

FIVE-YEAR STRATEGIC PLAN

BLUE = new group

GREEN = continuation

Five-year strategy	Year One: July 2019 – June 2020	Year Two: July 2020 – June 2021	Year Three July 2021 – June 2022	Year Four: July 2022 – June 2023	Year Five: July 2023 – June 2024	What does success look like?
<p>#1 – Collecting Actionable Data</p> <p>Goal: Arts Connect will build data systems to guarantee strategic decisions and deployment of resources, maximizing systems change</p> <p>Key Strategy: Collect and report data provisions to:</p> <ul style="list-style-type: none"> • Measure our work against our mission and goals • Strategically deploy resources, including funds, in-kind services and alignment of efforts • Advocate for expansion of arts education 	<p>Data Working Group to build the artlook data collection system in partnership with the Kennedy Center and Ingenuity (May 2019)</p> <p>First Year Data Timeline:</p> <ul style="list-style-type: none"> - Begin discovery process and planning of data system - Collect baseline data on arts education provisions in HISD - Disseminate data: map goes live - Activate data: Americans for the Arts offers advocacy training and Ingenuity provides technical support <p>Data is used to inform strategic decisions, deployment of resources and advocacy</p>	<p>Data Working Group continues and establishes provision impact goals to use as benchmarks in measuring growth in student access to the arts</p> <p>Continue to work with the Kennedy Center and Ingenuity on artlook implementation</p> <p>Second Year Data Timeline:</p> <ul style="list-style-type: none"> - Data Collection - Data Dissemination - Data Activation <p>Inaugural “State of Arts Education” report and event (Aug. 2020)</p> <p>Develop data sharing MOUs to ensure alignment with other local, state and national data efforts</p>	<p>Data Working Group continues</p> <p>Third Year Data Timeline:</p> <ul style="list-style-type: none"> - Data Collection - Data Dissemination - Data Activation <p>Annual “State of Arts Education” report and event (Aug. 2021)</p>	<p>Data Working Group continues</p> <p>Fourth Year Data Timeline:</p> <ul style="list-style-type: none"> - Data Collection - Data Dissemination - Data Activation <p>Third annual “State of Arts Education” report and event (Aug. 2022)</p>	<p>Data Working Group and all data efforts continue and expand</p>	<p>Arts Connect decisions are based on data</p> <p>Data collection systems are in place and providing accurate and timely information</p> <p>Partners, schools, district, funders, and government officials use data to inform their work and allocate resources for arts education</p> <p>Data and case studies are used to inform advocacy at the local, state and national level</p> <p>Data collection system is aligned with other local, state and national data efforts</p> <p>Clear and measurable arts education provision impact goals are established, tracked and achieved by year 3, which may include:</p> <ul style="list-style-type: none"> • Fine Arts Teachers at every school • HISD achieving and moving beyond compliance • A percentage of schools achieving high ratings in arts education provision <p>Partner efforts are in sync and aligned with proposed goals</p> <p>Data is used to inform deployment of Funds and tracked for greatest impact</p>

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<p>#2 – Defining Quality in Arts Education</p> <p>Goal: Arts Connect will set standards of practice to create a shared language and understanding of quality arts education for Houston, providing students with the most relevant and valued arts education possible.</p> <p>Key Strategy: We will set standards by:</p> <ul style="list-style-type: none"> Collectively defining high-quality arts education, aligned with Arts Connect’s values: <ol style="list-style-type: none"> creative thinking; inclusive spirit; open access; responsive action Establishing collective measures, tools, and support systems to further quality 	<p>Common Agenda & Support Structures Task Force with Ingenuity defines working definitions and policies for an arts-rich education (April-July) – <i>the outcomes of this task force will inform two working groups: quality and advocacy</i></p> <p>Quality Working Group, using the newly developed arts-rich language, defines values and implementation goals to foster a quality arts education (Sept.) Considerations for this group include:</p> <ul style="list-style-type: none"> Evaluate what other national efforts have done regarding quality Launch a series of robust community conversations to define what quality means for our community Ground quality in our collective values Align quality with HISD, including teacher evaluation and TEKS Ensure the quality definition applies to all disciplines Consider developing strategies to achieve quality goals Embed cultural relevance as part of the conversation <p>Develop quality collateral materials</p>	<p>Quality Working Group continues:</p> <ul style="list-style-type: none"> Implements capacity building goals, opportunities and resources to foster quality Establishes collective measures to evaluate and track quality Develops tools to self-assess quality 	<p>Implementation of robust quality capacity building opportunities, determined by Quality Working Group</p>	<p>Quality work continues, as part of the capacity building area of work (Goal #3)</p>		<p>Quality standards are defined and tracked</p> <p>All partners (HISD, arts organizations, etc.), adopt and employ shared definition of quality</p> <p>Strategies are deployed in the area of quality</p> <p>Students are provided a quality arts education</p>

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<p>#3 – Building Capacity & Stakeholder Engagement</p> <p>Goal: Arts Connect will grow Houston’s capacity to ensure a strong ecosystem for arts education, expanding our partner base and our capacity to collaborate strategically with new sectors.</p> <p>Key Strategy: We will focus on:</p> <ul style="list-style-type: none"> • Growing our partner base and building strategic collaborations with new sectors • Creating opportunities to build capacity across the arts education landscape • Aligning our efforts with the City of Houston, Houston ISD, higher education and other collectives, practicing responsiveness and catalyzing impact 	<p>Partnership & Collaboration Task Force with Ingenuity (April-July 2019) – <i>the outcomes of this task force will inform the capacity building working group</i></p> <p>Leadership & School Capacity Task Force with Ingenuity (April-July 2019) – <i>the outcomes of this task force will inform the advocacy working group, focused in HISD</i></p> <p>Fund Deployment Task Force to determine use of funds for current year and next year (March-May 2019). Considerations include past Funds, exploring stipends for partners to participate in Arts Connect work, and options for supporting smaller organizations, among others.</p> <p>Capacity Building Working Group (Sept.). Considerations for this group include:</p> <ul style="list-style-type: none"> - Surveying what the community wants in terms of PD and determining next steps for shared learning opportunities - Explore options for Partners Convening’s, including technology preferences/options - Discussing how we can support and further HISD Fine Arts Department goals and campuses - Arts Connect membership <p>Produce some events: Meet & Greet, Working with HISD 101, Arts Liaisons training, Kennedy Center professional learning opportunity, and shared-learning opportunities determined by Capacity Building Working Group</p>	<p>Capacity Building Working Group continues and implements diverse learning and connection opportunities for schools and arts partners – a “season” of shared-learning is now completely determined by this working group</p> <p>Fund Deployment Task Force, as needed</p>	<p>Capacity Building Working Group continues and more opportunities are made available</p> <p>Fund Deployment Task Force, as needed</p>	<p>Capacity Building work continues and includes quality, developed by the Capacity Building Working Group</p> <p>Fund Deployment Task Force, as needed</p>	<p>Capacity Building work continues</p> <p>Fund Deployment Task Force, as needed</p>	<p>A healthy community of shared-learning and relationships is built among schools, partners, HISD Fine Arts, and the entire arts education ecosystem</p> <p>School leadership and educators apply learned practices to provide arts rich education for students</p> <p>Our membership is large, diverse and inclusive with clear growth guidelines and concrete targets</p> <p>Arts Partners have opportunities to innovate and take risk</p> <p>We have sustainable relationships with HISD, the City of Houston and other sectors</p> <p>Broader partnerships with higher education and other institutions are developed</p> <p>Capacity building funds are strategically deployed and tracked for greatest impact</p>

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<p>#4 – Driving Advocacy</p> <p>Goal: Arts Connect will advocate for the vital role of the arts within the education ecosystem to stakeholder groups that will be critical in ensuring that every student has access to an arts rich education. Our advocacy efforts will be focused on:</p> <ul style="list-style-type: none"> Working towards shifting values toward arts education in Houston Driving systems change to reflect arts education as essential to a complete education Ensuring HISD achieves compliance and further excellence <p>Key Strategy: a) We will showcase the benefits of the arts as integral in the following areas:</p> <ul style="list-style-type: none"> Early Childhood College Readiness Workforce Readiness, including skill-based education Mental Health, including social emotional learning HISD major goals and challenges Project-based Learning Local Economy <p>b) By engaging critical stakeholder support from:</p> <ul style="list-style-type: none"> Houston ISD Board & Staff Arts Partners City of Houston Higher Education Funding Community Community Members & Businesses Parents Other collectives State & National Partners 	<p>Advocacy Working Group focus on HISD, implementing the policies developed by the Common Agenda Task Force (Sept.)</p> <p>Advocacy Task Force develops toolkit for diverse audiences and the elements of a white paper that outlines the benefits of the arts to become a common language of our collective (Spring)</p> <p>Data advocacy activation training is offered by Americans for the Arts through the Kennedy Center and Ingenuity partnership</p> <p>Staff begin to build relationships with new sectors, publish opinion pieces and present to diverse audiences</p> <p>Examples of advocacy focus include:</p> <ul style="list-style-type: none"> - Developing an advocacy effort for HISD Board to approve Fine Arts Plan and setting accountability measures - Advocating for HISD's Fine Arts Department to become the Office of the Arts with Director as Chief of Fine Arts - Incorporating arts education into principal evaluation - Adding arts to STEM → STEAM 	<p>Advocacy Working Group continues to focus on HISD</p> <p>Americans for the Arts training continues</p> <p>Staff deepen relationships with new sectors and build connections with media for more coverage of arts education</p>	<p>Advocacy Working Group determines new focus and begins implementation</p> <p>Americans for the Arts training continues</p> <p>Expand relationship building to include state and national relationships</p>	<p>Advocacy implementation efforts continue</p>	<p>Advocacy implementation efforts continue</p>	<p>Arts Connect's work is aligned with HISD goals</p> <p>HISD supports and widely advocates for arts-rich campuses across the district</p> <p>An Office of the Arts is established in HISD with a Chief of Fine Arts</p> <p>The arts are recognized as an essential component of a complete education and are included in the larger education conversation</p> <p>Arts education is prioritized by government officials, education and business leaders and seen as an area to support given its potential economic impact and overall prosperity</p> <p>Our work is woven into other citywide priority areas</p> <p>Arts education is enthusiastically embraced and endorsed across citywide sectors/groups</p> <p>Parents are actively engaged in ensuring the arts are part of their child's education</p> <p>Our advocacy work is aligned and informed by state and national partners, and vice versa</p> <p>Increased access to high quality arts education leads to systems change in the community</p>

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<p>#5 – Unlocking New Investments</p> <p>Goal: Arts Connect will investigate and secure new funding avenues in Houston to advance the role of the arts within the education ecosystem. Utilizing a collective impact model maximizes potential investments by presenting a unified effort capable of achieving systemic change throughout Houston.</p> <p>Key Strategy: Secure significant new public and private dollars:</p> <ul style="list-style-type: none"> Public dollars to achieve systems change Private dollars, as available, to support innovation, capacity building and other collective efforts <p>Fundraising Values: In fundraising efforts, Arts Connect:</p> <ul style="list-style-type: none"> Does not compete with partners for programmatic funding, but rather works to expand their access to funding, as they are an important part of a healthy ecosystem. Aims to create new and sustainable funding avenues inaccessible to independent partners. Remains transparent with all partner and stakeholder groups. Solicits funding by making the case for strategic arts intervention in the larger education context. Creates a sense of urgency so as not to lose a generation of students graduating without the critical skills they need to prosper in college, career and life. Connects with funders to partner in our efforts by setting strategy and investing in initiatives collectively determined by all stakeholders. 	<p>Consultant to conduct a funding study for arts education, including public, private, and individual support</p> <p>Arts Connect and Houston Arts Alliance staff develop an initial fundraising plan and begin exploratory visits</p> <p>Ensure our investments support arts instruction, arts experiences and arts integration</p> <p>Visit with local funders to explore the establishment of a Funders Council</p>	<p>Continue exploratory visits and finalize fundraising plan</p> <p>Pre-work for Funders Council done by staff</p> <p>Begin to implement fundraising efforts based on study</p>	<p>Launch Funders Council</p> <p>Continue to implement fundraising plan</p>	<p>Fundraising efforts continue</p>	<p>Fundraising efforts continue</p>	<p>All funding avenues have been assessed and a funding plan for private and public dollars is in place</p> <p>Significant private support is received and maintained from foundations, corporations and individuals</p> <p>Active Funders Council sets strategy for alignment of support</p> <p>Arts Education dollars are tracked to show impact and needed growth</p>

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<p>#6 – Foundational Statements and Support Structures</p> <p>Goal: Arts Connect will ensure the strength and sustainability of the collective by using our foundational statements to guide our work and sustain internal operating systems and support structures.</p> <p>Key Strategy: We will focus on ensuring:</p> <ul style="list-style-type: none"> • A United Collective • Strong Governance • Transparent and Continuous Communication • Accessible Membership • Stable Support Structure <p>Foundational Statements <i>Problem Statement</i> As of 2018, not all public school students in Houston have equal access to an arts-rich education. <i>Vision</i> To realize the tremendous potential of every student by ensuring the arts as essential to a complete education, recognizing that when students prosper, our community thrives. <i>Mission</i> Arts Connect unites the Greater Houston community to ensure access to high-quality arts education in creative writing, dance, music, theater and the visual arts for every student, beginning with HISD. We accomplish our mission through:</p> <ul style="list-style-type: none"> • Collecting Actionable Data • Driving Advocacy • Building Capacity • Unlocking New Investments <p><i>Values</i></p> <ul style="list-style-type: none"> • Creative Thinking • Inclusive Spirit • Open Access • Responsive Action <p><i>Guiding Principles</i></p> <ul style="list-style-type: none"> • Student Centered • Collective Decision-making • Stakeholder Led • Data Driven 	<p>Shared Language & Communication Task Force develops collective language, builds a plan for all of us to be one voice (tell the story together and activate all leaders), and creates collateral materials (Spring) Considerations for this group include:</p> <ul style="list-style-type: none"> - A glossary of foundational vocabulary, including defining vocabulary of our areas of work - A communications toolkit to share with partners - Share statements or “elevator pitch” to use within partner organizations and reinforce our message - A shared definition of equity <p>Staff Hire Data & Advocacy Staff (July) HAA staff offers support services</p> <p>Consultants Hire consultant for funding study</p> <p>Leadership Committee Institute Leadership Committee operating procedures</p> <p>Consider HAA Taskforce recommendations and determine outcome of possible union</p> <p>Operate within approved strategic plan</p>	<p>Partners commit to use the developed language and toolkits</p> <p>Staff Hire Capacity Building Staff to support growth of working groups and shared learning opportunities (July) HAA staff offers support services</p> <p>Leadership Committee Continue strategic plan efforts</p>	<p>Partners consistently utilize common vocabulary, shared statements and communication strategies from the toolkits</p> <p>Staff HAA staff offers support services</p> <p>Leadership Committee Continue strategic plan efforts</p>	<p>Staff Hire Fundraising Staff to support increased fundraising efforts (July) HAA staff offers support services</p> <p>Leadership Committee Continue strategic plan efforts</p>	<p>Staff Staff structure continues</p> <p>Leadership Committee Continue strategic plan efforts</p>	<p>All partners adopt and use our foundational and shared language as part of our collective work and beyond</p> <p>The values remain at the forefront of our work in planning and implementation, and are visually present at all meetings</p> <p>Partners are excited and encouraged to continue working towards fulfilling our vision</p> <p>Partners spread the word about our collective work</p> <p>All art forms are recognized widely throughout the education ecosystem as part of a complete education</p> <p>Staff, leadership and partners abide by our guiding principles and have restored trust</p> <p>Organizational documents are in place, including Leadership Committee operating procedures and communications plan</p> <p>Arts Connect is governed by a Leadership Committee that is committed to our foundational statements</p> <p>Open and transparent communication is maintained between all partners and staff</p> <p>Determined support structure is appropriate, assessed annually and optimal for the collective work</p> <p>Staff is appropriate, engaged, and evaluated as needed</p>