

Design Delaware: A Strategic Plan for the Arts in Delaware: FY2011–FY2015

Executive Summary

Throughout FY2010, the Division engaged in its most recent statewide public strategic planning process, for a five-year plan beginning in FY2011.

One of the primary goals of this planning process was to involve as many members of the arts community and the broader public as possible. The three-phase planning process ultimately engaged more than 625 participants through individual interviews, focus groups, online surveys, and public forums.

In Phase 1, the Staff and Council engaged in data collection, and reviewed the existing mission statement and core values to clarify the purpose of the Division and the Council in the context of the agency’s enabling legislation. Phase 2 consisted of gathering public input, including individual interviews with state agency leaders and stakeholders, focus groups, online surveys, and public meetings. Phase 3 consisted of the actual writing of the plan, which emanated from a series of Staff and Council retreats after reviewing, evaluating, and prioritizing the input generated from the public phase of the process. The public then had an opportunity to comment on the planning process and draft plan prior to final adoption by the State Arts Council at its March 2010 meeting.

The plan maintains a focus on our mission, to nurture and support the arts in Delaware to enhance the quality of life for all Delawareans, while upholding a core set of values, including: access for all, creativity, diversity, excellence, and public value.

The Division seeks to strengthen the arts sector to serve Delaware’s communities; broaden participation in, and support for, the arts; advance lifelong learning in the arts; and more fully integrate the arts into Delaware’s civic, economic, and community life.

This Strategic Plan is designed to be clear, comprehensive, and flexible. To correspond with the strategic plan, the Division and Council will annually develop an operational plan that integrates specific action steps, evaluative measures, and timelines with the goals and objectives of the strategic plan and the state’s fiscal cycle ([DesignDelaware Operational Plans.pdf](#)). In an ever-changing environment, the intent behind this approach is to keep the Division focused on the long-term goals and objectives, while developing operational plans that recognize the realities of a changing environment and variable resources over the short-term.

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Mission Statement

The Delaware Division of the Arts is a state agency dedicated to nurturing and supporting the arts to enhance the quality of life for all Delawareans.

Vision Statement

The Delaware Division of the Arts and the Delaware State Arts Council envision a day when all Delawareans recognize the arts as vital to education, the economy, and quality of life, resulting in the broadest possible support and participation.

Core Values

Access to the arts for all Delawareans

Advocacy to raise awareness of, and support for, the arts

Creativity and innovation in the arts

Diversity in programming, services, audiences, and participation

Education in and through the arts for all ages

Excellence in artistic product, process, and service to the community

Partnerships to advance the arts and maximize opportunities

Public value of the arts to impact our lives and develop strong communities, economies, and schools

Goals and Objectives

Goal I. Strengthen the arts sector's ability to deliver quality programs and services

Objective 1. Sustain/cultivate/diversify funding streams

Objective 2. Improve organizational/individual capacity

Objective 3. Improve efficiencies of operations

Evaluation Indicators:

- Grantees report stable or improving financial positions
- Applications are available through e-granting for FY2013
- Increase in arts community awareness of non-Division funding sources
- Returning grant panelists report an improvement in grant applications
- Onsite evaluations and panel reviews report sustained or improved quality in grantee management, programming, and outreach

Goal II. Broaden and deepen public engagement in the arts

Objective 1. Increase awareness of arts opportunities

Objective 2. Expand access to the arts

Objective 3. Increase levels of involvement in the arts

Evaluation Indicators:

- Increased usage of Division-sponsored promotional tools (web, social networking, DelawareScene.com, etc.)
- Increase in media coverage of the arts (in number and scope)
- Increase in arts participation and engagement
- Increase in number of grantees developing/implementing accessibility plans
- Increased visibility and attendance/participation at Division-sponsored programs and events (Mezzanine Gallery openings, Arts Summit, Artist Roster)

Goal III. Advance lifelong learning in the arts

Objective 1. Raise public awareness of, and support for, arts education in pre-K–12

Objective 2. Increase organizations’ and artists’ capacity to serve as arts education resources

Objective 3. Facilitate increased access to arts-based instruction in both arts and non-arts settings

Evaluation Indicators:

- Increased public visibility of arts education activities
- Increased number of students benefiting from arts education activities
- Increased number of teachers and artists engaged in professional development for arts learning
- Increased awareness of, and attendance to, Poetry Out Loud program

Goal IV. Facilitate enhanced integration of the arts in civic, economic, and community life

Objective 1. Expand network of arts advocates and their collection of arts advocacy tools

Objective 2. Increase arts participation and profile in:

- a. community and economic development initiatives
- b. policy formation

Objective 3. Expand Division/Council role as leaders in promoting and supporting the arts

Evaluation Indicators:

- Arts supporters engage in civic organizations and discourse
- Increased awareness of the arts in civic discussions
- Increased awareness of the arts and their impact on economy, education, and quality of life

See Annual Operational Plans: [DesignDelaware Operational Plans.pdf](#)

DELAWARE DIVISION OF THE ARTS STAFF

(at the time of the plan's adoption, March 17, 2010)

Paul Weagraff, Director
Susan Salkin, Deputy Director
Gwen Henderson, Grants Manager
Karen Lewis, Administrative Assistant/Office Manager
Kristin Pleasanton, Art and Artist Services
Terry Plummer, Community Arts Development
Sheila Dean Ross, Arts in Education Coordinator, 504/ADA
Roxanne Stanulis, Communications Coordinator

DELAWARE STATE ARTS COUNCIL MEMBERS

(at the time of the plan's adoption, March 17, 2010)

Lise Monty, Chairperson	Gail Lear
Pamela Bell	Elisabeth Poole
Steve Boyden	Reverend John Ranney
Lou Braithwaite	Ruth Sokolowski
Joann E. Browning	Dr. Joyce Hill Stoner
Richard Givens II	Deborah Wicks
Guillermina Gonzalez-Sobrero	Carson Zullinger
Margaret H. Johnson	