

Three-Year Leadership Development Plan For State Arts Agency Arts Education Managers

Partnership between the National Endowment for the Arts and the National Assembly of State Arts Agencies

Background:

Since the late 1980s the National Endowment for the Arts (the Endowment) and the State Arts Agencies (SAAs) have shared the goal of helping to ensure that the arts are basic to the education of children and young adults in grades pre-K through 12. In order to accomplish this mutual goal, the Endowment has recognized the need for professional development of the SAAs' arts education managers, as both stewards of federal arts education support to their agencies and as managers of increasingly complex programs of grants and services in their respective states.

Through a cooperative agreement with the National Assembly of State Arts Agencies (NASAA), the Endowment supports a variety of professional development and technical assistance activities for arts education managers at state arts agencies and their partners, including support for leadership institutes, coordinator exchanges, consultant assistance, publications, a listserv, administration of a self-assessment to determine professional development needs, peer mentoring, and other means of increasing the knowledge and skills of arts education program personnel.

To facilitate planning and implementation of the Leadership Institute and oversee the other services, there are ongoing meetings of the Arts Education Advisory Committee, an advisory group of state arts education managers that develops and helps implement activities, in consultation with NASAA and the Endowment. The advisory group consists of representatives from each of the following regions, - Western States Arts Federation, Arts Midwest, Mid-Atlantic Arts Foundation, New England Foundation for the Arts, Mid-America Arts Alliance and the Southern Arts Federation, - one executive director representative, one representative from the department of education and staff from the Endowment and NASAA.

Input from Constituents:

Representatives from partnering State Arts Agencies, NASAA and the NEA held meetings to gather information about the needs and expectations of Arts Education Managers. In October of 2007, a survey was conducted of all Arts Education Managers in the nation and the territories.

Survey Findings indicated that Arts Education Managers need:

- Leadership development
- Visibility for their work in their home states and beyond
- Opportunities to present at and participate in international, national and statewide conferences and workshops
- Professional development opportunities, including fellowships
- Recognition and rewards for their work
- Time and space to renew and rejuvenate

- Tools/instruments to measure the outcome of NASAA, NEA and the State Arts Agencies' investment in their professional and leadership development
- The ability to partner and share research with other national agencies e.g. arts education managers from museums, theaters, and other disciplines, e.g. Folk Arts, etc.

In an effort to achieve the group's mission and meet the needs identified, four primary goals have been set for the next three years. For each specific objective, focused strategies are outlined to evaluate success. A strategic work plan, with timelines and assigned tasks has also been developed to address the details of the plan.

Mission:

The purpose of State Arts Agencies Arts Education Managers (SAA AE Managers) network is to have a positive impact on arts learning nationwide.

Our Mission is fulfilled:

- By creating and implementing professional leadership opportunities for SAA AE Managers';
- By influencing the arts education environments in the national, state, and local arenas;
- By sharing information with SAA AE Managers' colleagues and other partners.

Goal #1:

SAA AE Managers will increase their knowledge and understanding about current and emerging trends and research - national, state, local, and global - and how these impact the field of arts learning.

Objectives:

- SAA AE Managers will use available arts learning resources and services provided by state, regional, and national organizations.

Strategies:

1. Build capacity of SAA AE Managers through leadership development at the NAASA Leadership Institute and through other means.
2. Provide opportunities for SAA AE Managers to participate in grant panels and convenings at national, regional, and state levels.
3. Implement communications tools to promote and disseminate arts learning resources to SAA AE Managers.
4. Increase number of SAA AE Managers who speak at state and national convenings, and/or participate in panels or do on-line learning.
5. Research and design "Portfolio Online" program for SAA AE Managers.

Goal #2:

SAA AE Managers receive personalized, professional leadership opportunities to develop the skills and knowledge relevant to their needs.

Objectives:

- SAA AE Managers receive funds to support professional development activities.
- All SAA AE Managers will be able to utilize information from the self-assessment tool to inform professional development.
- SAA AE Managers will be recognized and rewarded for exemplary work.
- SAA AE Managers will strengthen the existing Mentoring Program.

Strategies:

1. All SAA AE Managers will create and revise periodically, an Individual Professional Development Plan (IPDP) based on available time, interest, and needs.
2. Make guidelines, models, and technical assistance available to each SAA AE Manager to assist in the writing of his or her IPDP.
3. Research, review and revise Self-Assessment Tools on a regular basis for continued relevancy.
4. Provide funding for Leadership Institute and implementation of IPDP through Professional Development Funds (PD funds) and stipends.
5. Research, design and identify funding for a Fellowship program for SAA AE managers.
6. Launch the Portfolio Online program.
7. Evaluate the mentorship program for strengths and weaknesses.

Goal #3:

SAA AE Managers model a learning community and leadership culture.

Objectives:

- Foster a collaborative leadership environment at the state arts agency.
- Establish mechanisms for disseminating resources/information to inform a coordinated network of SAA AE Managers and other state/national partners.

Strategies:

1. Identify cross-program opportunities within state arts agencies. For example, between SAA AE Managers and Folk Arts coordinators.
2. Share the NEA/NASAA arts education leadership development process with state arts agencies, regional organizations, and NEA colleagues.

Goal #4:

SAA AE Managers advocate for a policy environment that supports quality arts as central to the education of children and youth, early learning through High School age.

Objectives:

- Develop strategic partnerships to create, support, and reinforce coherent national and state arts education policies.

Strategies:

1. Identify and invite partners to participate in learning and policy development.
2. Initiate arts education resource audits in collaboration with other agencies/organizations.
Plan data warehouse for future policy and research efforts.