strategic plan 2015 thru 2019

michigan council for arts & cultural affairs

Michigan Council for Arts and Cultural Affairs

Strategic Plan 2015-2019

Executive Summary

The Michigan Council for Arts and Cultural Affairs (MCACA) has just begun operating under its new strategic plan.

We felt our last plan was highly successful and have carried some of those efforts, that didn't come completely to fruition, forward into the new plan. Some of the items that weren't successful were either scrapped or reimagined.

As for the new the new plan, we feel it is pragmatic and forward looking.... and really exciting!

During the next five years we expect to:

- Continue the rebuilding and stabilization of the agency
- Hold true to our mission, vision, values and beliefs
- Continue to increase our investment in Michigan arts and cultural organizations
- Find new partners and new funding opportunities for the field
- Create new strategic programs identified through our "Gap Management" funding philosophy
- Continue to enhance our image and standing, regionally and nationally
- Make our one square mile of the universe a better place to be

We fully expect the new plan will be among our best tools to inform our decision making and will serve us well as we walk over the searing shifting sands of government funding for arts and culture.....but this time with shoes on!

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OUR CURRENT ENVIRONMENT

Today the state of Michigan is no longer the state on the brink. As Governor Rick Snyder said "We are the Comeback State." Michigan is no longer losing population, the state budget is carrying a surplus, the state's rainy day fund is increasing, unemployment is slowing and the Michigan Council for Arts and Cultural Affairs is growing!

Guided by our last strategic plan, the Michigan Council for Arts and Cultural Affairs has steered our way through some difficult times. We have created a menu of relevant programs that filled gaps in funding opportunities that helped to sustain and grow Michigan's arts and cultural sector. Since 2010, the grants budget of the Michigan Council for Arts and Cultural Affairs has increased nearly tenfold, more than doubled the number of grant recipients and tripled our institutional capacity.

In addition, the Michigan Council for Arts and Cultural Affairs has worked diligently to become fully integrated into the Michigan Economic Development Corporation (MEDC), to partner with other state departments and to be active participants in Michigan's reinvention. We have also created opportunities for Michigan arts and cultural organizations to be included in energy audits through the Michigan Energy Office and to buy Michigan made materials through MEDC's Pure Michigan Business Connect initiative.

Of course some problems persist and issues exist that need to be addressed.

Michigan isn't alone in the attempt to address issues related to pre-K–12 education, serving aging adults, the retention and attraction of young citizens or welcoming diverse populations. In communities small to large, urban to rural, the arts and cultural sector has a vital role to play in helping to discover solutions to these important societal challenges.

During a two-day retreat in the spring of 2014, the members of the council and council staff discussed these issues, our environment, the results of the independent field-wide survey, and the outcomes from the previous plan. We then outlined goals for our next five years and developed overarching commitments. The Michigan Council for Arts and Cultural Affairs will continue to assist the field through grant making, convening important discussions, and connecting arts and culture to other state agencies and initiatives.

As the problems of last decade become mere memory... lessons learned...we will now seize this moment in time and allow the light of optimism and relentless positive action to guide us into a new, prosperous era.

WE WILL SEIZE THIS MOMENT IN TIME AND ALLOW THE LIGHT OF OPTIMISM AND RELENTLESS POSITIVE ACTION TO GUIDE US INTO A NEW, PROSPEROUS ERA.

OUR MISSION, VISION, VALUES AND BELIEFS

Mission

The Michigan Council for Arts and Cultural Affairs is the state arts agency for Michigan. We are the primary agency offering grant opportunities to organizations statewide that provide citizens access to arts and culture. To accomplish this the Michigan Council for Arts and Cultural Affairs operates under, and strives to fulfill, a simple mission: To encourage, initiate and facilitate an enriched artistic, cultural and creative environment in Michigan.

Vision

The Michigan Council for Arts and Cultural Affairs envisions a Michigan where:

- Michigan's arts and cultural organizations are fully engaged in making communities more vibrant and richer places to live, work and play.
- All Michigan citizens have more opportunity to experience the transformative power of, or participate in, artistic or cultural creation.
- Long-time citizens and new residents of Michigan feel welcomed, comforted and supported by a sense of community created by the arts and cultural sector.
- A complete education always includes arts and culture.
- The work of Michigan artists and culture bearers is valued, celebrated and grows the international distinction in our state.
- Young people in Michigan have abundant opportunities to live in an environment rich with cultural diversity.
- Dollars invested in arts and culture measurably enhance our quality of life, supports and creates jobs and the entrepreneurial spirit.

Values

The Michigan Council for Arts and Cultural Affairs is guided by a set of values that serve to strengthen the Council's commitment to facilitating the delivery of quality services to people and communities statewide. We use these values to help to keep our focus on and advocate for our mission.

The Council holds that in a fully successful state:

- Arts and culture must be available for all people... everybody in, nobody out.
- Arts and culture are critical elements of quality-of-life: economically, individually and communally.
- Education in and through the arts is central to a complete education.
- Arts and culture are central to human communication and collaboration among individuals or groups, domestic and foreign.

Beliefs

The Michigan Council for Arts and Cultural Affairs (MCACA) is guided by a broad set of related beliefs informed by our values and directed by our vision. Recognizing that environmental circumstances influence our actions, we generated two sets of beliefs: one describes our situational environment and informs our near term goals; and the other broadly and consistently relates to our day-to-day operations.

MISSION

TO ENCOURAGE, INITIATE AND FACILITATE AN ENRICHED ARTISTIC, CULTURAL AND CREATIVE ENVIRONMENT IN MICHIGAN.

OUR MISSION, VISION, VALUES AND BELIEFS

MCACA broadly believes:

- Access to arts and culture is a right of all citizens.
- Government has a responsibility to ensure public access to arts and culture.
- Michigan's arts and cultural organizations and their employees play a significant role in our state's economy, reinvention and overall quality of life.
- Michigan's arts and cultural organizations are a central component to any successful community economic development strategy.
- Children with the opportunity to experience and/or participate in arts and cultural activities are academically more prepared for highly competitive or potential-stretching careers and are more likely to create jobs themselves.
- A strong arts and cultural sector better positions Michigan to:
  - compete in regional, national and global economies
  - attract and retain talent and investment
  - foster entrepreneurship
- A strong state arts program equals a stronger statewide arts and cultural sector.

MCACA, given the current environment, believes:

- General operating support is still the primary need of the field and capital improvement support is a close second.
- The state needs to continue to increase its investment in arts education.
- The arts and cultural field looks to the council for fair and equitable distribution of grant funds statewide.
- Large, small, urban, suburban and rural organizations hold equal value to MCACA.
- Our agency's strong support from the current administration will hopefully lead to a budget increase for grants in FY 2015 and beyond.
- Grants budget increases will only allow us to invest more deeply in current programs given our limited administrative capacity, and new programs will not be feasible without more staff.
- We are well positioned within the MEDC and need to continue partnering on programming opportunities

NOTES TO THE PLAN

Council members and staff firmly hold that a strategic plan must be nimble enough to inform present day operations and provide guidance in the unknown future. We were very successful with our last plan, which acted as an operational and transitional document while we worked to rebuild our agency, and with that in mind, we decided our next plan should be a combination of a traditional five-year plan and a two-year operational plan.

Therefore, as you read the FY 2015–FY 2019 MCACA strategic plan, please note:

- The first two years will identify our more immediate near term goals.
- Our third year will have fewer goals, but will serve as a check-in year to ascertain if any changes need to be made or addendums need to be created due to new opportunities or significant environmental changes.
- Years four and five will recognize those goals in the first three years that may need more time to ferment and mature before they are realized.

We believe this plan provides a firm vision and enough general flexibility to allow us to be ultimately successful again. We recognize, too, that although this plan is set down in a linear fashion, we will need to be able to assess and act on opportunities as they arise—prematurely or belatedly. So for instance, it is possible that a year one goal, at least in part, could come to fruition in year two. The reader will also note there are more goals early in the plan than there are in later years. This is done understanding that, just as often as new opportunities suddenly rise to the top, some goals take unforeseen turns that push them from the realm of immediately possible to "we may have to wait on this one..." We fully expect that some year one and two goals find their way into action in year four or five.

We also feel understanding how we have crafted and intend to use the plan will allow the reader, who may not know us, to appreciate how we will function through FY 2019.

As Michigan works to reinvent itself, a key factor in any strategy will be to convince the world our State is a remarkable place in which to do business and find talent, be it a for-profit or not-for-profit business. We must show that Michigan is outstanding for families, that it is a vibrant and fun place for young people and that it is a modern state, looking for the cutting edge. In essence, the world needs to be able to see and experience Michigan's excellent quality of life.

This type of change will not happen fully if Michigan's arts and cultural community isn't fully engaged. Although Michigan's arts and cultural organizations have unofficially been key contributors to these efforts for decades, they have not been a strategic part of the state's reinvention effort until now. Given this current window of opportunity, we believe this plan will help policymakers and funders effectively leverage and enhance our sector's resources and will help our agency position the sector for maximum support of the state's vibrancy and vitality.

Thank you for taking the time to read about our efforts.

GOALS: OVERVIEW

Near term: in the next 1–2 years

In order to address our primary functions of stewardship and grant making and to continue to be responsive to the arts and cultural environment, it is import for MCACA to set goals to guide us through the next couple of years. These near term goals will allow us to make informed decisions concerning current grant making and sector needs and they better position us to provide needed service in the future.

1. Solidify our programs
2. Amplify the professional capacity of clients through grant making and continue the rebuilding of MCACA staff
3. Strengthen local arts agencies and invest more deeply in local and regional community development efforts
4. Leverage Midwest and national relationships
5. Increase arts education programming and research/data gathering
6. Increase public awareness and marketing efforts
7. More deeply engage young and diverse peoples in the MCACA process

Mid term: in year 3

Midway through this plan, we will take our temperature and check-in on our progress and the state of affairs.

8. Enhance our database
9. Enhance council member leadership and advocacy skills
10. Develop plans for regular convening of the field

Long term: in years 4–5

In this phase of our future we focus on our "Sense of Purpose," including exploring opportunities for collective impact, fostering social equity and community engagement, etc.

Year Four

11. Create a specific menu of programs for the individual artist
12. Welcome and engage Michigan's growing immigrant populations
13. Expand arts and cultural opportunities with tribal entities
14. Strengthen and support marketing efforts and opportunities for the field

Year Five

15. Implement an international diplomacy strategy
16. Implement an "Art Everyday" strategy
17. Create a Speakers, Thinkers and Innovators grant program

THESE NEAR-TERM GOALS WILL ALLOW US TO MAKE INFORMED DECISIONS CONCERNING CURRENT GRANT MAKING AND SECTOR NEEDS

GOALS: DETAILS
YEAR 1, GOAL 1

SOLIDIFY OUR PROGRAMS

Why is this goal important?

Through the independent survey of the field, it is clear that as Michigan has worked to reinvent itself, the reinvestment in the Michigan Council for Arts and Cultural Affairs' grant making programs has stabilized the field and allowed for new growth in Michigan's arts and cultural sector. This has allowed the field to be more engaged in the various efforts to demonstrate Michigan's excellent quality of life. But this momentum is tenuous. The Michigan Council for Arts and Cultural Affairs must continue to ensure the funding is available for investing more deeply in the successful programs and services the field wants and needs—programs for operational and project support, capital improvement program and our various arts education opportunities. We also must continue to identify those gaps in funding that the foundation community (private, family or corporate) find difficult to support. Finally, and primarily, we must continue statewide support for all organizations able to compete in our process, regardless of ethnographic, socioeconomic or geographic circumstances.

What will we do to achieve this?

- MCACA will work to increase our state appropriation in order to increase investment in our programs and available grant award levels
- MCACA will work to partner with the MEDC to integrate the programs outside of MCACA that could directly benefit the arts and cultural field
- MCACA will work to enhance the peer review experience for applicants
- MCACA will expand the professional development grants available to organizations and individuals, including arts educators
- MCACA will seek out partnerships within MEDC and with other state government departments and agencies to align our programmatic efforts with their efforts, while identifying and expanding possible funding opportunities
- MCACA will seek out partnerships with non-traditional partners that have an interest in place-making, especially those interested in providing support for capital improvement
- MCACA will improve the Services to the Field program to ensure that needed services are available to the field statewide

Results

- MCACA grantees specifically and the field in general are more stable as evidenced in job numbers and strong Cultural Data Project funder reports
- MCACA grantees are stronger and smarter organizations as evidenced by audience numbers and new programming
- Michigan's arts and cultural organizations are better able to document how they impact the quality of their communities and make their communities "a place to be"
- The MEDC and other state departments seek to partner with MCACA and its client base and directly engage them in their opportunities and programs
- New partners emerge to work with MCACA on arts and cultural infrastructure and capital improvement projects
- The Michigan Department of Education partners with MCACA to continue to strengthen arts education and arts in education opportunities

GOALS: DETAILS
YEAR 1, GOAL 2

AMPLIFY THE PROFESSIONAL CAPACITY OF CLIENTS THROUGH GRANT MAKING AND CONTINUE THE REBUILDING OF THE MCACA

Why is this goal important?

No industry, large or small, can survive long without investing in capacity. Unfortunately, capacity investment, human or capital, by businesses that makeup the non-profit arts and cultural sector always lags behind other sectors. Through our research and surveys it is very clear that the support of MCACA is critical to the field in these two areas especially. Unlike other philanthropic efforts, MCACA grant programs directly address working capital, professional development, staff and infrastructure needs on a statewide basis. However, more work and attention needs to be given here if the arts and cultural field is to be fully engaged in the reinvention of the state of Michigan. The responsibility to draw attention to this statewide issue and work toward achieving this goal falls squarely on the shoulders of MCACA.

What will we do to achieve this?

- MCACA will continue its commitment to supporting the infrastructure of the field through operational support, capital improvement and professional development programs statewide
- MCACA will work to partner with the MEDC to support jobs in the arts and cultural sector directly and indirectly, through new and existing programs currently only accessible to for-profit business
- MCACA will work to create more direct opportunities for individuals artists
- MCACA will redesign and refocus our Regional Regranting program to become fully integrated into Governor Snyder's Regional Prosperity Zones program
- MCACA will expand the professional development grants available to organizations and individuals, including arts educators
- MCACA will work to secure a new community development coordinator position to more directly monitor our regional and local grant making as well as develop new programs such as a community artist residency program or modified ARRA program for local arts agencies
- MCACA will improve the Services to the Field program to ensure that needed services are available to the field statewide

Results

- MCACA grantees are more professional and are functioning at or near an optimum capacity as evidenced by job growth numbers
- MCACA is better positioning to interface directly with regional and local organizations
- Job opportunities in the arts and cultural sector continue to increase for individuals
- MCACA and its grantees are directly involved in the Regional Prosperity Zones effort
- The infrastructure of the arts and cultural sector is healthier having capital needs (facilities and equipment) better maintained or enhanced
- The MEDC works with MCACA on a job creation program for arts and culture professionals
- New individual artists programs recognize the importance, significance and value of "artist" as a career choice
- Michigan is known as an arts and artist friendly state

GOALS: DETAILS
YEAR 1, GOAL 3

STRENGTHEN LOCAL ARTS AGENCIES AND INVEST MORE DEEPLY IN LOCAL AND REGIONAL COMMUNITY DEVELOPMENT EFFORTS

Why is this goal important?

MCACA firmly believes that in order to have the greatest impact, even with our modest investments, a vital statewide network of local and regional arts agencies is essential. Additionally, we feel top down or centralized efforts to enhance a local quality of place is rarely, if ever, fully successful, and that any such effort, local or otherwise, which does not take into account arts and cultural assets will be less than successful.

Given these beliefs, MCACA must work to strengthen our existing network of local and regional arts agencies in order to directly support their community based efforts to make their own square mile of the universe the best place it can be for all of its citizens.

What will we do to achieve this?

- MCACA will work to secure a new community development coordinator to better monitor and support local and regional efforts be they project, operational or capital efforts
- MCACA will work to partner with the MEDC and its community assistance team to identify and support local community development projects statewide and to leverage our joint efforts
- MCACA will redesign and refocus our Regional Regranting program to become fully integrated into Governor Snyder's Regional Prosperity Zones program
- MCACA will research the feasibility of new community development support grant programs (e.g. a public art program) to complement our current programs
- MCACA will work directly with the Michigan Municipal League and the Michigan Townships Association to ensure local units of government are aware of MCACA efforts and our community development opportunities

Results

- MCACA grantees are aware of — and are looked to as essential cogs in — local and regional community development efforts
- More Michigan communities have better access to stronger arts and cultural organizations
- MCACA's regional regranters are participants and leaders in all of the meetings of the governor's Regional Prosperity Zones initiative
- MCACA has a full menu of solid community development programs and opportunities for organizations to compete for
- Michigan is recognized as a state where local communities have embraced arts and culture, making attraction and retention programs stronger

GOALS: DETAILS
YEAR 1, GOAL 4

LEVERAGE MIDWEST AND NATIONAL RELATIONSHIPS

Why is this goal important?

Nothing that lasts ever happens alone. MCACA looks to its state neighbors and national colleagues for support and inspiration and as partners in cross-border initiatives. We feel that by nurturing these relationships and working together to provide various services and increased access to new funding opportunities, our Michigan organizations are stronger, as are the organizations in our neighboring states. But the real winners are the citizens our grantees serve. They are the end beneficiaries of increased access to our grantees' programs.

What will we do to achieve this?

- MCACA will continue to collaborate and provide funding for partnerships with Midwest states to address areas of mutual interest along our borders
- MCACA will continue to seek out ways to take full advantage of our relationship with Arts Midwest, the Midwest's regional arts organization, in terms of program and informational support
- MCACA will supply more information to clients on grant opportunities outside of our own programs, both nationally and regionally

Results

- MCACA-supported multi-state partnerships reach a growing number of Michigan organizations
- New and closer networks of arts and cultural organizations develop among Michigan and our Midwest neighbors
- Michigan arts and cultural organizations receive more federal grants, through the National Endowment for the Arts as well as other federal sources, and more regional grants through Arts Midwest or other national and regional funders

GOALS: DETAILS
YEAR 2, GOAL 5

INCREASE ARTS EDUCATION PROGRAMMING AND RESEARCH/DATA GATHERING

Why is this goal important?

A key factor to the development of a diverse and skilled workforce is the opportunity to experience and/or participate in arts and culture. If the youth of Michigan are to compete on the international stage, they must be inspired thinkers, dreamers, inventors, innovators, and leaders...all traits that can be nurtured through arts education. The council also understands the role arts education plays in keeping at-risk children in school, as well as arts education's place in fostering critical thinking skills necessary for student success. We firmly believe arts education creates better citizens.

MCACA has funded a statewide and extensive arts-in-education survey that has shown that not all the news is bad, but it isn't good either. Many Michigan students are attending school each day with no access to the arts. Although all of the data collected in recent years shines a light on the benefits of an arts education experience, arts in educational settings continues to get short shrift. Understand that one small agency can't solve such a huge issue, but we can identify gaps and areas where our modest funding can, and will, have an impact on learning for every segment and age group of our population.

What will we do to achieve this?

- MCACA will continue to fund the Bus Trek grants and develop similar grant opportunities for schools and educators to provide arts education experiences, e.g. our new arts supplies and equipment program
- MCACA will expand our arts education efforts through increased funding to our Arts in Education–Residencies grant program, which brings arts and culture into the classroom
- MCACA will work to build a strong relationship with the Michigan Department of Education
- MCACA will continue to look for and support new ways to ensure lifelong learning opportunities in arts and culture
- MCACA will work to create and offer programs to provide professional development opportunities directly to educators
- MCACA will collect and share success stories from its education based menu of programs
- MCACA will work with the Michigan Youth Arts Association to provide a searchable tool for teachers to find artists that fit their specific needs
- MCACA will work with partners to provide educators and school leaders with current information regarding the impact and value of the arts in students' lives and publish up-to-date data on the status and impact of arts education
- MCACA will study the feasibility of creating community-based residencies outside of the educational setting

Results

- More Michigan students have access to and are able to participate in arts and culture daily
- MCACA helps ensure Michigan teachers in the arts are better prepared to accomplish their goals
- MCACA has accurate and up-to-date data and benchmarks on the statewide investment in arts education through our census/research efforts and builds from there to achieve our goals
- Large and small businesses have fully educated and creative individuals for their workforce
- Michigan's image is enhanced as a State concerned with educating the whole child
- Lifelong arts and culture related learning opportunities increase in Michigan

GOALS: DETAILS
YEAR 2, GOAL 6

INCREASE PUBLIC AWARENESS AND MARKETING EFFORTS

Why is this goal important?

Michigan has incredible arts and cultural organizations and opportunities, but too few people know about them. We have already begun to partner with Travel Michigan in support of its "Pure Michigan" campaign, specifically related to out-of-state leisure tourism for arts and cultural organizations.

We also recognize that if the arts and cultural sector is to advance beyond being a sector that defines itself based on how it relates and impacts other sectors instead to how it is successful in and of itself, we will need to have a major impact on public will and that will require a focused effort on our part.

In addition, term limits in Michigan have created an atmosphere in which MCACA is required to continually educate policymakers on the reach of our grant programs into their districts.

What will we do to achieve this?

- MCACA will continue to expand our partnership with Travel Michigan "Pure Michigan"
- MCACA will work to create statewide Public Broadcasting partnerships in order to recognize the work of the arts and cultural field
- MCACA will work with Arts Midwest on a concerted public will building campaign
- MCACA will create and grow a public art tours mobile app
- MCACA will encourage important national and/or regional arts and culture related conventions to locate their events in Michigan
- MCACA will increase collaboration and coordination with the MEDC on promoting the Michigan quality of life to the site selection community, prospective businesses, investors, and talent

Results

- Leisure travel to arts and cultural organizations in Michigan increases
- Michigan's reputation as an arts and cultural destination is enhanced
- Legislators and other policymakers become familiar with the work of the arts and cultural organizations in Michigan and their role in economic revitalization, as well as with the work being done in arts education
- Michigan citizens have a better understanding of how their tax investment in MCACA is contributing to their lives, opportunities and prosperity
- Michigan citizens value and become the arts and cultural sector's biggest advocates with policymakers
- Michigan plays host to a major, national arts conference
- Michigan is better positioned to attract and retain young talent
- Michigan is better positioned to compete in a regional and global economy to attract business investors that also value arts and culture

GOALS: DETAILS
YEAR 2, GOAL 7

MORE DEEPLY ENGAGE YOUNG AND DIVERSE PEOPLES, INCLUDING DIVERSITY OF GENDER, ETHNICITY, RACE AND SEXUAL ORIENTATION, IN THE MCACA PROCESS

Why is this goal important?

It isn't enough to say that we value young people in Michigan...we need to prepare them to take leadership roles in our state. It was with that in mind that some six years ago we formed the New Leaders Arts Council of Michigan. This has grown into a young professionals group and has actually supplied the governor of Michigan with two individuals to appoint to the MCACA Council. The New Leaders have grown their grant program into a vital opportunity for other young people to apply for support from MCACA. The demand for this program now far outstrips our ability to fund it and has gone from a learning tool, to a vital program in our overall grant making strategy.

The state is placing a lot of emphasis on early childhood education as well as our older citizens. So there's a demographic bifurcation occurring, with the youngest and oldest segments of the population benefiting from specific policies. But generations in between are easy to lose. The work of the New Leaders is taking on even more importance when one considers that fact. The New Leaders are:

- Eager to take on more responsibility
- Interested in a brighter spotlight shown on the grant programs they award and for information about the availability of the awards to be released/promoted with more lead time for recruiting applications
- Interested in better uses of social media for both the New Leaders Council and MCACA
- Eager to expand the funding allocation they are given for their awards
- Interested in more information about communicating with elected officials: tips, guidance, dos and don'ts
- Interested in providing specific grant making workshops

What will we do to achieve this?

- MCACA will identify more roles for the New Leaders to take on, especially in advocacy and leadership outreach, inclusion and diversity, and in our arts education programs
- MCACA will increase the available funding for awards in the New Leaders Community Engagement and Retention grant program
- MCACA will arrange for the New Leaders to be directly connected to the state's graduate programs in arts administration
- MCACA will prepare guidelines well in advance of the New Leaders grant deadline in order to provide workshops directly related to the Community Engagement and Retention grant program
- MCACA will work to provide the New Leaders with public speaking opportunities

Results

- MCACA has a sort of bench or bull pen for young board members available for appointment to the MCACA or other arts and cultural organizations around the state
- The work of our New Leaders is recognized by Michigan policymakers
- Michigan is recognized as a state that values and facilitates the careers of new leaders
- MCACA's New Leaders connect to even younger citizens to facilitate valuing and understanding arts and cultural organizations in Michigan

GOALS: DETAILS YEAR 3

CHECK-UP AND TAKING OUR TEMPERATURE

Why is this goal important?

After our last strategic plan (2011–2014) we discovered that a living strategic plan not only looks at big goals but also helps to inform daily decision making and operations. As we struggled against a poor economy and political efforts to eliminate the agency having this document was among the key factors of our survival. We feel that it is important to learn from those efforts and to that end we are using the third year of this plan to stay on top of our vision. Although we track and report out quarterly on our progress with the strategic plan, designing a year of reflection and visitation of the plan in general will serve to keep the plan in focus, allow us to catch up on goals that are slow to fruition and reexamine those longer range ideas for continued relevance.

That being said, it doesn't mean that year three will be a year for "marking time." In fact, there is potential for it to be the busiest year of the five-year plan! We will use it accomplish internal operations goals, examine the ever changing political landscape of term limits and collect more survey data from the field.

What will we do to achieve this?

- MCACA will partner with the MEDC to either update our current products or develop or purchase a new electronic application and database
- MCACA will provide more professional development opportunities for council members, especially in the realm of advocacy
- MCACA will develop a comprehensive plan to strategically host or facilitate more regional and statewide convening of the field
- MCACA will work with the MEDC to provide a detailed survey of the field on strategic plan progress and unforeseen changes in the field that need to be addressed
- MCACA will determine which goals from years one and two of the plan need continued work or development and need to be carried forward into years four or five
- MCACA will work with the MEDC to provide a detailed analysis of arts and culture leisure travel/tourism in Michigan
- As part of MCACA succession planning, the policy and planning committee creates a policy reflecting the council's desire to have an appointee to any search committee charged with replacing the executive director

Results

- MCACA gets a new and up-to-date database and application system
- MCACA staff and council members are better positioned to speak with and educate the new class of freshman legislators
- MCACA hosts statewide and regional meetings of the field, such as a revived governor's Arts Awards
- MCACA shows that arts and culture based tourism continues to grow
- MCACA has a clear understanding of the continued relevance of our programs and the needs of the field
- MCACA responds to and acts on lessons learned during the first two years of the plan and applies them to the final years of the plan

GOALS: DETAILS
LONG-TERM YEARS 4–5

In the council's strategic planning retreat, there was a great deal of discussion around creativity in one's life. It is difficult to draw from those discussions specific goals, but not impossible.

Very recent studies have shown that, regardless of age group, developing a "sense of purpose" leads to a longer, more fulfilling life. It is clear that arts and culture have a major role to play in helping citizens discover that sense of purpose through creativity.

There has also been much discussion of the role arts and culture play in a democratic society in general. Philosopher Martha Nussbaum, in her book, "Not For Profit: Why Democracy Needs the Humanities," made the argument that a healthy democratic society isn't truly possible without very specific attention given to the arts and humanities.

Regardless of varying opinion, to us it is clear that by supporting the work of our grantees, MCACA can have an impact, in a very broad way, on the lives of our citizenry. With that understanding, we will examine our offerings and, given continued appropriations success, we will work to ensure MCACA is doing what we can within our mission to assist in creating a sense of purpose.

A HEALTHY DEMOCRATIC SOCIETY ISN'T TRULY POSSIBLE WITHOUT VERY SPECIFIC ATTENTION GIVEN TO THE ARTS AND HUMANITIES.

GOALS: DETAILS
YEAR 4, GOAL 11

CREATE A SPECIFIC MENU OF PROGRAMS FOR THE INDIVIDUAL ARTIST

Why is this goal important?

Although not every arts and cultural organization is such that they employ individual artists, it is a fact that without the work of artists and culture bearers, not many of these organizations would have the need to exist.

MCACA does have some limited ways in which we work with individual artists, but overall it is a glaring hole in our menu of programs. If we are to be a complete sector, a holistic approach to programs for the individual artist or culture bearer needs to be addressed.

MCACA also understands that creative lifelong learning opportunities for individuals in arts and culture will enhance the field and image of the state of Michigan in general. Engaging individual artists helps us provide these opportunities.

What will we do to achieve this?

- MCACA will research national best practices to assess what makes a successful individual artist program. Such programs to be considered include:
  - Individual artist grants program
  - Commissioning program
  - Fellowships program
- MCACA will work with the MEDC to have them formally consider individual arts as entrepreneurs eligible for entrepreneur program assistance
- MCACA will look at programs for individual artists to specifically address quality of life issues for an aging population
- MCACA will look at programs for individual artists to specifically address quality of life issues for those with disabilities
- MCACA will work to ensure there are appropriate services for individual artists and culture bearers
- MCACA will research the feasibility of programs designed specifically for film makers or other new media artists and implement a new program if possible

Results

- MCACA has at least one individual artist grant program
- Individual artists are valued and counted in the Michigan economic development dashboard of job numbers
- Michigan becomes known for celebrating and valuing the work of individual artists
- Michigan is known for providing its communities of people with disabilities and senior citizens with ample arts and cultural learning opportunities
- Michigan is known for providing individual artists opportunities to completely explore their work, including creating new work or work in new art forms

GOALS: DETAILS
YEAR 4, GOAL 12

WELCOME AND ENGAGE MICHIGAN'S GROWING IMMIGRANT POPULATIONS

Why is this goal important?

The state of Michigan and Governor Snyder are working diligently to welcome more—and expand entrepreneurial opportunities for—immigrant populations. Through the work of our clients, MCACA believes we are uniquely positioned to support cross-cultural learning opportunities to enhance the state's efforts. We recognize that populations who already call Michigan home, as well as those making Michigan their new home, often view their arts and cultural traditions as not only a piece of a former home, but as a part of their personal identity...identity they want to share with the rest of the state. For Michigan to continue to advance in a very competitive global market, a welcoming image is key and will be stronger if it embraces arts and culture.

What will we do to achieve this?

- MCACA will partner with the Michigan Traditional Arts program at Michigan State University to provide a new "Culture Bearers" apprenticeship program
- MCACA will partner with the Michigan Humanities Council to augment our touring arts program to specifically address immigrant populations and artists
- MCACA will work with the MEDC to match arts organizations and/or artists to roles in MEDC business development and attraction as well as to MEDC's work with national site selectors working with international companies
- MCACA will work with the MEDC to recognize arts and culture-based immigrant entrepreneurial efforts

Results

- MCACA has programs in place to specifically support immigrant arts and cultural programs and projects
- Michigan is known as a state welcoming to all people and one that values the arts and cultural heritage of our varied populations
- MCACA and the MEDC see a rise in arts-based entrepreneurial activity within immigrant population
- Ethnically centered organizations are more visibly and actively engaged in the broader arts and culture sector in Michigan for professional development and greater exposure

GOALS: DETAILS
YEAR 4, GOAL 13

EXPAND ARTS AND CULTURAL OPPORTUNITIES WITH TRIBAL ENTITIES

Why is this goal important?

Although Michigan has a substantial Native American population, supporting arts and cultural projects and programs within this community is a growing gap in our grant support. The number of grant applications from tribal organizations has decreased over the last several years, in both direct support and indirect support through our services-to-the-field organizations. Engaging this segment of the field is not only important to our "Everybody In, Nobody Out" mantra, but not doing what we can to grow this segment of the field represents a missed learning opportunity for citizens all across our state.

What will we do to achieve this?

- MCACA will work with the MEDC tribal office to better inform tribal groups about our funding opportunities
- MCACA will work with our traditional arts service partner Michigan State University Traditional Arts program, to expand the Traditional Arts Apprenticeship program to include a specific Native American component

Results

- MCACA and the MEDC see a rise in arts-based activity within Michigan's tribal population
- MCACA is directly and indirectly through service partners, making grants to more tribal organizations and individual artists
- Tribal organizations are taking advantage of the larger arts and cultural network in Michigan for professional development and greater exposure

GOALS: DETAILS
YEAR 4, GOAL 14

STRENGTHEN AND SUPPORT MARKETING EFFORTS AND OPPORTUNITIES FOR THE FIELD

Why is this goal important?

Through an independent survey of the field, MCACA has very clearly identified the most critical needs of the arts and cultural sector as operational support and capital improvement, followed closely by arts education programs.

Another very specific need our client organizations identify is marketing assistance. Although operational support can be used for marketing expenses, it is becoming clear that MCACA might be well served to offer organizations an additional opportunity for marketing their programs...to the state and the region.

What will we do to achieve this?

- MCACA will work with the MEDC marketing and communications unit to better inform state tourism professionals—convention and visitors bureaus, chambers of commerce and hoteliers—of Michigan's arts and cultural assets
- MCACA will expand our work with and search out additional opportunities with the "Pure Michigan" campaign to directly promote Michigan's arts and culture assets
- Research the viability of a specific marketing and communications plans grant program for MCACA arts and cultural organizations and implement if possible
- Research the feasibility of offering professional development institutes in marketing for arts and cultural organizations
- Research the feasibility and implement if possible a program to assist originations with strategic planning

Results

- MCACA and the MEDC see a rise in out-of-state arts and culture based leisure travel, based on MEDC research unit data
- Arts and culture is included as a full partner in the national "Pure Michigan" ad campaign
- MCACA is able to offer a competitive grant program designed to support marketing and communication efforts for arts and cultural organizations or provide learning opportunities in marketing
- The Building Public Will for the Arts campaign is launched in Michigan
- Michigan arts and cultural organizations are up to date in all their strategic planning efforts

GOALS: DETAILS
YEAR 5, GOAL 15

IMPLEMENT AN INTERNATIONAL DIPLOMACY STRATEGY

Why is this goal important?

MCACA has identified an opportunity to align with the "Welcoming Michigan" state immigration effort of our current administration. In this two-way exchange, we would explore adding to the governor's agenda strategies for fostering cultural understanding and international diplomacy through the arts, in particular with the help and support of our statewide client base. We feel this is an important dimension of any diplomacy strategy.

What will we do to achieve this?

- MCACA will work with the MEDC international unit to develop a joint international diplomacy strategy inclusive of arts and culture
- MCACA will develop an international artist exchange program, alone or in partnership with nearby states, regional arts organizations or national, federal or global (UNESCO) agencies
- MCACA will work with existing research exchange programs within higher education to leverage their relationships and develop more holistic efforts

Results

- The MEDC is able to attract more international business and the MCACA plays a role in making this happen
- Michigan citizens have more access to the work of international art and culture
- MCACA is able to offer Michigan artists the opportunity to travel abroad as arts and culture ambassadors on behalf of and to shine a spotlight on Michigan's excellent quality of life

GOALS: DETAILS
YEAR 5, GOAL 16

IMPLEMENT AN "ART EVERYDAY" STRATEGY

Why is this goal important?

In conjunction with our effort to affect the public perception of, as well as their values concerning, art and culture, we believe MCACA has a vital role to play in helping to make art available to those who want it every day. Our hope is that, if we make progress on fulfilling this goal, citizens in Michigan will recognize the value of intentionally having art in their lives every day.

What will we do to achieve this?

- MCACA will research the feasibility of creating a "Mi Own Art" program, modeled after the "Own Art" program in the United Kingdom
- MCACA work with the MEDC to identify a financial partner interested in "Mi Own Art"
- MCACA will research the feasibility of creating a "Mi Arts Resource Center" program modeled after the Chicago Artist Resource Center program
- MCACA will develop appropriate partnerships, or build enough capacity, to implement a "Mi Artist Resource Center"

Results

- MCACA is able to facilitate the purchase of art in homes across the state
- MCACA facilitates the creation of a comprehensive artist resource center

GOALS: DETAILS
YEAR 5, GOAL 17

CREATE A SPEAKERS, THINKERS AND INNOVATORS GRANT PROGRAM

Why is this goal important?

MCACA is often asked by our clients about providing speakers for events, conferences, strategic planning, etc. We have found that organizations in our larger urban areas are able to do some fundraising to help with these costs, while smaller organizations have a more difficult time with this. We feel that if organizations statewide are to continue their professional growth, having the nation's best thinkers available to them would be an amazing tool and provide a huge competitive advantage for Michigan organizations.

What will we do to achieve this?

- MCACA will research the feasibility of creating a program, in conjunction with an artist resource center, that provides funding to arts and cultural organizations for keynote speakers, strategic planners or other professional thinkers

Results

- Michigan arts and culture professionals and organization, regardless of geographic location, are able to take advantage of the best thinking and expertise of the nation's top experts in the field

EVALUATION AND ASSESSMENT

The Michigan Council for Arts and Cultural Affairs is fortunate to be able to partner with the research team at the MEDC. This team has been evaluating the success of economic development programs for the state of Michigan for many years and has agreed to create satisfaction surveys and to track the success of our stated goals...from our point of view and from our grantees' point of view.

MEDC communications staff is also tracking our website activity and newsletter analytics to further evaluate success and help inform our decision making.

The information gathered by the MEDC research team, coupled with data gathered through the Michigan Cultural Data Project and the exciting possibility of new research partners, should provide us with much needed and robust information to share with the field and our state's policy-makers.

We will continue to use our normal methods of evaluation as well: tracking application numbers, performing programmatic on-site visits and providing technical assistance.

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