



 Utah Division of  
**Arts & Museums**

# STRATEGIC PLAN

2012-2015



# MISSION

---

We provide Utahns broad access to artistic and creative experiences, collections, and opportunities.

# VISION

---

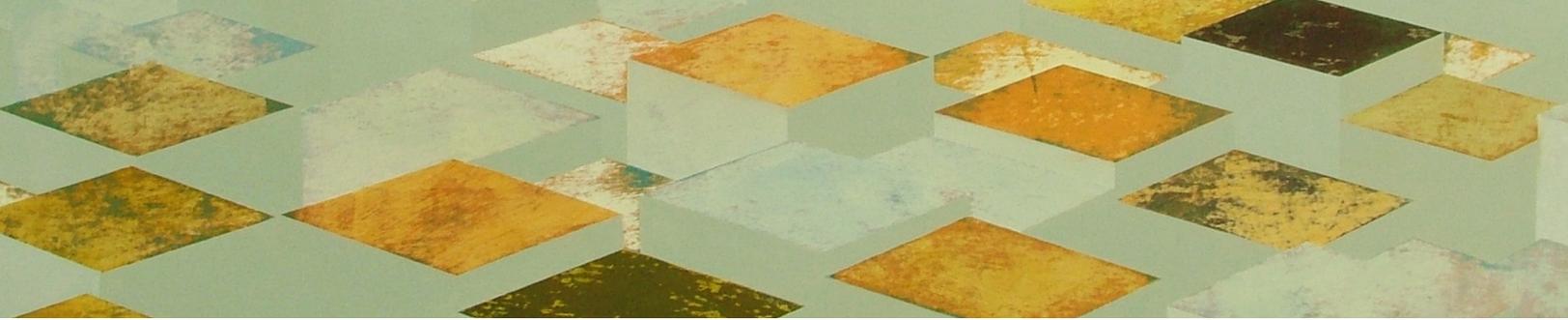
Utah will be known for its creative legacy, innovation, and advancement of arts and museums.

# CORE VALUES

- STEWARDSHIP** responsibility for state art collections
- CLARITY** clear and transparent information and communication
- RELEVANCE** understand communities and their changing environments
- INNOVATION** advance and leverage creative opportunities

"To send light into the darkness of men's hearts - such is the duty of the artist."

-- Robert Schumann



# STRATEGIC PLAN STRUCTURE

---

During the strategic planning process, the Utah Division of Arts & Museums (henceforth known as UA&M) focused on determining its overall goals and objectives, and then strategies that could be reflected in each goal. The initiatives making up the 2012-2015 Strategic Plan incorporate one or more goals and strategies in the achievement of each initiative.

The plan in this document highlights each initiative and the activities that will be implemented in accomplishing UA&M's goals over the next three years.

## GOALS

1. Increase awareness of the public value of arts and museums
2. Strengthen communities by investing in arts and museums infrastructure
3. Build a sustainable model of diversified funding

## STRATEGIES

1. Communicate public value of art, museums, and creative communities
2. Provide exceptional constituent services
3. Provide capacity building resources
4. Cultivate strategic partnerships
5. Diversify and stabilize funding

## INITIATIVES

1. Implement a targeted public value information campaign
2. Encourage advocacy efforts
3. Care for state art assets
4. Develop regular constituent feedback and responsiveness
5. Provide information, training and networking
6. Provide arts and museums recognition and funding
7. Build strategic partnerships

"The arts are the best insurance policy a city can take on itself."

–Woody Dumas,  
former Mayor of  
Baton Rouge



## 1.1 Public Value Campaign

UA&M, in partnership with creative industries, arts organizations, arts related employers, museums, and media companies, will develop an information campaign to build awareness of arts and museums in their broadest definition, encourage positive feelings toward arts and museums and raise understanding of the benefits of public funding for arts and museums, in the many forms that funding takes.

Produce compelling messages and mark major milestones each year before the annual legislative session.

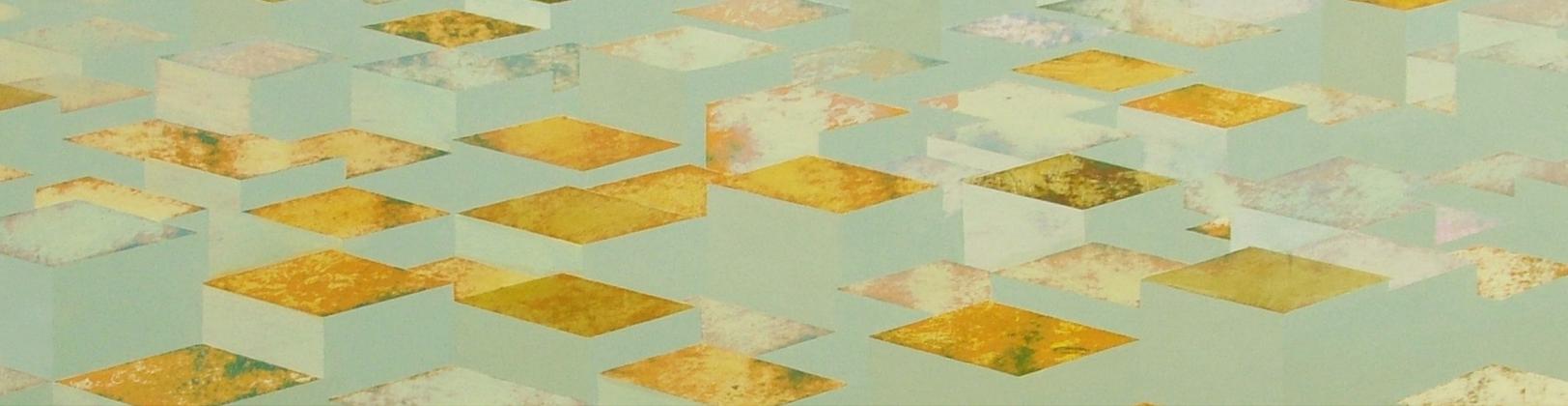
## 1.2 Measure and Communicate Return-On-Investment (ROI)

UA&M will gather and produce research/data to demonstrate return on investment(ROI) of creative industries and arts and museums. This information will be understood by staff and boards and regularly communicated to constituents and the public in an easy to understand and statistically defensible manner.

Produce summary of research in the public domain and commission, publish and distribute the Creative Vitality Index and Museum Survey annually.

## INITIATIVE #1

Implement a targeted public value information campaign



## 2.1 Legislative Toolkit/Handbook

UA&M staff will develop a toolkit for constituents and boards to use for advocacy efforts throughout the year.

The toolkit will be posted to our website, distributed to the boards annually and provided to constituents for enhanced advocacy efforts.

## 2.2 Museum Survey

UA&M will generate a survey instrument measuring museum attendance, advancement and social impact on target audiences, administer the instrument to museums within the state, gather that data, evaluate the data and communicate the results to stakeholders. This data will reflect at a minimum 33% participation by the surveyed groups.

Each fall, the survey will be distributed and follow-up reminders sent. Each February, results presented in time for Museums Advocacy Day.

## 2.3 Success Stories

UA&M will gather success stories from constituents regarding funding and/or assistance received from the division. These success stories will be incorporated into various reports such as the annual report, legislative reports, and advocacy toolkit and on UA&M social networking sites.

Staff will compile data in September and October of each year for inclusion in publications and on website.

## INITIATIVE #2

Encourage advocacy efforts



Community arts leaders talk to their legislators at "Arts Day on the Hill"

## 2.4 Communication with Legislators

UA&M staff will work closely with chairs and officers of the boards about the importance of relationships with legislators, particularly in leadership positions. Staff will assist board members and advocates to encourage regular communication with legislators. The goal of this initiative is that all board members have met face to face and communicated with legislative leadership.

The updated legislative contact information and key messages will be presented to the boards each year after the November election and prior to the start of the legislative session in January.

## 2.5 Develop Key Messages

Based on current, timely and relevant information, the UA&M Director and staff, along with input from the boards, will develop key message statements for all advocacy efforts.

Develop and update key messages at boards' and staff annual planning meeting in August. These messages will be disseminated through media and social networking sites.

## INITIATIVE #2

Encourage advocacy efforts



Utah's Poet Laureate, Lance Larsen

## 2.6 Poet Laureate Program

Draw public attention to the Poet Laureate, an official state government designation appointed by the Governor for a 5-year term. This initiative gives the arts a personal face at many public functions at schools, colleges, universities, public libraries and other venues.

The Poet Laureate acts as the state's official ambassador for the arts and literature. The Poet Laureate receives invitations to speak at many public events and uses the opportunity to increase awareness of the arts in Utah and to communicate the value of the arts to the public.

The current Poet Laureate was appointed in May 2012 to a term ending in May 2017. The next Poet Laureate nominating committee will convene in May 2016.

## 2.7 Arts Education Handbook for Parents

The UA&M arts education manager, in partnership with the Utah State Office of Education (USOE), Art Works for Kids! (AWFK), Brigham Young University (BYU) and the Utah Parent Teacher Association (UPTA), will create and disseminate a parents' arts education advocacy toolkit and conduct related training in arts education advocacy. Trainings will be held in various locations throughout the state to increase accessibility for rural areas and will utilize Utah PTA's Regional and annual convention.

Presentations will be made at fall convenings of educators each year and throughout the school year.

## INITIATIVE #2

Encourage advocacy efforts



Contract workers install "Cloud" by Christian Moeller at Dixie State College. Recognized in 2013 as One of Top 50 U.S. Public Art Projects by Americans for the Arts.

### 3.1 State Collections

Established in 1899, the State's Collections provide an art history of Utah and support living artists by acquiring artwork to be included in the collections and on display for the public. The collections will be made available online, for academic research, and in exhibitions across the state. The collections advance and protect the investment made by Utahns to support artists, enhance our quality of life and create for more livable communities. To track works of art in the collections, a Quick Response (QR) labeling system as well as Radio-Frequency Identification tags (RFID) will be implemented. This system uses technology for smart phones and electronic reading devices to provide contextual information about individual artworks, the artist, and inventory and management of valuable pieces in the collections.

Labels with QR codes will be placed on all artwork in the collections managed by UA&M by July 2013. RFID tags will be placed on selected pieces of art of particular monetary value as well as pieces on loan to state buildings and museums.

### 3.2 Public Art

The percent for public art program began in 1985 and requires staff to inspect every artwork in the public art collection statewide (over 70 locations). Appropriate professionals will repair and/or restore artworks as needed. This initiative protects the artwork and the investment made by the people of Utah and provide for the quality of life and livable communities. Conservation of work over any substantial time period will be posted with signage informing the public we are "protecting your investment" by being conserved or repaired by UA&M's public art program.

Implement a plan to inspect and repair / restore artwork. The plan will be completed by July 2013 and include a schedule for conservation, repair and maintenance messages.

## INITIATIVE #3

Care for state art assets



"Scribbles, Study No. 9" by Keisha Goeckelitz, purchased for the State Fine Art Collection in 2013.

### 3.3 Acquisitions

The UA&M receives an appropriation from the Utah State Legislature to acquire artwork for its collections (fine art, folk art and traveling exhibitions). The continued acquisition of artwork by Utah artists comes from purchases selected by the Collections Acquisitions Committee and generous donations from patrons and artists.

The Committee will review and ratify acquisition policy every year in August. UA&M staff will convene the committee as needed (at a minimum of twice a year) to review offers of donation, accessioning of pieces into the collection, review the list of artists for consideration of inclusion in the collection, and decide on pieces for acquisition, donation, commission or accession.

### 3.4 Audience Development

NowPlayingUtah.com (NPU) is an initiative of UA&M and the Utah Arts & Cultural Coalition (UACC). NPU is a comprehensive online one-stop source for arts and cultural events, performances, exhibitions, and festivals throughout the state. Its purpose is to build audiences for the state's arts and cultural attractions. UA&M partners include Salt Lake County Government and Visit Salt Lake Tourism program.

UA&M will continue to support NPU by providing funding, access to constituents and staff resources. Staff will track NPU web trends on a monthly basis and provide insight and analysis to the UACC. Activities will also be promoted on social networking sites.

## INITIATIVE #3

Care for state art assets

#### 4.1 Utilize Online Technology for Grant Feedback and Technical Assistance

UA&M utilizes an online data system (Salesforce) to gather feedback and provide response to the needs of creative communities including artists and arts organizations.

Information will be gathered from grant review panelists. Feedback will be provided to grant applicants after panel review of their grant application. After the completion of the funding cycle, UA&M will review feedback from constituents and assess the need for upgrades and modifications to improve the constituent experience.

#### 4.2 Personal Communication

UA&M will investigate processes to gather information through regular personal communication with arts and museum groups and associations to share with the board and disseminate with stakeholders. UA&M will identify key stakeholders and stakeholder groups and establish functional systems of communication with them, regularly communicating data that is relevant.

Feedback and information will be shared in staff meetings, board meetings and through online toolkits and newsletters.

#### 4.3 Evaluations and Surveys

UA&M will schedule regular constituent feedback mechanisms. A system for acknowledging, addressing and incorporating constituent feedback, whether requested or spontaneous, will be developed and reported annually to the board.

UA&M will provide a link on its website, "How Are We Doing?" and develop a monthly report of constituent comments. Staff will evaluate each of its programs and activities annually. Targeted surveys, such as the status of arts education in public schools will be conducted annually. All survey results will be posted on the UA&M website and be provided to board and staff for review and evaluation.

## INITIATIVE #4

Develop regular constituent feedback and responsiveness



2013 Mountain West Arts Conference Session led by Leslie Timmons

## 5.1 Mountain West Arts Conference

Annual state and region-wide convenings provide opportunities for innovation, inspiration, networking and professional development. The MWAC conference is a long-term effort to sustain creative industries, and is designed to help individuals and arts organizations access essential resources and create community connections throughout Utah and the Intermountain West. The goal is to provide networking opportunities and current information from experts and national leaders. The conference will provide recognition to Utah's outstanding leaders in the arts through the Governor's Leadership in the Arts Awards.

The Mountain West Arts Conference (MWAC) is held in May of each year.

## 5.2 Local Arts Agency Summit

UA&M will convene local arts agency (LAA) representatives to identify needs, share ideas, educate and build alliances with regional and state alliances. Topics of discussion will include arts advocacy, community and economic development, capacity building, funding, community planning, nonprofit management and board development.

A toolkit including best practices will be posted on UA&M's website. Outreach will be made to LAA's at least six weeks prior to the opening of the LAA grant cycle. UA&M staff will provide technical assistance to LAA's with special needs and challenges.

## INITIATIVE #5

Provide information, training and networking



### 5.3 Museum Performance Goals

Using the research and communications systems outlined in initiatives 1, 2, & 4, UA&M will identify key strategic areas for professional advancement of Utah's museums. A plan to assist museums to meet those advancements will be formulated and presented to museums.

Annually review and revise State Performance Goals. Annually create/update a self-directed worksheet to guide museums through a self-assessment using the State Performance Goals. Ongoing: Incorporate state performance goals into partner programs and the grant program.

#### 5.4.1 Workshops and Training - General

UA&M will use research and communications systems outlined in initiatives 1, 2, & 4 to identify key strategic areas for professional advancement of Utah's artists, arts organizations and museums. Using this information UA&M will seek out or conduct workshops, retreats and training for constituents. Content experts, current best practices and innovative models will be featured in these educational opportunities. Some workshops will utilize cost-effective online meeting formats. Conferences, workshops and training will also provide networking opportunities for constituents and strengthen the arts and museums workforce, i.e. – artists, arts and museums administrators, volunteers, and educators.

UA&M staff will develop and coordinate an annual plan and calendar for workshops and training. The calendar will be posted on UA&M's website and sent electronically to all constituents four times a year.

## INITIATIVE #5

Provide information, training and networking



#### 5.4.2 Workshops and Training – Arts Education and Learning

UA&M arts education program will conduct workshops, retreats, and training for educators and parents in partnerships with the Utah State Office of Education, Utah Division of Indian Affairs and higher education. Experts in the field, current best practices and innovative models will be featured. Some workshops will utilize cost-effective online meeting formats. Workshops and training will provide networking opportunities and strengthen the arts and museums teaching workforce, artists, arts administrators, parents and educators. All training for educators will provide points for license recertification.

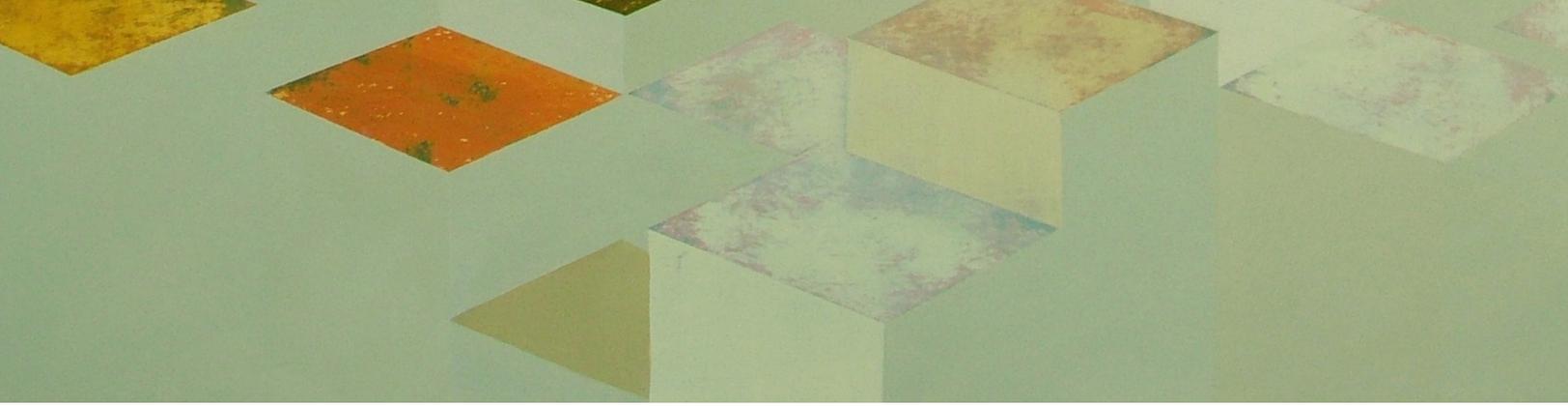
The arts education program will provide an annual calendar of workshop and training opportunities and utilize Facebook and other social networking sites to publicize opportunities for artists, museums, and educators.

#### 5.5 Leadership Development - General

UA&M will cultivate and sustain arts and museum leaders through leadership development programs, training and networking. Services will include the Change Leaders Program, arts education conferences, arts education district coordinator quarterly meetings and professional development seminars. Ongoing mentoring, online networking and other support structures will enhance these leadership programs. The Change Leader Program is UA&M's primary leadership development initiative.

## INITIATIVE #5

Provide information,  
training and networking



Change Leaders will be convened frequently with high-touch, high-contact means throughout the year. UA&M will provide two 3-day Leadership Institutes, one in the fall and one in the spring. There will be two annual 2-day professional development conferences for Change Leaders. Small group Leadership Circles will be held in at least six rural locations each year to supplement the Institute and conferences. Change Leaders will also be provided with a closed Facebook site and quick-turn-around funding for community projects, called Random Acts of Art. Random Acts of Art must include a broad-base of community involvement and address a social or community need.

## 5.6 Publications

UA&M will produce and provide informative publications including the Annual Report and the Creative Vitality Index and locally-generated economic data to provide helpful information available to the general public and help guide constituents, media, legislators, decision-makers and the general public to those resources.

UA&M will produce the annual report in October of each year for the previous fiscal or calendar year. The Creative Vitality Index will be produced and distributed annually.

## 5.7 Electronic Communication and Social Networking

UA&M and its program managers will reach out to constituents, community leaders and elected officials through media including its website, Facebook, Twitter, YouTube, Picasa and Ning, and newly-emerging social media mechanisms.

UA&M will maintain a relevant and timely website with timely and helpful information for the public, and the arts and museums community. Program managers will manage social networking sites and provide relevant and engaging information weekly.

# INITIATIVE #5

Provide information, training and networking



2011 Statewide Annual Exhibition "Painting & Sculpture" at the Rio Gallery

## 6.1 Exhibitions

UA&M has been promoting Utah artists since 1899 through regular exhibitions, collections and competitions. Annual exhibitions will include: Statewide Annual Competition for visual artists; DesignArts competition; multiple calls for entry for curated shows by Utah artists; two exhibitions annually at the Utah State Capitol Building in the 4th floor rotunda; and exhibition of Utah folk artists in the Chase Home Museum.

UA&M will promote artists through exhibitions at its Alice, Rio and Chase Home Museum galleries. It will also provide traveling exhibitions to rural communities with a goal of reaching 100,000 people annually.

## 6.2 Grants Funding

U UA&M will provide funding opportunities for the following: Local Arts Agencies, Capacity Building, Sustainability, Masters, Museum Projects, Museum Development, Arts Education and Arts Projects. Grants are meant to assist individuals and organizations in providing excellent artistic opportunities and access to collections. UA&M will identify key strategic areas for the advancement of Utah's arts organizations and museums for which an effective grant structure can apply, and incorporate them in the granting procedures.

UA&M staff will assess grant criteria and categories each year and provide calendar of grant deadlines on its website.

## INITIATIVE #6

Provide arts and museums recognition and funding



Sudha's Classical Indian Dance Group performing at Mondays in the Park in 2013.

## 6.3 Concerts & Performing Arts

UA&M has a strategic partnership with a nonprofit presenting organization to provide high-quality concerts by performing artists who highlight a wide range of ethnic communities and immigrant populations. These concerts will take place on Monday evenings in July and August each year in Liberty Park by the Chase Home Museum of Folk Art.

UA&M contracts with presenters to provide a concert series highlighting Utah's diverse cultural and ethnic artists.

### 6.4.1 Competitions – Original Writing Competition

This initiative provides a unique opportunity for Utah writers in seven genres to participate in a state-wide annual competition. It is the oldest writing contest of its kind in the country. The winners receive cash prizes plus recognition from peers and the media. The public attention paid to the winners communicates the public value of the literary arts to the public.

UA&M will make an annual call to writers, convene out-of-state professional writers to read manuscripts and determine winners in each category and present awards at an annual recognition ceremony in October of each year.

### 6.4.2 Competitions – Poetry Out Loud

UA&M will conduct a state-wide poetry recitation contest in Utah high schools. UA&M will host a State Championship contest in Salt Lake City each year between January and March. This initiative provides contestants and their schools cash awards, extensive press coverage, and the chance to compete in the national finals in Washington, DC. The national contest provides prizes of \$5,000, \$10,000 and \$20,000 college scholarships.

UA&M arts education staff will provide information about POL to Utah schools in the fall of each year, hold regional and statewide competitions and assist the winner with logistics for attending the national competition. The state winner will recite at the annual MWAC in May of each year.

## INITIATIVE #6

Provide arts and museums recognition and funding



Rainbow Cloud, Frank Nackos, Utah State Hospital

### 6.4.3 Competitions – DesignArts

UA&M hosts an annual design competition and exhibition. The exhibition features work submitted by Utah designers that have been selected by a juror prominent in the national and/or international design field, and featuring designs, prototypes, and produced samples by members of Utah’s various design fields.

UA&M will make an annual call for entries, convene jurors, notify winners, produce catalog of works and hold an annual exhibition in the Rio Gallery.

### 6.4.4 Competitions – Public Art

UA&M helps bring the arts to all of the citizens of the state through the commission and installation of site-specific art for State public buildings. Opportunities are provided for local, national and international competitions and commissions.

See 3.2 above

### 6.4.5 Competitions – Visual Arts Fellowship

The Visual Arts Fellowship Competition offers artists of professional status to compete for a substantial award to further their careers. Recognition through produced video interviews and promotional information encourages artists to continue their careers and explore new avenues of their particular art form. Outstanding accomplishments demonstrate the expertise and visionary work that serves as an example to other emerging artists and highlights the excellence of Utah’s artistic abilities increasing the awareness of the public value of the arts.

Two \$10,000 fellowships are awarded annually, and staff work with partners to produce and distribute the video interview.

## INITIATIVE #6

Provide arts and museums recognition and funding



### 6.4.6 Competitions – Statewide Annual

The statewide visual arts competition and exhibition began in 1899 offering the opportunity for artists to display their artwork and to increase the appreciation of their accomplishments to the public. The competition is open to all artists over 18 years of age living in Utah. This tradition continues the initial objective to show support and to provide opportunities to artists of Utah for the advancement of their careers, to promote the unique creativity of Utah artists and to demonstrate the public value of visual arts.

See 6.1 above

### 6.4.7 Competitions – Fellowships

The Visual Arts Fellowship Competition offers professional artists to compete for a substantial award to further their careers. The recognition through video interviews and promotional information encourages artists to continue their careers and explore new avenues of their particular art form. Outstanding accomplishments demonstrate the expertise and visionary work that serves as an example to other emerging artists and highlights the excellence of Utah's artistic abilities increasing the awareness of the public value of the arts.

Two \$10,000 fellowships are awarded annually.

### 6.5 Certificate Museum Practice

Working with Utah Museums Association, UA&M will recognize significant investment in professional development with the certificate of museum practice, encouraging relevant education of Utah's museum's staff and volunteers according to key strategic areas.

UA&M will redesign the program annually to allow participants to utilize training and connect with performance goals. Staff will arrange and promote professional development opportunities and track museum professionals and volunteers' progress toward the Certificate of Museum Practice on an ongoing basis. Certificate recipients will be honored at the annual Utah Museums Association Conference.

## INITIATIVE #6

Provide arts and museums recognition and funding



## 7.1 Creative Industries, Nonprofits and Other Service Providers

UA&M will partner with other organizations to leverage scarce resources and reduce redundancy in services. Collaborations may include such activities as events, conferences, publications, professional development and rural outreach. UA&M will seek to partner internally with other Divisions as well as form partnerships with local and regional organizations.

## 7.2 Media

UA&M will build relationships and partnerships with media and NowPlayingUtah.com (NPU) to raise public awareness of arts and cultural activities and issues across the state. This ongoing initiative is measured through growth in usage of the NPU site.

See 5.5-5.7 above

## 7.3 Education Sector

See 2.6 and 5.3 above

## 7.4 Public Sector

This initiative assesses means and mechanisms to diversify funding sources for museums, artists and arts organizations. Staff will monitor best practices and local initiatives, and provide information to board and opinion leaders about national trends and successful efforts in other states to diversify funding sources.

Convene board and opinion leaders to explore means and mechanisms for diversifying funding sources for museums, artists and arts organizations.

# INITIATIVE #7

Build strategic partnerships



## 7.5 Corporations and Foundations

The purpose of this initiative is to explore strategic partnerships with corporations and foundations that have an interest in advancing museums, creative industries and the arts in the Intermountain West and in Utah.

UA&M staff will identify corporations in the creative industries, or who support museums, arts and cultural efforts, in order to build strategic relationships and educate corporate leaders on the impact of arts in economic development and community livability. Staff will also meet with Foundation trustees to help them understand the importance of continuing to support arts and cultural organizations, especially in times of economic challenges.

## INITIATIVE #7

Build strategic partnerships

## GLOSSARY OF TERMS:

---

- Boards:** Refers to the Office of Museum Services Advisory Board Members and the Utah Arts Council Board of Directors
- Constituent:** Those who identify themselves as member of the arts and museums community, including audience members and advocates as well as practitioners and administrators.
- QR code:** Quick Response code
- RFID:** Radio-Frequency Identification
- UA&M:** Utah Division of Arts & Museums

This plan is a working document, developed and prepared by the Utah Division of Arts & Museums boards and staff.



Glendinning Home  
617 E South Temple  
Salt Lake City, UT 84102

(801) 236-7555  
[artsandmuseums.utah.gov](http://artsandmuseums.utah.gov)

## STAFF

### ADMINISTRATION -- GLENDINNING HOME

Lynnette Hiskey – Director  
Kirsten Darrington - Assistant Director  
Leah Piccolo – Executive Assistant  
Alyssa Hickman Grove – Constituent Relations, Web/Media  
Laura Durham - Marketing & Public Value Manager  
George Schoemaker – Project Manager & Information Analyst

### COMMUNITY OUTREACH -- GLENDINNING HOME

Wendi Hassan – Community Arts & Museums  
Jason Bowcutt – Community & Performing Arts  
Hilary Amnah – Community Arts  
Laurie Baefsky – Grants

### VISUAL ARTS -- RIO GRANDE DEPOT

Jim Glenn – Collections, Public & Design Arts  
Felicia Baca – Visual Arts & Exhibitions  
Fletcher Booth - Public Art & Traveling Exhibitions  
Emily Johnson – Collections Registrar

### ARTS EDUCATION, LITERARY ARTS AND FOLK ARTS -- CHASE HOME MUSEUM OF UTAH FOLK ARTS

Jean Tokuda Irwin - Arts Education, Literature & Chase Home Museum  
Claudia Borjas - Arts Education & Chase Home Museum  
Justin Howland - Literature & Chase Home Museum  
Elizabeth Brown - Arts Education & Chase Home Museum