WASHINGTON STATE ARTS COMMISSION

2009-2013 STRATEGIC PLAN

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On the cover – The Spokane Symphony Orchestra. Photo by Don Hamilton; *Thunderbird* at the entrance to the LongHouse at the Evergreen State College. Artist Andrea Wilbur-Sigo. Photo by Stacey McRae; Interior of the Fox Theater in Spokane. Photo by Don Hamilton.

FROM THE DIRECTOR

June 2008

This strategic plan for the Washington State Arts Commission (WSAC) represents a shift in our thinking, our investments, and our way of doing business to be as effective as possible in today's environment. We must be more deliberate with our grants and public art programs and more strategic in leveraging local resources to benefit Washington communities. We will further our work to provide quality arts education for students and explore some new possibilities (such as early learning in the arts).

There is much to be said today about the instrumental value of the arts – the economic, cognitive, health, and social benefits of the arts to our communities and to our state. But we also must recognize and celebrate the intrinsic value of the arts as enriching our lives and making our spirits soar. Within a precarious world, the arts remind us of our aspirations and our identity, and call us to excellence.

The recommendations in this plan build on the current best practices of this agency; focus the expertise of the agency and its staff; and reaffirm the strong and enduring commitment to the original legislative intent and current mission of the Arts Commission.

Prior to developing this plan, our research phase, shaped in terms of "findings" confirmed the value of the arts—economically, socially, cognitively, behaviorally, and intrinsically—to people and communities, the importance of providing support for the arts, and the urgent need to respond to twenty-first century challenges in order to ensure healthy investments in the arts.

The findings led WSAC to a set of principles to guide its work, and, ultimately, to select three strategic pathways to focus its recommendations: education, community, and stewardship. Keeping to these strategic pathways will ensure that state resources of time and funding are focused, relevant, and have impact. The goals and objectives targeted to these strategic pathways embrace bold change, and offer a new perspective on the future as WSAC re-focuses its efforts.

This strategic plan is for the five-year period beginning in fiscal year 2009 and continuing through 2013. The full report includes the supporting findings, and detail for implementing the goals. Agency work plans and budget requests are being developed for the 2009-11 biennium.

There is much to do! Thank you for your support.

Sincerely,

Kris Tucker

Kris Tucker, Executive Director

PLAN OVERVIEW

Pathways and Goals

EDUCATION: PATHWAY TO LEARNING IN, THROUGH, AND ABOUT THE ARTS FOR CHILDREN, YOUTH, AND ADULTS.

- Support high quality and effective arts education programs for all K-12 students across the state through community-based arts learning partnerships.
- Promote access to quality arts education for young children.
- Develop the arts teaching workforce of classroom teachers and teaching artists.
- Provide learning opportunities for adults.
- Promote Washington's artistic resources and WSAC's programs through a strategic multi-year public awareness / communications campaign.

COMMUNITY: PATHWAY TO CULTURAL VITALITY FOR COMMUNITIES ACROSS THE STATE

- Develop local support for the arts.
- Expand access to a variety of quality arts opportunities in communities across the state.
- Expand access to the arts for artists and audience with disabilities.

STEWARDSHIP: PATHWAY TO CONSERVE AND DEVELOP OUR ARTISTIC RESOURCES.

- Fund partnerships with arts organizations across the state to provide quality arts programming, build organizational capacity, and leverage other resources.
- Support the work of artists.
- Expand opportunities for the public to experience and participate in traditional and folk arts.
- Shape the growth of the State Art Collection with significant, deliberate public art acquisitions.
- Conserve and maintain the State Art Collection.
- Use technology to conserve, manage, and provide access to the State's artistic resources.

STATUTORY AUTHORITY

The Washington State Arts Commission is a state agency, established by the Legislature in 1961.

PURPOSE: The conservation and development of the State's artistic resources are essential to the social, educational, and economic growth of the State of Washington. Artists, works of art and artistic institutions contribute to the quality of life and the general welfare of the citizens of the State, and are an appropriate matter of concern to the government of the State of Washington. (RCW 43.46.005)

Powers and duties generally: The commission shall make such recommendations, as it deems proper for the cultural development of the State of Washington. (RCW 43.46.050)

Visual arts program established: The Legislature declares it a policy of this State that a portion of appropriations for capital expenditures be set aside for the acquisition of works of art to be placed in public buildings or lands. There is hereby established a visual arts program to be administered by the Washington State Arts Commission. All works of art purchased and commissioned under the visual arts program shall become a part of a state art collection developed, administered, and operated by the Washington State Arts Commission. (RCW 43.46.090 and 43.46.095)

MISSION & VISION

MISSION: The Washington State Arts Commission cultivates a thriving environment for creative expression and appreciation for the arts for the benefit of all.

VISION: A Washington where the arts are thriving and celebrated throughout the state – woven into the fabric of vital and vibrant communities.

PRIORITIES OF GOVERNMENT AND THE ARTS

The arts contribute to Washington's priorities of government.

Arts, culture, and recreational opportunities throughout the State are a priority of State Government and an important legacy for this and future generations. The Arts Commission contributes to these goals:

- Arts Commission funding and services are equitably distributed throughout the state, increasing participation in cultural and recreational activities in urban and rural areas.
- Samuel Green was named Washington State Poet Laureate by Governor Chris Gregoire in December 2007. The position was established as a responsibility of the Arts Commission by the Legislature. Green has been conducting public readings, workshops, lectures, and presentations in diverse areas of the state to build awareness and appreciation of poetry.
- Partnerships with the Washington State Parks and Recreation Commission bring concerts, festivals, craft demonstrations, and exhibits to State Parks settings throughout Washington.

The arts **improve student achievement** as part of a complete education, and contribute to increased attendance, student leadership, and graduation rates. The Arts Commission contributes to these goals:

- Arts in Education grants build the capacity of schools and communities to provide quality arts instruction based on the State's arts standards. Learning in and through the arts connects with "hard-to-reach" students by addressing multiple intelligences and different learning styles, and helps all students make connections between subject areas and find relevance and meaning in their school careers.
- WSAC's *Arts Education Research Initiative* identifies some of the best ways to enhance arts education in Washington schools, provides tools to assist educators and community leaders in evaluating their schools' arts programming, and encourages the use of practices that will improve arts education.

The arts **improve the economic vitality of businesses and individuals,** enhancing the quality of life that is crucial to recruiting and retaining workers, contributing to the "creative economy," and helping to create livable communities. The Arts Commission contributes to these goals:

- Public art, art events, and preservation of heritage contribute to the cultural life of a region, are principal determinates of "quality of life," and are important factors in creating attractive job opportunities and environments.
- Grants to Washington's nonprofit arts organizations keep ticket prices low and leverage other contributions from local and federal government, corporations, foundations, and individuals.

The arts **improve the value of postsecondary learning,** contributing to the skills and abilities required by employers, and exposing students to potential arts-related career opportunities in arts, culture, heritage, and creative enterprises. The Arts Commission contributes to these goals:

- Exemplary art museums, performance halls, and arts programming located on college and university campuses benefit students and the broader community.

DEVELOPING THE PLAN

The strategic planning process began during the summer of 2007, when staff and members of the Arts Commission discussed the opportunities and challenges of developing a strategic plan. Some of the desired outcomes, as expressed by the commission, were to foster artistic excellence, creativity, and inspiration; to make a dramatic leap forward in response to twenty-first century demands; and to be willing to make ambitious changes to increase the relevance of WSAC and its programs.

The Commission and staff created this plan through a series of four full-commission work sessions, monthly committee meetings, and regular staff meetings. The Commission approved the final plan recommendations on May 13, 2008.

The planning process included four primary phases:
Phase 1: Identification of research needs for best practices and relevance
Phase 2: Publication of research findings from internal and external scan
Phase 3: Development of principles based on findings to guide recommendations
Phase 4: Identification of priorities, pathways, and recommendations

PRINCIPLES TO GUIDE PLAN RECOMMENDATIONS

Principles are the cornerstone of the plan, and express its fundamental character. The Commission developed the principles as an outgrowth of the research and findings laid out by staff. WSAC agreed to use the following principles to guide their recommendations:

- Recognize the intrinsic value of the arts as we support the creation, development, and conservation of art.
- Provide arts opportunities to all parts of the State of Washington.
- Demonstrate leadership, stand for excellence, encourage collaboration, and continually renew our commitment and energy.
- Focus our efforts so we are relevant to the current times and conditions while honoring the past and imagining the future.
- Recognize the changing demographics of our state and provide opportunities that reach citizens of all ages, ethnicities, and economic conditions.
- Increase our impact and build on our strengths through both traditional and nontraditional partnerships, resource development, and expertise that extends our reach.
- Optimize technology and communication resources to extend our reach, to achieve efficiency, and to meet the needs of our constituents.
- Innovate, be flexible, and not limited by bureaucracy.
- Embrace change, but assess intended and unintended consequences to manage risks and benefits.
- Align short-term strategies with long-term vision and purpose.
- Be clear about roles and responsibilities to maximize the effectiveness of Commissioners, staff, and others engaged in implementing our strategic plan.

STRATEGIC PATHWAYS

The Washington State Arts Commission advances and supports arts and culture in Washington State through leadership, knowledge, funding, and resources that build participation in and access to the arts. We improve education, community vitality, and stewardship by supporting high quality arts and arts education endeavors. Three strategic pathways provide a framework for our strategic plan.

EDUCATION: Pathway to learning in, through, and about the arts for children, youth, and adults. Directs funding and services to arts learning opportunities for children, youth, and adults to improve individual and community quality of life.

COMMUNITY: Pathway to cultural vitality of communities throughout the state. Directs funding and services to strengthen communities and to provide arts opportunities for the public, including a wide diversity of peoples. Strategies along this pathway will nurture creativity and will contribute to quality of life, community aesthetics, and cultural vitality.

STEWARDSHIP: Pathway to vital artistic resources through development, conservation, and promotion. Directs funding and services to provide stewardship of the state art collection and to nurture and promote artists, arts organizations, and traditional and folk arts.

EDUCATION PATHWAY- *Improve individual and community quality of life through arts learning opportunities for children, youth, and adults.*

GOAL ONE: **Support high quality and effective arts education programs for all K-12 students across the state through community-based arts learning partnerships.**

A growing body of research connects student learning in the arts to a wide spectrum of academic and social benefits. Arts education helps students develop 21st century skills that employers are seeking such as creativity, critical thinking, creative problem solving, collaborative learning, interpersonal communication, and cultural awareness.

A. Provide funding and training to strengthen community-based arts learning partnerships.
B. Assess learning in the arts.
C. Develop long-term scenarios for building funds necessary to reach all K-12 students.
D. Seek out and share information including best practices and emerging models in arts education.

Keys to success: Aligning our efforts with the Office of the Superintendent of Public Instruction's (OSPI) arts education policies and initiatives; maintaining an understanding of current research, best practices, and national models; and building agency capacity to meet statewide needs.

Tools and techniques:

- Partner with Educational Service Districts.
- Assist local arts learning partnerships in developing long-term plans for sustainable support and effectiveness.
- Train and support coaches, mentors, and key local leaders.

GOAL TWO: **Promote access to quality arts education for young children.**

Research shows correlations between arts opportunities for young children and increased long-term critical reasoning, communication, and social skills. With almost half a million children in Washington ages birth to six, the Washington State Arts Commission is positioning itself to increase the positive impact that the arts have on early development.

WSAC provides funding for the Puget Sound Educational School District's Arts Impact Program, which provides comprehensive professional development in the arts to elementary classroom teachers in Pierce and King Counties.

Since its inception in 1999, Arts Impact has served more than 200 teachers through a two-year training and mentoring program, reaching over 5,000 students.

Pictured above: Artist-mentor Eric Johnson, of Arts Impact, demonstrating the concept of a "puzzle shape" to Sumayyah Ali, a first-grader at Parkwood Elementary School in Shoreline.

Photo by Chris Goodenow, *The Enterprise*.

A. Develop and/or participate in at least one pilot project to provide arts learning experiences for young children.

Keys to success: identifying potential opportunities; clarifying WSAC's role; and exploring new funding.

Tools and techniques:
- Explore and analyze successful models and trends.
- Partner with the Washington Department of Early Learning, Thrive-by-Five Washington, or similar organizations working in early learning.

GOAL THREE: **Develop the arts teaching workforce of classroom teachers and teaching artists.**

Teaching artists are experienced artists and educators who are able to support classroom teachers by making connections between their art form and the Washington State standards in the arts. Many teaching artists are also skilled in integrating arts concepts with other subject areas, such as dancing and math, or drawing and literacy.

A. Identify and train artists who are effective in classroom settings.
B. Support professional development for classroom teachers and teaching artists.

Keys to success: Leveraging agency resources and impact through partnerships and collegial relationships with the Office of the Superintendent of Public Instruction (OSPI), ArtsEd Washington, Creativity Matters, and other arts education efforts.

Tools and techniques:
- Develop the Roster of Teaching Artists as an online resource for classroom teachers and community-based arts learning partnerships.
- Provide folk arts education materials for teachers through partnerships with State Historical Societies, Northwest Heritage Resources, and others.
- Build participation of teachers and students statewide in *Poetry Out Loud*, an annual poetry recitation contest.

The arts are recognized as essential to a well-rounded education. That is why the Washington State Arts Commission is working to bring arts education to every K-12 student in our state.

WSAC's Arts Education Research Initiative is designed to identify and encourage use of proven arts education practices, and to provide data on the state of arts education in Washington State.

The report finds that Washington's schools and school districts range widely in their capacity to bring high quality arts education to all of their students.

The Initiative provides research-based ideas and support for effective practices that principals, teachers, parents, school districts, and community arts providers can use to work toward high quality arts education for all students.

Pictured above: Students taking part in the International Arts Consortium, funded in part by WSAC. This partnership of artists, arts organizations, parents, and community members works with the teachers and students at John Stanford International School and Hamilton International Middle School in Seattle.

GOAL FOUR: **Provide learning opportunities for adults.**

A. Develop the skills and expertise of leaders of arts organizations (professional and volunteer) through online resources, effective partnerships, and targeted training events.
B. Support arts learning opportunities for adults through partnerships with community-based program providers.

Keys to success: Clarifying WSAC's priorities and roles; and focusing efforts to maximize impact.

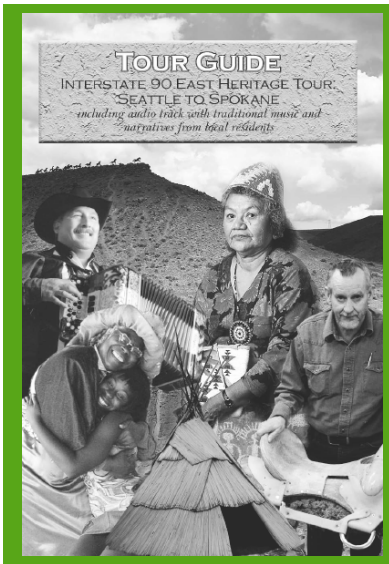
Tools and techniques:
- Work with statewide arts service organizations, colleges and universities, and other partners to maximize existing opportunities.
- Develop a calendar for training.
- Establish a network of mentors.

GOAL FIVE: **Promote Washington's artistic resources and WSAC's programs through a strategic multi-year public awareness / communications campaign.**

A. Build and share WSAC's inventory of information about the state's artistic resources including artists, folk arts, and arts organizations.
B. Recognize exemplary contributions through the biennial Governor's Arts and Heritage Awards.
C. Seek opportunities to increase the visibility of the arts on the Capitol Campus in Olympia.
D. Use Washington's Creative Vitality Index to expand understanding of how the arts contribute to the creative economy.

Keys to success: Involving constituents, funding recipients, and partners in collecting information about WSAC investments; developing Commissioner Leadership, including effectiveness in advocacy; and connecting the arts with the communication efforts of others, including arts organizations, local arts agencies, and state agencies.

Tools and techniques:
- Collect and use photos, quotes, and statistics about WSAC investments across the state.
- Provide arts information and materials for use by local and state partners for promoting tourism, city planning, design of state publications, etc.



Cultural tourism remains the fastest growing sector of tourism, and arts organizations in rural and urban communities are seeing new tourism-related audiences, partnerships, and program opportunities.

WSAC's Folk Arts Program has produced seven Heritage Tours that explore state roadways in song, story, and sound.

Each includes audio (CD or tape) with interviews and clips from musicians, artists, and tradition-bearers along the route.

A booklet provides maps, places of interest, and additional detailed cultural, geographic, and historical information.

Heritage tours are available in bookstores and gift shops, as well as www.cdbaby.com.

COMMUNITY PATHWAY - *Nurture the arts, culture, and creativity as key components of vital and vibrant communities throughout the state.*

GOAL ONE: **Develop local support for the arts.**

Ninety-two local arts agencies provide a wide variety of programs and services in communities across the state, yet only three of the state's 39 counties have a county arts commission. The Arts Commission is positioning itself to positively impact arts development initiated at the local level.

A. Support the creation and effectiveness of local arts agencies (commissions, councils, and not-for-profits) in cities and counties across Washington, using a coordinated strategy of WSAC funding and services.
B. Support the development of long-range community arts and cultural plans by providing targeted resources (including funding, information, and training), working with local leadership, and developing cross-sector partnerships.

Keys to success: Establishing and sustaining partnerships to build local commitment and capacity; and focusing initial efforts to show success and establish replicable models.

Tools and techniques:

- Engage community leaders and arts partners to identify local needs and leverage resources.
- Build local leadership through training, mentoring, and networking.
- Disseminate effective cultural plans as prototypes, case studies, and examples.
- Identify coaches and consultants available to address local needs.
- Assist local agencies in developing community planning that includes public art.

GOAL TWO: **Expand access to a variety of quality arts opportunities in communities across the state.**

People who participate in the arts are more likely to engage in other activities that support community life[1]*. The Arts Commission is committed to increasing participation throughout the state.*

The arts make communities and public spaces more attractive and enjoyable.

WSAC's Arts Participation Initiative has contributed to the rejuvenation of downtown Wapato. A rubble-strewn lot was converted into a thriving city park when five sculptures were created and installed by local students with the help of professional artists.

The sculptures represent the diverse cultural heritage of Wapato's Hispanic, Native American, Japanese, Filipino, and Anglo residents and have become the focal point of downtown revitalization.

Community festivals, gatherings and events are drawing residents back downtown. Once a main street with more than half of the storefronts closed, there are now only a few vacancies.

Pictured above: Participants at the *Taste of Wapato Festival*. Photo from the Northwest Learning and Achievement group.

[1] *The Arts and Civic Engagement: Involved in Arts, Involved in Life*, NEA, 2007.

A. Support arts experiences in and with underserved communities through leadership development and multi-year funding.
B. Encourage international cultural exchanges to foster community dialogue and develop understanding of diverse cultures.
C. Promote awareness and appreciation of poetry through the state poet laureate position.

Keys to success: Establishing funding priorities to benefit underserved communities.

Tools and techniques:

- Expand knowledge about cultural traditions and arts participation in diverse communities.
- Explore establishing a revolving loan fund and/or other non-grant funding mechanisms to provide resources for innovative arts enterprises.
- Explore methods of supporting arts opportunities through partnerships with for-profit organizations.

GOAL THREE: **Expand access to the arts for artists and audience with disabilities.**

Breaking down barriers to participation enables artists and audiences with disabilities to fully benefit from Washington's vibrant arts communities and positions the Arts Commission and our grantees to be in compliance with the Americans with Disabilities Act.

A. Provide training and information to assist cultural organizations in achieving full compliance with accessibility laws and WSAC accessibility policies.
B. Support accessibility-related site assessments of cultural facilities.

Keys to success: Focusing first on compliance of WSAC grantees; developing and implementing WSAC accessibility policies; and expanding agency knowledge about audiences and artists with disabilities.

Tools and techniques:

- Leverage WSAC impact through partnerships with statewide arts service organizations and entities serving people with specific disabilities, such as the Association for the Blind.
- Explore funding options to assist arts organizations with achieving facility modifications.

WSAC Commissioner Brom Wikstrom has worked his whole life in the visual arts.

After a two-year college course in commercial design he was actively pursuing an arts career when he sustained a high level injury to his spinal cord while swimming and was paralyzed from the shoulders down

After rehabilitation, he began painting with his mouth and eventually developed an art program at Seattle Children's Hospital.

He is past president of VSA arts (an international, nonprofit founded to create a society where all people with disabilities learn through, participate in, and enjoy the arts), and has served on the board of the Easter Seals organization.

A member of the International Association of Mouth and Foot Painting Artists, he is also the Director of the Arthead Gallery in Seattle.

His paintings are included in many prestigious collections worldwide.

Pictured above: Brom Wikstrom working in his studio. Photo by the artist.

STEWARDSHIP PATHWAY- *Support and promote artists, arts organizations, and the arts in all their forms – including traditional and folk arts. Serve as stewards of the State Art Collection.*

GOAL ONE: **Fund partnerships with arts organizations across the state to provide quality arts programming, build organizational capacity, and leverage other resources.**

Arts Commission funding enables Washington's nonprofit arts organizations to increase accessibility to the arts by helping with the cost of producing or presenting artistic events to the public.

A. Provide funding to organizations for programming that achieves specific public value such as expanded access, diversity, stewardship, promoting the arts, education, artistic merit, creativity, and geographic representation.

Keys to success: Distributing grant funds efficiently, through user-friendly processes and procedures; maintaining effective panel processes that involve constituents and result in fair and impartial results; and involving stakeholders in revising grant program guidelines and funding distribution.

Tools and techniques:

- Clarify the purpose of WSAC grants funding; document results in terms of the public value achieved.
- Explore partnerships with other arts funders to leverage state and other funds, and to establish consistent application procedures.

GOAL TWO: **Support the work of artists.**

Artists are fundamental to the cultural vitality of Washington State. Support for artists through funding, training, and other resources establishes the foundation from which healthy arts organizations provide community participation opportunities, teaching artists use the arts to provide our students with needed 21st century skills, and public art installations enhance our public spaces.

A. Support artists across the state through partnerships with arts service organizations, such as Artist Trust, that provide training, information, and funding.
B. Create specific outreach, training, mentoring, or development strategies for underserved artists (artists of color, immigrants,

Partnerships allow WSAC to leverage greater results and provide local impact.

Artist Trust, a WSAC Cooperative Partner based in Seattle, supplies an invaluable service to individual artists: holding informational workshops, providing direct funding support, and acting as an advocate on behalf of artists across the state.

For more than a decade, Artist Trust has facilitated the Arts Commission's fellowships to individual artists, and serves as an important partner in providing training, resources, and support for artists.

The Washington Artists Health Insurance Project is an ongoing initiative in which WSAC participates.

The ambitious effort intends to forge new strategies to improve artists' access to health insurance in Washington State.

Pictured above: 2007 Artist Trust / WSAC Fellowship recipient musician Paul Rucker. Photo by Shannon Phipps.

refugees, artists with disabilities, low income artists, and those in rural or geographically isolated settings).

C. Promote Washington artists' participation in WSAC opportunities such as the Roster of Teaching Artists, Public Artist Roster, Folk Arts Apprenticeships, and Folk Arts Fellowships.
D. Preserve and develop folk and traditional arts through fellowships and apprenticeships to individual artists.

Keys to success: Establishing and sustaining effective partnerships to leverage results; and including artists working in all disciplines, and folk and traditional artists.

Tools and techniques:

- Advance state policy issues to benefit individual artists.
- Use technology, partnerships, and collaborations to reach artists in all parts of the state.

GOAL THREE: **Expand opportunities for the public to experience and participate in traditional and folk arts.**

A. Increase traditional and folk arts programming through partnerships such as with State Parks and Recreation Commission, State Historical Societies, and Northwest Heritage Resources.
B. Use online technology to provide broad public access to information about traditional and folk arts, including participation opportunities.

Keys to success: Elevating visibility of traditional and folk arts; and focusing on rural and geographically isolated locations.

Tools and techniques:

- Identify vulnerable traditions and art forms.
- Seek funding through the National Endowment for the Arts, foundations, and the private sector.
- Partner with museums, state agencies, universities, and other organizations with a common interest in the preservation of Washington's cultural heritage.

Under a sunny sky in August 2007, about 300 urban young people from the Seattle area gathered at the Second Annual "Hip-Nic" Hip Hop Picnic at Saint Edward State Park in Kenmore.

The ongoing event is part of Washington State Parks and Recreation Commission's Folk and Traditional Arts in the Parks Program, a partnership with the Washington State Arts Commission.

The programs provide diverse cultural and recreational opportunities in Washington State Parks.

More than forty events are scheduled for summer 2008. For more information visit – www.parks.wa.gov/events.

Pictured above: A dance workshop led by dance group Massive Monkeys of Seattle. Photo by Annie Marie Musselman.

GOAL FOUR: **Shape the growth of the State Art Collection with significant, deliberate public art acquisitions.**

We invest in public art because it provides a public value: it contributes to the common good, and locally selected public art connects individuals and encourages community dialogue and participation.

A. Develop public art master plans for and with community college partners.
B. Broaden the pooling of public art funding for K-12 public school partners.
C. Broaden experience of public art through documentation, curriculum, and promotional materials.

Keys to success: Assessing readiness and building support of key partners.

Tools and techniques:

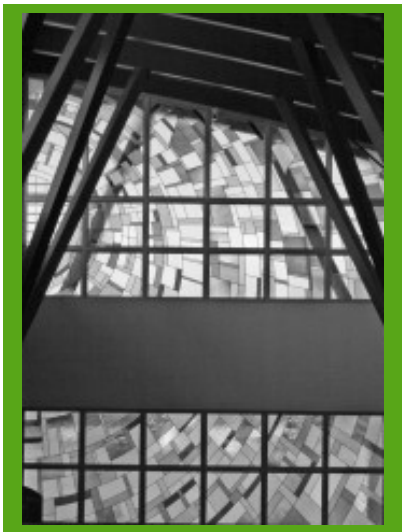
- Start with one public art master plan to show success and establish a replicable model.
- Maintain processes for participation that ensure fairness, equity, and successful acquisitions.
- Schedule "meet the artist" events or presentations for new WSAC public artwork installations.
- Work in partnership within the agency, and with related agencies, to develop and distribute curriculum.

GOAL FIVE: **Conserve and maintain the State Art Collection.**

The State Art Collection includes 4,500 artworks acquired since 1974. Dedicated resources are necessary to preserve the state's investment, minimize future maintenance needs, and ensure the quality of the collection for future generations to experience.

A. Improve acquisition processes to minimize maintenance needs to reduce the need for conservation and deaccession over the long term.
B. Provide conservation training and support for partner agencies and artists.
C. Perform regular inventory to ensure appropriate response when artworks require relocation, or are damaged or lost.

Keys to success: Implementing the public art collection care plan and clarifying responsibilities with partners and the Legislature.



Ongoing partnerships with state agencies, schools, colleges and universities enable WSAC's Art in Public Places program to provide impact with integrated, locally selected public artwork.

In 2008, the Evergreen School District in Vancouver received three public art installations at local schools that are now part of the State Art Collection.

Local art selection committees worked with WSAC staff to select artists from the Public Artist Roster, review artwork proposals, and make final artwork selection decisions.

Pictured above: *Big Bang* (detail), by Camano Island artist Jack Archibald, recently installed in the entry hall of Cascade Middle School.

The stained glass work represents the Mount St. Helens eruption and the theory that the universe contracts until its density becomes explosive.

Photo by Jack Archibald.

Tools and techniques:

- Implement conservation review during acquisition process.
- Explore funding for artwork maintenance and training.
- Establish plans with partner agencies to schedule ongoing maintenance.

GOAL SIX: **Use technology to conserve, manage, and provide access to the State's artistic resources.**

A. Implement digital systems to manage acquisition and allow public access of the State Art Collection.
B. Develop on-line systems for grant applications and reporting.
C. Explore methods of digitizing, preserving, and providing public access to Folk Arts archival materials.

Keys to success: Investing in training and equipment to build agency capacity for working with technology; and working with partners to leverage resources.

Tools and techniques:

- Establish specifications for digital archives of images, recordings, and other materials in WSAC collections.
- Develop comprehensive collections management tools.
- Seek opportunities to coordinate efforts with other arts agencies and with State Archives, Washington Historical Society, Eastern Washington State Historical Society, colleges, and universities.

In 2007, WSAC's programs served nearly 10 million individuals, including 1.7 million children and 102,000 artists. Funding and services reached twenty-eight counties.

Pictured above: A young boy listens to the Bill Anschell Group at the 2007 Anacortes Jazz Festival. Photo by Jerry Davis.

FINDINGS: INTERNAL AND EXTERNAL ENVIRONMENT

WSAC's 2009-2013 strategic plan is based on findings, a factual description of research results in an unbiased and objective way, to provide valuable and credible information upon which to base recommendations for actions. A process that begins with research findings can improve government decision-making and public policy, increase public education and understanding, and promote the acquisition and dissemination of knowledge.

Arts Commission staff conducted a literature review and researched best practices related to the role of the arts in state government, and key issues facing artists and arts organizations, the State of Washington, and technological progress and societal change.

As explained on the following pages, six major findings were identified through research:

1. Washington State citizens benefit from access to and participation in the arts.
2. Washington State leaders value and recognize the role of the arts in our communities.
3. Twenty-first century challenges and needs will shape future investments in the arts.
4. The Washington State Arts Commission delivers programs and services efficiently, and strives to be as effective as possible given limited resources.
5. Public and private partnerships advance the arts.
6. The Washington State Arts Commission looks for the best practices nationally to close the gap between needs and funding sources.

CITIZENS BENEFIT FROM THE ARTS

Washington State citizens benefit from access to and participation in the arts.

WHO ARE WASHINGTON STATE'S CITIZENS?

According to the U.S. Census Bureau, Washington was the nation's 14th most populous state in 2006, and had an estimated growth rate of 120,000 additional residents in that year. Census figures reveal that 12% of the state population lived in poverty, 12% lived in rural areas, and the population's ethnic diversity is increasing. Though predominantly Caucasian, in 2006 the state's ethnic groups included 9.1% Hispanic, 6.6% Asian, 3.6% African American, 1.6% American Indian and Native Alaskan, and 0.5% Native Hawaiian or Other Pacific Islander.

Additionally, over 12% of Washington's population is foreign-born, and 14% speak a language other than English at home (2006 estimates). The top native countries of the foreign-born in Washington are Mexico, China, and the Philippines. The largest percentage of the foreign-born are from Asia (38.7%), with 31% from Latin America, 18.1% from Europe, 4.9% from Africa, 6.0% from North America, and 0.6% from Oceania.

Language is one of the most threatened cultural resources in Washington. Within languages are stories, phrases, songs, legends, and rituals that reflect rich and diverse artistic knowledge. Washington State has 16 native languages where less than 50 people under the age of 60 are still speaking the language fluently.

In Washington, there are 45,157 working artists, according to a study[2] by the National Endowment for the Arts. The concentration of artists is highest in the Puget Sound region.

BENEFITS OF THE ARTS

National, state, and regional studies provide evidence of public benefit from the arts. The arts contribute to community identity, social capital, economic vitality, the creative economy, academic achievement, and quality of life.

A study by the RAND Corporation emphasizes the importance of intrinsic and instrumental benefits of the arts, and calls for better balance between building the supply of the arts and cultivating demand. "The study's key policy implication is that policy should be geared toward spreading the benefits of the arts by introducing greater numbers of Americans to engaging arts experiences. This focus requires that attention and resources be shifted away from supply of the arts and toward cultivation of demand."[3]

"People are drawn to the arts not for their instrumental effects, but because the arts can provide them with meaning and with a distinctive type of pleasure and emotional stimulation. We

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[2] *Artists in the Workforce 1990–2005,* NEA, 2008.

[3] *Gifts of the Muse: Reframing the Debate about the Benefits of the Arts*, RAND Corporation, 2005.

contend not only that these intrinsic effects are satisfying in themselves, but that many of them can lead to the development of individual capacities and community cohesiveness that are of benefit to the public sphere."[4]

EDUCATIONAL BENEFITS

A growing body of research correlates student learning in the arts with a wide spectrum of academic and social benefits, including higher levels of academic success and lower dropout rates. Arts education helps students develop highly sought-after 21st century skills such as creativity, critical thinking, creative problem solving, collaborative learning, interpersonal communication, and cultural awareness.

Most educational, economic, and neurological experts now agree that the first five years lay the groundwork for children's emotional, social, language, cognitive, and physical development—all critical elements for school readiness and life success. In Washington State, less than half of all children begin kindergarten with the skills necessary to succeed in school, and just 25 percent of the lowest-income students are considered ready. New public and private investments, partnerships, and programs, including Thrive by Five and the Department of Early Learning, place emphasis on early learning.

HEALTHY COMMUNITIES

Healthy arts communities are defined and documented in terms of how arts, culture, and creative expression contribute to the well being of communities and their residents. People are drawn to the arts because of their intrinsic value: arts bring pleasure, emotional stimulation, entertainment, and enjoyment that benefit individuals and society. Public art enhances public buildings and public spaces, and encourages community dialogue.

Arts also promote cross–cultural awareness and understanding. The state of Washington is a player in the international arena, and the arts foster – and benefit from – international relationships. Yet Washington's students and citizens have inadequate knowledge of the diverse cultural traditions that exist in our state, or of cultures outside our state and country.

PARTICIPATION

WSAC programs in 2007 served nearly 10 million individuals including 1.7 million children and 102,000 artists. Arts participation is influenced by age, education, geographic location, and other demographic factors. Opportunities to participate in the arts are provided by a wide variety of organizations, programs, projects, and services: nonprofit, public, and commercial organizations, schools, individual artists, and online resources. Public participation in the arts also includes gallery strolls, online arts training, community-theater, garage bands, traditional and folk arts, and cinemas.

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[4] Ibid.

Creative Economy

WSAC created the Creative Vitality Index (CVI) to track how the arts contribute to the creative economy. The CVI is an annual measure of the health of the creative economy in a city, county, state or other geographic area. The CVI measures seven indicators of community participation in the arts (i.e., per capita museum and art gallery revenue from ticket and product sales), as well as concentrations of arts-related employment.

The baseline score for the Creative Vitality Index is 1.00 – this is the national score using the same data streams used locally. A region's score reflects a value relative to this national baseline; a score of 1.00 or greater means that the area has a relatively strong arts sector.

The Washington State Creative Vitality Index for the 2006 calendar year was 1.29, a slight decrease from the previous two Index years. Seattle-King County had the highest regional index, with an overall value of 2.44, also slightly lower than the 2004 index. The drop in Seattle-King County, as well as Spokane (the State's only two regions over 1.0), contributed to the overall drop in the Washington State Creative Vitality Index.

Although the overall index declined, there were significant increases in several regions including the Eastern Washington Partnership, which saw an increase from .57 to .90, and North Central Washington, which saw an increase from .53 to .85.

Overall, the State of Washington remains above the nation as a whole as measured by the 2006 Creative Vitality Index.

STATE LEADERS VALUE THE ARTS

Washington State leaders value and recognize the role of the arts in our communities.

WASHINGTON STATE ARTS COMMISSION ESTABLISHED IN 1961

The State of Washington established the Washington State Arts Commission in 1961 with the duty to provide "conservation and development of the state's artistic resources." The WSAC has provided grant support to arts organizations for 40 years.

GOVERNOR'S ARTS AND HERITAGE AWARDS SINCE 1966

The prestigious Governor's Arts and Heritage Awards are awarded biennially. Since 1966, over 145 individuals and artists and organizations have received Arts Awards and 48 individuals and organizations have been honored with a Heritage Award.

ARTS EDUCATION SINCE 1970

The Washington State Arts Commission's commitment to arts in education began in 1970 with one small program. In 1981, the State Arts Commission assumed administrative responsibility for the Cultural Enrichment Program (CEP) from the Office of the Superintendent of Public Instruction as a result of legislative action in the 1981 session. The program goal was to "provide the highest quality arts experiences which are not otherwise available to the elementary and secondary school students of the state of Washington, in order that positive attitudes can be fostered through learning experiences which are designed to stimulate an interest in, develop an awareness of, and encourage a commitment to the arts."

In 1983, WSAC adopted a formal goal for arts in education: "to enhance education through the involvement of professional artists in all arts disciplines in school and other educational settings."

Since 1999, WSAC's arts education investments have focused on developing community-based partnerships that align with state arts education standards.

ART IN PUBLIC PLACES SINCE 1974

The ½ percent for art program was established by the state in 1974 as a WSAC program with the purpose of "…foster[ing] culture and the arts [and] the …development of artists and craftsmen." This is the only WSAC program specified in statute.

The Art in Public Places program has resulted in the acquisition of more than 4,500 pieces in the State Art Collection in 37 of the state's 39 counties.

FOLK ARTS SINCE 1991

The Washington State Arts Commission established the Folk Arts program in 1991 to preserve, present, and protect the state's traditional and folk arts through fellowships, apprenticeships, and specific projects. The program has created an extensive collection of slides, photographs, and audio recordings.

BUILDING FOR THE ARTS SINCE 1991

The State of Washington supports capital needs for arts organizations through the Building for the Arts program, administered by the Department of Community, Trade and Economic Development. The program has provided nearly $46 million for 133 arts-related projects throughout the state. The Executive Director of WSAC is a voting member of the advisory committee that reviews Building for the Arts applications.

POET LAUREATE SINCE 2007

The State of Washington created a poet laureate program in 2007 to honor and promote the role of poetry and poets in the creative culture of the state. The Legislation names WSAC as administrator of the program. Governor Chris Gregoire named Samuel Green as the state's first Poet Laureate in December 2007, for a two-year term.

OTHER CULTURAL POLICIES OF THE STATE

In addition, according to *Mapping State Cultural Policy: the State of Washington*,[5] another 17 state agencies, six related nonprofit entities, and 29 Native American tribes also have cultural policies with statewide impact.

[5] *Mapping State Cultural Policy: the State of Washington*, J. Mark Schuster, editor, Cultural Policy Center at the University of Chicago, 2003.

TRENDS, CHALLENGES, AND OPPORTUNITIES

Twenty-first century challenges and needs will shape future investments in the arts.

TRENDS

Creativity and imagination are valued as important to education, economic development, and workforce retention and recruitment.

Washington State recognizes the arts as part of a basic education. An arts credit for high school graduation and classroom-based assessments in the arts is required as of the 2008-2009 school year.

The economic transformation from a resource-based economy to a knowledge-based economy is contributing to a growing income gap, especially in some small rural or remote communities. These economic constraints may impact participation in the arts and community investment. Technology is creating opportunities for new ways of communicating with citizens to deliver services and information about the arts, as well as new ways to make and show art.

Privately owned, for-profit enterprises are presenting artistic content such as poetry slams, theatre, and film. Some not-for-profit organizations are presenting commercial content to increase earned income. In some areas, the nonprofit, tax-exempt structure is under scrutiny, and distinctions are blurring between fine arts and crafts, and amateur and professional.

Arts advocacy efforts have had limited success in securing WSAC funds from the legislature, but have made important strides in arts policy issues related to arts education and use of nonprofit facilities. The future of arts advocacy may require a new generation of volunteers, use of technology, and completely different strategies.

Accessibility for people with disabilities is a growing issue, as well as a civil right. Accessibility investments are necessary for participation in the arts for disabled people and senior citizens.

EDUCATION CHALLENGES

To meet new state arts credit requirements, schools across the state must significantly increase their capacity to provide high quality arts education in dance, music, theatre, and visual arts.

CHALLENGES FOR ARTS ORGANIZATIONS

While the number and size of arts organizations has grown with the growth of the state's population, WSAC's capacity to give grants has not kept pace. Growing demand and diminishing funding capacity is keeping worthy arts organizations from receiving state support.

Comparison of WSAC support over time

A five-year history of typical grantee budgets and WSAC grants awarded indicates that grants are shrinking, while demand for grants is increasing. WSAC grants, especially in these categories, are seen as a "stamp of approval" that is effective in leveraging other funds. However, some qualified organizations are denied funding due to increased competition for limited funds. Little or no funding is available to support promising programs and projects, such as those in immigrant or ethnic communities, with senior citizens, or as new local partnerships for tourism or downtown revitalization.

Organization*	2002	2007	Percent change
Seattle Art Museum (Annual Budget)	$3,343,412	$18,257,344	+446%
Seattle Art Museum (WSAC grant)	$76,760	$45,285	-41%
Spokane Symphony (Annual Budget)	**$2,953,209**	**$3,706,798**	**+26%**
Spokane Symphony (WSAC grant)	**$15,787**	**$14,284**	**-10%**
Yakima Allied Arts (Annual Budget)	$228,425	$332,817	+46%
Yakima Allied Arts (WSAC grant)	$4,200	$4,599	+10%
Methow Arts Alliance (Annual Budget)	**$92,806**	**$236,172**	**+154%**
Methow Arts Alliance (WSAC grant)	**$4,000**	**$4,200**	**+5%**

* Note: WSAC Grants to Organizations grantees

Local Coordination Challenges

Ninety-two local arts agencies provide a wide variety of programs and services in communities across the state. Only four of the state's 39 counties have a county arts commission. Few, if any, communities have developed a comprehensive cultural plan that addresses long-term needs.

Public Art Collection Management Challenges

Collection management concerns for the state art collection include the backlog of repair, lack of documentation, lack of technical specifications, vandalism, and durable material selection and best fabrication practices during the commissioning process.

Nearly 100 artworks in the State Art Collection currently need repair; approximately 40 artworks are added to the list yearly, while 35-40 are repaired. Care of the collection is influenced by the capacity of WSAC and partner agencies, as well as characteristics of the artwork and other factors. Key factors influencing the care for the state art collection include:

- Less than one percent of our partner agencies are known to perform their routine maintenance responsibilities on a regular basis, and with sensitivity to preservation standards,
- In 2007, 89% of conservation projects (24 of 27) resulted from lack of maintenance or poor artwork handling by partner agencies,

- Aging infrastructure and significant growth of school campuses require remodeling or reconstruction projects that impact artwork,
- Vandalism.

Accessibility Challenges

As the population ages, older citizens continue to be actively involved in their communities. Providing for the quality of their experiences at arts venues may require accessibility investments. In recent years, the Arts Commission has established an accessibility committee to ensure compliance with federal and state laws, and has developed a procedure for handling complaints of discrimination based upon a disability against WSAC grantees.

Cultural Policy Opportunities

Smart, strategic cultural policy decisions in the future may benefit from WSAC leadership in establishing collaborations, hosting discussions or seminars on key issues, data analysis, documentation, and research. Washington State currently has no cultural policy infrastructure. We lack the capacity for broad conversations about the public value of the arts, the systems of support, trends in participation, and the impact of various influences on the arts. In other states, a university or a foundation serves in this role.

International Connections Opportunities

The WSAC realizes that international arts program activities could respond to an increasingly global economy and society. In the past, WSAC has taken part in international projects as opportunities arise. Many existing grantees actively engage in and program international projects. A summary of WSAC investments in FY 2007 indicates that international artistic activity is directly or indirectly supported by several of its grant programs. Washington State has three official sister-state relationships, and has active ties with global trade partners. Consulates and universities support arts exchanges. There are 36 foreign consulate offices in Washington, eight of them with full consular staff.

2010 Winter Olympic and Paralympics Games in Vancouver, BC

The Department of Community Trade and Economic Development has established a communications office to focus on tourism and promotional opportunities for Washington in conjunction with the 2010 Winter Olympic and Paralympics Games in Vancouver, Canada.

Other Opportunities for the Arts in Washington

- WSAC's 50th Anniversary in 2011
- Tourism and integration with the arts
- Assessment of historic theaters
- Cultural funding mechanism proposed for the Puget Sound region
- Lottery funding for arts education (proposed legislation)

DELIVERING SERVICES EFFICIENTLY AND EFFECTIVELY

The Washington State Arts Commission delivers programs and services efficiently, and strives to be as effective as possible given limited resources.

GRANTS

WSAC funds are distributed primarily through competitive grants to nonprofit arts organizations. These grants are known to leverage funding from other sources, but many areas of the state have little arts funding other than that provided by WSAC.

ART IN PUBLIC PLACES/COLLECTION MANAGEMENT

In 2006, WSAC adopted a collections management plan to guide stewardship of the collection. In 2007, WSAC received $118,000 for the biennium in new funds to begin implementation of the plan. First priorities included creating a conservation technician position, bridging a legislated change in conservation funding, and investing in digital technology for artwork acquisitions.

ARTS EDUCATION PARTNERSHIPS

WSAC's Community Consortium grant program has proven effective in developing community-based arts education partnerships during its nearly ten years of investments. WSAC funds approximately 20-22 arts education consortia per year, with a total budget of approximately $525,000 in FY 2008. There are approximately 295 school districts in the state. A formal evaluation found that the program is deepening standards-based education, building local partnerships, meeting community needs, building local intellectual capital, bringing about significant improvement in the use of data, building sustainability, and reflecting national trends. Arts education is improving, expanding, and attracting community involvement and significant additional funding, thanks to WSAC's investments.

COMMUNICATIONS

WSAC communication strategies seek to promote arts participation, advance knowledge about the arts, and advocate for stronger arts policy and resources. An electronic newsletter sent to 2,6000 subscribers throughout Washington provides information about upcoming arts events, professional development opportunities for artists, and briefs on WSAC programming. The WSAC website, which averages 20,000 unique visitors each month, is a portal for delivering new and improved online training and other services.

OTHER PROGRAMS AND PROJECTS

Other exemplary WSAC programs, projects, and products may be building blocks for future success. These include:

- Arts Participation Initiative
- Arts in Parks (partnership with Washington State Parks & Recreation)
- Jacob Lawrence touring exhibition
- Arts Education Research Initiative
- Heritage Tours

PARTNERSHIPS ADVANCE THE ARTS

Public and private partnerships advance the arts.

WSAC relies on funding from the National Endowment for the Arts, state general funds, foundation grants, and percent for art from the state's capital budget to provide arts support and services. Local arts agencies in some major cities (nationally and in Washington) have seen greater funding growth than have their state arts agencies or the NEA. Inflation also is diminishing the spending capacity of WSAC dollars.

NEA AND OTHER FEDERAL FUNDING

Congress approved an increase to NEA funding for the 2009 fiscal year. The growing federal deficit and uncertain economy are not favorable to major NEA increases in the future.

The Department of Education and the State Department also fund arts programs, though WSAC has not sought funding from these sources.

PRIVATE FUNDING TO ARTS ORGANIZATIONS

Non-profit arts organizations rely on a combination of earned income, private giving, foundation grants, and government support. Government support for the arts represents only about 7% of the total budget for a typical arts organization.

Typically, 10% of donors contribute over 80% of revenue (the vast majority of donors are responsible for less than 20% of revenue).

PARTNERSHIPS

The WSAC leverages its funding and reach through partnerships with organizations including Artist Trust, Centrum, Washington State Arts Alliance Foundation, Arts Northwest, Arts Ed Washington and Northwest Heritage Resources, as well as numerous local arts agencies, parks, and schools. WSAC also partners with regional and national organizations including the Western States Arts Federation (WESTAF), The Association of American Cultures (TAAC), National Assembly of State Arts Agencies, and Americans for the Arts.

LOCAL ARTS AGENCIES AS PARTNERS

Across the country, some state arts agencies partner with local arts agencies to provide leadership, deliver services, expand access to arts opportunities, re-grant state funds, or serve in other roles. Local partners:

- Provide information, training, and resources online
- Operate a communities grant program to re-distribute funds through regional partners.
- Hire outside service providers
- Create partnerships with other organizations/individuals to provide services
- Serve a particular type of organization, geography, project or time frame

BEST PRACTICES TO CLOSE THE FUNDING GAP

The Washington State Arts Commission looks for the best practices nationally to close the gap between needs and funding sources.

Public Art Collections

Agencies considered best models of collections management maintain their collections directly without the assistance of partner agencies. They use professional art handlers on staff to move and install all "portable" artworks.

Other jurisdictions that have taken steps to broaden art in public places opportunities provide models for flexible spending, oversight, and partnerships.

Early Learning

Model programs around the country incorporate the arts into early learning to engage young children in creative learning, connect with families and parents thorough arts experience, express and explore diverse cultures, and reach at-risk populations.

Arts in Education

The New York State Council on the Arts has an exemplary AIE program. Their programs are philosophically very similar to WSAC's — based on community partnerships between arts organizations and schools to support in-school, standards-aligned arts education for all students — but operate on a much larger scale.

Accessibility

"Design for Accessibility: A Cultural Administrator's Handbook" is a national reference and resource guide for integrating older adults and people with disabilities into all aspects of an arts organization, from planning and design to marketing and technical assistance.

Community Arts Development

Model programs at other state arts agencies support community development through the arts with grant and training programs.

Revenue Streams

Taxing districts, cultural endowments, earned income, and dedicated funds are samples of revenue streams as yet untested by WSAC or in Washington to advance arts and culture.