

STRATEGIC PLAN 2017–2021

Methodology

The IAC's strategic framework had its inception in a large scale information-gathering phase, which helped position it as one which responds to the needs and perceptions of our constituents. It was **focused in research about the primary constituents the IAC serves: individual artists, community members, and arts organizations**. Prior to beginning the formal planning process, the IAC undertook five surveys. Combined, those constituted a planning "white paper," or informational backdrop to the planning process.

The first survey was developed and **administered jointly with Ball State University's Indiana Communities Institute and surveyed approximately 1,300 artists** at all stages of their career development from informal to professional. The second survey was **developed with IUPUI's School of Public and Environmental Affairs and was focused on communities. 250 civic leaders responded** to a range of questions related to the role and impact of artists and the arts in their communities on topics such as economic and community development. The third survey was a **general interest survey gauging perceptions on a variety of arts-related topics including the value of arts education and arts activities in their communities. More than 1,400 citizens responded.**

In addition to these three surveys, the Commission also surveyed participants in its granting processes: its grantees and citizen review panelists. 210 respondents commented on the IAC's grant programs, process and priorities. The IAC also benchmarked strategic plans from the National Endowment for the Arts, Arts Midwest and four peer State Arts Agencies to look at plan structure and recurring themes amongst the six plans.

Public Steering Committee

A Steering Committee was assembled to guide the strategic planning process. Committee members included IAC grantees and partners, current and former Commissioners, artists, arts administrators, members of the business community and the tourism sector, citizens, and representatives from other state agencies. **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 Sherry Stark of Columbus, the Chair of the IAC's Committee on the Future, its standing committee on planning and finance.** Her 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. The IAC thanks the following committee members for their wisdom, insight and dedication, as well as Sherry Stark for her leadership throughout the process.

<p>Sherry Stark, Chair IAC Commissioner Retired President and CEO, Heritage Fund Columbus</p>	<p>Tania Castroverde Moskalenko President and CEO, Center for the Performing Arts Carmel</p>	<p>Brenda Myers Executive Director, Hamilton County Tourism Fishers</p>
<p>Nancy Stewart IAC Commission Chair Fort Wayne</p>	<p>Sharon Kazee Educator and Musician Evansville</p>	<p>Minju Choi Associate Adjunct Professor of Piano University of Indianapolis Indianapolis</p>
<p>Jennifer Perry IAC Commissioner Marketability, LLC Terre Haute</p>	<p>Susan Mendenhall President and CEO, Arts United Fort Wayne</p>	<p>Sandi Clark Former Commissioner Chair, 2006-2012 IAC Strategic Plan Committee, Board Member, Arts Midwest Bloomington</p>
<p>Micah Smith IAC Commissioner, Graphic Artist Indianapolis</p>	<p>Jim Walker Executive Director, Big Car Collaborative Indianapolis</p>	<p>Geoff Schomacker Director of Project Development Office of Community and Rural Affairs Indianapolis</p>
<p>Suzann Lupton Clinical Assistant Professor, SPEA, IUPUI Indianapolis</p>	<p>Karen Moyars Director, Prairie Preservation Guild Benton County</p>	<p>Eric Shields Policy Director Indiana Economic Development Corp. Indianapolis</p>
<p>Michael Petry Executive Director, Indianapolis Symphonic Choir Indianapolis</p>	<p>Warren Miller Fine, Graphic and ArtsWork Indiana Artist Indianapolis</p>	<p>Bill Barnes President and CEO Community Foundation of Madison and Jefferson County Madison</p>
<p>Senator Jon Ford Former Chair and Commissioner Terre Haute</p>	<p>Jon Kay Director, Traditional Arts Indiana Bloomington</p>	<p>Kathryn Cruz-Uribe Chancellor, IU East Richmond</p>
<p>Lane Velayo Executive Director, Indiana Music Education Association Indianapolis</p>	<p>Daren Redman Textile Artist Nashville</p>	
	<p>Breanca Merritt Indiana Public Policy Institute Indianapolis</p>	

Public Forums

Survey findings were shared with the strategic plan steering committee who **identified key themes which were further discussed by the full Commission**. Those key themes became the focus of three facilitated live public forums (Web Cafés) for artists, community organizations and community leaders. **The three Web Cafés were hosted with a live audience at the Harrison Center for the Arts in downtown Indianapolis and at more than a dozen additional locations throughout the state, and those unable to make it to a host site were able to participate live from their homes or offices. 153 citizens participated** and gave feedback on a variety of questions including in what areas the arts can have the greatest impact in community; support community development goals; and work effectively with economic development.

The public forums helped not only to prioritize and expand the points of the emerging plan, but they also served as focus group discussions which gave additional depth and meaning to the previous survey information collected.

Facilitators

The plan process was facilitated by Sara Peterson, of Sara Peterson Consulting. Sara is a management consultant to nonprofits, government, foundations, and community groups. She specializes in practical governance and board development, a wide range of planning and facilitation, evaluation, and organizational assessments. Sara was supported by additional facilitators including Brian Blackford, Project Manager at Indiana Communities Institute, Ball State University; Jamie Levine-Daniel, Assistant Professor, IUPUI School of Public and Environmental Affairs; Joanna Taft, Founding Executive Director, Harrison Center for the Arts and Susan Zurbuchen, Director of the Arts Administration Program at Butler University. David O'Fallon, President & CEO, Minnesota Humanities Center was also engaged to lend expertise to the Commission and staff related to evaluation and outcomes.

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.

FOUNDATION(S) OF THE INDIANA ARTS COMMISSION

Our Mission

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.

Our Vision

The arts everywhere, every day, for everyone in Indiana.

Our Values and Operating Principles

- 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 be transparent, fair, and ethical.
- Our programs and processes will have public ownership and will build community.

Further, we believe that:

- Public resources are invested on behalf of every taxpayer to produce public value for all.
- At the heart of every IAC granting program are the principles of excellence, authenticity, fairness & equity, access, inclusion, and education.
 - **EXCELLENCE**, because all should be able to have the highest possible artistic experience.
 - **AUTHENTICITY**, because all artistic endeavors have value.
 - **FAIRNESS, EQUITY AND ACCESS**, because all should have the opportunity to benefit.
 - **INCLUSION**, because all should feel welcome.
 - **EDUCATION**, because all should be changed through the experience.
- Outcomes should advance the well-being of all and build culturally rich, cohesive, peaceful and prosperous communities.
- Public resources partner with communities, organizations and individuals to produce core, cultural benefits, and in so doing, open up those benefits so that they positively affect all.

THE STRATEGIC PLAN FRAMEWORK

The Big Idea

As part of our planning, we searched for that one unifying, inspiring idea that encapsulated both the work of the Indiana Arts Commission and its impact for the state. We looked for something that captured our mission. In doing so we realized that Indiana's 2016-2017 Poet Laureate, Shari Wagner, had already given it to us in Hoosier Quilt when she wrote: **"the work of our hands radiates outward; block by block, circle by circle."**

The Theory of Change

When the arts are centrally positioned in communities and the everyday lives of citizens, their effect radiates outward. The arts impact how we think, plan and develop.

- When the arts engage their communities, they create authentic and relevant work; and
- When communities value creative work as relevant to their everyday lives, they engage in the arts; and
- When communities engage in the arts, the arts thrive; and
- When the arts thrive in a community, the community thrives; and
- When communities thrive, so does the state.

SHORT TERM

Over the next five years, the Indiana Arts Commission will embed the role of the arts in Indiana in conjunction with our Regional Arts Partners and state agency partners by focusing on four strategic goals:

1. Facilitate meaningful engagement between arts practitioners and their communities.
2. Support deeper understanding and integration of the arts by and in communities.
3. Provide pathways to learning in the arts for all.
4. Nurture and acknowledge each citizen's unique creative expression and artistic interests.

Within each of the above goals there are four strategic priorities, to:

- Build capacity for the development and nurturing of transformative relationships.
- Ensure a commitment to the principles of excellence, authenticity, fairness and equity, and inclusion.
- Prioritize research and evaluation to identify needs and opportunities and build evidence of effectiveness.
- Direct strategic investment in conjunction with our Regional Arts partners and state agency partners.

LONG TERM

Through the five-year goals and priorities previously outlined, the Indiana Arts Commission is charting a course for long term change which will be reflected in the following outcomes and impacts in the lives of our citizens.

I. The Arts Engage Community

1. Arts practitioners have mutually-beneficial, accountable, and creative relationships with citizens and communities.
2. Artistic process and production respects and reflects Indiana's diversity – its people, places and ideas.
3. Arts practitioners support excellence, authenticity, fairness and equity and inclusion as core principles.

II. Communities Value Creative Work as Part of Their Everyday Lives

1. Citizens have an expanded understanding of, appreciation for and participate in creative endeavors.
 - Citizens recognize and practice the arts in their everyday lives.
 - Arts practitioners, outside of formal arts production, understand that they, too, are engaged in the arts.
 - Communities value the arts as individual enjoyment and fulfillment, as well as for community advancement.
2. Communities integrate the creative intelligence of the arts into planning and decision-making.
 - Communities seek out arts practitioners as change agents who apply creativity to community issues and opportunities.
3. Communities embrace the creative spirit expressed by their citizens and, as a result, incorporate it as a measure of their success.

III. Communities Engage in the Arts

1. Citizens have relevant and equal access to engage with the arts, especially in rural areas.
2. Citizens have the opportunity to gain knowledge, skill and ability in the arts.

IV. The Arts Thrive

1. Arts practitioners reach artistic, engagement and financial goals.
2. Arts practitioners affect policy-making on a local, state and national level.
 - Arts practitioners are active change agents creating positive community impact.
3. Arts education is a core requirement in public and private education.

V. Communities Thrive Economically, Educationally, Socially and Culturally

1. Cultural vibrancy attracts and drives more economic activity in communities and in the state.
 - Every area of the state has thriving, vibrant arts activity.
 - All communities retain and attract a core, creative workforce whether urban or rural.
2. Communities continuously build positive cultural dialogue through the arts.
3. Indiana has a unique and authentic identity as a creative state embracing urban and rural assets.