

EXECUTIVE SUMMARY

CALIFORNIA ARTS COUNCIL STRATEGIC PLAN

ADOPTED JANUARY 2014



The California Arts Council's (CAC) Strategic Plan is crafted to further the CAC's mission of *advancing California through the arts and creativity*.

The new Strategic Plan is intended to provide a road map for the CAC over the next three to five years. It reflects the best thinking of CAC staff and Council Members and incorporates input from hundreds of stakeholders throughout the state.

The Strategic Plan is organized according to four strategic pillars, each of which lays out an overarching goal and accompanying objectives and implementation steps. The Strategic Plan is an integrated document, and each pillar builds upon the others to achieve the vision that all Californians can thrive from public support for creativity and the arts.

Taken together, these strategies are intended to ensure that the arts are recognized, celebrated, and supported in communities across the state.





PILLAR 1

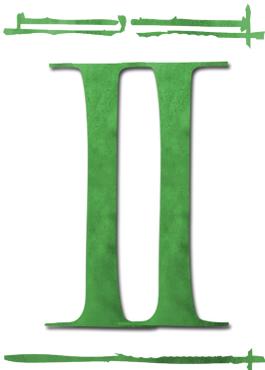
BUILDING PUBLIC WILL AND RESOURCES FOR THE ARTS

GOAL

Ensure strong support for the arts statewide among the public, elected officials, and decision makers.

OBJECTIVES

- Activate CAC constituents, the arts community, stakeholders, and the public
- Develop and provide messaging to Californians about the value of the arts and creativity to the state
- Build renewed visibility for the arts and the CAC with California elected officials
- Leverage relationships and connections of Council Members within the arts community and throughout the public, private, and nonprofit sectors
- With invigorated public will, work to secure additional resources for CAC programs and services



PILLAR 2

DIVERSITY, ACCESS, AND PARTNERSHIPS

GOAL

Ensure the CAC's work is reflective of California's diverse populations and accessible to all.

OBJECTIVES

- Work to ensure that diverse voices help to shape arts policy
- Provide services for California's diverse population
- Strive to increase accessibility to CAC staff and Council Members
- Use technology to maximize accessibility
- Collaborate and partner with other government agencies to maximize the potential for the integration of the arts across state government
- Pursue collaborations and partnerships with the private sector



PILLAR 3

THOUGHT LEADERSHIP

GOAL

Establish the CAC as a leading authority and champion for the arts in California, regionally, and nationally.

OBJECTIVES

- Provide leadership and facilitate conversations to address issues where the arts may inform the conversation
- Help shape state and local policy
- Highlight and promote arts innovation, the value of the arts, and successful arts programs
- Work to provide practical services to working artists and constituent organizations



PILLAR 4

PROGRAMS AND SERVICES

GOAL

Ensure programmatic excellence, effectiveness, and relevance in all of the CAC's programs and services.

OBJECTIVES

- Effectively manage and evolve CAC resources to address changing needs, circumstances, and funding levels
- Keep abreast with current program strategies and best practices in arts grantmaking
- Maintain commitment to arts education
- Continually examine CAC grant application eligibility, guidelines, and funding levels

GATHERING INPUT FROM ACROSS THE STATE

This plan is grounded in feedback gleaned from extensive outreach to stakeholders throughout California during a nine-month planning process. Here is a quick look at these efforts.

75 STAKEHOLDER INTERVIEWS

NINE IN-PERSON "LISTENING TOUR" EVENTS

1,000 + SURVEY RESPONSES FROM **56** COUNTIES

WHAT SHOULD BE THE CAC'S TOP THREE PRIORITIES?

- 1** Developing and implementing high quality arts programs
- 2** Improving the state of arts education in California schools
- 3** Developing public/private partnerships to expand arts opportunities

WHO PARTICIPATED?

- Arts administrators • Professional artists
- Arts educators • Arts volunteers
- Educators (non-artist) • Business leaders
- Nonprofit employees • Government employees
- Arts patrons • Elected and appointed officials
- Foundation funders • Nonprofit board members
- Current grantees • Former grantees

WHAT ARE THE TOP CHALLENGES FACING CALIFORNIA'S ARTS COMMUNITY?

- Difficulty artists have supporting themselves
- Lack of arts education in public schools
- Lack of government funding for the arts
- Lack of attention to the arts from policymakers and elected officials
- Difficulty marketing and promoting the arts