



# Oklahoma Arts Council Strategic Plan 2016 – 2020





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## **About the Oklahoma Arts Council**

The Oklahoma Arts Council is the official state agency for the support and development of the arts in Oklahoma.

Since 1965, the Council has played a leading role in building a vibrant arts and cultural industry that impacts communities and schools throughout our state.

Each year, the Council awards approximately 500 matching grants to 250 organizations in communities statewide, generating nearly \$45 million in arts programming. The Council's programs are fostering strong leadership, dynamic organizations, and vibrant communities across Oklahoma.

## **About the Strategic Plan**

The development of a new Oklahoma Arts Council five-year strategic plan coincided with the celebration of the agency's 50th anniversary of service to the citizens of Oklahoma in 2015. With the agency's first fifty years of service defined by efforts to make the benefits of arts and arts education programs accessible to individuals in all parts of our state, the next fifty years holds even greater promise.

While continuing to offer crucial grant support and development opportunities for individuals, organizations, and communities, the staff and Governor-appointed board members of the Oklahoma Arts Council envision the transformative power of the arts being instrumental in all aspects of the lives of our citizens. From health care, creative aging, and veterans' services, to STEM education, cultural district development, and more, expanding the impact of the arts beyond traditional boundaries will result in a healthier, better educated, and more economically diverse Oklahoma.

After conducting numerous surveys, interviews, and town hall meetings with constituents statewide, the Oklahoma Arts Council has crafted a strategic plan that sets the foundation for a new era in the arts in Oklahoma.

# Mission

To lead in the advancement of Oklahoma's thriving arts industry



# Vision

The arts will be a transformative force for Oklahoma by improving education, enhancing quality of life, and boosting economic development.

# Core Values



- ▶ We believe that arts education is essential to educating the whole child, and is crucial to innovation and creativity in the 21st century.
- ▶ We believe the arts have a direct impact on the cultural, social, and economic well-being of all Oklahomans.
- ▶ We commit to ensure equal access to the arts and arts learning opportunities for all Oklahomans.
- ▶ We believe in the value of high quality, diverse forms of artistic expression and presentation.
- ▶ We embrace the richness of diversity and its contribution to Oklahoma's unique cultural profile.
- ▶ We serve as a catalyst for cultivating and building a more creative Oklahoma.
- ▶ We commit to public service and believe that it is our responsibility to maintain ethical standards, efficiency of operations, and fiscal stewardship.
- ▶ We commit to providing responsive, meaningful, and well-informed services.
- ▶ We are proactive and flexible in response to sudden opportunities, changes, and challenges.
- ▶ We evaluate our programs and services on a regular basis to ensure their validity.

# Leadership

Advance the arts in Oklahoma as the state leader for arts-related programs and public policies.



# Education

Make high quality arts education available to all Oklahomans.

# Access

Ensure that all Oklahomans have access to the arts.



# Public Awareness

Build public awareness of the value that the arts provide to Oklahoma.



# Leadership

Advance the arts in Oklahoma as the state leader for arts-related programs and public policies.





# Objectives and Strategies



## Provide funding through competitive grant programs to support arts programming and a thriving arts industry in Oklahoma.

- Support the arts in Oklahoma through competitive grants to 501(c)(3) nonprofit organizations; city, county, and tribal governments; K-12 public schools, charter schools, and private, non-religious schools; colleges and universities; and public libraries.
- Utilize grant application processes that are clear, accessible, and make use of technological resources.
- Ensure that all grant applications receive a fair and consistent review.
- Use staff and citizen review panelists who are experts in the arts industry.
- Routinely examine grant policies and procedures to ensure grantmaking is efficient, responsive, innovative, and effective.
- Ensure that grant programs meet the goals of the agency, support the arts industry, and meet the needs of Oklahomans.
- Integrate new approaches, policies, and procedures to increase access to agency grant funding.
- Provide ongoing support to grant applicants through technical assistance, workshops, training, and site visits.
- Maintain transparency throughout the grantmaking process.

## Provide increased, outcomes-based grants, capacity building, and leadership training.

- Educate policymakers and stakeholders on the importance of increased grant funding for Oklahoma's arts and cultural organizations.
- Assess agency grantmaking to adapt to the current environment, implement best practices, and enhance support to Oklahoma's arts organizations and arts providers.
- Increase Oklahoma's arts industry capacity through technical assistance and training for artists, educators, administrators, and community leaders.
- Share best practices through networking, convening, and training.

## **Serve as the primary resource for Oklahoma arts-related public policy.**

- Conduct and collaborate with others on research to impact Oklahoma's arts-related policies and practices.
- Work with legislators, state leaders, and arts proponents to protect, strengthen, and incorporate the arts into public policy.
- Spearhead the development and implementation of state arts policies for Oklahoma.

## **Position the Oklahoma Arts Council at the forefront of arts education public policy.**

- Develop arts education public policy by participating in the Americans for the Arts' State Policy Pilot Program.
- Collaborate with state government leaders and arts and education professionals to advance arts education policy in Oklahoma.

## **Participate in national arts initiatives that will result in advancing high-quality, demonstrated arts and arts education programs for Oklahoma.**

- Participate in Americans for the Arts' State Policy Pilot Program.
- Collaborate and partner to develop an Arts and the Military Initiative for Oklahoma.
- Support lifelong learning and quality of life through the arts for Oklahoma's aging population by participating in the National Center for Creative Aging ENGAGE Program.
- Support and improve Oklahoma's Cultural District Development and Cultural District Certification programs through collaborations, increased funding, and continued technical assistance.

## **Recruit and retain diverse, highly qualified, professional staff.**

- Maintain good relationships with leaders from all backgrounds in the arts, government, and nonprofit agencies.
- Support professional development opportunities for agency staff.
- Ensure that the agency continues to be an appealing place for staff to work.

# Leadership Desired Outcomes



- Recognized as a leader within the cadre of state arts agencies and asked to participate in regional and national discussions, events, forums, and meetings.
- Grant applicants and eligible entities report an increased awareness and understanding of agency grant programs and processes.
- Grantee organizations convey agency grant impact to policymakers and the public.
- The arts are further incorporated into state public policy, particularly in the area of arts education.
- Funded arts education programs become more robust and impactful.
- More K-12 students are served by arts education programs.
- Geographic reach is increased for arts education programs.
- The agency strengthens, creates, and sustains partnerships and collaborations to support the arts and its benefits to Oklahoma and all Oklahomans.
- Quantitative and qualitative data demonstrates improved education, quality of life, and economic development for Oklahoma.
- The arts will be supported and sustained, as evidenced by the number of arts programs and artists in the state.
- State of Oklahoma funding is increased for the Oklahoma Arts Council, so that it can expand its programs and services and retain a highly qualified staff.
- Grant funding is increased for Oklahoma's arts organizations and entities providing arts and arts education.
- The agency's programs and services are progressive and reflective of the current environment.
- Agency leadership and training programs result in establishing art centers, arts education programming, and initiating cultural districts.
- Oklahoma's arts industry grows to support more Oklahomans and boost the state's economy.
- Quality of life is increased for all Oklahomans, particularly those who may lack access to arts programs due to geography, economic conditions, ethnic background, or disability.

# Education

Make high quality arts education available to all Oklahomans.



# Objectives and Strategies



## Lead in the development of Oklahoma K-12 public policies supporting arts education.

- Participate in Americans for the Arts' State Policy Pilot Program for arts education.
- Compile, analyze, and gather data reflecting Oklahoma's current and desired state of arts education.
- Utilize a state policy team and diverse statewide task force as partners in the development of updated and enhanced state public policies for arts education.

## Develop a communications plan to support public policies to strengthen arts education in Oklahoma.

- Partner with arts and arts education advocacy organizations.
- Educate policymakers and stakeholders on the value and necessity of high quality arts education.
- Build public education, legislative support, and cases for improved arts education policies for Oklahoma.
- Provide information to policymakers and the public about arts education effectiveness, program development, and resources.

## Foster partnerships, collaborations, and funding to support lifelong arts learning.

- Work with policymakers and public/private partners to support the advancement of an Oklahoma Arts and the Military Initiative to support Oklahoma veterans, military members, and their families.
- Develop and enhance partnerships to increase opportunities for lifelong learning for Oklahomans through an Arts and Aging Initiative.

**Support arts education professional development for artists, arts educators, classroom teachers, and others who provide lifelong learning.**

- Provide professional development programs for teaching artists and educators.
- Research and disseminate best practices in arts education and arts learning.

**Support K-12 arts education programs and policies that foster further study in the arts and/or enhance career readiness.**

- Expand alternative education program and partnership with the Oklahoma State Department of Education.
- In collaboration with the Oklahoma State Department of Education, lead in the development of dance, theater, and media arts standards to accompany those in visual arts and music.
- Work to support public policy inclusion of a requirement for students to complete a fine arts course in order to graduate from high school.

**Increase agency service in arts education and arts learning.**

- Increase the number of schools benefiting from agency-funded arts education programs.
- Increase the number of schools participating in the Capitol Art Travel Subsidy program.
- Increase the number of programs funded by the agency's Arts Learning in Communities program.
- Expand the K-12 arts learning resources related to art in the State Capitol and the Oklahoma Art in Public Places program.

# Education Desired Outcomes

- Strengthened public policy for K-12 arts education in Oklahoma.
- An increased number of Oklahomans will have opportunities to participate in quality, community based arts education.
- Reduced high school dropout rate, greater number of students entering higher education, and/or increased likelihood of students being career ready.
- Expanded partnerships with state government leaders and agencies, as well as private sector service providers that have the potential to enhance arts learning.
- Model Arts and the Military Initiative resulting in increased service to Oklahoma veterans, military members, and their families.
- Model Arts and Aging Initiative resulting in increased service to Oklahoma's aging population.
- Increased employment opportunities for teaching artists.
- Higher number of Oklahomans receiving lifelong learning through the arts.
- High quality and increased number of education materials for State Capitol art and Oklahoma Art in Public Places program.

# Access

Ensure that all Oklahomans have access to the arts.






# Objectives and Strategies

## Work individually and collectively as a staff to develop and implement plans to reach all Oklahomans.

- Assess and adapt programs and services to expand agency reach to all Oklahomans, particularly those considered underserved, including rural communities, culturally specific populations, people from lower socio-economic backgrounds, and people with disabilities.
- Conduct targeted community outreach to specific underserved communities.
- Provide technical assistance to ensure that all Oklahomans have access to agency programs.
- Address rural and underserved community needs of accessibility to information, resources, and technical assistance.
- Develop mechanisms to help organizations assess and provide services to people with disabilities to ensure equal opportunity to participate in the arts.

## Provide funding for cultural programs that are diverse and accessible to all Oklahomans.

- Ensure that agency grant programs, policies, and practices reflect the agency objective to provide funding for diverse cultural programs that are accessible to all Oklahomans, particularly those considered underserved.
  - Develop and implement plans to reach Oklahomans with disabilities.
  - Support partnerships that expand arts programming and services to Oklahomans of all ethnicities.
  - Foster opportunities for partnering and collaborating, with a goal to ensure that the agency is serving all populations.
  - Increase funding to underserved populations and communities.
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## **Provide professional development and leadership training for the arts industry and those supporting the arts industry.**

- Organize and continue to expand the Oklahoma Arts Conference.
- Convene and enhance the Leadership Arts program.
- Provide networking opportunities and mentorships for Oklahoma's New and Emerging Arts Leaders (ONEAL).
- Offer customized professional development opportunities for arts leaders in rural and underserved communities.
- Provide opportunities for individuals to convene for the purpose of cross-cultural understanding through the arts.
- Explore and provide initiatives to support and involve Leadership Arts graduates and ONEAL members in community development, agency programs, and services.

## **Expand Cultural District Initiative through development and certification programs and enhanced technical assistance.**

- Increase the number of communities participating in the development program.
- Increase the number of certified cultural districts.
- Utilize technical assistance as a means to support, assess, and expand Cultural District Initiative.
- Highlight model programs and attributes that can be useful to other communities.

## **Support an environment that allows artists to thrive in Oklahoma.**

- Support active teaching artist and performing artist rosters through marketing, technical assistance, and training.
- Provide grant support for artistic fees to support increased employment opportunities for artists.
- Facilitate networking, convening, and collaborating for artists as a means of professional development.
- Provide diverse visual art exhibitions in the Oklahoma State Capitol Galleries.
- Encourage Oklahoma visual artists to submit proposals for Oklahoma Art in Public Places program.

# Access Desired Outcomes



- Agency programs and services in all of Oklahoma's 77 counties.
- Measurable growth in number of grants and number of organizations served.
- Increased number of diverse arts programs and number of Oklahomans from all populations served.
- Expanded access to arts and cultural programs for people with disabilities, ethnically diverse populations, aging adults, rural communities, and inner city neighborhoods.
- Thriving cultural districts in rural and urban communities throughout Oklahoma.
- Enhanced public value of individual artists, as demonstrated through payment for artist services and increased employment opportunities for artists.
- Increased capacity of arts organizations and arts program providers.
- Professional development and networking opportunities for people across the state working in or supporting Oklahoma's arts industry.
- Improved capacity, economic development, and quality of life in rural and underserved communities through the arts.

# Public Awareness

Build public awareness of the value that the arts provide to Oklahoma.



# Objectives and Strategies



## Promote the value of the arts to education, economic development, and quality of life through broad-based communication and educational efforts.

- Continue to develop and implement a comprehensive communications and marketing plan.
- Participate in quantitative and qualitative research that demonstrates the arts' importance to education, quality of life, and economic development.
- Ensure that communications about Capitol art programs are promoted to policymakers and the broader public.

## Promote Oklahoma's arts industry.

- Develop increased appreciation and support of Oklahoma artists and arts and cultural organizations through agency promotional efforts and communications.
- Highlight constituents' innovative and far-reaching programs that receive agency funding.
- Collaborate with and encourage others to promote the arts in Oklahoma.

## Utilize technology to enhance communication efforts for agency programs and services.

- Continue to enhance the agency website.
- Research the use of webinars to enhance grants technical assistance and professional development for arts leaders.
- Research the feasibility of using virtual meetings to replace conference calls.
- Streamline grant application and reporting process.

## Support and provide opportunities for Oklahomans to experience high quality performing arts.

- Continue to enhance the Performing Arts Roster by adding high quality artists and providing specialized technical assistance.
- Support high quality performing arts programs through agency grants.

## Promote and manage opportunities for the public to experience high quality visual art exhibitions at the Oklahoma Capitol at no cost.

- Promote the Oklahoma State Art Collection as the most comprehensive public art collection of Oklahoma artists.
- Increase the visibility of the Betty Price Gallery in the Oklahoma State Capitol.
- Expand the number of works and artists represented in the State Art Collection.
- Establish the Oklahoma State Capitol Art Collection as one of the state's most treasured public art collections.
- Feature a diverse array of Oklahoma artists in the three rotating galleries of the Oklahoma State Capitol.
- Preserve, cultivate, and manage the Oklahoma State Capitol Art Collection as the art collection belonging to the people of Oklahoma.
- Oversee the preservation of state-owned artwork at the Capitol during the renovation of the State Capitol building.
- Make the state-owned artwork at the Capitol accessible during the Capitol renovation through loans to other institutions.

## Increase agency impact through strategic partnerships.

- Manage agency involvement in the Governor's special projects, including but not limited to: Governor's Arts Awards, Oklahoma Cultural Treasures and Ambassadors program, Septemberfest, Christmas Tree Lighting, and Governor's Blue Room exhibitions.
- Manage the Legislative Art Program at the Capitol and state-owned artwork in the Governor's Mansion.
- Reestablish Oklahoma Art in Public Places program.
- Continue to expand collaborations and partnerships with arts organizations and entities outside the industry to educate people on the value of the arts.
- Develop and implement communications and outreach plan targeted to geographically and ethnically underserved communities.
- Partner with American Indian nations and individuals to communicate the intrinsic value of cultural diversity.

# Public Awareness Desired Outcomes



- Increased public awareness of Oklahoma artists and arts and cultural organizations.
- Public policy and community behaviors that recognize the educational, economic, and cultural impact of the arts in the lives of Oklahomans.
- Broad recognition of high quality visual art in the Oklahoma State Capitol.
- Increased attendance at the Betty Price Gallery and at Capitol Galleries' exhibitions and receptions.
- Expanded number of high quality, public artworks in Oklahoma's state buildings and on state government grounds.
- Increased awareness and appreciation of the arts in its many forms and applications for the community, economy, and public policy.

