



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



2012-2016 Strategic Plan

On behalf of the people of Indiana, the Indiana Arts Commission (IAC) advocates engagement with the arts to enrich the quality of individual and community life. The Arts Commission encourages the presence of the arts in communities of all sizes while promoting artistic quality and expression.

In 2010, the IAC formed a steering committee to take the agency into the next chapter of its story. This document describes the steps taken to get to the final strategic plan for 2012 - 2016.



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.

Introduction (continued)

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 .

Methodology (continued)

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:

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

Lee Marks
Art Dealer
Former Commissioner, IAC, Shelbyville

Brian Blackford
Communications & Outreach Director
Indiana Office of Tourism Development

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

Glen Kwok
Executive Director
International Violin Competition of Indianapolis

Sandra Clark
Counselor/ Consultant
Former Commissioner, IAC, Bloomington

Jeanne Mirro
Commissioner & Chair, IAC, Fort Wayne

Terry Whitt Bailey
President & CEO, Madame Walker Theatre Center

John Cain
Executive Director, South Shore Arts, Munster

Tetia Lee
Executive Director
Tippecanoe Arts Federation, West Lafayette

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

Tod Minnich
Executive Director, Honeywell Center, Wabash

Jon Kay
Director, Traditional Arts Indiana

Wug Laku
Artist, Indianapolis

Karen Ellerbrook
Commissioner & Vice Chair, IAC, Evansville

Methodology (continued)

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

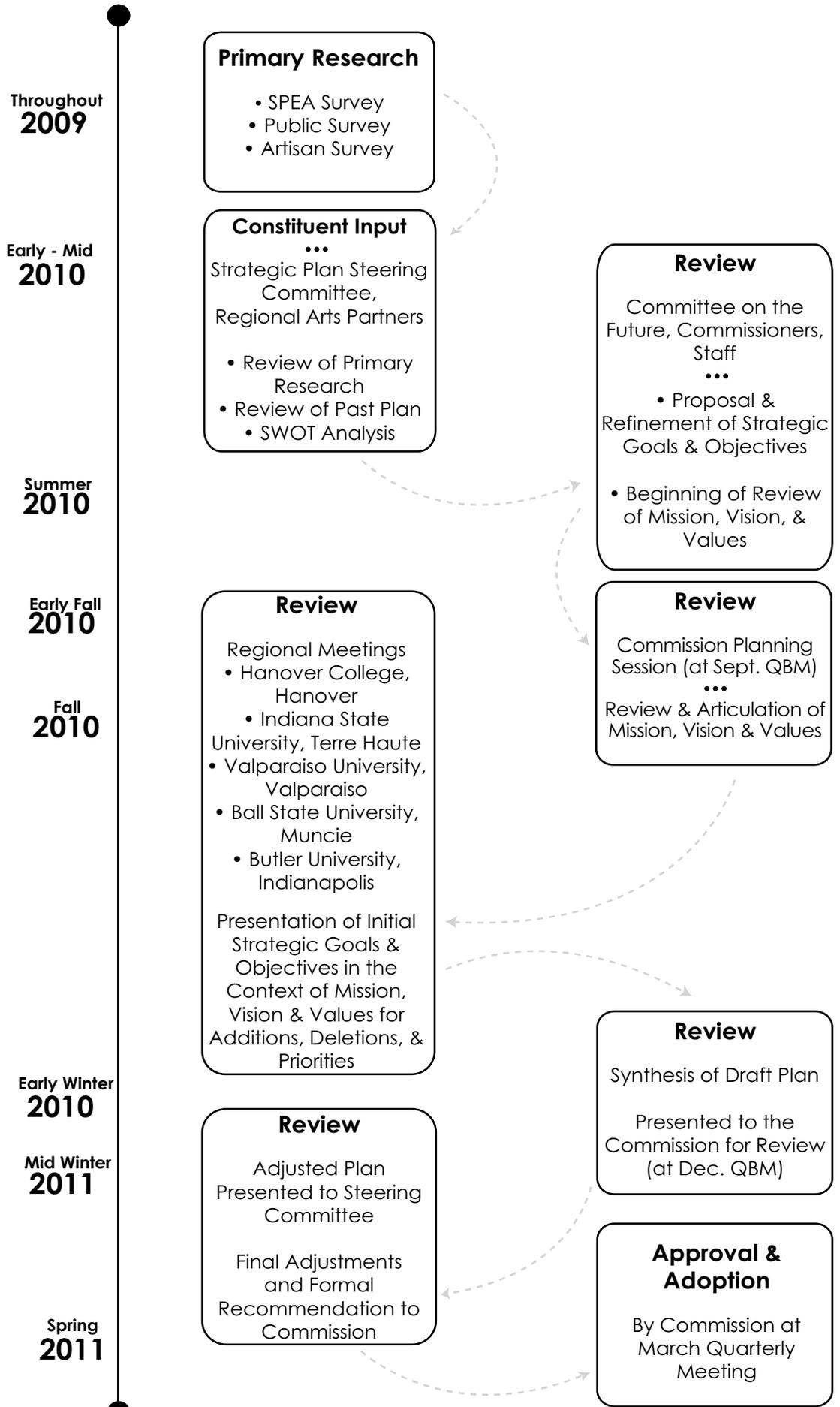
The planning process utilized an "outside-inside" process whereby information was gathered from external sources, and then compiled, synthesized and reviewed internally by the Commission, and then presented externally for more response and reaction. This "loop" was crucial to refining a plan which is 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.

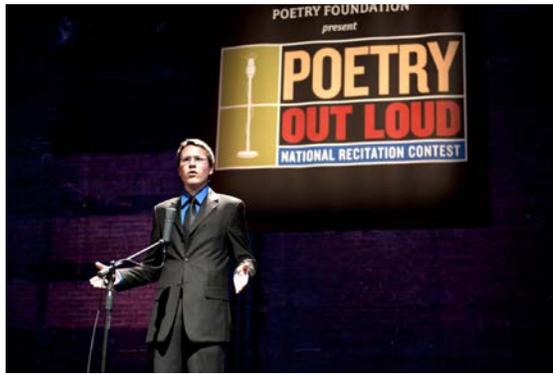
Decisions made during the Quarterly Business Meetings can be found in the minutes from these meetings [here](#).

See page 5 for planning timeline.

External Planning

Internal Planning





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.

The Plan (continued)

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.

The Plan (continued)

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.



2012-2016 Strategic Plan Refresh

Introduction

For all its goals and objectives, a strategic plan is only as good as its crafters' commitment to insuring it serve as a "living" document, adaptable to changes during the course of its intended lifespan.

The Indiana Arts Commission (IAC) created its current Strategic Plan in 2012 with the intent for it to be replaced in 2016. As the Commission progressed through the early goals and objectives of the plan, the decision was made to revisit where we had been, what had been accomplished, and how to refine the goals and strategies to keep the Plan alive, and relevant to the changing environment.

There were three primary areas of focus for which the Commission desired additional input: internal review of goals and strategies; public input on where the focus of the Commission should be; and input from the incoming Governor and his goals and objectives.

Internal Review

The Commission's Committee on the Future developed a "matrix" describing specific areas of focus outlined in the Strategic Plan. Commissioners and IAC staff met in small groups to develop an overview, primary strategic goals and objectives, review previous IAC programs and services, propose new programs and services, and developed relevant questions that needed to be considered. The matrix addressed: advocacy & research; education, training & capacity building; and grants-making. Each category of focus was then reviewed in context of how it relates to individuals, organizations, and communities.

From these discussions, the internal review suggested the IAC look closer at the cultural relevancy related to grants-making; the importance and value in developing primary research data; increased use of technology to enhance service to, and decrease redundancy at the local level; development of additional partnership opportunities with specific organizations; and creation of an on-line based webinar opportunity to mine public input in the process.

Public Input

In December 2013, the IAC partnered with the Indiana State Library to host a statewide Web Café and a webinar to garner additional public input on what should be key priorities for the last two years of the Plan. Hoosiers could participate in one of two ways: either in a morning live event at one of nine host locations or from the comfort of their own home, office or library for an evening webinar event.

The main on-line event was moderated at the "home" Indianapolis site by Todd Wetzel, Director of Purdue Convocations, in front of a live audience with eight "satellite" locations, also with facilitators and live audiences. Questions which provided options about possible commission priorities were voted on across the state, and results were presented nearly instantaneously. Participants could also pose questions and comments on-line as the session

progressed, and all participants could see these also in real time. The result was a dynamic conversation with approximately 100 art leaders and enthusiasts across the state which produced a list of priorities from the public perspective that included: establishing the arts as a driving force of economic growth in Indiana; to make the arts accessible to all citizens, everyday in Indiana; to position the arts as a key educational force for citizen life-long learning; and to advocate for the value of public funding for the arts on a local, state and national level.

The objectives of these goals would be: building stronger arts organizations; build stronger communities through arts partnerships; revitalize a creative economy and workforce; and advance the role of the arts in education and personal development. Interestingly, the primary objectives identified in these online sessions were identical to those articulated by public comment during the first three years of the Plan.

The IAC then set about identifying key strategies for each objective that will be set forth in the final two years of the Plan.

Governor's Input

With the new administration, and a key objective of the administration being the Indiana Bicentennial, the IAC developed four proposed projects that could have direct ties with the celebration, and elevate the visibility and participation of the Commission. The IAC proposed to the Bicentennial Commission: that grants awarded to organizations could be co-branded as Bicentennial projects; the IAC would work in partnership with Department of Natural Resources to develop an Arts in Our Parks program to bring art opportunities to Indiana's State Parks; brand the next Indiana Governor's Arts Awards program as a State Bicentennial Celebration event; create an Indiana Masterpieces program that would showcase the best of Indiana artists, current and historic, through performances, exhibitions, and programs throughout the state during 2016. One of the four projects would have no additional fiscal impact, while some additional financial resources would be needed for the enhanced Governor's Arts Awards, the Arts in the Parks program, and the Indiana Masterpieces program.

Results from these planning scenarios, which were the product of three necessary perspectives, (those of the Commission, public and Governor's office), were combined and adopted by the Commission as a "refresher," to cover the last three years of the plan. Interestingly, there was a strong confluence of ideas and priorities generated by each effort, and the final addendum to the original plan was readily adopted and embraced by state leadership and citizens.

The Plan

Priority Goals:

- To establish the arts as a driving force of economic growth in Indiana
- To make the arts accessible to all citizens, everyday 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
- To celebrate the arts as a cornerstone of Indiana Heritage and Identity*

All other goals will be incorporated wherever and whenever possible while addressing these priority goals.

**This goal did not finish within the top tier of web café input, but is a priority in this time period because of the 2016 Indiana Bicentennial Celebration.*

Priority Objectives:

- Building stronger arts organizations
- Building stronger communities through arts partnerships
- Revitalizing a creative economy and workforce
- Advancing the role of the arts in education and personal development
- Celebrating the cultural heritage of Indiana through the work of our artists and organizations*

These priority objectives are identical to those articulated by public input in the first three years of the plan. All other objectives will be incorporated wherever and whenever possible while addressing these priority objectives.

**This objective did not finish within the top tier of web café input, but is a priority in this time period because of the 2016 Indiana Bicentennial Celebration.*

Building stronger arts organizations

Strategy One:

Continue to develop, with various educational and national/regional partners, targeted, statewide capacity building educational opportunities (live and/or web based) with content based on IAC's ongoing research into the needs of cultural organizations in Indiana. An emphasis will be on community engagement and relevancy, with relevant opportunities for trustees and staff, of all sizes and types of arts organizations and providers, both rural and urban. Also emphasis will be on changing and relevant business models for arts organizations. Other objective priorities in diversity, accessibility, cultural economy, education, technology, etc. will be incorporated as sub themes to these programs.

Strategy Two:

Develop a Request for Proposal (RFP) program (replacing the current grant program) for other capacity building providers, local, regional and statewide, with a similar emphasis to the above. The goal is to have a robust centralized program as articulated above that works in concert with a targeted RFP program which can also have services of state or regional emphases. The RFP program will allow for the current grant resources to be much more strategic and based on current research into the needs of our cultural organizations.

Strategy Three:

Build community relevancy and business model relevancy more specifically into all grant categories administered by the IAC and its partners, to sharpen community engagement and management criteria in our granting processes.

Strategy Four:

To engage in or access appropriate research in order to build an advocacy case for the public support of the arts and arts organizations on a national, state and local level.

Strategy Five:

To be a convener (live and/or web based) of like organizations and efforts statewide to increase networking opportunities and peer-to-peer learning and to establish a unified advocacy voice for the arts and cultural organizations.

Strategy Six:

Simplify the IAC's grant making process for small arts organizations and providers, creating more access to state resources for rural communities and citizens.

Building stronger communities through arts partnerships

Strategy One:

Continue to develop, with various educational and national/regional partners, targeted, statewide arts related community development, capacity building, educational opportunities (live and/or web based) with content based on IAC's ongoing research into the needs of communities in Indiana. Emphasis will be on utilizing local community assets, both organizations and individuals, to address overarching community goals including economic development, revitalization, education, recreation, safety, tourism, diversity and access, etc. These opportunities will help to articulate the role of our artists, arts organizations, and providers as catalysts for and participants in positive community planning, building and change efforts.

Strategy Two:

Continue to develop, with various educational and national/regional partners, specific community/cultural planning consultancies to help communities articulate specific plans for cultural and community development.

Strategy Three:

Forge new partnerships with organizations representing local Indiana communities and leadership for the purposes of planning, research, advocacy and service. Organizations might include Indiana Association of Cities and Towns, the Indiana Conference of Mayors, the Indiana Grantmakers Alliance, etc.

Strategy Four:

Continue to develop the Indiana Cultural District Program to include resource development, state-level marketing development and joint-programming development. Also, help cultural district leadership advance their capacities for successful local and state advocacy to and partnership with government, for-profit and not-for-profit segments.

Revitalizing a creative economy and workforce

Strategy One:

To rekindle the state's efforts to develop individual artists as entrepreneurial small businesses by providing capacity building/educational opportunities (live and/or web based) and market-expansion opportunities.

Strategy Two:

Forge new partnerships with higher education and other workforce development providers and advocates to advance individual artists and small arts businesses as vital parts of the state's economy.

Strategy Three:

In collaboration with our Regional Arts Partners, provide statewide, targeted outreach, educational and/or consultancy opportunities for emerging arts organizations and artists to advance the skill sets and success rates of Indiana's newly developing arts assets.

Strategy Four:

Provide community level capacity building/education and consultancies in arts economic development to both urban and rural settings with an emphasis on cultural district development and sustainment, cultural asset development and sustainment, creative workforce development and recruitment, and creative place-making strategies.

Strategy Five:

Help to forge partnerships among economic development, tourism, transportation, recreation, commerce, and education on a local, regional, and state level, facilitating joint research, planning and strategic program development.

Strategy Six:

Access and compile arts economic data, integrate arts components into developing economic development research and data, and spearhead specific arts economic impact research where necessary.

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

Strategy One:

Engage in compiling and disseminating arts education research, and spearhead specific arts education research, where necessary, to help make the case for arts education curriculum in public school and private and community education settings.

Strategy Two:

Regularly facilitate conversations (live and/or web based) among the leadership of statewide arts/member education organizations (e.g. Indiana Music Educators Association, Art Education Association of Indiana, etc.) and regional/statewide arts organizations (AOSIII organizations, Indiana Coalition for the Arts, etc.) to help craft and position advocacy efforts for public support of arts education.

Strategy Three:

Develop a comprehensive grant/professional development/best practices program for individual schools (and/or community education providers) in Indiana. The program could include grant resources for advancing student success by utilizing the arts, professional development for teachers and administrators. Additionally, the program could actively involve parents/constituents and their community arts assets (arts organizations, artists, etc.) in the development of arts education strategies, programs and curriculum. (Participant school/organization identification and cultivation for the program could be accomplished as part of the Regional Arts Partner program.) This program would replace the current Arts in Education granting program.

Strategy Four:

In partnership with appropriate statewide education organizations, either develop or support and facilitate existing arts education summits to explore trends and best practices in arts in education and arts education advocacy.

Strategy Five:

Imbed and ingrain arts education criteria, (school based, community based, and lifelong learning), into all grant categories administered by the IAC and its Regional Arts Partners. Provide a clear and comprehensive arts education definition for IAC constituents.

Strategy Six:

Forge arts education partnerships with public entities including, but not limited to: Department of Education, Commission for Higher Education, and Center for Education and Career Innovation.

Strategy One:

In conjunction with the Indiana Bicentennial, develop or designate grant opportunities to celebrate Indiana's cultural heritage and richness. For instance, project grants in the several years leading up to and including the Bicentennial could be designated and additionally branded as part of the Bicentennial Celebration, helping to involve nearly all of Indiana's 92 counties (and countless volunteers) with both the arts and the Bicentennial. Also, pending available funding, special grants for arts projects specific to the Bicentennial theme could be offered to artists and organizations throughout the state.

Strategy Two:

In conjunction with the Indiana State Parks System Centennial (which is concurrent with the Indiana State Bicentennial, as the State Park System was the Centennial gift to citizens), a grant program to bring the performing and visual arts (both traditional and non-traditional) back into our State Park System could be established with the Department of Natural Resources. In addition, permanent, public art installations in State Parks (and also Cultural Districts) could be explored. Both of these strategies would be contingent on identifying additional grant and program money through the budgets of the IAC and DNR, the Bicentennial Committee, etc.

Strategy Three:

In conjunction with the 50th Anniversary of the Indiana Arts Commission and the National Endowment for the Arts, a renewed commitment to advance the public support for the arts in Indiana could be mounted in association with the Indiana Coalition for the Arts. The Commission's role in this could be celebrating its own history through an anniversary Governor's Arts Awards program in 2016, with expanded communications to the field and state decision makers and leadership.

Strategy Four:

All three of the above would be strategically placed within the Commission's new brand "rollout" which will serve to bring focused attention and identification to the many pieces of the Commission's portfolio of products and services (including the Indiana Cultural Trust and the Celebrate the Arts license plate, Cultural District Program, granting and Regional Arts Partner programs, capacity building programs, Indiana State Poet Laureate program, etc.).

Strategy Five:

Utilize the Indiana State Poet Laureate to celebrate the three Hallmark bicentennial projects promoted by the IAC.

Image Credits

Cover, clockwise from left: Indiana Music Educators Association (IMEA), Mark Pollard Photograph; Indianapolis Children's Choir; Dia de los Muertos Celebration, Indianapolis Art Center, image by Indiana Arts Commission staff; Clowes Memorial Hall, Butler University; Indianapolis Museum of Art.

Page 1, clockwise from left: wUG LAKU'S STUDIO & gARAGE in Indianapolis, taken by Indiana Arts Commission staff; 2010 Charley Creek Arts Fest in Wabash, image by Indiana Arts Commission staff; FY2011 Individual Artist Program grantee Dani Tippmann, Columbia City; 2011 Arts Advocacy Day at the Indiana Statehouse, image by Indiana Arts Commission staff; FY2011 Individual Artist Program grantee Daren Pitts Redman, Nashville.

Page 2, clockwise from left: 2011 participants of the Indiana State Poetry Out Loud contest, taken by Jennifer Van Sickle; ArtsLab workshop "Think Differently. Act Strategically" in Fort Wayne, image by Indiana Arts Commission staff; Michael Cooper presents at Pike Performing Arts Center in Indianapolis, image by Laura Neidig; FY11 Individual Artist Program grantee Angela Leed, Plymouth.

Page 6, clockwise from left: FY11 Individual Artist Program grantee Artur Silva, Indianapolis; 2011 Indiana State Poetry Out Loud winner Zack Rooker reciting at the National competition in Washington, D.C.; ArtsLab Workshop "Think Differently. Act Strategically" in Fort Wayne; FY11 Individual Artist Program grantee Steven Sickles, Indianapolis.

Page 9, clockwise from left: Warner Miller, Carl Cofield, Chuck Patterson, and Glenn Turner in the Indiana Repertory Theatre's production of *The Piano Lesson*; Community Mosaic exhibit at Arts United in Fort Wayne, image by Indiana Arts Commission staff; FY10 Individual Artist Program grantee Jeffrey Schmuki, Lafayette; FY11 Individual Artist Program grantee Elke Pessl, Bloomington.

Page 10, from left: At the IAC's April 2012 conference, Embracing Community Change through the Arts, conference attendees discuss next steps their organizations can take toward diversity and inclusion (photo by Peter Ringenberg). Shiny and the Spoon perform at 2012 Metamora Music Festival, an FY2012 Arts Project Support grantee (photo by Geoff Ginther).