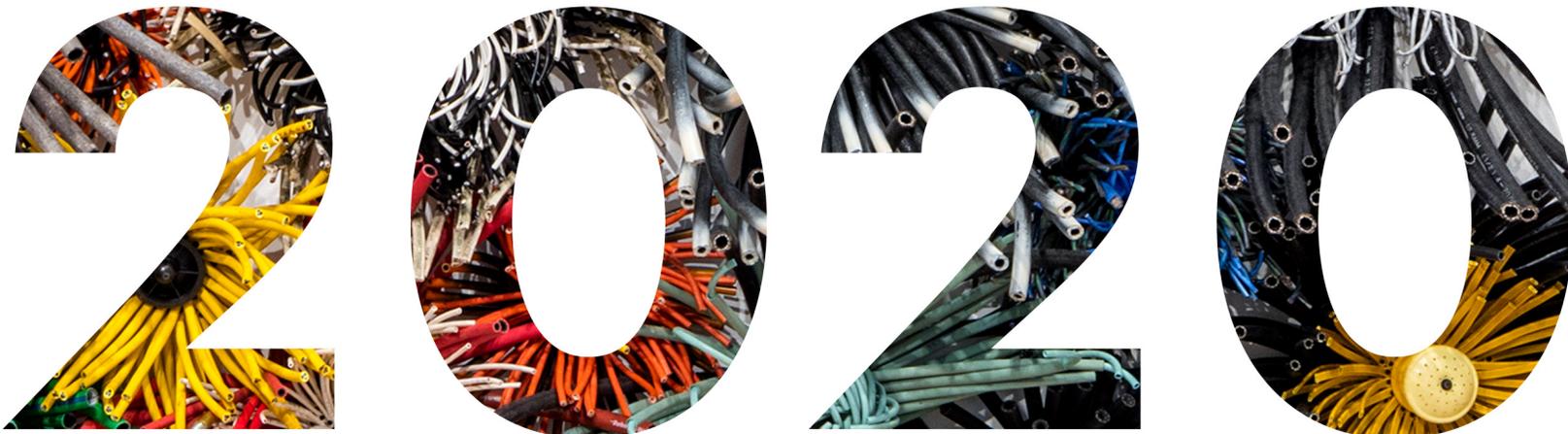




Ohio Arts COUNCIL



About the Council

OHIO ARTS COUNCIL BOARD

The OAC Board is composed of 15 voting members appointed by the governor, and four non-voting members—two each from the Ohio Senate and House of Representatives.

GERALDINE B. WARNER, Chair | Cincinnati

JAMES F. DICKE II, Vice-Chair | New Bremen

JANE FOULK, Secretary | Thornville

SUSAN ALLAN BLOCK | Toledo

CAPRICE BRAGG | North Olmsted

JUAN P. CESPEDES | Columbus

ROBERT HANKINS | Canton

GARY HANSON | Cleveland Heights

JON D. HOLT | Dayton

MAYOR THOMAS JOHNSON | Somerset

MONICA KRIDLER | Columbus

DARRYL MEHAFFIE | Greenville

DR. FARID NAFFAH | Cortland

WILLIAM B. WHITE | Marietta

NEAL ZIMMERS | Granville

REPRESENTATIVE MIKE DUFFEY | Worthington

REPRESENTATIVE TERESA FEDOR | Toledo

SENATOR MATT DOLAN | Chagrin Falls

SENATOR MICHAEL SKINDELL | Lakewood

MISSION

The Ohio Arts Council is a state agency that funds and supports quality arts experiences to strengthen Ohio communities culturally, educationally, and economically.

VISION

Providing leadership and voice for the arts to transform people and communities.



Ohio Arts Council board (not pictured: Susan Allan Block, Darryl Mehaffie, William B. White, and legislative members)

From the Chair & Executive Director

Ohioans, Colleagues, and Friends,

Thanks to strong, bipartisan support from the Ohio General Assembly and Governor John R. Kasich, public funding for the arts in Ohio today remains near all-time highs. Over the last three years, we have celebrated and preserved historic budget increases. With your thoughtful input, advocacy, and involvement, investments in arts and culture have led to many important advances in how the Ohio Arts Council (OAC) is able to invest in you. **Here's what the Ohio Arts Council did:**

- We launched a new, state-of-the-art online grants system, and retooled our grant offerings with streamlined guidelines and criteria, making it easier than ever to seek OAC funding.
- We unveiled a new agency logo, brand identity, and website, modernizing our look and making our resources more dynamic and easier to access.
- We made you a centerpiece of our outreach. OAC board and staff members visited communities to share funding opportunities; talked with artists, educators, and grantees; viewed events and facilities; and learned about your needs.
- We completed initiatives that deepened and lengthened in-school artist residencies, brought top-notch performing arts experiences to underserved regions, supported incredible art-making for seniors and older adults, and—for the first time in agency history—funded arts activities in each of Ohio's 88 counties during a single biennium.



The results? In five key grant programs this spring, application numbers were up 40 percent. The TeachArtsOhio initiative showed the positive results of deeper student contact, giving us the confidence to make it a permanent program encompassing all other agency residency work. Our commitment to funding all 88 Ohio counties continues, as does work to offer quality professional development, reward innovation that makes arts activities accessible and affordable, and leverage partnerships that place the arts at the center of Ohio tourism and development efforts. In short, these successes have paved the way for the agency's new *State Arts Plan 2020*.

Looking ahead, *State Arts Plan 2020* also outlines plans to guide new arts education research, work with communities to craft evidence-based messaging around arts participation, emphasize the renewed importance of considering diversity and inclusion in policy-making, and challenge the agency to continue to make internal improvements in a wide variety of areas.

Most importantly, *State Arts Plan 2020* recommitments the agency to our shared goals—to invest, engage, innovate, and lead. Our staff continues to prioritize providing strong customer service and expertise to you. We remain devoted to incorporating your ideas in our work and visiting you in your communities. Because of you, the OAC retains its place among the leading State Arts Agencies in the country.

This plan—and our work—are for you. *State Arts Plan 2020* illuminates the way forward for both our agency and Ohio's larger creative economy. We look forward to our collective success in the future.

Warmly,

Geraldine B. Warner
Chair

Donna S. Collins
Executive Director



TeachArtsOhio artist
Richard Duarte Brown
at Whitehall City Schools



INVEST

Make bold, smart investments
in the arts and culture.

Secure adequate state, federal, and other resources to support Ohio's arts and culture sector.

1. Agency investments in the arts and culture are recognized by the Ohio Governor and General Assembly as vital and important for Ohio.
2. Agency work and outcomes are recognized by the National Endowment for the Arts as among the best in the nation.
3. Mission-driven partnerships including funding and resource opportunities are leveraged for the benefit of the agency and its constituents.

Commit public resources to invest in and support the work of Ohio organizations and artists in an equitable, transparent, and accessible manner.

1. Consistent, flexible funding is provided to support the ongoing activities of nonprofit creative sector organizations, including statewide arts service organizations.
2. Accessible, practical funding is provided to support project-based activities for new and emerging opportunities, including those focused on arts education and lifelong learning.
3. Individual art-making and artists' career development are supported through funding and resources.
4. Agency grant-making is reflective of Ohio's overall diversity, ensuring ongoing support of underserved communities and populations in every part of the state.

Improve aspects of agency grantmaking processes through regular assessment to consistently reflect constituent needs, goals, and outcomes.

1. Grantmaking policies are evaluated annually for effectiveness and relevance with board, constituent, and staff feedback.
2. Grant review processes maximize available technology and use flexible procedures to be scalable, be accessible, and make prudent use of public dollars.
3. Staff professional development improve knowledgeability on a broad range of subjects impacting the economic vitality of the nonprofit sector.

Discover, develop, and share clear, compelling, and timely messages about the agency's constituents and stakeholders.

1. The impact of the arts and creativity is publicized through agency communications featuring constituent success stories and best practices.
2. Dynamic, evidence-based messaging strategies developed with constituent input are deployed statewide.
3. A network of communications professionals, journalists, and other arts marketers is developed and maintained.

Coordinate, provide, and promote capacity building and professional development opportunities for individuals and organizations.

1. Professional learning opportunities are designed and provided that align with constituent needs at various points of career development and in many organizational roles.
2. Constituent capacity building support focuses on providing needed resources and connections.
3. A wide variety of constituents and peer groups of colleagues are convened on a regular basis to identify and discuss arts-related trends, share best practices and research, and exchange ideas.
4. Staff and board members regularly visit Ohio communities to meet artists, educators, and administrators to share information, gather feedback, and highlight local successes.

Provide the highest level of accessible customer service to constituents and all members of the public.

1. Strategic and comprehensive planning guides agency communications, including all digital, social, and print media content.
2. Staff cross-training is implemented to improve communication, responsiveness to constituents, and product fluency.
3. Customer service metrics are updated to accurately measure satisfaction with agency programs, services, processes, and resources.



Encourage experimentation and risk-taking designed to improve the accessibility, affordability, and diversity of arts experiences.

1. All grant programs reward applicants' creative problem-solving in improving program design, assessibility, delivery, and affordability.
2. Arts-based economic development projects are supported via a flexible review process tailored to attract projects of varying sizes, genres, and anticipated outcomes.
3. Locally driven, authentic creative place-making activities are supported in Ohio communities.

Support the design of new models and exploratory approaches to advancing the arts.

1. Agency communications describe the most successful and noteworthy efforts to innovate in the arts and culture.
2. Research is supported that adapts strategies used in other sectors for use in the arts and cultural sector.
3. Arts learning residency programs are restructured to emphasize depth in learning experiences, flexibility in design, quality of instruction, and geographic reach.
4. A collaboration with state and national partners is launched to design web-based tools that measure the quantity and quality of arts education in Ohio's schools.

Modernize the agency's development and use of technology

1. Accessible online interactive mapping is used to document grant-funded individuals and organizations, supported activities, staff field work, and other data.
2. New location-based tools (e.g., mobile apps) showcase constituent activities and provide data on arts attractions and events.
3. Relevant agency legacy databases, directories, and artist rosters are updated to maximize accessibility.
4. Strategic IT planning guides staff skill-building, equipment purchasing, and data management, positioning the agency for sustainable technological proficiency.

Cultivate valuable relationships among leaders at all levels in public, private, and nonprofit arts and cultural sectors.

1. Both emerging and established arts and cultural leaders build their capacity through professional development and other activities.
2. State and national agency directors engage with OAC board and staff leadership to explore opportunities for partnership and collaboration.
3. Arts and arts education policy development is informed by ongoing open communication among state arts and arts education leaders.

Develop and leverage mission-driven strategic partnerships and collaborations.

1. Partnerships are formed with local, state, regional, and national organizations to improve the efficiency, reach, and impact of the arts and arts education.
2. Cross-promotional efforts position the arts at the center of Ohio tourism and development efforts.
3. Special opportunities to provide services, counsel, resources, or expertise to state leaders, elected officials, partner agencies, and other collaborators are pursued as available.

Enhance and invigorate agency visibility, vitality, and assets.

1. Flagship agency events are evaluated regularly to maximize vitality and impact.
2. Internship and administrative fellowship opportunities are promoted to emerging leaders pursuing arts-related or other relevant careers.
3. Strategic planning integrates ongoing, deliberate reflection to remain vital and flexible in accommodating new opportunities and challenges.



*NrityArpana School of
Performing Arts at the
Cincinnati Art Museum*

About the Plan

The Ohio Arts Council's (OAC) *State Arts Plan 2020* charts the course for our state's creative economy, and the role the agency plays as the primary public sector entity charged with both assessing and contributing to its health and vitality.

OAC board and staff developed *State Arts Plan 2020* first by assessing the prior plan's achievements and remaining work, and then by drafting necessary improvements. All along the way, the agency sought input from past applicants, grantees, and the general public to ensure the plan captured Ohioans' dreams, diversity, and creativity. In this way, the agency has built a modern vision of the arts sector as its leaders prepare to enter a new decade.

Objectives within each action area provide detail on how the Ohio Arts Council will invest in our state's arts and cultural sector, engage with citizens to serve the public, encourage innovation inside and outside the agency, and demonstrate leadership through policy and program priorities.

Methodology

A key component of the agency's outgoing strategic plan was a shift in planning tactics. Rather than execute a strategic plan, conclude it, and only then begin to formally listen, plan, and construct the next one, the agency made the deliberate decision to attempt to incorporate planning into its ongoing operations. Our aim was to position the succeeding strategic plan to take shape as the prior plan ended, immediately informed by the engagement with constituents, policymakers, and other stakeholders that had been part and parcel of its execution all along, and seamlessly dovetail the two plans together with no break.

The groundwork for both the immediate past and current plans stems from a major public survey concluded in 2015 involving nearly 6,000 individuals covering all 88 Ohio counties. Information gleaned from data gathered during the prior plan's focus groups and one-on-one interviews was also incorporated.

Over the last two years, extensive quantitative and qualitative data guided the agency as it completed the *State Arts Plan 2020*. OAC staff conducted nearly 300 visits to Ohio communities over the 2016-2017 biennium, collecting insights and gaining knowledge on how best to serve Ohioans—a substantial increase from the volume of travel undertaken in the recent past. We also solicited candid anonymous feedback from hundreds of constituents during application processes and conducted dozens of in-depth policy discussions following public panel meetings. Finally, the agency gathered input during its renewed biennial statewide conference, Arts Impact Ohio, as well as during Creative Ohio, a newly launched annual convening of statewide arts and cultural constituents.

By renewing staff focus on conducting site visits and leading engaging, planning-oriented dialogue throughout the year as a regular part of doing business—rather than just during prescribed, finite planning periods—*State Arts Plan 2020* organically melds the most current thinking and vision of Ohio's arts leaders.



CONNECT

f Ohio Arts Council
t @OhioArtsCouncil
i @OhioArtsCouncil



Downtown Ashtabula mural project through the Ashtabula Arts Center and artist Greta McLain



OHIO ARTS COUNCIL | 30 EAST BROAD STREET, 33RD FLOOR, COLUMBUS, OH 43215-3414
614-466-2613 | OAC.OHIO.GOV



Cover artwork Michelle Stitzlein, Pincushion Cordifolium- Fynbos Series, 8'0" H x 15'0" W x 18" D, Garden hose, electrical wires, computer cable, enamel pots, bicycle tires, slide carousel, misc. plastic, etc., © 2013, Photo credit: Mark Steele

