

ILLINOIS ARTS COUNCIL  
**STRATEGIC  
PLAN**

---

2 0 0 1 – 2 0 0 6

## MISSION AND VALUES

“CULTIVATING THE ARTS IN THE LIVES OF ALL ILLINOISANS THROUGH RESPONSIVE SERVICE TO OUR DIVERSE PEOPLE AND COMMUNITIES.”

### **Explanation of Our Mission:**

The Illinois Arts Council is committed to the cultural, educational and economic growth of the diverse people and communities of our state through support and encouragement of artists and the arts.

Our mission is guided by a set of VALUES that shape the Illinois Arts Council’s work. The Council firmly believes in...

- The arts as an integral part of life-long learning.
- The importance of the individual artist as fundamental to the growth of the arts.
- The centrality of the arts to the vitality of our society.
- The affirmation and support for diversity.
- The accessibility of public arts activities to all people.
- The commitment to excellence and quality in the arts experience.
- The preservation of our cultural heritage.
- The responsible stewardship of state resources.
- The need for ardent advocacy for the arts.
- The power of the arts as a stimulant to our economic environment.
- The encouragement of the highest aspirations in all art endeavors.

# VISION

The Council's mission exemplifies itself in a VISION of a future wherein...

- There is ample support for arts and cultural activities in our state.
- The IAC seeks out and adopts innovative approaches to assisting artists and arts programming organizations to help them address new challenges.
- The IAC provides opportunities to encourage greater participation by underserved populations.
- The IAC helps the arts further the goals of the state as articulated by its elected leadership in such areas as cultural heritage, education, community building, the economy, and technology.
- The IAC is recognized for its leadership role in arts development.

# STRATEGIC DIRECTIONS

The council has identified five major Strategic Directions to guide our activities for the five-year plan period:

- I. Increase awareness of Illinois Arts Council Programs and Services.
- II. Enhance the concept and practice of arts as an educational experience.
- III. Strengthen Illinois' arts programming organizations.
- IV. Expand opportunities for Illinois artists in the pursuit of their artistic goals.
- V. Build Illinois Arts Council's capacity for innovation, efficiency and inclusion.

## I. INCREASE AWARENESS OF IAC PROGRAMS AND SERVICES

### A. Establish relationships with broadcast and print media statewide.

#### OBJECTIVES

1. Original programming of Illinois Arts Council grantees is available for broadcast statewide.
2. Relationships with arts and culture writers are strengthened statewide.

#### RESULTS

- By FY2005 create a mechanism for distribution throughout the state of programs featuring original programming of arts in Illinois produced by a public broadcasting station.
- By FY2005 identify and create a database of arts, community and travel, broadcast and print media resources throughout the state.

### B. Develop and implement a comprehensive marketing and public relations plan.

#### OBJECTIVES

1. Comprehensive public relations strategies are implemented statewide.

#### RESULTS

- a. By FY2006 develop database of effective practices of specific projects in each program area.
- b. By FY2003 identify potential applicants and launch an informational campaign promoting programs and services.
- c. By FY2004 work with legislators and local community leaders to inform them of available programs and services.

**C. Create a field representative position for the Illinois Arts Council to address statewide needs.**

**OBJECTIVES**

- 1. A representative providing information on programs and services to potential constituents from a satellite office is in place.

**RESULTS**

By FY2005 secure position funding, identify and hire field representative.

**D. Maximize the Illinois Arts Council's effective use of the information distribution network.**

**OBJECTIVES**

- 1. A plan for timely communication with statewide information sites is in effect.
- 2. Periodic training of representatives from statewide information sites is implemented.

**RESULTS**

- a. By FY2002 evaluate effectiveness of current information distribution network through a survey instrument.
- b. By FY2003 based on survey results, develop a comprehensive system for distributing information to statewide information sites on a consistent basis.
- a. By FY2002 develop Procedures Manual for managing information sites.
- b. By FY2002 implement ongoing dialogue for instruction and communication.
- c. By FY2003 convene information site representatives to announce distribution network program refinements.

**E. Enhance the Illinois Arts Council Website.**

**OBJECTIVES**

- 1. Guidelines, publications and updated programs and services is available on the IAC website.
- 2. Website accessibility recommendations are implemented.

**RESULTS**

By 2004 redesign the IAC website for easy access to agency materials.  
By 2003 incorporate universal design elements into website design.

**II. ENHANCE THE CONCEPT AND PRACTICE OF ARTS AS AN EDUCATIONAL EXPERIENCE**

**A. Identify artistic resources that can be made available for the education of people of all ages.**

**OBJECTIVES**

- 1. Additional partnerships with organizations in order to provide life-long learning experiences in the arts are formed.

**RESULTS**

By FY2004 expand arts education activities in community-based organizations for people of all ages.

**B. Expand opportunities for K-12 students to learn of the state's cultural heritage.**

**OBJECTIVES**

- 1. Visual and audio resource guide of ethnic and folk arts is available to educators statewide.
- 2. Ethnic and folk arts residencies are increased statewide.

**RESULTS**

- a. By 2002 survey and contact community-based organizations, scholars and folklorists who offer support systems for traditional folk artists.
- b. By FY2002 combine this documentation to create a visual and audio resource guide.
- c. By FY2002 make resource guide available to schools and community-based organizations.
- By FY2003 offer schools and community organizations opportunities to present traditional artists through residencies in schools and community settings.

### C. Increase access to the arts during time periods when school is not in session.

#### OBJECTIVES

1. Youth employment opportunities in the arts are expanded to more areas of the state.
2. Partnerships with organizations providing after school/out of school arts programming are broadened.

#### RESULTS

- By FY2004 increase marketing of statewide youth employment initiative.
- By FY2005 seek out new alliances and increase funding opportunities for organizations providing after school/out of school arts programming for youth.

## III. STRENGTHEN ILLINOIS' ARTS PROGRAMMING ORGANIZATIONS

### A. Create a comprehensive program for training and technical assistance.

#### OBJECTIVES

1. Guidelines and applications specific to providing technical assistance to arts programming organizations are developed and implemented.

#### RESULTS

- a. By FY2003 contact other state arts agencies and technical assistance providers to research alternative methods for delivering technical assistance.
- b. By 2004 based on findings, publish and distribute revised technical assistance guidelines and applications.

### B. Develop an arts management mentor program.

#### OBJECTIVES

1. Trained arts management personnel capable of sharing expertise with small, grassroots, emerging institutions and underserved communities are identified.

#### RESULTS

- a. By FY2004 identify personnel with management experience from established arts programming/service organizations.
- b. By FY2005 develop and publish a roster organized into specific management areas which will assist constituents in identifying and selecting a mentor.

### C. Promote awareness of the value of public and private investment in the arts.

#### OBJECTIVES

1. A guide containing concepts and ideas that can be used for arts advocacy is developed.

#### RESULTS

- By FY2004 compile and make available a pamphlet presenting effective strategies emphasizing the impact of the arts in communities.

### D. Initiate networking opportunities with the arts community.

#### OBJECTIVE

1. Biennial statewide arts conferences focusing on professional development themes identified by the arts community are convened.

#### RESULTS

- By FY2006 in partnership with an arts organization, hold two statewide conferences.

### E. Assist local arts agencies in providing technical assistance to local artists and community organizations.

#### OBJECTIVES

1. Mechanisms whereby local arts agencies can expand their technology capability to become computer centers for use by the constituents in their service area are developed.

#### RESULTS

- a. By 2005 assess local arts agencies' ability to provide technology to their communities.
- b. By 2006 develop technical assistance program for local arts agency based on assessment of findings.

### F. Stimulate cultural tourism by establishing stronger ties between the tourism industry and arts programming organizations.

#### OBJECTIVES

1. Training sessions bringing together arts programming organizations and tourism representatives are conducted.

#### RESULTS

- By 2006 convene a minimum of six arts and tourism marketing and program workshops.

## **IV. EXPAND OPPORTUNITIES FOR ILLINOIS ARTISTS IN THE PURSUIT OF THEIR ARTISTIC GOALS**

### **A. Explore new methods by which the Illinois Arts Council responds to changing directions in artists' works.**

#### **OBJECTIVES**

1. Approach to programs and services is revised to address new art forms

#### **RESULTS**

- a. By FY2003 research, including interviews and/or focus groups, is conducted with practitioners and funders of new art forms.
- b. By FY2004 new discipline category is incorporated into all funding programs for individual artists.

### **B. Strengthen support to artists across the state.**

#### **OBJECTIVES**

1. Regional awards program for artists is implemented.
2. Resources for technical assistance and training are expanded.

#### **RESULTS**

- a. By FY2002 identify local arts agency regranting site to implement pilot program.
- b. By FY2002 in partnership with pilot site, develop regional artists awards program.
- c. Between FY2003-2006 expand program to four sites.
- a. By FY2004 develop a database of technical assistance resources for artists.
- b. By FY2004 conduct a survey of artist's technical assistance needs.
- c. By FY2004 develop workshops for artists lead by technical assistance providers that are presented throughout the state.

### **C. Emphasize the importance of traditional artists and their art forms to the preservation of cultural heritage in the state.**

#### **OBJECTIVES**

1. Comprehensive directory of the state's ethnic and folk artists is developed.

#### **RESULTS**

- a. By FY2004 conduct research to identify ethnic and folk artists.
- b. By FY2005 create a database of ethnic folk artists.
- c. By FY2005 publish and make available statewide ethnic and folk arts directory via print and website.

### **D. Explore new ways to promote the state's artists.**

#### **OBJECTIVES**

1. Partnerships with other state agencies to showcase Illinois artists are developed.

#### **RESULTS**

- a. By FY2004 create a program in partnership with the Illinois State Fair to present Illinois artists annually at the State Fair.
- b. By FY2006 develop partnerships with two additional state agencies to promote Illinois artists.
- c. By FY2006 expand partnership with the tourism industry to offer additional opportunities for Illinois artists to present their work.

## V. BUILD ILLINOIS ARTS COUNCIL'S CAPACITY FOR INNOVATION, EFFICIENCY AND INCLUSION

### A. Expand the boundaries of the Illinois Arts Council's usual constituency.

OBJECTIVES	RESULTS
1. Public/private partnerships and collaborations with other arts grant-making bodies, the business and international community and non-incorporated arts organizations are forged.	<ul style="list-style-type: none"> <li>a. By 2005 expand lines of communication with grants makers in the arts.</li> <li>b. By 2003 staff participate in national gathering of grantmakers in the arts.</li> <li>c. By 2006 identify alternative funding sources for International Program and Special Projects.</li> <li>d. By 2006 develop mechanism to support informal arts.</li> </ul>
2. Arts programming in community organizations is increased.	<ul style="list-style-type: none"> <li>a. By 2003 evaluate the effectiveness of current IAC programs for community organizations.</li> <li>b. By 2004 expand and/or initiate new programs for community organizations.</li> </ul>
3. Illinois Arts Council's role in initiating civic dialogue about community building through the arts is expanded.	<ul style="list-style-type: none"> <li>a. By 2002 strengthen relationship with municipal programs.</li> </ul>

### B. Foster opportunities for inclusion in the arts for all people.

OBJECTIVES	RESULTS
1. Workshops to bring together and support organizations whose programs strive for participation in the arts by artists with disabilities and audiences having special needs are conducted.	<ul style="list-style-type: none"> <li>a. By 2005 conduct a minimum of three focus groups and training sessions pertaining to the arts and accessibility issues.</li> <li>b. By 2005 conduct workshops promoting the use of universal design concepts.</li> </ul>

### C. Improve and simplify the application process for organizations with small budgets.

OBJECTIVES	RESULTS
1. New program guidelines and application procedures are instituted.	By 2003 present modified application procedure for smaller sized organizations.

### D. Upgrade the agency's technology capability.

OBJECTIVES	RESULTS
1. Based on research, electronic grant application process is implemented.	<ul style="list-style-type: none"> <li>a. By 2004 conduct research into how other states have used e-grant procedure and evaluate how it could be applied in Illinois.</li> <li>b. By 2005 based on feasibility of results of research, install e-grant procedure.</li> </ul>
2. Technical training for staff is ongoing.	By 2006 provide training to upgrade computer skills for agency staff.
3. Equipment necessary for review of electronic art forms is acquired.	By 2004 acquire equipment for the presentation and review of technology-based art.

### E. Develop performance measurement system for evaluating the effectiveness of the Illinois Arts Council's strategic plan.

OBJECTIVES	RESULTS
1. Progress towards achieving the results identified in the strategic plan is tracked by staff.	By 2003 incorporate an annual agenda item to update council on status of strategic plan objectives and results.
2. Website survey for constituents to evaluate the strategic plan is continually available.	By 2003 develop website reporting mechanism for input on strategic plan.
3. Illinois Arts Council's accountability for state resources is reported annually.	By 2002 implement annual service effort and accomplishments reporting to constitutional officers.