

Work Plan for Strategic plan

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	Action Steps	Responsible party	Timeline	Outcome
1. Build capacity of SAA AE Managers through PDLI (Professional Development Leadership Institute) at the NASAA Leadership Institute and other means.	a. Utilize remote technologies such as conference calls, webinars, videoconferences, on-line trainings, and national requests for panelists. Strategies addressed: 1,2 and 4	NASAA with the advisory group	Pending input from the advisory group	SAA AE Mangers participate in one to two webinars a year. Consistent updates to profiles of individuals.
2. Provide opportunities for SAA AE Managers to participate in grant panels and convenings at national, regional, and state levels.	b. Create intranets through NASAA's website for information filtration, e.g. the "Portfolio Online". Strategies addressed: 1, 2 and 3	Tech committee working with NASAA and NEA	Jan 2009	SAA AE Managers present at every annual conference (NASAA).
3. Implement communications tools to promote and disseminate arts learning resources to SAA AE Managers.	c. Create a technology committee to work with NASAA and NEA on technology updates. Strategies addressed: 3	Advisory Group	Jan 2009	Increased request for SAA AE Managers to serve as panelists and presenters as tracked through annual survey.
4. Increase number of SAA AE Managers who speak at state and national convenings, and/or participate in panels or do on-line learning.	d. Identify opportunities for SAA AE Managers to participate in conferences , panels etc. at national, regional and state levels Strategies addressed: 1	Advisory group and SAA AE Managers	Create database Spring 2009	Beta test Portfolio Online complete by September 2009.
5. Research and design "Portfolio Online" program for SAA AE Managers.	e. Solicit nominations from the field each year for presenters at PDLI. Strategies addressed: 1,2 and 4	Content committee	Spring 2009	Portfolio Online is up and running by June 2010.

Strategies	Action Steps	Responsible party	Timeline	Outcome
	f. Create a profile/list of available individuals to serve on state and national panels convenings. Strategies addressed: 1,2,3 and 4	Advisory group and SAA AE Managers	update quarterly	Announce opportunities online
	g. Establish a Portfolio Online committee. Strategies addressed: 3 and 5	Advisory group committee	Jan 2009	
	h. Research location, security, access and maintenance of Portfolio Online. Strategies addressed: 3 and 5	Portfolio Online committee, NASAA and NEA in consultation with their peers	March 2009	
	i. Design tracking system to record who and where users visit in consultation with peers. Strategies addressed: 3 and 5	Portfolio Online committee, NASAA and NEA	June 2009	
	j. Design different formats to reflect various content. Strategies addressed: 3 and 5	Portfolio Online committee, NASAA and NEA	June 2009	
	k. Identify funding sources to cover expenses of PDLI and related professional development including technology updates. Strategies addressed: 1 and 5	NASAA and NEA	ASAP	
	l. Engage other governing bodies, like SEADAE, to consider SAA AE Managers as presenters. Strategies addressed: 1 and 4	SEADAE committee working with the NEA	2009 AEP winter meeting	

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	Action steps	Responsible Party	Timeline	Outcome
1. All SAA AE Managers will create and revise periodically; an Individual Professional Development Plan (IPDP) based on available time, interest, and needs.	a. Share sample formats of IPDP with SAA AE Managers. Strategies addressed: 1 and 2	NASAA	As needed	Skills and knowledge of SAA AE managers will be enhanced.
2. Make guidelines, models, and technical assistance available to each SAA AE Manager to assist in the writing of his or her IPDP.	b. Provide time during PDLI reflection time for updates to IPDP. Strategies addressed: 1, 2, and 3	AE managers	Every other year at stand-alone PDLI	Encourage all AE SAA Managers to reflect on PD goals and create and update IPDP's.
3. Research, review and revise Self-Assessment Tools on a regular basis for continued relevancy.	c. Develop session topics for national conferences from the skill domains. Strategies addressed: 3	Advisory group	Yearly	Participants report an increased capacity to use the skills from the domains.
4. Provide funding for Leadership Institute and implementation of IPDP through Professional Development Funds (PD funds) and stipends.	d. Identify and provide funding for IPDP, Fellowship and Portfolio Online programs. Strategies addressed: 4 and 5	NASAA and NEA	ASAP	Documented evidence of enhanced learning opportunities for an increased number of SAA AE Managers.
5. Research, design and identify funding for a Fellowship program for SAA AE Managers.	e. Research national/ international fellowship programs. Strategies addressed: 5	Fellowship design team	March 2009	

Strategies	Action steps	Responsible Party	Timeline	Outcome
<p>6. Launch the Portfolio Online program.</p> <p>7. Evaluate mentorship program for strengths and weaknesses.</p>	<p>f. Design a selection process for SAA AE Managers. Strategies addressed: 5 and 6</p>	<p>Fellowship design team and Portfolio Online committee</p>	<p>2010</p>	<p>SAA AE Managers receive recognitions for exemplary work.</p>
	<p>g. Pilot the Portfolio Online program using 6-8 SAA AE Managers. Strategies addressed: 6</p>	<p>Portfolio Online committee</p>	<p>2010</p>	<p>Tracking system shows SAA AE Mangers access to resources.</p>
	<p>h. Develop mentorship/assistance to SAA AE Mangers for creating portfolios. Strategies addressed: 6</p>	<p>Portfolio Online committee</p>	<p>2010</p>	<p>SAA AE Mangers report they are stronger/better equipped to serve their state arts agency as a result of the mentorship program.</p>
	<p>i. Provide access for all SAA AE Managers to post professional Portfolios Online. Strategies addressed: 6</p>	<p>Portfolio Online committee</p>	<p>2011</p>	
	<p>j. Survey mentorship program participants. Strategies addressed: 7</p>	<p>New Managers committee</p>	<p>Yearly</p>	

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 information /resources to inform a coordinated network of SAA AE Managers and other state/national partners.

Strategies	Action Steps	Responsible Party	Timeline	Outcome
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.	a. SAA AE Managers share PDI info with staff. Strategies addressed: 2	SAA AE Managers	One month after PDLI institute	Leadership development of state arts agency staff becomes a funding priority.
	b. Highlight the work of SAA AE Managers through NASAA's monthly publication and Web site, and NEA's internal communication network. Strategies addressed: 1 and 2	NASAA and NEA with the Advisory group	ongoing	
	c. Invite state arts agency and NEA colleagues to participate in joint collaborative learning opportunities. Strategies addressed: 1 and 2	NASAA and NEA with the Advisory group	ongoing	
	d. Continue to explore intersections between national organization initiatives and SAA AE Managers professional/leadership priorities. Strategies addressed: 1 and 2	NASAA and NEA with the Advisory group	ongoing	

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	<p>e. Identify partners in providing professional/leadership development. Strategies addressed: 1</p>	<p>NASAA and NEA</p>	<p>Ongoing</p>	
	<p>f. Meet with, mentor and be “experts on call” for diverse peer group leaders. Strategies addressed: 1 and 2</p>	<p>NASAA, NEA, and the advisory group</p>	<p>Ongoing</p>	
	<p>g. Ensure that NASAA retains the legal rights to the methods that are developed. Strategies addressed: 2</p>	<p>NASAA and NEA</p>	<p>Ongoing</p>	

Goal #4: SAA AE Managers advocate for a policy environment that supports the arts as central to the education of children and youth, early learning through High school.

Objectives:

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

Strategies	Action Steps	Responsible Party	Timeline	Outcome
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.	a. Convene partners – SEADAE, AEP, KCAAE, RAAs, US DOE, Lincoln Center and AFTA. Strategies addressed: 1	Advisory group NEA and NASAA	Duration of strategic plan	Federal Arts education policy is less fragmented, more cohesive, and has clearly stated outcomes.
	b. Invite representatives from state audit teams to present audit process and results at future PDLI. Strategies addressed: 1	Content committee	2009	At least 10 states are engaged in a arts in education resource audit process.
	c. Identify who collates information from states. Strategies addressed: 2	NEA/AEP/NASAA	Yearly	
	d. Determine who disseminates data from states. Strategies addressed: 2	NEA/AEP/NASAA	Yearly	