present readings of literary fellows
 - highlight recipients in publications and website
- Assist arts groups when they reach the end of their life cycle
- Provide assistance to strengthen WI's under-represented art forms and groups
- Include the spectrum of what the arts are on our website, from folk arts to fine arts and beyond.
- With partners, help local arts groups and artists develop and use tools for raising support and funding
 - via the Cultural Facilities Assistance program
 - via tools posted on our website

B. Advance the Arts to and with the People of Wisconsin

- **Promote the cultural, economic and educational value of the arts in Wisconsin through dynamic public relations efforts.**
 - Work with WI Public Radio, WI Public TV, alternative radio stations and local cable access channels to promote the value of the arts

- promote use of Portalwisconsin.org
 - help media focus on positive current art activities
- With partners, help local arts supporters educate and advocate effectively to local supporters and audiences for continued support and increased giving
- Continue to electronically disseminate daily *Wisconsin Arts News*
- Showcase some of WI's programs to a national audience
 - via the Creativity in Arts Education Task Force's work and materials that come from the conference and press announcement
- Continue to develop Film Wisconsin as a strong organization
- Continue to develop the WI Alliance for Arts Education as a strong organization
- **Provide systematic public recognition for local arts activities and activators.**
 - Educate the public on the richness of the work that WI artists are creating
 - use our website to spotlight activities
 - use Portalwisconsin.org to spotlight activities
 - use Portalwisconsin.org's artist gallery to highlight WI artists' work
 - support Portalwisconsin.org's blogs by artists and interested others
 - Send list of Arts Board grantees located in each region to the Arts Board's Regranting organizations and local/state/national representatives, and via WI Arts News, with ideas for local recognition activities.
 - Endorse local arts groups through WAB staff/board visits
 - Continue support for Portalwisconsin.org and help increase its visibility
 - Continue support for the Art Museums and Galleries map project
- **Advocate effectively to public leaders about the importance of the arts.**
 - With partners, provide tools to state legislators and local public officials to help them communicate to and connect with their constituents
 - With partners, show clear statistical and anecdotal examples of how cuts to the Arts Board's budget, and local public support of the arts and arts education are affecting WI's citizens
 - With partners, help local arts supporters educate and advocate effectively
 - require grantees to articulate the public value of their work in the arts to their legislators, congresspeople, Governor, and local officials

- provide Best Practice samples of public value articulation on our website
- With partners, advocate for tax and other incentives for the film, TV, and video gaming industries in WI, and promote the economic impact of these industries
- Work with Arts Wisconsin and the state's arts community to articulate a clear set of goals toward which the arts community can reach and advocate

C. Support the Arts in Education

- **Catalyze the statewide effort to establish the arts as core curriculum, pre-K through 16, and as a tool to enhance education in other subjects.**
 - With partners, ensure access to sequential pre-K through 16 arts education for the development of the child, the community, and the economy.
 - With partners from other arts education-related groups, advocate for funding for appropriate arts teaching positions in the public schools
 - With partners, advocate for the arts standards set by the Department of Public Instruction in Visual Art, Dance, Design, Music, and Theater.
 - With partners, encourage schools to maintain a budget for out of school learning activities as well as in-school artist residencies, including the necessary bussing
 - In addition to teaching the intrinsic value of the arts and of creating art, encourage arts education that provides youth with foundational knowledge for being the present and future arts audience, donor base, volunteer base, and paid staff by incorporating the importance of these roles into the teaching of the specific content for the various art forms.
 - Promote the *Wisconsin Folks* website as an example of how the arts enhance education in other subjects
- **Assist and support artists working in arts education with grants and services.**
 - With constituents, determine the most effective balance between funding extended artist teaching residencies and more popular "exposure" activities
 - With partners, train artists in how to become effective teaching artists, in and out of the classroom
 - Promote the educational components of the work of Wisconsin's artists
 - via Midwest Folklife Festival programming and website
 - via Touring and Arts Education Artists Directory
 - via *Wisconsin Folks* website

- via the daily *Arts News*
 - via Portalwisconsin.org
- **Provide information and resources to arts education advocates and decision makers.**
 - Participate in the NEA’s Education Leadership Institute in IL
 - Develop a strong Task Force on Arts and Creativity in Education in partnership with the State Superintendent
 - Strengthen the Wisconsin Alliance for Arts Education and the ecology of arts education in Wisconsin
 - Executive Director will continue to sit on the WAAE board and advise
 - Continue supporting the “Art. Ask for More.” Campaign
 - Provide information and resources at the Arts Board’s regional meetings and educational conferences
 - Support the Wisconsin Center for School Music Education
 - hold a quarterly WAB board meeting on site
 - provide funding for arts education groups to be tenant partners in the WI Center for School Music Education
 - Provide information, resources, and links on the Arts Board’s website
 - Support partner organizations’ efforts to develop an arts education site like *Wisconsin Folks*, and promote it
 - Assist partners’ efforts to analyze arts education issues
 - Lead in supporting and promoting research on the results of WI’s K-12 students not receiving adequate arts education
 - provide funding for a baseline study by the Wisconsin Alliance for Arts Education, Arts Wisconsin, and Music For All
 - With partners, encourage youth to be arts education activists on their own behalf
- **Advocate for inclusion of a diversity of cultures in arts education curricula.**
 - With partners, encourage education about the value of different cultures’ concepts of art, as well as the value of the artwork itself
 - Participate on the Department of Public Instruction’s Statewide Task Force on International Education and infuse the arts into that work

- Acquaint educators with the *Wisconsin Folks* website, and their own local arts resources
- Advocate through the Wisconsin Teachers of Local Culture group
 - model inclusion and teaching through Here at Home tour
- Support the work of Arts Midwest's World Fest program in Wisconsin, and its emphasis on arts education activities within its grant guidelines for presenters

D. Draw Upon the Arts to Stimulate Community and Economic Development

Assert and continue the Wisconsin Arts Board's leadership in and long history of community development through the arts; recognize that the ultimate purpose of economic and community development is to enable excellent "quality of place" where the arts thrive.

- **Attract and leverage increased investment in the arts in the state.**
 - Work with partners to make the case for the arts' role in "livable cities" with local public officials and developers
 - partner with ArtsBuild in southwestern Wisconsin
 - partner with Northwest Heritage Passage in northwestern WI
 - partner with the WI Department of Tourism
 - Work with Film Wisconsin to educate state officials about the film industry's key role in the state's economic well being
 - Work with Smart Growth Planning efforts
 - Articulate the value of the arts from the business perspective; effectively communicate that perspective to and with the business community
- **Work through partnerships among state agencies, local groups, regional groups, and national groups to focus attention on the beneficial influence of the arts on community development.**
 - Develop a Partnership Grant program that supports the regional development work of organizations like Arts Build and Northwest Heritage Passage
 - Continue partnership work with Arts Wisconsin
 - Work with the Robert E. Gard Wisconsin Idea Foundation and the School of the Arts at Rhinelander / UW Department of Liberal Studies and the Arts to create a workshop for teams of people (community and arts leaders) using The Arts in the Small Community book as foundational material
 - Work with the Robert E Gard Wisconsin Idea Foundation to produce a national symposium on the future of community arts development
 - Provide real numbers and anecdotes of the economic impact of the arts in WI

- coordinate the Wisconsin portion of the 2010/2011 Americans for the Arts' national *Arts and Economic Prosperity* study
 - Underwrite Wisconsin's participation in Americans for the Arts' *Creative Industries* research and subsequent report
- Promote the use of the economic impact calculator on the Americans for the Arts' website by community arts groups throughout Wisconsin
- Support the growth of Film Wisconsin as a viable organization
 - educate legislators, the Department of Commerce and other investors on the beneficial influence of the film arts on community development
- Work with the state Department of Commerce to promote the ways in which the arts are affecting downtown/main street development
 - participate in statewide Main Street Directors retreat to highlight arts
 - share outcomes and materials from the LAA workshop on commissioning public art with Main Street Directors and local leaders
- Work with the state Departments of Commerce and Tourism, and with local development offices to educate and encourage staff to keep the arts on their work agendas
- Deepen working relationship with other state level agencies
 - provide Arts Board expertise to their work
 - participate in their statewide conferences to reach their core constituencies
 - assist those that have Percent for Art artwork with conservation issues
- Work with the state Departments of Commerce and Tourism, and with local development offices to educate and encourage staff to keep the arts on their work agendas
- With other state agencies and statewide organizations, jointly advocate to local officials for increased funding for the arts
- **Act as a convener and connector for WI's creative communities.**
 - Work with Wisconsin Biotechnology and Medical Device Association, Wisconsin Manufacturers and Commerce, and the Wisconsin Technology Council
 - follow up on WBMDA's presentation by Sir Ken Robinson on the creative workforce, to determine how they can help support efforts to strengthen WI's creative communities

E. Serve as a Resource for People of Every Culture and Heritage throughout Wisconsin

- **Increase the number and demographic distribution of people who participate in the Wisconsin Arts Board’s programs.**
 - To address the demographic of geography, continue and increase inclusion of and support to rural communities
 - work more closely with WI Rural Partners and ArtsBuild to encourage participation from rural areas
 - increase number of grant proposal writing workshops held in rural areas; during them, emphasize the other services/resources we offer
 - To address the demographic of income level, continue and increase inclusion of and support to low income communities
 - continue to offer and subsidize “Artists: Making A Living” workshops
 - To address the demographic of race, continue and increase inclusion of and support to communities of color
 - with Department of Refugee Services, identify which communities have indicated an interest in further developing arts and cultural programs
 - continue work with Milwaukee's African American arts community on its website; use as a model in other communities
 - with Wisconsin’s eleven tribes and bands, develop the Woodland Indian Arts Initiative
 - Provide tools for communities to bring elders and youth together to pass on the traditions, handicrafts, culture and stories of that community
 - partner with local arts agencies to encourage, develop and support such programs through the Regranting Program and other means
- **Function as Wisconsin’s center for information on arts and culture, and as an initiator of research on arts and culture.**
 - Stay current with what arts and cultural groups are doing/producing
 - Promote under-represented art forms
 - Articulate trends in the arts and supporting the arts in Wisconsin, and connect the dots
 - conduct a series of conversations statewide – using the regional meetings and other opportunities – about how various groups and communities are working with the issues of public value and the creative economy
 - develop a Best Practices page on the website that shares this information – starting with the Creation and Presentation grantees
 - Commission/support pertinent studies and publications and disseminate them

- support the dissemination of The Arts in the Small Community publication
- commission/participate in Americans for the Arts' *Arts and Economic Prosperity* study for Wisconsin
- commission/participate in Americans for the Arts' *Creative Industries* study for Wisconsin
- With partners, collect and disseminate useful information from and to the local level via surveys, email and phone and professional data-gathering
 - coordinate Americans for the Arts' (AFTA) statewide 2010/2011 economic prosperity study
 - commission AFTA to conduct a Creative Industries report for WI
 - conduct study of local arts re-granting agencies with Arts Wisconsin
- Disseminate "best practices" via website, site visits and regional meetings
 - disseminate to new presenters via the Cultural Facilities Assistance program
 - disseminate best public art practices through mentorship program
- With partners, develop, compile and communicate the intellectual argument for the public value of the arts
 - require applicants to articulate the public value of their work in the arts within their grant applications
 - require grantees to articulate the public value of their work in the arts to their legislators, congresspeople, Governor and local officials
 - provide Best Practice samples of public value articulation on our website
- **Provide technical assistance**
 - Hold staff site visits and face-to-face technical assistance sessions in ethnic community gathering places
 - With partners, provide artists and arts groups with technical assistance on various topics that come out of panel, staff, or other constituent evaluations
 - Offer to provide intensive technical assistance to groups that are not doing well, or connect them with technical assistance from other sources
 - Develop or tap into existing resource teams
 - continue to add new artists to the public art mentorship program
 - Be more directly involved in new, developing local arts agencies as a facilitator and technical resource
 - when the local arts agency is also a presenter, via the Cultural Facilities Assistance program; when not, via in person meetings

- Promote applicant attention to open panel meetings more effectively
 - via phone, email and site visits if possible, have a minimum of 20% of the applicant pool attend in person
 - post mp3 recordings of the panel meetings on our website so that applicants far away from Madison can hear the panels unedited discussion of their (and others') applications via a password
- **Advocate and provide technical assistance for cultural inclusion within Wisconsin's arts community**
 - Work with partners to help arts groups know those in their field who work in and come from culturally diverse communities, and facilitate intra- and inter-field communication

F. Build the Organizational Capacity of the Wisconsin Arts Board

- **Encourage the Legislature to fund the Wisconsin Arts Board at \$1 per capita**
 - Develop and implement the New Economy Funding Initiative
- **Develop a Leadership Succession Plan for Staff and Board**
 - Put into practice the suggestions in the Illinois Arts Alliance's toolkit for Leadership Succession Planning for Arts Organizations
- **Evaluate programs, staff and board for focus, effectiveness and range of services.**
 - Evaluate what the Arts Board does best and focus on those strengths
 - If the evaluation warrants this, take apart the current program structure and more effectively use the Arts Board's resources
- **More clearly define and enhance the current roles and responsibilities of Arts Board members.**
 - Provide education on the various arts communities in Wisconsin
 - each September board meeting is held in a different community
 - board members chair grants panels in a non-voting capacity
 - Be advocates for all geographic and discipline areas of the arts
 - Accompany staff on site visits or to events – or go alone with a site visit form
- **Continue to develop the expertise of the Arts Board staff as an investment in the Arts Board's mission.**
 - Support staff attendance at regularly held national and regional arts conferences like Americans for the Arts, American Folklore Society, The Association of American Cultures, and the Midwest Arts Conference