



# **North Dakota Council on the Arts Strategic Plan – FY 2017 – FY 2019**

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# Introduction

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North Dakota Council for the Arts (NDCA) engaged in comprehensive strategic planning from February to June of 2016. This plan, which covers the organization's fiscal years from 2017 to 2019, outlines the strategic goals and activities the organization intends to advance.

To complete its planning process, NDCA contracted with Creation In Common, a Minneapolis/St. Paul strategic services firm, to facilitate the following steps:

- Conduct an assessment of the organization's operational effectiveness
- Convene a series of six town hall meetings across the state to gather input from community stakeholders
- Implement an online survey to gather input from artists and arts leaders from across the state
- Facilitate a retreat with the board of directors and staff to develop goals and strategies
- Work with a strategic planning taskforce to refine the plan
- Deliver planning documentation

The following represents the resulting plan including NDCA's strategic plan framework, strategic actions, and success measures. Though this plan is meant to outline NDCA's strategic agenda, what it does not do is specify every single activity the organization does. Here, NDCA's strategic priorities are highlighted in order to ensure that each can be integrated as part of the organization's daily operations and measured at key points over the next three years to ensure that each action is having its intended impact.

Strategic planning process are complicated endeavors. Creation In Common wishes to thank the Board of Directors of NDCA for being fully involved in this process from the beginning. In addition, NDCA's executive director Beth Klingenstein and her team – Robin L. Bosch, Rebecca Engelman, Troyd Geist, and Amy Schmidt – played an important role in shaping the organization's strategy and making this plan possible. Finally, we wish to express our thanks to the over 200 North Dakota artists, arts leaders, and community leaders who provided their insights throughout this process.

# Strategic Plan Framework

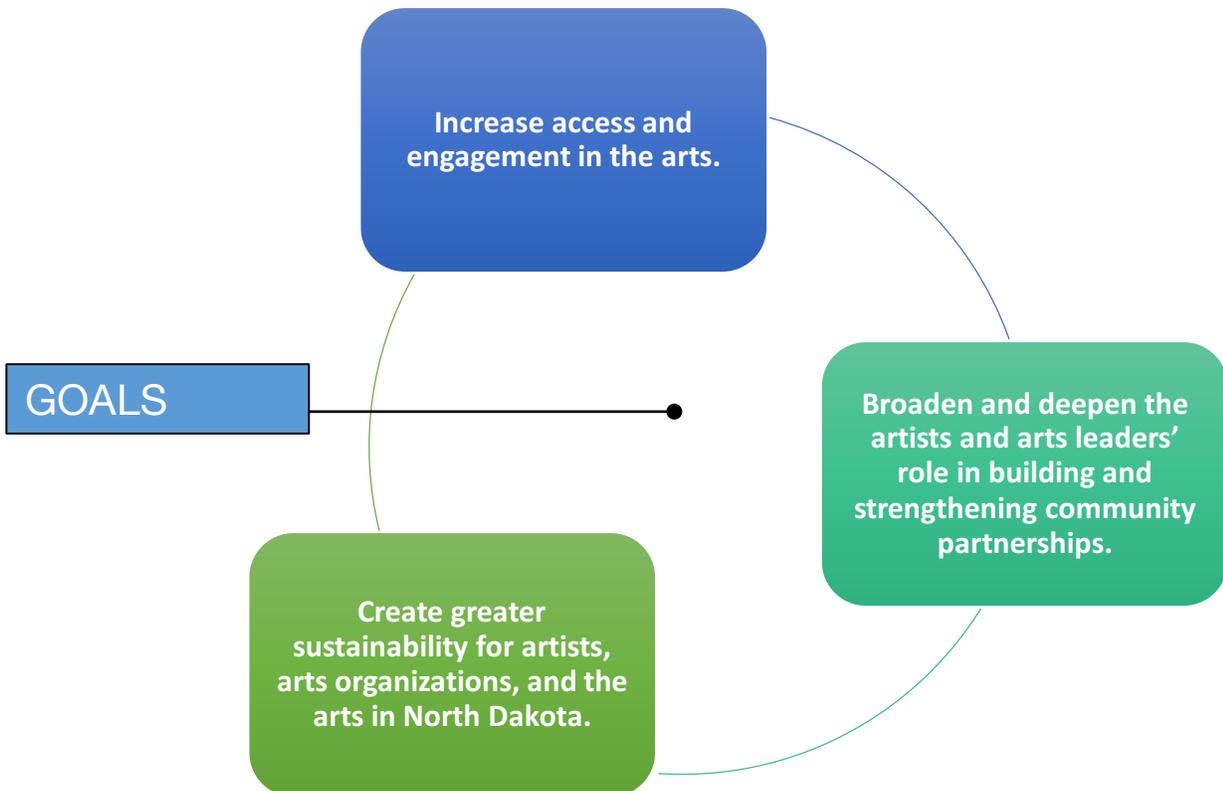
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## MISSION & VISION

Our mission is to promote, preserve and perpetuate the arts in North Dakota.

We envision North Dakota as a state in which:

- Artists are valued as members of their communities and encouraged in their creative expression.
- The arts are recognized as an essential educational tool – a tool that assists youth in reaching their full potential through creative thinking and problem solving.
- Artistic quality is honored and valued for its role as diverse community members add richness and excitement to the lives of all citizens.
- A network exists through which citizens from all walks of life are made aware of the availability of arts opportunities and benefits.
- The arts are recognized as a valuable partner in building the state’s economy and enhancing daily life by other state agencies, businesses, organizations, and the general public.



## STRATEGIES

Strengthen impact and focus of grant making programs.

Enhance educational and capacity-building opportunities for artists and arts leaders.

Strengthen grassroots efforts, amplifying the importance of the arts.

## STRATEGIC ACTIONS

### Strategy I: Strengthen impact and focus of grant making programs

1.1 Reinvigorate arts-in-schools programming and align with Every Student Succeeds Act goals.

Activity	Delegate	Completed By:
Review other state models and engage with the Department of Public Instruction.	Rebecca	November 2016
Run current AIR grant	Rebecca	November 2016
Align educational language focus with North Dakota's ESSA goals.	Rebecca	Fall 2018
Convene statewide stakeholders to help redesign arts-in-the-schools grant programs	Rebecca	January 2018

Build out programmatic guidelines (revise and update AIE guidelines)	Rebecca	February 2017
Communicate and orient public to the new grant-making approach	Rebecca	January 2018
Phase out existing programs	Rebecca	November 2017
Establish administrative structure and operational process	Rebecca	January 2018

1.2 Consolidate Community Arts Access and Presenter Support into one program on an annual grant-cycle; Special Projects to 4 time per year and Professional Development to a monthly cycle.

Activity	Delegate	Completed By:
Review and make adjustments to Community Arts Access guidelines	Amy	October 2016
Begin notification of stakeholders regarding the upcoming change	Amy	October 2016
Launch and evaluate the first year of the grant round upon completion	Amy	Launch April 1, 2017 Evaluate July 2018
Change SP grant to review 4X a year, with Beth and external, paid panel of two-three	Beth	July 2016
Change PD grant to reviewed monthly (not 2x a month) with Amy and external panel	Amy	July 2016

1.3 Add staff capacity to enhance statewide relationship building and advocacy.

Activity	Delegate	Completed By:
Identify and phase out staff activities that do not align to strategic goals including: <ul style="list-style-type: none"> <li>• Christmas Tree</li> <li>• Print Newsletter reduced to 2X per year</li> </ul>	Tree – Beth  Newsletter- Amy	July 2018  Have two issues starting in January 2017 (each covering approximately ½ year)
Build case with legislature for funding two additional administrative positions: grants coordinator and assistant grants coordinator.	Beth	May 2017
Explore engagement of project contractors for Poetry Outloud and Heritage Center Exhibit.	POL – Rebecca  Heritage – Troyd and Beth	August 2017  September 2016
Evaluate Go System and make decision on continued use.	Full staff	December 2017

## Strategy II: Enhance educational and capacity-building opportunities for artists and arts leaders.

2.1 Enhance tutorials and training on how to access NDCA resources.

Activity	Delegate	Completed By:
Provide GO training to current and potential grantees.	Online tutorial, Amy	Annual review
Provide assistance with writing an application for an NDCA grant program	Online tutorial, contract out; Amy	February 2017

2.2 Build partnerships with potential field capacity-building providers.

Activity	Delegate	Completed By:
Seek partnerships for NDCA to provide capacity-building offerings.	All Staff	March 2017
Build partnership with other governmental agencies (e.g. USDA) to fund capacity building opportunities for rural communities.	Beth	June 2018
Identify vendor to provide general grant writing trainings	Amy, Beth look for agency	February 2017

### Strategy III: Strengthen grassroots efforts, amplifying the importance of the arts

3.1 Increase communication of NDCA investments in communities

Activity	Delegate	Completed By:
Plan for 50 <sup>th</sup> Anniversary Celebration.	Staff (especially Beth), NDAGA, AND, two Board members	March 2017
Engage stakeholders to create and participate in the sharing of videos of arts activities.	Beth, Troyd, Amy, Rebecca	December 2016
Develop media and PR opportunities around NDCA's large partnership opportunities (e.g. Turnaround Arts)	Rebecca, Troyd, Amy	June 2019

3.2 Work with community partners to build a sustainable advocacy structure for the arts

Activity	Delegate	Completed By:
Complete evaluation of Arts North Dakota.	Beth, Board, Staff	September 2017
Explore ideas of building an arts advocacy day at the Capitol bringing artists and arts leaders from across the state together.	Terry Jelsing, AND, Committee (for fundraising and planning)	January 2019

3.3 Assist artists and arts organizations to build broad based community partnerships

Activity	Delegate	Completed BY
Communicate findings from AFTA economic development survey.	Beth, Robin, Amy	August 2017
Develop strategies to encourage arts leaders to participate in community development work.	Board and Staff	June 2019

## SUCCESS MEASURES

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### **Goal I. Increase access and engagement in the arts.**

Key Success Indicators:

- Growth in statewide arts activities.
- Growth in school-age and adult audiences engaged in the arts.
- Ability to reach under-served communities.

### **Goal II. Broaden and deepen the artists and arts leaders' role in building and strengthening community partnerships.**

Key Success Indicators:

- Access and engagement in professional development activities among grant funded individuals and organizations.
- Growth in community partnerships generated by grant funded activities.

### **Goal III. Create greater sustainability for the artist, arts organization, and the arts in North Dakota**

Key Success Indicators:

- Increase in arts champions who are visibly advocating for the arts.
- Increased awareness of the economic impact of the arts.